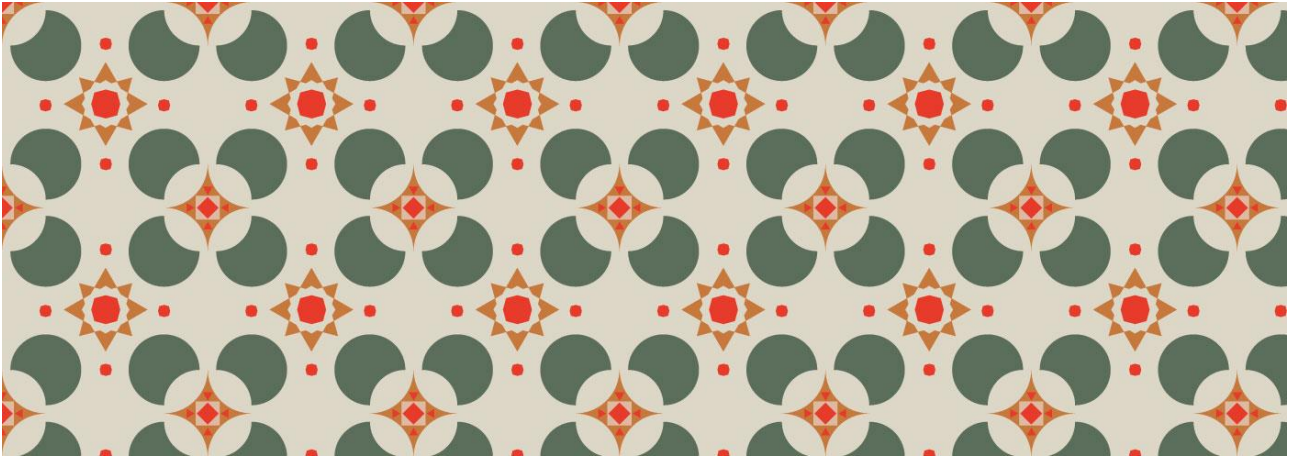




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Arab Geopolitics 2020
The Middle East: what kind of future?

Rome, the 27th of July 2020



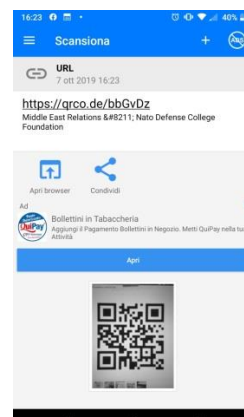
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ARAB GEOPOLITICS 2020 *The Middle East: what kind of future?*

High-Level Conference

*Organised by the **NATO Defense College Foundation**
In co-operation with the **Policy Center for the New South**,
the **NATO Political Affairs and Security Policy Division** and the **NATO Defense College***

Rome, the 27th of July 2020

Venue: Rome Cavalieri, A Waldorf Astoria Hotel

14,00 - 14,30 Participants Registration

14,30 - 14,45 Welcome Remarks

- **Alessandro Minuto-Rizzo**, President, NATO Defense College Foundation, Rome
- **Karim El Aynaoui**, President, Policy Center for the New South, Rabat (Virtual)
- **James Huber**, Military Assistant to the Dean, NATO Defense College, Rome

14,45 – 15,00
Opening remarks

Gilles Kepel, Scientific Director, Middle East Mediterranean Freethinking Platform, Università della Svizzera italiana, Lugano

15,00 – 16,15

SESSION I AN UNSETTLED MIDDLE EAST

In the course of the last years the geopolitics of the region has become more complex and apparently less tractable. The persistent fragility of the states in the area has sparked a war of all against all and in some cases hopeless local populations look for ways to leave their homelands. It is clear that some kind of stability and order needs to be established but it is necessary to assist these countries in their efforts. How can the international community help to reconcile the ongoing divergent policies?

Chair: **Claire Spencer**, Visiting Senior Research Fellow, King's College, London

- **Giovanni Romani**, Head, Middle East and North Africa Section, Political Affairs and Security Policy Division, NATO HQ, Brussels (Virtual)
- **Youssef Cherif**, Deputy Director, Columbia Global Centers, Tunis
- **Younes Abouyoub**, Director, Governance and State-Building Division for the MENA Region, United Nations, New York (Virtual)
- **Mitchell Belfer**, President, Euro-Gulf Information Centre

Q&A Session

16,15 – 16,45 Coffee/Tea Break

16,45 – 17,00

Special intervention

Maged Abdelaziz, Permanent Observer to the United Nations, Arab League, New York (Virtual)

17,00 – 18,15

SESSION II THE CIVIL SOCIETY. AN OPEN ISSUE

At the beginning of this decade, uprisings in the region ended up differently: counter-revolutions, a democratic transition (Tunisia) or a war of all against all. Also, the concept of democracy, as conceived in the West, resulted to be insufficient to overthrow the political élite and guarantee to the countries a significant social and economic development. In 2018, the second wave of revolutions asked for a complete renovation of the political system and mechanisms. However, it seems that the lack of clarity from the protesters led to political impasses. How to overcome these deadlocks? Since 2011 how has the balance changed between the military forces and civil societies?

Chair: **Maurizio Caprara**, Foreign Affairs Commentator, Corriere della Sera

- **Robert Watkins**, Assistant Director; Head of the Middle East and North Africa Division, DCAF - Geneva Centre for Security Sector Governance, Geneva
- **Brahim Oumansour**, Associate Fellow, Center for Studies and Research on the Arab and Mediterranean World, Geneva; and Associate Research Fellow, Institute for International and Strategic Affairs, Paris
- **Sofia Barbarani**, Freelance Journalist
- **Mohammed Loulichki**, Senior Fellow, Policy Center for the New South, Rabat (Virtual)

Q&A Session

18,15 – 18,30

Concluding Remarks

END OF THE WORKING DAY

Special Thanks to Philip Morris International

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SPEAKERS BIOGRAPHIES

WELCOME REMARKS

Alessandro Minuto-Rizzo

President, NATO Defense College Foundation, Rome

After having served at the Italian Embassy in Washington, D.C. and as Commercial Counsellor at the Embassy of Italy in Prague, Amb. Minuto-Rizzo worked as Head of the External Relations Office of the EEC from 1981 to 1986. In the next years, his career focussed on Europe and Space Policy. In 1997 he was appointed Diplomatic Counsellor of the Minister of Defence Nino Andreatta, then of his successors Carlo Scognamiglio and Sergio Mattarella. In 2000, Minuto-Rizzo held the position of Italian Ambassador to the Western European Union and to the Political and Security Committee of the EU, of which he was among the founding members. He was Deputy Secretary General of the Atlantic Alliance, between 2001 and 2007. His mandate was mostly carried out in the strategic-political industrial area, in the relations with sensitive countries such as those in the Gulf and the Southern Mediterranean. He is the author of the books: “The road to Kabul” (Il Mulino-Arel, 2009); “A political journey without maps, diversity and future in the Greater Middle East” (Rubbettino, 2013), and “NATO and the Middle East: The Making of a Partnership” (New Academia Publishing, 2018).

Karim El Aynaoui

President, Policy Center for the New South, Rabat

He is President of the Policy Center for the New South and Dean of the Faculty of Economics and Social Sciences at the Mohammed VI Polytechnic University. He also serves as advisor to the CEO and Chairman of the OCP Group. From 2005 to 2012, he worked at the Central Bank of Morocco, as Director of Economics and International Relations. Prior to this, he served as an economist at the World Bank. Dr El Aynaoui is a board member of the OCP Foundation, a global member of the Trilateral Commission, and member of IFRI Strategic Advisory Board, the Malabo Montpellier Panel and the Scientific Council of the Moroccan Capital Market Authority. He holds a PhD in Economics from the University of Bordeaux.

James Huber

Military Assistant to the Dean, NATO Defense College, Rome

Colonel Huber is a US Army Aviation Officer and graduate of the US Army War College in Carlisle Pennsylvania. He commanded the 222nd Aviation Battalion and the 28th Aviation Brigade in Ft Eustis, Virginia, and was Deputy Brigade Commander of the 3rd Combat Aviation Brigade in Regional Command South, Afghanistan. He has served over the last five years at the NATO Defense College as the US Senior National Representative, Faculty Advisor, Head of the Curriculum Planning Branch and currently is the Military Assistant to the Dean.

OPENINGS REMARKS

Gilles Kepel

Scientific Director, Middle East Mediterranean Freethinking Platform, Università della Svizzera italiana, Lugano

Dr Kepel is a French political scientist and Arabist, specialised in contemporary Middle East and the study of Muslim communities in the West. He is Adjunct Professor and Scientific Director of the Middle East Mediterranean Freethinking Platform. He is also Professor at the Université Paris Sciences et Lettres, where he is also Director of the Middle East and Mediterranean Chair. Originally trained as a classicist, he started to study Arabic after a journey to the Levant in 1974. He first graduated in Philosophy and English, then completed his Arabic language studies at the French Institute in Damascus (1977–78), and received his degree from SciencesPo in 1980. His research interests focus on the current geopolitical configurations and conflicts in the Middle East, the Mediterranean region, and the impact of Jihadi terror in the wake of the severe attacks on French and European soil. He investigated the developments of Islam as a social and political phenomenon in France, with an innovative approach in Islamic studies in the West. He researched on the 2005 French riots in the Clichy-Montfermeil area, in the north of Paris, whence the events sparked. He also carried out comparative studies of political-religious movements in Islam, Judaism and Christianity. His newest book is “Sortir du Chaos: Les crises en Méditerranée et au Moyen-Orient” (Éditions Gallimard, 2018).

SESSION I

Claire Spencer

Visiting Senior Research Fellow, King's College, London

She is currently an independent consultant with the British Council working on the Hammamet series of conferences that fosters greater links between the UK and North Africa. Prior to this, Dr Spencer was Senior Research Fellow and Head of the Middle East and North Africa Programme at Chatham House, before serving as Head of Policy for the Middle East and Central Asia for the development agency Christian Aid. Until 2001, she was Deputy Director of the Centre for Defence Studies at King's College, where she set up and led the Mediterranean Security programme. Dr Spencer is a member of a number of advisory boards and associations relating to the MENA region. She is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce. Dr Spencer received her BSc in

politics from Bristol University and her PhD from the School of Oriental and African Studies, University of London.

Giovanni Romani

Head, Middle East and North Africa Section, Political Affairs and Security Policy Division, NATO HQ, Brussels

He is a former Italian Navy officer. He has been on active duty from 1985 to 2006. He served as a combat operations electronic warfare and intelligence officer on several Italian and US ships, taking also part in the “Sharp Fence” and “Sharp Guard” operations in waters adjoining the Former Republic of Yugoslavia. In March 2006, he was appointed Head of NATO’s Naval Armament Unit. From April 2012 to December 2017, he led the Land and Maritime Capabilities Section within the NATO Defence Investment Division. Mr Romani is currently Head of NATO Middle East and North Africa Section.

Youssef Cherif

Deputy Director, Columbia Global Centers, Tunis

Dr Cherif runs the Columbia Global Centers in Tunis. He is a Tunis-based political analyst, specialising in North African affairs, a member of Carnegie’s Civic Activism Network, and a regular contributor to a number of think-tanks and media outlets. He consulted previously for IWPR, IACE (Institut Arabe des Chefs d’Entreprise), the United Nations, The Carter Center, etc. He is a former expert at the Tunisian Institute for Strategic Studies. He holds a Chevening Master of Arts in International Relations from the Department of War Studies of King’s College London, and a Fulbright Master of Arts in Classical Studies from Columbia University.

Younes Abouyoub

Director, Governance and State-Building Division for the MENA Region, United Nations, New York

He was former Head of the Political Office of the UN Under-Secretary-General for Conflict Prevention and Senior Political Advisor to the UN Secretary-General Special Envoy to Burundi. Dr Abouyoub directed the Political Office of the UN Secretary-General Special Envoy to Yemen and acted as his Senior Special Advisor. He also was the Senior Political Officer in charge of the regional affairs in the UN political mission to Libya (UNSMIL) and Head of Office of the Special Representative of the UN Secretary-General in Libya. He also served as Senior Regional Expert in the UN Security Council Panel of Experts on Sudan (Darfur) and worked for the United Nations Department of Political Affairs in New York, and the United Nations Environment Program in Nairobi. Dr Abouyoub holds a PhD in political sociology (Paris Sorbonne/Columbia University) and an MA in Geopolitics and Law.

Mitchell Belfer

President, Euro-Gulf Information Centre

He is currently President of the Euro-Gulf Information Centre, Senior Lecturer in International Relations, Terrorism and Security at the Metropolitan University Prague, and Editor in Chief of the Central European Journal of International and Security Studies. Dr Belfer also sits, among other editorial, research and scientific boards, on the Steering Committee of the Global Institute for Cybersecurity Technologies and the Editorial boards of New Perspectives and the International Journal

of Humanitarian Studies. In addition to numerous works of scholarship and presentations in academic and political fora, he is also a frequent international media contributor and has appeared on the BBC, CNN, and Radio France International. He wrote for the Wall Street Journal, the National Review, the Government Gazette, the Parliament Magazine and an assortment of others.

SPECIAL INTERVENTION

Maged Abdelaziz

Permanent Observer to the United Nations, Arab League, New York

Ambassador Abdelaziz is an Egyptian diplomat that has more than forty years of experience in multilateral affairs, including peace and security, development and human rights. Prior to his appointment, he was the Under-Secretary-General of the United Nations and the Special Advisor of former Secretary-General Ban Ki Moon on Africa. Prior to that, he has been the Permanent Representative of Egypt to the United Nations in New York. In that capacity, he shaped the 60th anniversary declaration of the United Nations in 2005, co-chaired the 2008 Review Conference on Financing for Development, served as the Rapporteur, representing Africa, at the Conference on the Economic and Financial Crisis and Its Impact on Development in 2008, and represented Africa in the Bureau of the Rio+20 Conference on sustainable development. Ambassador Abdelaziz is endowed with an intimate knowledge of the United Nations intergovernmental processes, including its reform processes. He also played a leading role in the establishment of the Human Rights Council and the Peace-Building Commission and the Counter Terrorism Strategy of the United Nations. As an expert in disarmament, played a significant role in supporting the non-proliferation regime, through participating actively in all NPT Review Conferences since 1980. Overall, he is a strong supporter of Agenda 2030 of the United Nations and Agenda 2063 of the African Union. Prior to this ambassadorial post, he served as the Political Advisor for H.E. former President Hosni Mubarak. He served in the Egyptian mission to the United Nations four times and in the Egyptian embassy in the former Soviet Union for five years with an overall period of work on multilateralism of over 25 years.

SESSION II

Maurizio Caprara

Foreign Affairs Commentator, Corriere della Sera

He is a foreign affairs commentator for the Corriere della Sera daily, where he is writing since 1979. He was Councillor to the President of the Italian Republic, Giorgio Napolitano, and Director of the Presidential Press and Communication Office. Anchorman, editor and consultant for TV and radio programmes, he has collaborated with RAI-Radiotelevisione Italiana, Mediaset and Sky. Author of several books, among them “Lavoro riservato. I cassetti segreti del PCI” (Secret Job. The confidential files of the Italian Communist Party, Feltrinelli, 1997), the chapter “The Lockheed case in Parliament” of the book “Storia d’Italia” (Einaudi, 2001), and other publications. He wrote during several years for the Enciclopedia Universale Garzanti on the contemporary history section dedicated to Italian domestic and foreign politics. He is a member of the Steering Committee of the Istituto Affari Internazionali (IAI) and of the Scientific Committee of the Centre for Politics and International Studies

(CeSPI). Dr Caprara has been awarded the honour of Grand Officer of the Order of Merit of the Italian Republic.

Robert Watkins

Assistant Director; Head of the Middle East and North Africa Division, DCAF – Geneva Centre for Security Sector Governance, Geneva

Dr Watkins has more than 35 years of experience working in political, humanitarian, development and post-conflict recovery areas with international organisations principally in the Middle East, Central and South Asia. He served as United Nations Deputy Special Representative of the Secretary-General in Lebanon (2011-2014) and Afghanistan (2009-2011); at the level of Assistant Secretary-General, as well as UN Resident & Humanitarian Coordinator, and UNDP Representative in Bangladesh (2015-17), Djibouti (2014), and Georgia (2006-2009). Before the UN, he worked for the European Commission as Head of the ECHO Regional Office for the Middle East based in Amman, Jordan, focussing on activities in the Palestinian Territories, Iraq, Yemen, Lebanon, and Syria. After his retirement, he began working as a Research Associate at the Centre for Conflict, Development and Peacebuilding at the Graduate Institute of International and Development Studies in Geneva. Dr Watkins has an MA in International Affairs and holds Canadian and British nationalities.

Brahim Oumansour

Associate Fellow, Center for Studies and Research on the Arab and Mediterranean World, Geneva; and Associate Research Fellow, Institute for International and Strategic Affairs, Paris

A consultant in geopolitics and global strategy, Dr Oumansour is an Associate Research Fellow at the Center for Arab and Mediterranean Studies and Research and at the French Institute for International and Strategic Affairs where he currently lectures as an expert in global strategy at the Sup' Master degrees in Defence, Security and Crisis Management, and in Geopolitics and Prospective. He also lectures in Comparing Political Systems at Université Paris-Est Créteil. His main field of research concerns Maghrebi geopolitics and the MENA region in general. He focusses on public diplomacy and the role of non-governmental players (NGOs, unions, lobbies, multinational companies, etc.), about issues mostly related to terrorism and conflict management. Dr Oumansour has published both in French and international academic journals. He is also regularly invited to speak both as a consultant and lecturer by various institutions and various French and foreign media.

Sofia Barbarani

Freelance Journalist

Dr Barbarani is a freelance journalist with a focus on conflict and humanitarian reporting in the Middle East. From 2013 to 2016 she was based in Northern Iraq and she reported on the rise and fall of ISIS in Iraq and Syria, among other topics. In 2016 she moved to Venezuela where she covered the effects of the country's political and economic crisis on the civilian population, before moving to Abu Dhabi in 2017 to work on the foreign desk of The National. She has also reported from Tunisia, South Sudan, Cuba and southern Europe. Her words and images have appeared in leading print and online publications, including The Economist, The Telegraph, The Washington Post, The Guardian and Al Jazeera, among others. She is also a radio and television contributor, and has appeared on the BBC, Sky

News, CNN and i24 News and has been nominated for awards for her work in Syria and Venezuela. In 2015 she researched and wrote the 2015 Lonely Planet Iraq chapter.

Mohammed Loulichki

Senior Fellow, Policy Center for the New South, Rabat

Ambassador Loulichki is a Senior Fellow at the Policy Center for the New South, focusing on diplomacy, conflicts resolution and human rights. He has an extensive experience of 40 years in diplomacy and legal affairs. He assumed inter alia the functions of Head of the Department of Legal Affairs and Treaties in the Moroccan Ministry of Foreign Affairs. He was also Ambassador of Morocco in Hungary, Bosnia–Herzegovina and Croatia (1995-1999); Ambassador Coordinator of the Government of Morocco with MINURSO (1999 – 2001); Ambassador of Morocco to the United Nations in Geneva (2006-2008) and New York (2001-2003 and 2008-2014), as well as President of the Security Council (December 2014). Ambassador Loulichki was appointed President of the Counter-Terrorism Committee of the Security Council (2013); President of the working Group on Peace Keeping Operations (2012); Vice-President of the Human Rights Council (2006); Facilitator of the Universal Periodic Review of the said Council (2006 and 2010), and President of the National Committee in charge of the follow up on nuclear matters (2003-2006).



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Arab Geopolitics 2020 *The Middle East: what kind of future?*

BACKGROUND POLICY PAPER

Almost ten years after the start of the uprisings against the *anciens régimes* in North Africa and the Middle East, the region is still in turmoil. Despite the considerable exception of Tunisia, in the vast majority of the cases, the old guard has been successful in neutralising the revolutionary wave of 2011. Nevertheless, in the past two years the old grievances expressed during the Arab Spring season are getting vocal again. The fall of the self-styled Caliphate contributed to the reopening of political spaces, compressed by the all-embracing counterterrorism campaigns launched by ruling élites with the support of their Western allies. However, in this still fluid framework, the external shock of the COVID-19 pandemic represents for some an unmissable opportunity to once again reverse the democratisation process. In this never-ending state of emergency, the civil-military relationship is constantly mutating, especially in decade-long crises where the fragmentation of the security sector is making the hybrid model the norm rather than the exception.

At the same time, the economic downturn resulting from COVID-19 is re-fuelling popular anger that reinforces these old grievances, especially in remote areas and for marginalised segments of the society where the lack of jobs and economic opportunities is particularly felt. Even in Tunisia, the revival of protests in Tataouine comes in a difficult moment for the country, which is negotiating emergency assistance from financial institutions.

On the contrary, this option has been explicitly ruled out by Algeria that is considering a reinforcement of its bilateral cooperation with China, sitting well with Beijing's expansionist projects. This shows how countries with a rising budget crisis (including Lebanon, Oman and Sudan), can be easily trapped into geopolitical polarisation and struggle underpinning financial aid.

Considering that financial assistance usually concurs with economic reforms imposing austerity programmes or debt restructuring, protest movements will most likely continue to be the dominant factor in shaping dynamics in the region. The deterioration of living standards particularly frustrates the middle class highly educated youth that seeks higher living standards. This new generation demands government accountability at the backdrop of a faded social contract in which citizens tolerated a lack of political voice in exchange for subsidies and public jobs. The case of Lebanon, where a protest wave is challenging the existing system of governance, is particularly worrisome. However, even richer states

would not be spared from the incoming recession that will force them to revise their strategies. The intertwining of the oil crisis and COVID-19 hit twice Arab Gulf states' economic diversification, especially in Saudi Arabia. In fact, it affected both the old 'hydrocarbon-centred world' as well as the new 'global-oriented world' made of human connectivity, mega-projects, international events and tourism, with Arab Gulf states still in the middle of the paradigm change.

The peculiar cases of Libya, Syria and Yemen, where conflicts resulted immune to UN calls for a global ceasefire to deal with COVID-19, would apparently be exempted from the popular mobilisation trend. However, in at least one case, protests movements emerged as a powerful political factor. Indeed, protests against the Syrian regime and newly vocal opposition from minority groups that largely stayed out of the conflict so far, pose a real challenge to Assad's power base and Bashar's political viability. In recent months, Syria's economy has collapsed significantly and the regime failure in stabilising former opposition areas amplified armed insurgency and the resurrection of ISIS in regime-controlled areas.

On the other hand, the multiplication of "red lines" in Libya suggest that the proxy war is on the verge of escalating to a full-fledged military conflict between regional and international powers, where Arab states struggle to carve out a space vis-à-vis the military and diplomatic activism of third parties such as Russia. Ankara's intervention in support of the Government of National Accord reversed the conflict dynamics, but also linked the geopolitical contest for Libya to the disputes in the Eastern Mediterranean. Within this complex geopolitical environment, further militarisation and the growing number of stakeholders add further instability and bear a significant potential that, within a collision-driven scenario, this crisis will erupt into a greater war.

The recent disputes over Operation Sea Guardian are just an example of how NATO is forced to operate in an increasingly challenging environment. A fracture in the North Atlantic Alliance should be avoided. It could prevent it from playing a relevant role in Libya, both in terms of security sector reform (SSR) and in reinforcing the arms embargo, undermining any effort to give teeth to the newly established Operation Irini. Many other rifts are further resulting into a fragmented picture of the Middle East, in which the strategic and ideological rivalry between countries has become the leading fault-line in many geopolitical arenas, from Somalia to Libya, passing through Syria and even Cyprus.

Suffering from a lack of unity and diverging views with an increasingly inward-looking USA, a dysfunctional EU seems unable to resist Russia's assertiveness in the region. Turkey has already emerged as an increasingly significant player. As power politics are rapidly rising as a substitute for a faltering multilateralism, the approaching presidential elections in the USA will give a sense of what the post-COVID-19 Arab world would look like. The Gulf in particular, tries to grasp the future American posture vis-à-vis Iran: a sanctions-driven policy again or some room for incremental diplomacy. Anyway, Arab Gulf capitals acknowledge that Washington is - and will be - a special ally but no more a full security provider, as testified by the absence of US reaction after the attacks against the Saudi oil production company Aramco. For Riyadh and Abu Dhabi, this lack of proactive stance has acquired a strategic dimension, strengthening their rather fragile "autonomy-first" choice in the security-military domain.

Despite maintaining considerable sway over the geopolitics of the region, during the current administration Washington has apparently gradually lost interest, favouring inroads by third parties such as Beijing and Moscow and increasing regional powers' self-reliance. The declining US attention to

the region may pave the way for a deregulated and multi-polar Middle East, in which rising power rivalries, the oil plunge and the pandemic are expected to further diminish the capacity of states already facing a new season of discontent.

Eleonora Ardemagni, *NDCF Gulf Analyst*

Associate Research Fellow at the Italian Institute for International Political Studies (ISPI), Teaching Assistant at the Catholic University (Milan) and Adjunct Professor at ASERI (Graduate School of Economics and International Relations).

Nuray Atmaca, *NDCF Levant & Eastern Mediterranean Analyst*

Political scientist and consultant at BwConsulting, the in-house consultancy of the German Armed Forces. She is a Major (res.) at the German Armed Forces Centre for Operational Communication.

Umberto Profazio, *NDCF Maghreb Analyst* (Scientific Coordinator)

Holds a PhD in History of International Relations from the University of Rome Sapienza. He is Senior Research Fellow at the Centre for Geopolitics and Security in Realism Studies (CGSRS) in London and a Security Analyst for a consultancy firm based in the United Kingdom.



Arab Geopolitics 2020 *The Middle East: what kind of future?*

CONCEPT

The focus on the Arab region is a fundamental priority for NATO and since its beginning the Foundation has dedicated a concentrated effort on the issue with yearly conferences.

The Arab region is undergoing another cycle of wars, after the four Arab-Israeli conflicts, three Israeli-Lebanese wars, the three Gulf wars, the creation of a self-styled “caliphate”, eight Arab revolutions, while two low intensity and three high intensity civil wars are ongoing.

In the past three years the struggle around Syria, Iraq, Yemen and Libya has polarised the area apparently around religious oppositions, but the reality shows competing regional clusters in the arena of destabilised countries and against a possible rising Iranian power.

On the backdrop of this regional competition, major powers, among which Russia and China, are opportunistically exploiting the enduring turmoil to recover or expand their influence spheres, with indirect impact on energy security of supply.

NATO is already engaged in the surveillance of the Mediterranean’s illicit trafficking and providing training to Iraqi troops while still operating in Afghanistan and being solicited to increase its involvement in the Gulf.

The great loser in this power struggle is civil society, the same that in 2011 made heard her powerful voice and claim for change. War struck societies are mostly engaged in survival, but in some countries vigorous protests are staged that relay the same quest for concrete reforms.

The first session will discuss the geopolitical complexity of the region. The fragility affecting the states of the area is leading to a war of all against all and often forces local populations to leave their homelands. What is the role of the international community in settling the diverging interests?

The second session will focus on the open issue of civil society. The recent uprisings asked for a renovation of the political system and a significant social and economic transformation. In addition, since 2011, has any change occurred in the balance between the military forces and civil societies?

THE NATO FOUNDATION

The NATO Defense College Foundation, the only existing think-tank bearing the name of the Alliance, was established in Rome in 2011. It grew out from a common intuition of the President Alessandro Minuto-Rizzo and the NATO Defense College top decision makers who understood the value of a non-profit NGO that could work beyond usual and institutional outreach, training, communication and scientific research activities.

The principles stated in the preamble to the Washington Treaty of 1949 are our heritage.

Our mission is to promote the culture of stability and well-being in the North Atlantic area and in NATO partner nations.

Our aim is to meet the highest standards in contributing to public debate and future deliberations on strategic, security and geopolitical issues.

Therefore, the NDCF strives at considering relevant issues not just in a descriptive or prescriptive way, but by catching the sense of events and the essential vectors of future developments. In a word: Charting ahead.

CONTACTS

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Facebook: NATO College Foundation

PARTNERS



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