

10 YEARS

The REPORT

NATO
Defense College
FOUNDATION





DECEMBER 2021

10 Years The Report

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NATO Defense College Foundation**


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 NATO Foundation

MISSION

The aim of the NATO Defense College Foundation is “to promote the culture of stability and well-being in the North Atlantic area and in NATO partner nations”.

Washington Treaty, April 4, 1949

ADDED VALUE

The NDCF is the only existing think-tank bearing the name of the Alliance.

Based in Italy, Rome, it has a strategic position at the juncture of Europe, Asia and Africa.

Driven by the spirit of going beyond national borders, each event hosts international experts to collect opinions coming directly from the regions of interest.

INDEX

FOREWORD	10
ABOUT US	14
The partnership with the NATO Defense College	16
Some figures	18
Media and social outreach	19
INITIATIVES and PROJECTS	21
STRATEGIC BALKANS	24
Activities	25
Publications	28
Press Review	29
MIDDLE EAST and NORTH AFRICA	32
Activities	34
Publications	37
Arab Dispatch	38
GAME CHANGERS	42
The Dossier	43
Activities	44
NATO and SECURITY TRENDS	50
Activities	51
Publications	54
ACCOMPLISHING OUR MISSION (2011-2021)	57
ANNEX	65

FOREWORD

PRESIDENT, ALESSANDRO MINUTO-RIZZO

I am happy to be able to express my satisfaction with the work done by the Foundation in the past ten years. An enterprise born out of goodwill, confidence in cooperation, an aspiration to contribute to the values embodied in the transatlantic bond.

It has not been an easy task to put those sentiments into practice, for reasons easy to understand. The first being that the Foundation lives in an environment where there is little experience in foundations of this kind. We continue to strive for a larger representation in Europe and especially on the other side of the Atlantic.

We have a bond with the NATO Defense College, the only academic institution of the Atlantic Alliance, celebrating 70 years of activity and 55 in Rome. In 2010 the Commandant, Gen. Loser, and the Dean, Dr. Hammond, had this idea to launch a Foundation and I concurred with it. Basically, it is about a joint enterprise. We sailed in uncharted waters because there was no precedent in the NATO environment and no experience in this area neither in Brussels nor in Rome.

Things have the potential to improve in all directions and they should. I think however that we can be proud of our factual achievements. First of all, enhancing the image of the College in our activities, be it events, research or outreach. Raising its visibility in Italy, the host country, and well beyond.

Looking at the work performed by the NDCF in the past 10 years - a good record for a small NGO - I am proud to report almost 30 high-level international conferences with the same number of books about the proceedings, plus dossiers dedicated to emerging issues, periodical "Strategic Trends" in sensitive areas, a rich website, with "food for thought" contributions and papers of various kinds rounding up an intense activity. Of course, a main issue is sustainability over time. We count on the quality and the level of what we do, on addressing with determination the main strategic problems and our constant goodwill to cooperate with others, in order to receive good counsel and support.

The College is growing in various ways and its competences are evolving, as it is natural, with the evolution of the Alliance. We accompany this process by addressing issues of relevance to NATO, looking at present and future challenges.

We see the world changing fast under our eyes, with new actors, new threats and new opportunities.

We would like to walk ahead where possible; today more than ever there is a serious need to make good analysis, hopefully going to useful conclusions to the benefit of all.

We interpret our role as directed not only to specialists, but also to a larger public. The time of

closed-door conversations is passed. The more strategic issues of interest to the Alliance are understood in a wide audience, the better it is.

This is why we wish, as far as possible, to convene experts from different regions, in search of diversity, to promote high-level debates in a spirit of respect. As an example, we had a special attention towards the Arab region and to the Balkans-Black Sea. Of course, thematic issues like climatic change and the health-security nexus are at the top of the agenda.

Finally, I thank those who have supported us in these long years of work making possible what we did, as well as the College.

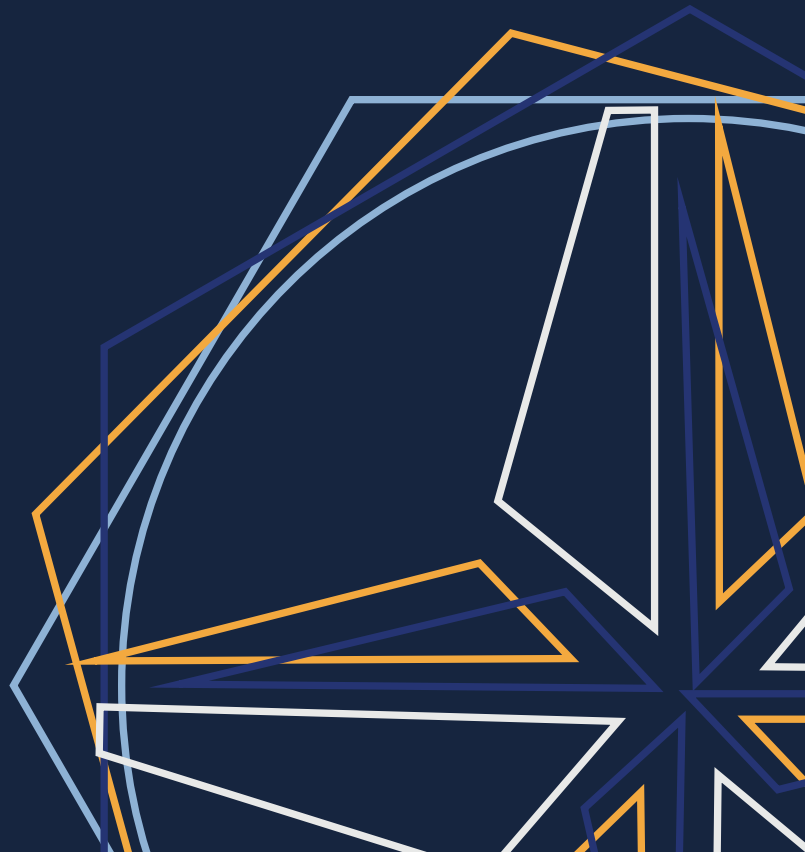
Special thanks go to the entire staff of the Foundation for their enthusiasm and their good hard work in all respects.

I hope that this book may be useful for interested readers as well as a testimony of goodwill.

Alessandro Minuto-Rizzo

A handwritten signature in dark ink, reading "Alessandro Minuto-Rizzo". The signature is written in a cursive, flowing style.

ABOUT US



ABOUT US

WHO

The NATO Defense College Foundation

The NATO Defense College Foundation was established in Rome in 2011 and it is currently the only existing think-tank bearing the name of the Alliance with a recognised linkage.

The Foundation was born from the common will of the NATO Defense College top decision makers and of the President Alessandro Minuto-Rizzo, who appreciated the value of a non-profit NGO with the capacity of going beyond traditional and institutional networks, through outreach, training, communication and scientific research activities.

The structure of the NDCF is composed by three different Boards and a team of a dozen of analysts covering 10 areas of the world.

WHAT

Core Values and Priority Areas

By taking advantage of the combination of scientific freedom, private agility and institutional linkage, the NATO Defense College Foundation deals with the diversity and complexity of the globalised world in order to establish top-level connections and operational experience in the Euro-Atlantic outreach.

WHY

Stability, Well-being and Informed Dialogue

In line with the mission of promoting the culture of stability and well-being within the North Atlantic area and with NATO partners, the Foundation aims to contribute to the public debate and future deliberations on strategic, security and geopolitical issues, to shape security horizons through research, insight and analyses

HOW

Education, Research, and Exchange

The Foundation has adopted a focussed, agile and innovative approach. Rather than analysing issues in a descriptive or prescriptive way, the NDCF seeks to catch the sense of current events and paths of future developments.

The Foundation pursues its goals and fosters dialogue through education, research and numerous initiatives. The scientific research of the Foundation revolves around Strategic Trends, Food for Thought pieces, papers and publications, that are complemented by multiple activities, high-level events, advisory panels, collaborations and simulations.

THE PARTNERSHIP WITH THE NATO DEFENSE COLLEGE

The 21st of March 2011, the Executive Committee of the NATO Defense College Foundation met at Italy's Istituto Affari Internazionali (IAI), to legally set up the Foundation. The event culminated a year-long organizational effort to launch this independent venture, under the impulsion of the Commandant, Lieutenant General Wolf-Dieter Loeser, and of the Dean, Grant Hammond.

The meeting was chaired by the President of the new NDC Foundation, former Deputy Secretary General of NATO Ambassador Minuto-Rizzo. The signature of the Statutes. The signatories: Amb. Minuto-Rizzo (centre) and, from right to left, the Dean of the College, Dr Richard Hooker; the Commandant Lt. Gen. Wolf-Dieter Loeser; Professor Stefano Silvestri, President of the Istituto Affari Internazionali; General (Ret.) Mario Arpino, former Chief of Defence of Italy; Brigadier General (Ret.) Giancarlo Fortuna, first Director of the Foundation and Dr Franco Donfrancesco, Finmeccanica's Vice President of Marketing & Commercial Development. Source: NDC. As declared by the Statutes, the purpose of the Foundation, in keeping with the principles stated in the preamble to the Washington Treaty of 1949, is "to promote stability and well-being in the North Atlantic area" and in NATO partner nations, through education, research, and outreach on the challenges confronting the Alliance and their resolution.

The aim of the activities of the Foundation is to invest in the future of NATO, as an organization for enhancing the academic and research activities of the Alliance. From a practical point of view the NDC promoted a foundation that could enhance on the one hand its outreach, through overtures to partner nations and those interested in learning more about the Alliance and its policies, and on the other a means to consolidate the link with Italy, the host nation.



Ratification of the NDCF founding act (March 21, 2011). From left to right, founding members: Dr Franco Donfrancesco (Finmeccanica); Brigadier General (Ret.) Giancarlo Fortuna (first NDCF Director); General (Ret.) Mario Arpino (former Chief of Defence of Italy); Ambassador Minuto-Rizzo (former NATO Deputy Secretary General and President of the NDCF); Professor Stefano Silvestri (President of the Istituto Affari Internazionali); Lieutenant General Wolf-Dieter Loeser (NDC Commandant); Dr Richard Hooker (NDC Dean).

2021 marks the 10th Anniversary of the Foundation, while celebrating the 70th anniversary for the College. In this decade the Foundation has held 28 conferences plus a host of other smaller events, published 26 full size books in colour, distributed in more than 2.500 copies to selected lists of persons or to general public and published several topical dossiers. More than 300.000 international invitations were made with systematic mentions of the College and sent to our mailing list of about 4.900 names.

The Military Committee in its 2021 policy guidance to the College has taken note of this 10-year engagement within the framework of the Statutes. Being a natural partner the NDC has been constantly involved in the Foundation's activities.

SOME FIGURES

35+

high-level
events

28 Conferences

5 Webinars

4 Book Presentations

1 Pol-Mil Game

Research

700+ Strategic Trends

70+ Food for Thought

40+ Papers

30+ Books

90+ Arab Dispatches

60+ Strategic Balkans

Press Reviews

4900+ Mailing List Subscribers

1600+ Europe

1400+ Italy

1000+ USA

900+ Rest of the world

Public

MEDIA AND SOCIAL OUTREACH

Followers



4800+



3000+



2700+



700+

Press

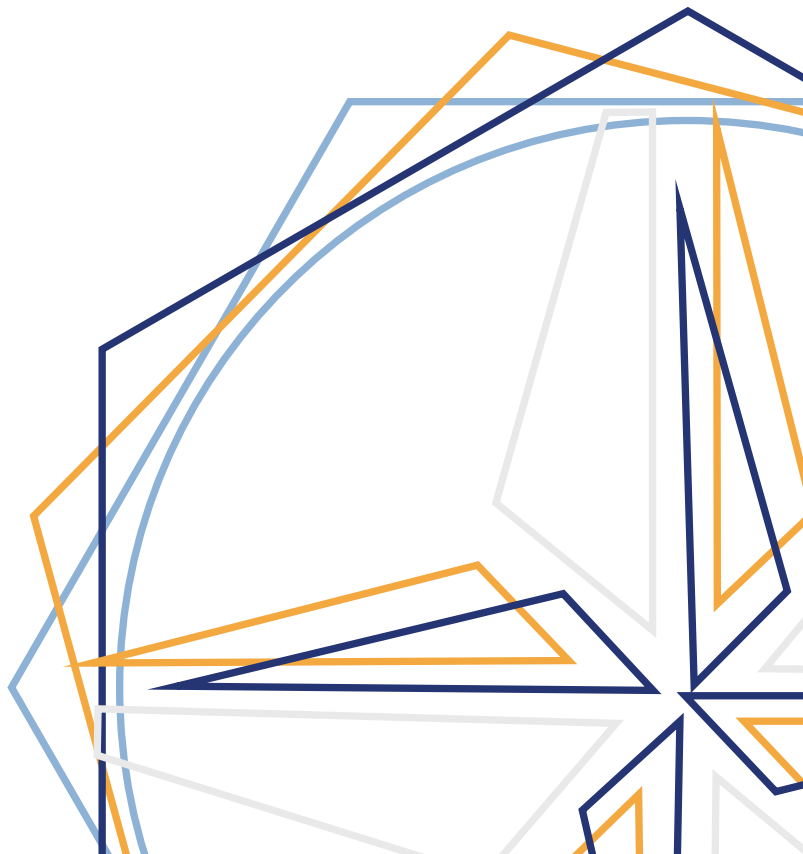
500+ contacts

**150+ articles
about us**

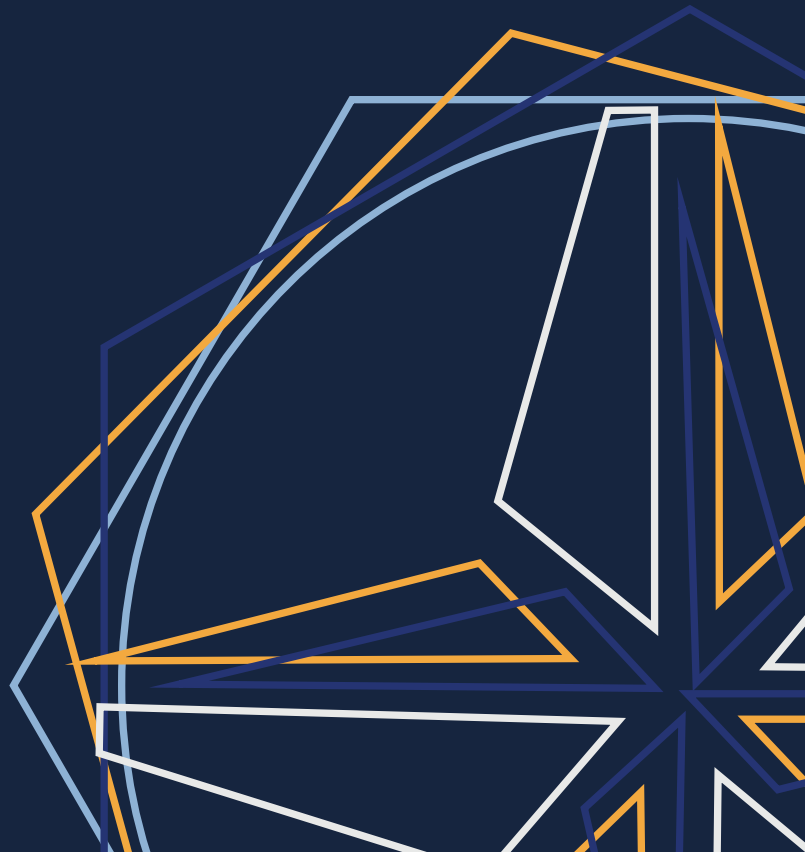
50+ interviews

**20+ journalists
per event**

INITIATIVES and PROJECTS



STRATEGIC BALKANS



STRATEGIC BALKANS

The special project Strategic Balkans emerges as one of the most relevant among the various initiatives that the NDCF launched and implemented along 10 years of existence. It has to be seen in parallel with the attention the Foundation pays to the Black Sea region, also of strategic and geopolitical relevance. It was launched in 2017, as a more advanced format, an evolution of the previous activities of the Foundation dedicated to this area, which has been a special focus since the beginning.

Based on the historical and strategic importance of the region, the project aims at analysing in depth the central role of the Western Balkans for the European continent and NATO through a variety of activities. Since the beginning of the initiative, one of the NDCF main regional partners has been the Balkan Trust for Democracy (a well-known branch of the GMF network), whose support helped the NDCF strengthen its reputation in the region and beyond. Through the years, the Foundation continued to expand its array of partners in the area starting to collaborate with CSOs and media outlets such as Al Jazeera Balkans, European Western Balkans, and Most Europa. In 2021, following the renewed focus towards South East Europe, the NDCF started to cooperate also with the Black Sea Trust for Regional Cooperation.

Activities

Annual conferences, seminars and book presentations dealing with the Balkan dynamics.

Press Review

Collection of the main relevant articles issued by the international press about the Balkans with the final goal of presenting a broader picture of the events located in the Balkan region.

Publications

Conferences' proceedings and thematic publications related to the Balkans and Southeast Europe.

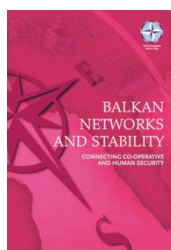
ACTIVITIES

The Strategic Balkans project aims to bring together partner organisations focusing on the Western Balkans, a region of great historical and strategic importance for both the European Union and NATO.

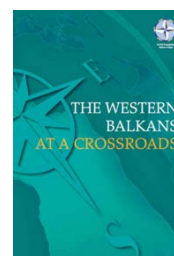
To this end, the NDCF organises on an annual basis high-level conferences connected to the most pressing issues emerging from the area. Grouped under the Balkan Perspectives series, these events gather the most prominent regional and international specialists – like in research activities - with the goal of creating a solid network in the area and advocating for a full integration of the Western Balkans in the Euro-Atlantic institutions.

Balkan Networks and Stability: Connecting co-operative and human security (Rome, April 6 and 7, 2017), the first conference of the series, pointed out the destabilising effects of migration flows, humanitarian crises, and authoritarianism for the security and stability of the Western Balkans. The discussion tackled enduring regional challenges such as organised crime, terrorism and the risks of both disintegration and polarisation caused by divisive political discourses.

SUGGESTED READINGS



Balkan Networks and Stability. Connecting co-operative and human security (2017)



The Western Balkans at a Crossroads (2018)

The role of international support and cooperation for regional stability and security

Balkan Perspectives. Adapting the partnership and integration paths (Rome, May 16, 2019) underlined the positive contribution of the international community support to guarantee regional security and compensate the recent setbacks in economic and democratic progress. Thanks to the Foreign Affairs Committee of the Italian Chamber of Deputies, the conference took place in the prestigious Aula dei Gruppi Parlamentari and was opened by the then President of the Committee.



BALKAN PERSPECTIVES. Adapting partnership and integration paths.
May 16, 2019 - Aula dei Gruppi Parlamentari, Palazzo dei Gruppi Parlamentari, Rome.

SUGGESTED READINGS



**Balkan Perspectives:
Adapting the partnership
and integration paths
(2019)**



**Balkan Perspectives
2020: The Fight for
a Timely Inclusion
(2020)**

On the occasion of the 25th anniversary of the Dayton Peace Agreement and 16th anniversary of the EUFOR Operation Althea, the conference Balkan Perspectives 2020. The Fight for a Timely Inclusion (Rome, September 28, 2020) acknowledged the unprecedented improvements in the Balkan region through the process of European integration and the intervention of NATO.

On the occasion of NDCF event Black Sea and Balkan Perspectives. A Strategic Region (Rome, July 28, 2021), organised under the High Patronage of the President of the Italian Republic, the discussions' focus was broadened to the Black Sea region in order to highlight the common challenges and opportunities of the two areas. In order to proceed towards economic growth and stability, the entire region needs to overcome its present economic and demographic problems.

PUBLICATIONS

Among the most recent publications, the Special issue – Western Balkans: the way ahead towards a full Euro-Atlantic integration (July 2021) is the crowning product of several years of unrelenting activity. The aim of this dossier is not only to collect all what has been done until now with the Strategic Balkans project, but also to include new authors, specialists and analysts in order to broaden the focus on the area and shed light on the interdependence between the Balkans and the Black Sea region. This Special Issue will be the cornerstone of this pursuit of a new perspective on the region.

SUGGESTED READING



**Special Issue – Western Balkans:
the way ahead towards
a full Euro-Atlantic integration
(2021)**

A crucial component of the Strategic Balkans project is represented by a collection of publications that includes conferences' proceedings, original dossiers and papers. The NDCF objective in this field is to directly engage with its research a very specific target audience: the regional community of specialists and representatives from NGOs and IO. To this end, the Foundation always delivers its scientific products and the outcomes of the events to its partners in the area.



PRESS REVIEW

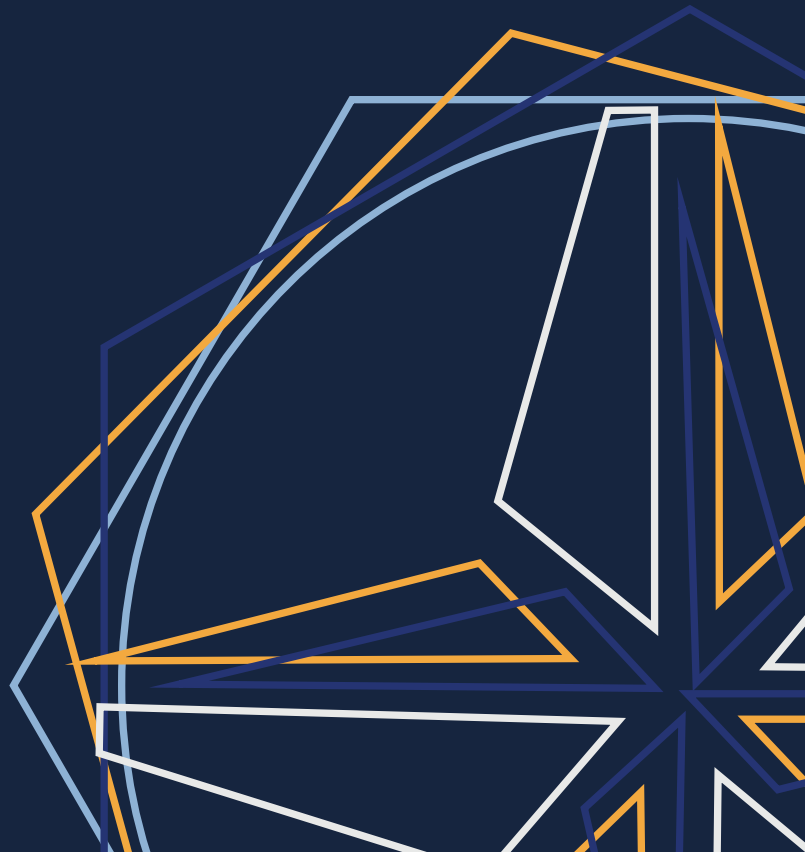
Since 2017, the Strategic Balkans Press Review has collected the relevant articles reported by the international press about the Balkan region, together with additional analyses and commentaries. Composed of three parts - the International Media Digest, Further News and Views, and the Insight Angle - it is currently edited by Stefano Giantin, the NDCF Western Balkans Chief Analyst.

To widen the common knowledge about the Balkans' dynamics the NDCF realised more than 60 monthly reviews about the most significant regional events and trends during the last five years. The core intent is to create a better perception of the region through authoritative international sources. Something that is currently missing.

Every month, a Euro-Atlantic outlook on the Western Balkans' most relevant news and facts is coupled with a regional point of view expressed by an eminent expert or practitioner interviewed by Stefano Giantin.



MIDDLE EAST and NORTH AFRICA



MIDDLE EAST AND NORTH AFRICA

In this decade, the NATO Defense College Foundation has consolidated its unparalleled focus on the Arab world due to longstanding relations in the Maghreb, Levant and Gulf regions.

This attention to the area stems from the President's enduring engagement in the Arab region: as NATO Deputy Secretary-General he has successfully put the basis for the partnerships in the Middle East with a consistent upgrade of the Mediterranean Dialogue and the establishment of the Istanbul Cooperation Initiative (ICI). His most recent book *NATO and the Middle East: the Making of a Partnership* (New Academia Publishing, 2018) is a collection of memoirs and behind-the-scenes of the negotiations and efforts through which NATO reached out to the Arabs.



H.H. Sheikh Tameem Bin Hamad Al Thani, Crown Prince of Qatar (left) shaking hands with H.E. Amb. Alessandro Minuto Rizzo, Deputy Secretary General of NATO (right) (September 2007).

In 2011, the Foundation inaugurated its activities with a high-level conference dedicated to the MENA region: NATO and the Arab Spring. Since then, inspired by the ambition of creating a forum that would gather experts, decision-makers, policy advisors and influencers from and related to the Arab World, the NDCF holds yearly events, coupled with a constant scientific and strategic monitoring of the area. Wishing to keep the wider public and international institutions informed about the emerging trends in the region, the spirit behind the Foundation's initiatives is to “project security” and promote cooperation.

Activities

Conferences, webinars, seminars and book presentations about the dynamics of the Arab world.

The Arab Dispatch

Weekly publications aimed at keeping the audience updated about significant events in the MENA region through local and international media outlets.

Publications

Conferences' proceedings, other publications and books dealing with the Arab region.



NATO Deputy Secretary General H.E. Amb. Alessandro Minuto Rizzo met with the Crown Prince of Bahrain H.H. Sheikh Salman bin Hamad Al Khalifa on 6 September 2007.

ACTIVITIES

Launched in 2011 with the NDCF first-ever conference, the Arab Geopolitics series can currently count on seven annual initiatives dedicated to the MENA region. Through the years, the Foundation cooperated with a number of recognised regional institutions, private sector partners, and media outlets (among them: the League of Arab States, the Policy Center for the New South, the Union for the Mediterranean, Carnegie Middle East, the Gulf Research Center, KPMG Bahrain, Al Arabiya Channel, etc.). This solid network of relations not only enhanced the Foundation's standing and outreach in the region, but also provided it with expert feedback and local perspectives. They supported its endeavour to navigate through regional trends and emerging challenges. It is not only a matter of giving simple answers to a simple question: it is about connecting the dots and drawing an accurate picture of the region.

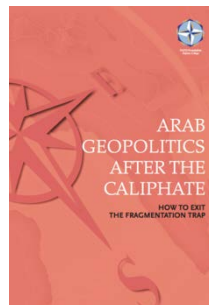


ARAB GEOPOLITICS AFTER THE CALIPHATE. *How to exit the fragmentation trap.*
October 9, 2019 - Luiss Guido Carli University - Aula Magna Mario Arcelli, Rome.

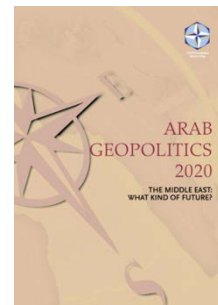
The future Arab geopolitics

In 2016, Arab Geopolitics in turmoil – Perceptions, Unknown and Policies (Rome, February 25 and 26) opened the Arab Geopolitics cycle of conferences. Year by year, the Foundation's goal has been to map and frame the looming strategic trends that shape the geopolitics of the MENA region, while defining a possible role for NATO and the European Union. Through regular meetings and experts' insight, the NDCF also produced the key concept of Deep Maghreb: the continuum that links the Maghreb countries of the Mediterranean with the sand sea of Sahel across several trafficking routes, often controlled by organised crime and other non-state actors. Since 2016, this space has been included among the core topics of NDCF activities.

SUGGESTED READINGS



Arab Geopolitics after the Caliphate How to exit the fragmentation trap (2019)



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

With Arab Geopolitics after the Caliphate. How to exit the fragmentation trap in 2019, the NDCF widened even further the scope of its discussions introducing the multi-layered subject of energy and its security implications at a regional level.

2020 was a challenging year due to Covid-19. The pandemic affected but did not stop the Foundation's activities: Arab Geopolitics 2020 - The Middle East: what kind of future? was the first live conference in Italy and Europe after months of lockdown. Even in this difficult context, the NDCF carried on its reflection on the geopolitical complexity of the region, involving representatives of the civil society: a vibrant and ever important voice in contemporary Arab countries. All topics that have been deepened in a subsequent closed-door working meeting organised in the same year in close cooperation with the NATO PASP division. The successful formula of a conference backed by an expert roundtable was repeated in 2021 on the occasion of Arab Geopolitics 2021. How and with whom? Challenges and Opportunities that addressed the ongoing fragmentation (conflicts and regional competition), but also new pacification and normalisation trends in the area. A closed-door

workshop then took place in Tunis a few weeks later: it was a unique occasion for a team of regional and international experts, in addition to 10 senior Tunisian government officials, to discuss, under Chatham House rules, the array of challenges and actors currently at play in the Maghreb and the wider Sahel region.



ARAB GEOPOLITICS 2021. *How and with whom?*
October 21, 2021 - Parco dei Principi Grand Hotel, Rome.

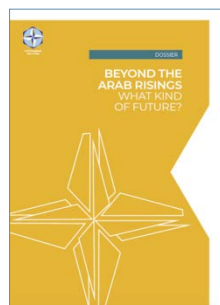
PUBLICATIONS

As for the Strategic Balkans project, a significant part of the NDCF outreach activities is represented by its publications that include conferences' proceedings, papers and topic-related books. On this area, the Foundation published 6 books, 20 papers and 1 original Dossier.

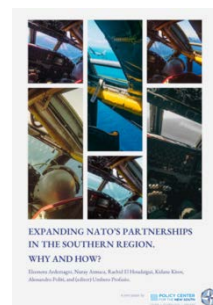
Beyond the Arab risings: what kind of future? is the pinnacle of years of concentrated efforts dedicated to the Middle East and Deep Maghreb with conferences and publications addressing the challenges of the region: ten years after the Arab risings, the Foundation gathered fifteen experts from and related to the area with the aim to provide a meaningful understanding of the trajectories and future dynamics of the MENA region, a geopolitical space that has been a fundamental priority for the Foundation since 2011. The product was issued and distributed as a focussed background for the conference Arab Geopolitics 2021.

Another recent product of late 2021 is Expanding NATO's Partnerships in the Southern region. Why and How?, a joint paper fruit of the collaboration with NDCF Moroccan long-time partner, the Policy Center for the New South. Compiling both regional and international perspectives by six recognised analysts, it outlines and reflects on the current and future scenarios of NATO's Partnerships in its Southern neighbourhood - a core focus of the Foundation since the beginning.

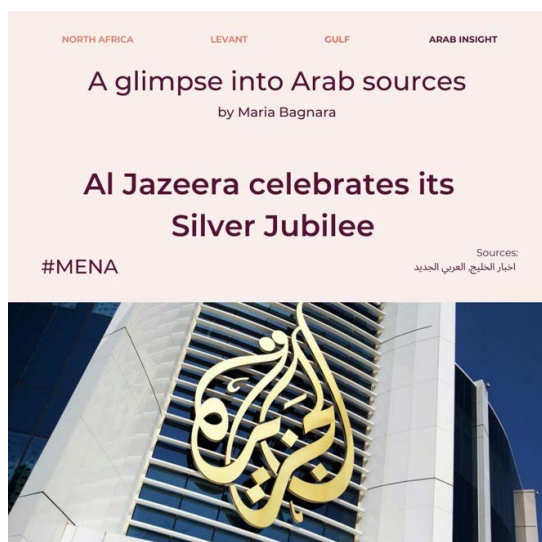
SUGGESTED READINGS



**Beyond the Arab risings:
what kind of future? (2021)**



**Expanding NATO's partnerships
in the Southern region. Why and
How? (2021)**



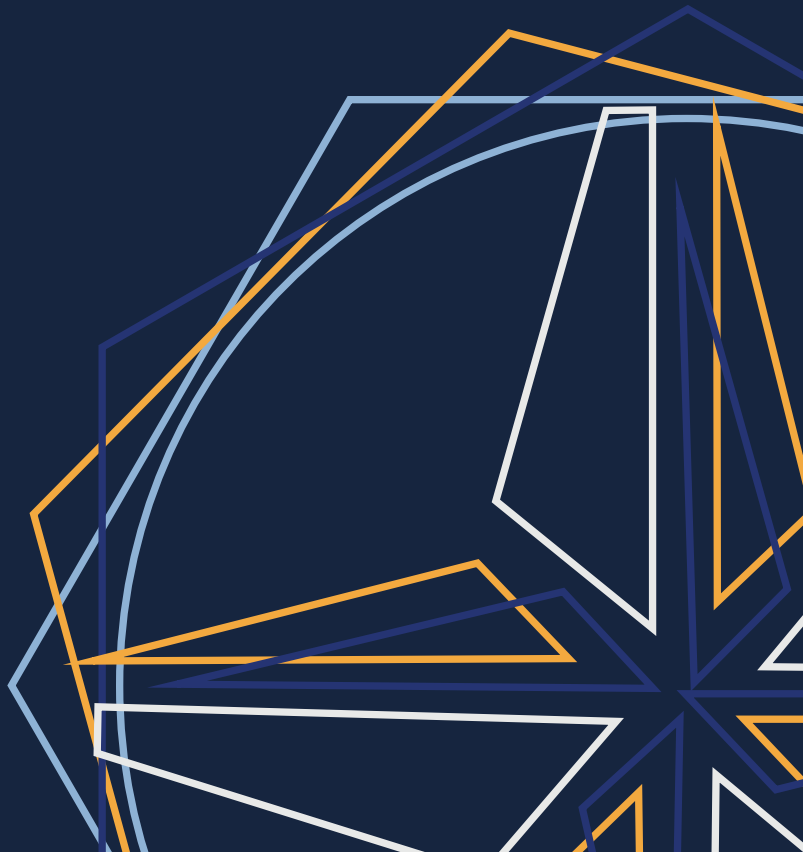
ARAB DISPATCH

Since 2019 the Arab Dispatch, currently edited by Maria Bagnara, has collected the most relevant weekly publications, contents and commentaries about the Arab World, issued by both local and international sources. This initiative aims at providing the NDCF interested audience with weekly and easy-to-read recaps of the crucial events unfolding in the areas of North Africa, the Levant and the Gulf.

The added value of this product is that each issue features an original commentary on Arabic sources and media contents, shedding light on independent, untranslated local newsrooms.

In two years, the NDCF has published almost 100 dispatches covering the MENA region and, in particular, the evolution of regional tensions and its main political, social and economic trends.

GAME CHANGERS

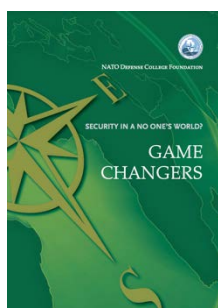


GAME CHANGERS

Game Changers is a series of conferences and scientific publications through which the Foundation investigates the looming challenges and trends that will shape the future of the global geopolitical arena. Launched in 2014 as a two-day high-level event on energy revolutions, innovations in the defence industry, the roles of emerging great powers (Game Changers. Security in a no one's world).

The theme was resumed on a wider scale in 2020. The aim was to draw to the attention on the unexpected and emerging challenges that will affect our world: the implications of artificial intelligence, the changing role of energy, the effects of climate change, the new, critical health-security nexus. The project currently consists of an original Dossier, conferences and closed-door seminars.

SUGGESTED READING



**Game changers.
Security in a no one's world?
(2014)**

THE DOSSIER

Prepared by seventeen distinguished international specialists on twelve pivotal security subjects, the Dossier Game Changers 2020. A new future dawns on international security wishes to offer a balanced and diverse overview on topics that will change profoundly the global strategic dynamics.

These game changers are divided into three categories:

EMERGING ISSUES

Recognised as important but in need of a sharper focus for decision makers

Climate Change;
Energy; AI; Pandemics;
Disruptive Technologies;
Outer Space

BRIDGING ISSUES

Already structured as a gateway to transformation in strategic affairs

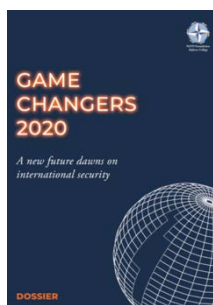
Digital Resilience;
Cyber Technology;
Hybrid Warfare;
Autonomous Weapons

EVOLVING ISSUES

Extensively developed since the Cold War, but still carrying a great potential in the world's developments

Energy Security; Space Security; NonNon-State Actors; Weapons of Mass Destructions

SUGGESTED READING



Game Changers 2020.
A new future dawns
on international security

ACTIVITIES

After the first project in 2014, in 2020 Game Changers officially became a new original series of annual conferences held by the Foundation. Notably, the harsh times of the pandemic forced the Foundation to reinvent its traditional style of events on the occasion of Game Changers 2020. A new future dawns on international security.

Over two days, thanks to the technical support of a team highly specialised in live-streaming seminars, the discussions were carried out in a trailblazing television format, BBC style, and broadcasted on an interactive, customised digital platform. From the stage set-up to a live editing of the streaming that was enriched by dedicated audio-video contents, the initiative moved beyond the mainstream model of webinars and engaged directly with the public at home.

Out of the twenty international experts involved, the NDCF hosted the majority of them in-person in Rome in full compliance with anti-COVID regulations, and gathered more than 300 participants virtually connected from around fifteen different countries.



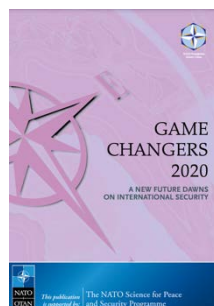
GAME CHANGERS 2020. *A new future dawns on international security.*
December 10 and 11, 2020 - Rome Cavalieri, A Waldorf Astoria Hotel, Rome.

The audience actively contributed to a lively and timely debate on three topics that will revolutionise the future of global security:



Moving beyond a simple description of these phenomena, the Foundation structured the discussions in order to delve into and explore their influence on geopolitical balances, power politics, as well as the logistical side of combat operations and humanitarian missions. Indeed, climate change is currently worsening the competition for scarce resources and impacting on regional conflicts. At the same time, the disruptive and global effects of the pandemic shed light on the importance of civil-military cooperation. Not less important is AI, whose practical adoption in the defence and security sectors imposes a deep reflection.

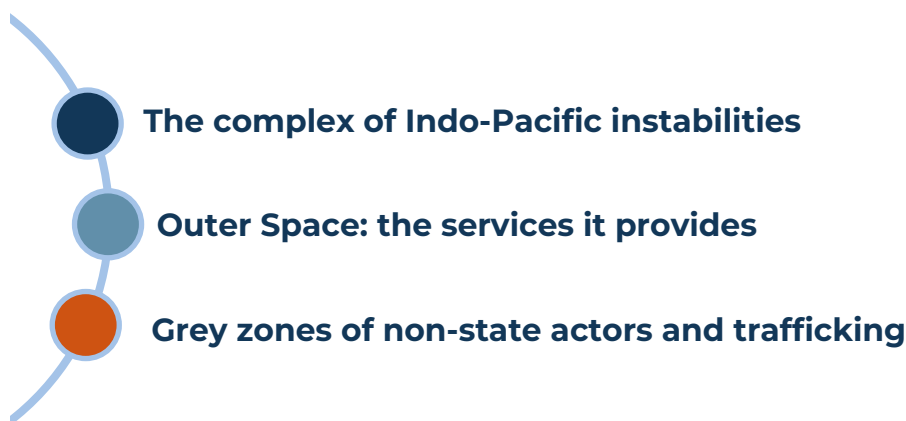
SUGGESTED READING



**Game Changers 2020.
A new future dawns
on international security
(2020)**

Work in progress

Game Changers 2021-2022 is a two-stage conference investigating new relevant areas for the security of the international community.



The December panel covers the intricate dynamics that govern the Indo-Pacific relations, with a special focus on the security implications of the rise of China (risks, opportunities, technologies, deterrence, next Strategic Concept, etc.). Organised in close cooperation with the NATO Defense College for its Generals, Flag Officers and Ambassadors' Course (GFOAC) - a high-level programme that seeks to enhance mutual understanding of security concerns, as well as of NATO's interests and capabilities among senior decision-makers from NATO, PfP, Med Dialogue, ICI, Contact Countries and Iraq.

At the next stage, the Foundation will go back to the complexities of topics tackled in previous conferences.

Outer Space and its security and legal dimensions were in fact discussed for the first time in 2020 in the NDC dedicated webinar Space Strategies 2020. The critical dimension of space: new threats, new technologies that highlighted the future strategic implications of this increasingly relevant operational domain.

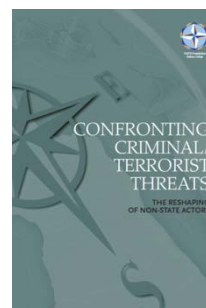
The role of non-state actors and illegal trafficking have been included several times in our events and research, as they are increasingly emerging as essential elements of instability in a large percentage of global conflicts. Since 2016 with its Eurasia and Armed Radicalism. Spaces, flows and finances of an evolving terrorism, the Foundation has dedicated a line of research and activities to the poorly investigated but highly impacting crime-terror nexus.

The intimate link between transnational criminal and terrorist groups that help those organisations to gain influence and resources in conflict areas. Among the latest initiatives: Targeting the de-materialised “Caliphate”. Extremism, radicalisation and illegal trafficking (2018); Confronting Criminal/Terrorist threats. The reshaping of non-state actors (2019).

SUGGESTED READINGS

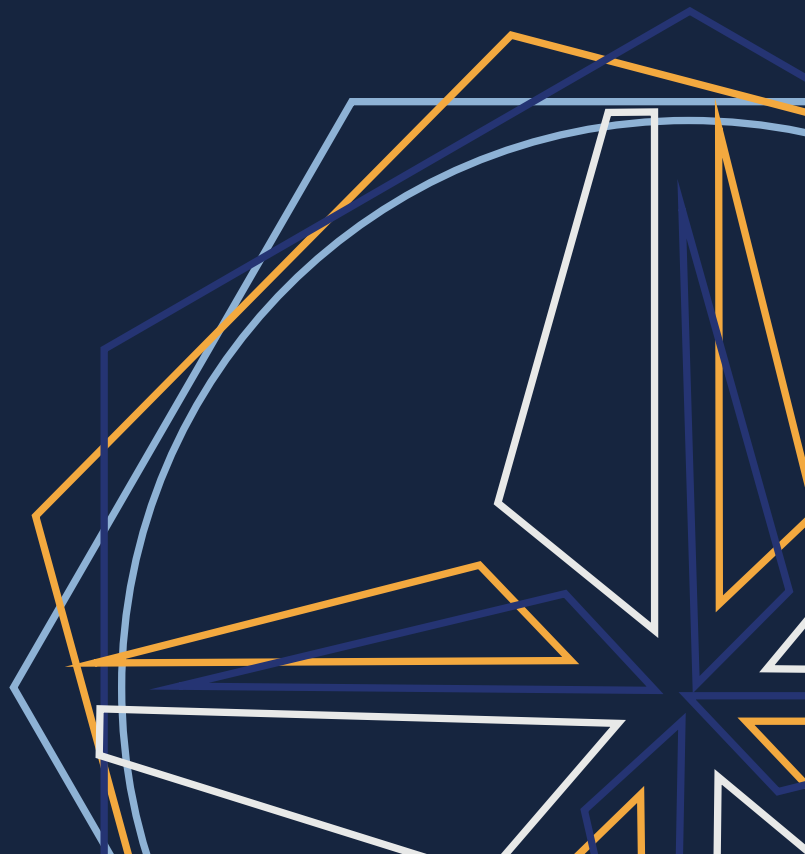


Space Strategies.
The critical dimensions
of space: new threats,
new technologies
(2020)



Confronting
Criminal/Terrorist
Threats
(2019)

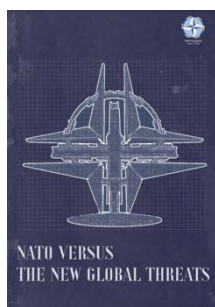
NATO and SECURITY TRENDS



NATO AND SECURITY TRENDS

Being a “NATO first” think-tank, the NATO Defense College Foundation always prioritises topics of research and activities that are relevant for the Atlantic Alliance’s strategic thinking. To this end, all NDCF conferences feature a session dedicated to NATO’s present and future role in the specific area of discussion. Besides, on a yearly basis the Foundation holds an event anticipating the agenda of the Organisation’s Summits. Thus, experts and practitioners from and related to the Alliance illustrate to the public opinion the important strategic choices facing the member states and partners.

SUGGESTED READING



**NATO versus
the New Global Threats
(2018)**

ACTIVITIES

Among the most significant initiatives dedicated to NATO, it is worth mentioning the one celebrating the 70th anniversary of the Atlantic Alliance in Washington DC and the 2021 event focusing on the recently launched NATO 2030 agenda.

70 years of NATO: change, refocus and consensus

Since 1949, NATO as political-military organisation has adapted to an evolving strategic environment. By taking advantage of its political and diplomatic record, it overcame the criticisms that sometimes put into question its relevance and mission.

For the prestigious conference NATO at 70: Refocusing for Change? (2019), in the year that marked the 70th anniversary of the Alliance, the Foundation flew to Washington DC, where NATO's founding document was signed in April 1949.



NATO AT 70. *Refocusing for change?*
June 27, 2019 - Atlantic Council, Washington DC.

Organised in collaboration with the Atlantic Council, one of the top think-tanks worldwide, the Foundation's first overseas event gathered some of the most relevant European and American decision shapers to discuss in two panels the current state of the Alliance, the evolution of the global strategic environment and future prospects for NATO's security and defence policies. Former Secretary of State Madeleine Albright closed the working day. While highlighting that the Alliance is still the best international security provider, the discussions showed that a new strategic approach is needed vis-à-vis emerging challenges and shifting international relations.

SUGGESTED READING



**NATO at 70:
Refocusing for Change?
(2019)**

Towards a more political and at a wider spectrum Alliance

In June 2021, right ahead of the historical Brussels Summit where Allied leaders met to agree on far-reaching reforms to adapt the Atlantic Alliance to future challenges, NATO 2021. Rebuilding the consensus for a new era unfolded as a timely two-day debate that gathered nineteen highly qualified practitioners (in-person and virtually). Among them, current and former NATO representatives, members of the Reflection Group appointed by the Secretary General, international specialists and members of the Italian Government.

Among the main issues discussed: how to approach the increasing assertiveness of Russia and China, NATO-EU cooperation, the rise of new hybrid threats and non-state actors, the withdrawal from Afghanistan and prospects for the Partnerships in the Middle East and the Indo-Pacific area.

The event has been a fundamental occasion to reflect on the future reforms envisioned by NATO 2030 agenda and the path that will lead to the new Strategic concept to be agreed on at NATO Madrid Summit in 2022.



NATO 2021. *Rebuilding the consensus for a new era.*
June 9 and 10, 2021 - Rome Cavalieri, A Waldorf Astoria Hotel, Rome.

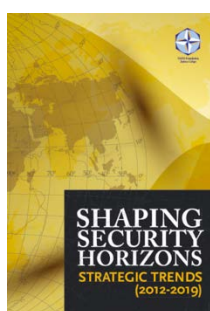
PUBLICATIONS

Alongside the proceedings of thematic conferences, since the beginning of its activities in 2011, the NDCF has been delivering a vibrant scientific production composed by regional analyses, Food for Thought (short thematic essays), and longer papers on foreign policy, security and defence-related issues.

Strategic Trends

The long-term programme called Strategic Trends is a fundamental part of the NDCF research activities and it is conceived to provide busy readers with monthly, focussed and short analyses on the ever-changing global arena. Written by NDCF analysts, it covers ten NATO-relevant areas: Africa; Balkans and Black Sea; Central Asia; China; Gulf; Indo-Pacific; Levant and Eastern Mediterranean; Maghreb; Russia; Emerging challenges (i.e. terrorism, organised crime, cybersecurity, maritime security, defence industry etc.).

SUGGESTED READING

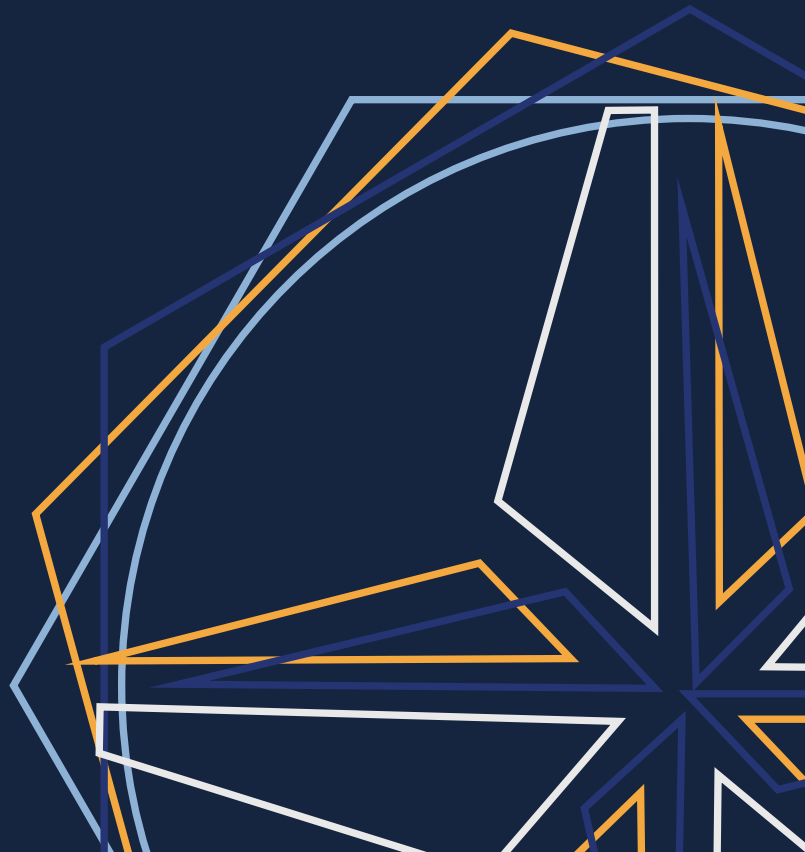


**Shaping Security Horizons:
Strategic Trends (2012-2019)**

In 2019, the Foundation issued *Shaping Security Horizons: Strategic Trends (2012-2019)*, a milestone publication regrouping seven years of regional analyses coupled with original thematic predictive articles. The volume is aimed at decision-makers and the wider community interested in international politics. On the one hand, its 600-page archive shows the effort dedicated through the years to monitoring power politics' trajectories. On the other, it is a work that intends to apply concretely a methodology able to support the work of a wide array of professionals and students.

ACCOMPLISHING OUR MISSION

(2011-2021)



ACTIVITIES

Conferences

- NATO and the Arab Spring (Rome, November 17 and 18, 2011)
- Afghanistan to 2014 and beyond (Rome, February 7 and 8, 2013)
- The futures of integration (Rome, October 7 and 8, 2014)
- The shaping of Eastern Europe (Rome, May 18 and 19, 2015)
- Advisory Panel meeting – NATO Summit 2016 (Rome, September 25, 2015)
- Eurasia and Armed Radicalism. Spaces, flows and finances of an evolving terrorism (Berlin, January 27, 2016)
- Arab Geopolitics in Turmoil - Perceptions, Unknown and Policies (Rome, February 25 and 26, 2016)
- Advance Research Workshop - CBRN Risks in Maritime and Land Containers Transport (Rome, May 25, 26 and 27, 2016)
- Deep Maghreb: (in)security and stability – North Africa and its Sahel dimension (Rome, November 30, 2016)
- Balkan Networks and Stability. Connecting co-operative and human security (Rome, April 6 and 7, 2017)
- Is NATO indispensable? The Brussels Summit (Rome, May 18, 2017)
- Arab Geopolitics from Turmoil - Balances, Stability and Regional Order (Rome, October 5 and 6, 2017)
- The Western Balkans at a Crossroads (Rome, December 6 and 7, 2017)
- Africa in Action: Tailoring security to real needs and threats (Rome, May 8 and 9, 2018)
- NATO versus the new global threats (Rome, June 15, 2018)
- Afghanistan and Central Asia: Looming priorities and regional un-balances (Rome, October 4, 2018)
- Targeting the de-materialised “Caliphate”. Extremism, radicalisation and illegal trafficking (Rome, December 6, 2018)
- Balkan Perspectives. Adapting the partnership and integration paths (Rome, May 16, 2019)

- NATO at 70: Refocusing for Change? (Washington D.C., June 27, 2019)
- Arab Geopolitics after the Caliphate. How to exit the fragmentation trap (Rome, October 9, 2019)
- Confronting Criminal/Terrorist Threats. The reshaping of non-state actors (Rome, December 9, 2019)
- Arab Geopolitics 2020 – The Middle East: what kind of future? (Rome, July 27, 2020)
- Balkan Perspectives 2020. The Fight for a Timely Inclusion (Rome, September 28, 2020)
- Game Changers 2020. A new future dawns on international security (Rome, December 10 and 11, 2020)
- Energy Strategies. Europe and the Mediterranean: trends and scenarios for a connected energy market (Rome, March 24 and 25, 2021)
- NATO 2021. Rebuilding the consensus for a new era (Rome, June 9 and 10, 2021)
- Black Sea and Balkan Perspectives. A Strategic Region (Rome, July 28, 2021)
- Arab Geopolitics 2021. How and with whom? (Rome, October 21, 2021)
- Arab Geopolitics 2021. Tunisia Focus (Tunis, November 17, 2021)
- Game Changers 2021. New Strategic Spaces (Rome, December 14, 2021)

Webinars

- The Middle East after Coronavirus (April 21, 2020)
- Talk About Crude. Fluctuating Oil and COVID-19 (June 3, 2020)
- Space Strategies 2020. The critical dimension of space: new threats, new technologies (June 5, 2020)
- Mediterraneo Orientale: un bacino di crisi (June 17, 2020)
- Geopolitics, Peace & COVID-19 (June 18, 2020)

Book Presentations

- Emergenza Libia (Rome, December 7, 2016)
- PEACEMAKERS. American Leadership and the End of Genocide in the Balkans (Rome, March 12, 2018)
- I Balcani occidentali al bivio. La NATO, KFOR e il ruolo dell'Italia (Rome, October 17, 2018)
- Shaping Security Horizons: Strategic Trends (2012-2019) (Rome, July 15, 2019)

Collaborations with other entities

- The Middle East after Coronavirus
(Joint webinar with EGIC – EU-Gulf Information Centre)
- Talk About Crude – Fluctuating Oil and Covid-19
(Joint webinar with EGIC – EU-Gulf Information Centre)
- Geopolitics, Peace, & COVID-19
(Joint webinar with the Institute for Economics and Peace)
- Space Strategies 2020 – The critical dimension of space: new technologies, new threats (Joint webinar with the NATO Defense College)
- School on Terrorism
(in collaboration with SIOI – The Italian Society for International Organisation)

Pol-Mil Game: North Atlantic Council Simulation

- Realistic simulation of a crisis near the Kaliningrad exclave in Belarus
- Consultation of Art.4 followed by preparation for a possible Art.5 contingency
- Sponsored by the NATO Public Diplomacy Division
- Held at LUISS University in Rome

LIST OF PUBLICATIONS

Proceedings

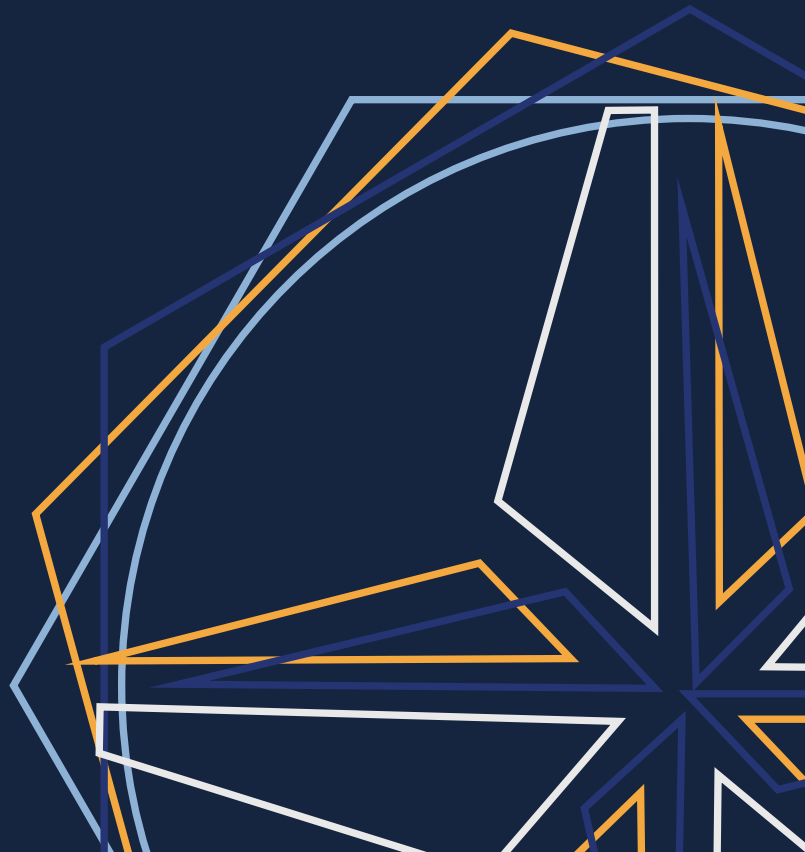
- Afghanistan to 2014 and beyond. Ask and task
- Game Changers. Security in a no one's world?
- Western Balkans. The futures of integration
- The shaping of Eastern Europe. Alternative priorities and outcomes
- Arab Geopolitics in turmoil. Perceptions, unknown and policies
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- Game Changers 2020. A new future dawns on international security

- Energy Strategies. Europe and the Mediterranean: trends and scenarios for a connected energy market
- NATO 2021. Rebuilding the consensus for a new era

Special Dossiers

- Shaping Security Horizons: Strategic Trends (2012-2019) (July 2019)
- Game Changers 2020. A new future dawns on international security (November 2020)
- Special Issue - Western Balkans: the way ahead towards a full Euro-Atlantic integration (July 2021)
- Expanding NATO's partnerships in the Southern region. Why and How? (September 2021)
- Beyond the Arab risings. What kind of future? (October 2021)

ANNEX



STRUCTURE

LEADERSHIP

President
Honorary President
Director

BOARDS

Board of Directors
Scientific Board
Senior Advisory Board

ANALYSTS

THE FOUNDATION'S PEOPLE

LEADERSHIP



ALESSANDRO MINUTO-RIZZO

President

Alessandro Minuto-Rizzo is an Italian diplomat who served as Deputy Secretary General of NATO (2001-2007) and as interim Secretary General of NATO (2003-2004) whose mandate was dedicated to sensitive areas such as the Gulf and the Southern Mediterranean. Previously, he acted as Ambassador of Italy to the Western European Union and to the EU Political and Security Committee (PSC). Currently, he is a member of the Scientific Committee of the Italy-USA Foundation and President of the NATO Defense College Foundation. His most recent book is *NATO and the Middle East: the Making of a Partnership* (New Academia Publishing, 2018).



LORD ROBERTSON OF PORT ELLEN

Honorary President

Lord Roberson of Port Ellen is a British Labour Party politician who served as the 10th Secretary General of NATO (1999-2004). Previously, he acted as Defence Secretary for the United Kingdom (1997-1999) and was a Member of Parliament for Hamilton and Hamilton South (1978-1999). Currently, he is a member of the Top Level Group of UK Parliamentarians for Multilateral Nuclear Disarmament and Non-Proliferation and he is Senior Counsellor with the Washington-based consultancy The Cohen Group.



ALESSANDRO POLITI

Director

Alessandro Politi is the Director of the NATO Defense College Foundation. A global political and strategic analyst with 30 years of experience, he currently teaches geopolitics and intelligence at the SIOI. Before he has been senior researcher for the Italian MoD on Latin America and global issues and director of Nomisma's unit for strategic scenarios. Formerly, he has worked with four Defence Ministers.

BOARDS

The **Board of Directors** comprises the Foundation's leading group of executives whose main task is to determine the organisation's direction and to determine its mission, while shaping and coordinating its activities.

The **Scientific Board** is composed of senior researchers and institutional personalities who are in charge of advising and assisting the Board of Directors in the organisation of the Foundation's activities. To do so, the Board of Directors and the Scientific Board shall meet at least twice a year.

The **Senior Advisory Board** (SAB) has the function of providing assistance in strategic decisions about funding, operations and future developments of the Foundation.

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- **Yannis-Alexis Zepos**, Former Ambassador and Secretary-General, Ministry of Foreign Affairs of Greece, Athens

ANALYSTS

The NDCF is supported by a number of analysts covering 10 areas of interest in the world.

PAST & PRESENT

STRATEGIC TRENDS

Africa

- Sofia Mastrostefano
- Yeelen Badona Monteiro
- Francesco Bergoglio Errico

Balkans & Black Sea

- Stefano Giantin
- Giorgio Cella
- Gregorio Baggiani
- Matteo Tacconi
- Mattia Giulioli
- Valerio Cartocci

Central Asia

- Fabio Indeo

China

- Elenoire Laudieri

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- Federica Lollo
- Stefano Marcuzzi
- Federico Berger

Gulf

- Umberto Profazio
- Eleonora Ardemagni
- Cinzia Bianco
- Fabio Nicolucci

Indo-Pacific

- David Scott

Levant & Eastern Mediterranean

- Nuray Atmaca
- Eleonora Arcdemagni

Maghreb

- Umberto Profazio

Russia & Caucasus

- Roberto D'Agostino

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- Maria Bagnara
- Elena Tosti Di Stefano

Press Review

- Stefano Giantin
- Matteo Tacconi

THE FOUNDATION'S PEOPLE

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(2012-2016)

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(2016-2021)

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