



The Observer



*Serving Allied Land Component Command - Headquarters Heidelberg
Campbell Barracks, Heidelberg, Germany*



In this Issue

The Observer

Serving the military and family members of ALCC HQ HD

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Suggestions for articles, comments and contributions are welcome and should be directed to the editor. The editor reserves the right to edit submissions.

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Commander's Message

With mid-year approaching, I would like to share some of my observations and thoughts. As I wrote in my last message, my family and I are humbled by the honor to serve here in Heidelberg, and our experiences since arriving have only reinforced that feeling. We thank all who have made our transition so smooth and who have welcomed us into this community. We have been truly blessed by your efforts.

As I have come to know you over the past weeks through visits to your work areas and day-to-day interaction with you, I have been impressed by the quiet professionalism that you all exhibit. It is readily apparent to me why this headquarters has such a strong reputation within NATO as a competent, ready organization. You all not only represent your nations well, but you also highlight the strength of our Alliance through the joining together of different backgrounds and skills that result in a stronger unit.

In assessing our headquarters' priorities, I believe that we are focused in the right areas. Our first priority, providing NATO Response Force (NRF) support to JFC Brunssum and the Land Component Command (LCC) headquarters, remains essential to enabling NATO's establishment of a fully operationally capable NRF. In keeping with our role as JFC Brunssum's centre for land expertise, we will do our part to see this important mission through to completion. Although our headquar-



Gen. David D. McKiernan, Commander
Allied Land Component Command Heidelberg

ters is not the primary training audience, we should ensure that we make the most of each training opportunity to hone our own skills during STEADFAST JACKPOT and STEADFAST JAGUAR.

We will, however, be the primary training audience for STEADFAST JAW (SFJW) in Istanbul, and I look forward to the opportunities that SFJW will bring to our headquarters. I sincerely appreciate all the work that has already been done in the development of the LCC concept and all the standing operating procedures and instructions. The Commander's Conceptual Training I in March provided a great chance to move this process along, and I ask that you continue your level of effort to ensure we are prepared for SFJW. I look forward to working together with all of you in the coming months.

David D. McKiernan

ALCC HQ HD Liaison Team supports African Union Mission in Sudan

Article and photos by Lt. Col. Edward Mead, U.S. Army

GENG, Infrastructure Branch

In May of 2005 NATO was approached by the highest levels of the African Union (AU) Hierarchy for possible NATO support in their expansion of the African Mission in Sudan (AMIS). AMIS was initiated to address the humanitarian crisis in the Darfur region of Sudan where more than 400,000 deaths had occurred and more than 2.2 million people were displaced from their homes as a result of civil war between the northern and southern regions.



Brig. Gen. Andre Defawe, participating in the MAPEX, was NATO's Senior Military Liaison Officer to lead the Liaison Team.

The North Atlantic Council (NAC) then turned to Gen. James Jones, SACEUR, and asked him to take the lead and put a liaison team on the ground to support this mission. Gen. Jones looked to Heidelberg and asked Allied Land Component Command Headquarters (ALCC HQ HD) to take the lead in providing a liaison team on the ground, and he chose Brig. Gen. Andre Defawe, Deputy Chief of Staff for Operations, ALCC HQ HD, to be his Senior Military Liaison Officer (SMLO).

The other Heidelberg members of the liaison team were Sgt. Maj. Pascal Wijkman (Senior NCOIC), Lt. Col. Carsten Petersen (Operations Cell Director) and Lt. Col. Ed Mead (Military Assistant to the SMLO). The liaison team from ALCC HQ HD arrived in Addis Ababa, Ethiopia in mid June 2005 and immediately began to set up the NATO/AMIS Liaison headquarters. The mandate from SACEUR was to liaise with the African Union and Darfur Integrated Task Force (DITF), which was co-located with the AU Headquarters in Addis Abba, Ethiopia and coordinate for NATO support in three specific areas: Strategic Airlift (Deployment of AU force protection soldiers into Darfur, Sudan); Support to the United Nations (UN) led Map Exercise (MAPEX); Execution of Staff Capacity Building training for the DITF Staff and the Force Headquarters.



In a refugee camp, women gather around a Non-Governmental Agency (NGO) where they received help and assistance. More than 2.2 million people were displaced from their homes as a result of the civil war.

The first of these tasks, strategic airlift, took place over a three-month period from July 2005 to October 2005. This was executed by a deployed team of movement control specialists and the NATO Senior Military Liaison Officer team. The main task was to coordinate the planning and execution of cargo and troops between the troop contributing nations (TCN), the DITF Headquarters and various NATO air movement centers.

The scope of the mission was to deploy eight new battalions of force protection forces with associated arms/ammunition and cargo from six different African troop-contributing nations (Nigeria, Rwanda, Senegal, Kenya, Gambia, and South Africa). Adding to the complexity of this mission was that these troop movements had to be coordinated around 11 different Aerial Ports of Embarkation (APOE's) and three different Aerial Ports of Debarkation (APOD's).

At the end of the initial deployment, seven of the eight initially planned battalions and some independent units were deployed into theatre in support of the mission. In addition to the strategic air lift support, the AU requested that with NATO's vast array of experiences and knowledge, if it could provide staff capacity building training. The liaison team then worked with the DITF staff leadership and the tactical commanders on the ground to collect the staff capacity building training requirements. A plan was formulated, and NATO responded by providing two phases of training - targeting two different training audiences.

(continued on page 20)

ALCC HQ HD Hosts Russian Expert Team Visit

by Lt. Col. Czeslaw Magda, Polish Army

SO G5 MilCoop

Photos by Adjt. Jan Van Meensel, Belgian Army

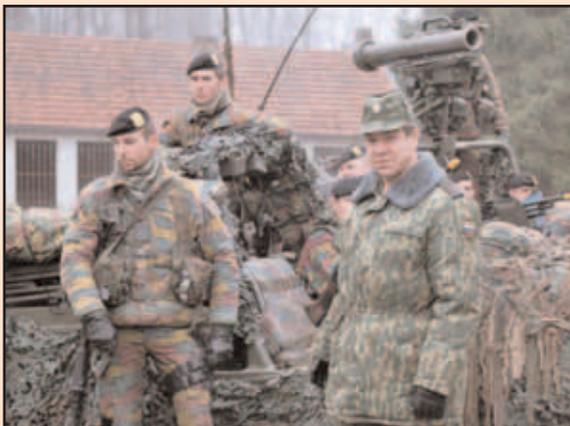
PIO Administrative Supervisor

Last year ALCC HQ Heidelberg became actively involved in the execution of NATO-Russia Interoperability Framework Programme (NRIFP) by being appointed the coordinating headquarters for interoperability development of the Russian 15 Motorized Rifle Brigade (15 MRB) located in Samara.

NRIFP is focused on COMs Ex, SOFEX, DE-PLOYEX and the 15 MRB. The strategic objective is to make 15 MRB interoperable with NATO for participation in NATO-led Peace Stability Operations and Peace Keeping Operations.

In accordance with the NRIFP for 2006, Russia conducted an Expert Team Visit to ALCC HQ Heidelberg in the period of 12-15 February 2006. The Russian delegation was headed by Lt. Gen Valeriy Evnevich, Deputy Ground Forces Commander-in-Chief of Russian Peacekeeping Forces, and consisted of three officers from 15 MRB. After the arrival in Campbell Barracks, Deputy Commander ALCC HQ HD, Lt. Gen. Karl-Heinz Lather, welcomed our Russian guests.

Lather emphasised the importance of this visit and stressed that



Members of the 15th MRB from Russia visit Heidelberg during a recent Expert Team Visit where they had the opportunity to observe Exercise BRILLIANT LEDGER.

due to new challenges in today's world, interoperability is no longer only a NATO issue. It is an international issue for all military forces to counter the complexity of today's threats.

It was the first-ever Russian visit to ALCC HQ HD and the purpose was to acquaint the Russian officers with a Land Component Headquarters of a NATO Combined Joint Task Force, NRF and NATO CIS concepts as well as lessons learned from ISAF and KFOR operations. The first day was filled with briefings and discussion on envisaged interoperability development of the 15 MRB. On the second day the Russian delegation had the

(continued on page 21)

LIWG concludes a year of Affirmations with new NATO Nations

By Lt. Col. Czeslaw Magda, Polish Army

SO G5 MilCoop

Photo by Maj. Cynthia Teramae, U.S. Army

Chief, Media Operations



The LIWG was presided by Brig. Gen. André Defawe, DCOS OPS, ALCC HQ HD.

In the continuation of the integration process for Estonia, Latvia, Lithuania and the Slovak Republic, the Land Integration Working Group (LIWG) held its 13th meeting early this year in Heidelberg hosted by ALCC HQ HD.

The LIWG was presided by Brig. Gen. André Defawe, DCOS OPS, with presence of representatives from Joint Forces Command Brunssum (JFC BS), ALCC HQ MD, Estonia Land Force Command (EST LFC), Latvia Land Force Command and Declared Battalion (LVA LFC and DB), Lithuania Land Force Command and Declared Battalion (LTU LFC and DB), Slovak Republic Land Force Command and Declared Battalion (SVK

LFC and DB), the Danish Advisory and Training Team (DATS), the Norwegian Training Team (NOR TT) and German Army Forces Command (GARF-COM).

Major objectives of this meeting were

to outline the overall observation, recommendations and conclusions resulting from the affirmation of EST, LVA, LTU and SVK Land Force Commands and Declared Battalions (DB). The overall comments from the affirmation confirmed the outstanding efforts and progress made by each of the LFCS and the DBs in achieving NATO interoperability at the unit level as well as having the institutional measures in place for continuing integration on their own.

Further more, this LIWG meeting served as a discussion platform where all concerned were given the opportunity to present their future aspirations and plans. The integration *(LIWG continued on page 21)*

ALCC Sets Sail for Capri

Article and photos by Maj. Christian Bell, DEU Army

G3 SO PSYOPS

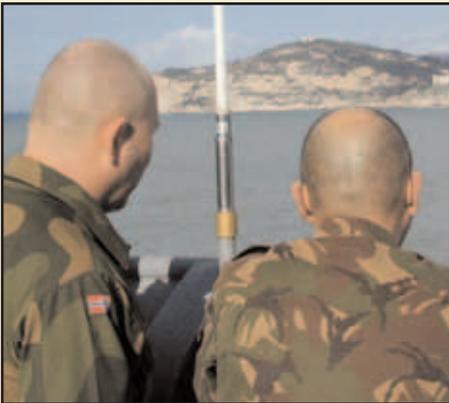
"I like all you Navy boys. Every time we gotta go some place to fight, you fellas always give us a ride." This quote from the movie "A Few Good Men" proved to be quite true for ten members of Allied Land Component Command Headquarters Heidelberg during the last week of February. Hopeless landlubbers all of us, we took to sea to support Joint Forces Command Brunssum in its Staff Enhancement Training (SET).



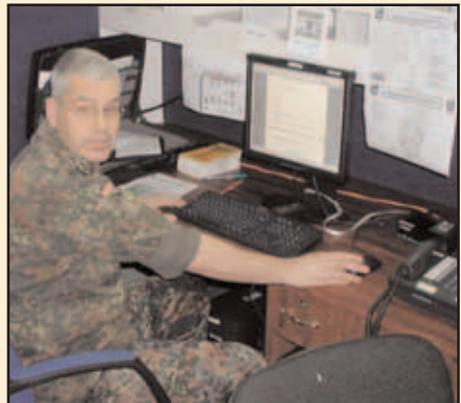
Members of ALCC HQ HD support SET 01-06 aboard the Mount Whitney.

Future operations of the NATO Response Force will be led by a deployable headquarters in the initial phase. However, it cannot be assumed that the host country will have the necessary infrastructure for setting up such a headquarters during initial operations. This is where the

Mount Whitney comes in. One of two Joint Command Ships of the U.S. Navy, the Mount Whitney offers all you need to set up an operational headquarters.



Members of ALCC HQ HD view the coast of Capri from the deck of the Mount Whitney during SET 01-06.



Lt. Col. Christian Guehrs works in the JOC during SET 01-06.



On the deck of the Mount Whitney, seamen receive helicopters during Exercise SET 01-06 off the coast of Capri.

A look on the inside of the ship revealed a large number of offices, and even a fully operational Joint Operations Center, including computers and the ever-inevitable beamers. Moreover, it had enough cabins to offer more or less cosy accommodation to an entire headquarters staff.

After JFCBS exercised working together as a DJTF "on land", SET 01-06 focused on testing whether the same would be true under "aggravated" conditions in a ship-borne environment on board the MTW. For this purpose, both the training audience and the entire EXCON embarked on the MTW to train the STEADFAST scenario off the beautiful island of Capri.

Since it would be somewhat difficult to command a headquarters without troops, a delegation from

ALCC HQ HD was among the lucky few to be chosen to man this mission. Our task was to simulate the Land Component Command and PSYOPS Task Force of the DJTF. With no more than ten personnel, we represented a full corps, including all soldiers and supporting units.

Orders were given, situation maps were updated, and reports were sent, until everyone at the DJTF actually believed they were indeed commanding several thousand troops in the area of operations. All crisis situations were solved, no matter how complicated they were, and we were able to find solutions for each problem concocted by the scenario team.

Fortunately, the seas were calm, so we did not need the enormous amount of seasickness pills we had brought. All participants were able to concentrate on their job 100 percent throughout the exercise. In the end, COM DJTF expressed his conviction that the staff was well prepared to meet the challenges of future exercises and operations, despite the difficult framework conditions.

Last but not least, it should be mentioned that the crew of the Mount Whitney did their best to make life on board as pleasant as possible for us. The food was great, and the crew never tired answering even the most "landlubberish" of questions.

Canadian Element Professional Development Trip Builds Team Spirit

by Lt. Col. Yung Jin Hou, CAN Army

G6 Tech EX

One of the highlights of serving in Heidelberg for members of the Canadian Forces is the opportunity to conduct Professional Development (PD) trips in and around Germany. A NATO posting is an excellent opportunity to not only explore the rich culture of Europe but also bring to life what Canadians normally only read about in military history books. For the 13

Canadians posted at ALCC HQ Heidelberg, a typical program normally consists of retracing the battlefield sites of major Canadian campaigns of the past world wars, re-learning the battlefield tactics, and paying homage to fallen Canadian soldiers in Commonwealth war cemeteries.

This year, the Canadian members of ALCC HQ HD traveled to the Munster-Kassel area of central Germany for an exceptional Professional Development program. The program was organized and hosted by a former member of ALCC HQ, Lt. Col. (DEU) Claus Wetzel. Wetzel is well-versed in both military and civilian history. Over a four-day program, the trip included visits to German military units (Armoured, Artillery, Aviation), an ar-



Canadian Air Force Detachment members Chief Warrant Officer Andre St-Jean and Maj. Will March finally find a piece of equipment they can recognize.

mament manufacturing facility (KMW in Kassel), a German armoured museum (Munster), a Cold War-era border museum (Point Alpha north of "Fulda Gap"), and a Commonwealth war cemetery in Kassel. In today's age of information, one could arguably gain the same type of information regarding German forces and military hardware over the Internet with 3D animation. However, the trip provided us with intangibles that can only come with personal contact and hands-on experience.

Our trip invigorated and enlightened all of us through personal contacts with field soldiers and commanders, young and old, of the Bundeswehr. The ability of being able to see the state-of-the-art weapons sys-

tems, and listen to field briefings by former commanders of both sides of the border units along the former Iron Curtain was an invaluable experience.

In a lighter moment of a personal nature, we saw the "twinkle" in the eyes of a hardened former Artillery Regimental commander Col. David Marshall (better known as the ALCC HQ Heidelberg DOS). His primordial instincts of a field soldier were rekindled by the fumes of diesel and cordite in a Panzer 2000 Howitzer while he gazed out of the commander's hatch. The presentation by Lt. Col. Wetzel on German Future Transformation in the next ten years was informative and interesting in that it mirrored some of the same challenges faced by our own Canadian Forces Transformation back home. Particularly touching was the visit to the Commonwealth cemetery in Kassel. There is an old Canadian Army saying.... "If you visit the grave of a soldier buried far from home and loved ones, God will think of you when it is your time and you will be buried near home". It was a sad but poignant moment to see soldiers from many Commonwealth countries buried on one side of a cemetery in single graves as is the Commonwealth custom and

soldiers from Russia buried on the other side of a wall of stones in common graves due to a Dysentery epidemic which killed all at the camp indiscriminately.

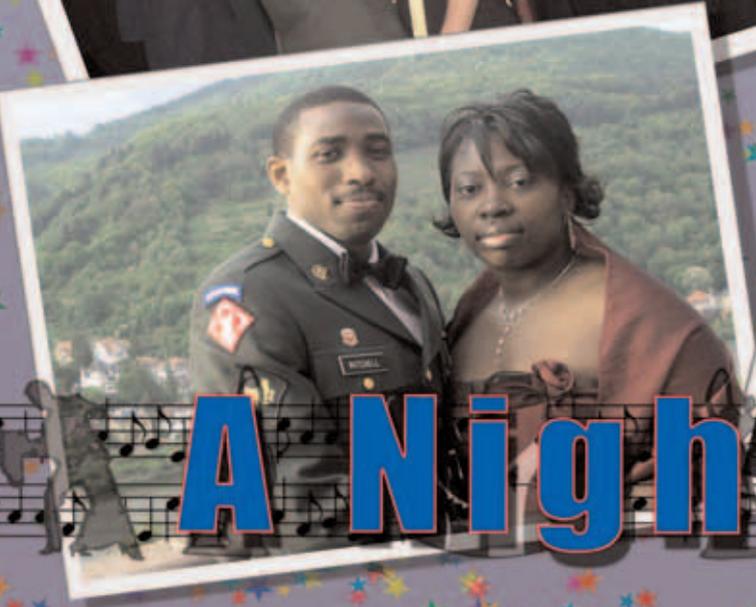
Finally, the trip enhanced the professional bonding and team spirit amongst the Canadian Detachment members serving in ALCC HQ Heidelberg. In an environment away from home and the HQ, we were able to stretch our minds and learn from a German army culture that has been in existence longer than our nation.

The trip left us with an enduring appreciation of the past legacies, present transformation challenges, and future capabilities of German armed forces. We walked in the footsteps of soldiers from hundreds of years ago and learnt from them. We went away sailors, soldiers and aviators of the Canadian Forces and came home a team.



Petty Officer 2nd Class Eric Olsen is introduced to German aviation.

Spring B



A Night To

all 2006



Remember

Commander's Conceptual Training

As a further step towards achieving its Final Operating Capability (FOC) Allied Land Component Command Headquarters Heidelberg (ALCC HQ HD) conducted Commander's Conceptual Training (CCT-1).

The aim of this training was to adopt the functional documents according to the latest results achieved during the recent Bi-LCC Concept Conference, and to enhance the awareness of the HQ personnel. In a

series of academic phases and syndicate work, the members of ALCC HQ HD used the chance to give a detailed review to all the products created so far.

After the first test of these documents during the Initial Operating Capability-Exercise BOLD LYNX 2005, CCT-1 offered an excellent opportunity to increase the effectiveness of the whole staff by incorporating the Bi-LCC Conference findings.



The G2 element reviews the products generated during the Bi-LCC Concept Conference.

(Photo by Sgt. Dale A. Worley, U.S. Army)

Bi-LCC Commander's Conference



Gen. David D. McKiernan, and Brig. Gen. Pavel Macko, return to the conference room. The conference provided a forum to discuss current land issues.

(Photo by Maj. Cynthia Teramae, U.S. Army)

Corps Commanders within the ACO AOR, Air-COM Ramstein and Izmir, and MAR-COM Northwood and Naples were invited to participate.

The conference provided a forum to discuss current major land issues in a broad agenda. During the conference there was ample opportunity for the exchange of information and to discuss a wide variety of current NATO operations topics to include briefings on the Joint Reaction Force Command, IED threats to NATO operations, Joint Logistic Support Group concepts, and the roles and responsibilities within the NATO command structure. The major theme of the conference was dedicated to the nature of the NCS LCC and the GRF HQ relationship.

MNC-NE hosted the semi-annual Bi-LCC Corps Commander's Conference in Szczecin, Poland from 8-10 March 2006, which was chaired by Gen. David D. McKiernan, Land-COM Heidelberg and Lt. Gen. Inigo Perez Navarro, Land-COM Madrid. All

ALCC Winter Warfare Training

by HSG Morale and Welfare

The Annual Winter Warfare Training took place in the fabulous region of Füssen in the Allgäu from 23 January to 1 February 2006.

The aim of this training was to build winter warfare awareness for all divisions of ALCC HQ HD as well as to ensuring team building, family support and professional development.

In our activities packet were three sessions of four days, which included one weekend especially for families of school age children. Parents and especially the children

enjoyed it and were able to make new friends during the weekend. The first day of each session included military training activities, some of the classes (taught by the Füssen German Mountain Division) were on how to dress and survive in the outdoors, searching for victims with the most up to date equipment and how to keep the victims alive when found. In addition to the classes, we also enjoyed a Bavarian buffet icebreaker, and more than two days of skiing. Participants also visited some of the most beautiful historical places in Füssen, such as the Castles of

Neuschwanstein, Hohenschwangau and a guided tour of the town of Füssen itself.

Two ski areas were used for the pleasure of skiing – one for beginners in the Tegelberg area in Germany and the second on the Zugspitze in Austria for intermediate and expert skiers. Some participants used the offer provided by local ski schools for first-time skiers, or as a refresher course for second-time attendees of the WWT. Also some others took the time for snowboard-



*ALCC HQ HD members receive a winter warfare awareness brief during their trip to the Füssen region.
(Photo by Maj. Cynthia Teramae, U.S. Army)*

ing and snowshoeing tours.

There were a total of 271 participants from the Headquarters, which included family members. All participants agreed that the events were well organized and conducted in a good way. It was a pleasure serving the members of this HQ and the HSG is looking forward to spending some time with you and your families next year. I hope the people who did not make it to Füssen this year will be with us next year. The MWA and S1 thank you for your participation and hope to see you again.

Spiritual Guidance in the Military

by Lt. Col. Hans J. Gemballa, DEU Army

Chief, PIO

Following an invitation by Lt. Gen. Karl-Heinz Lather, Deputy Commander, Allied Land Component Command Heidelberg, Dr. Ulrich Fischer, Land Bishop (Landesbischof) of the Baden Protestant Church visited the Headquarters with his entourage and other representatives of the Land church.

The objective of the visit was a mutual exchange on current events at both institutions, and experiences with military spiritual guidance on missions abroad, especially with regard to the multinational character of deployed headquarters. The visitors were provided with an overview of the current ALCC HQ HD structure and land forces tasks in the expanding NATO, followed by briefings on current NATO Operations, from the Balkans to Afghanistan.

The second part of the event, was a discussion on multinational aspects of military spiritual guidance. In addition to the Protestant and Catholic German Chaplains and the Bishop's delegation, Lt. Gen. Lather had invited a U.S. Army Chaplain, and a Rabbi of the Royal Netherlands Army. During the discussion, it quickly emerged that military clergymen are faced with challenges far beyond the duties specified in their job descriptions or other pertinent regulations. Thus, the U.S. Chaplain reported that while ac-

ording to U.S. regulations, the primary task of religious personnel is to provide spiritual guidance to soldiers as they practice their faith, practical experience at overseas deployments has shown that chaplains are often required to do much more, acting, among other things, as counselors in personal crisis situations, or providing feedback on the general mood among soldiers to military leaders.

Overall, the visit showed that spiritual guidance in the military poses specific challenges during operational deployments, and that existing regulations are sometimes not in line with real-life requirements on the ground. On the positive side, all clergymen present at the meeting confirmed that pragmatic solutions can always be found to the benefit of the soldiers under their care.

One of the results of the highly interesting event was the focus on special requirements for military spiritual guidance at operational multinational headquarters, including specific challenges in connection with preparing the respective operational deployment. Regardless of their different denominations and backgrounds, all experts present at the meeting confirmed that spiritual guidance is of paramount importance to soldiers on deployments.

Civilians participate in pre-deployment training

by Insa Ponomarev, NIC

Translator, ALCC HQ HD



ALCC HQ HD civilian members practice life-saving skills during pre-deployment training. The annual training is designed to enhance mission preparedness.

During three separate sessions held between October 2005 and March 2006, 31 NATO International Civilians (NICs) from ALCC HQ Heidelberg and NCSA Sector Heidelberg took part in two separate pre-deployment training sessions at JFC Brunssum. The training is part of a new requirement for NATO Civilians to participate in pre-deployment training for enhanced mission preparedness, and will be conducted on an annual basis.

Little did we know what was expected of us when our instructors from the Royal Netherlands Army "Koninklijke Militaire School" (KMS) welcomed us at JFC Brunssum. Over

the next four days, we underwent intensive mine awareness, NBC and first aid training. In the process, some NATO Civilians were able to draw on their experience from past military careers. For the rest of us, everything was new. Briefings in the morning were followed by practical exercises in the afternoon, enabling us to put our newly acquired knowledge

into practice on the spot. The Royal Netherlands Army instructors did an outstanding job, combining professionalism and approachability with a good sense of humor. For them, too, the training was a first, since they had never taught civilians before.

After four days of patching up wounds, studying first aid protocol, prodding for mines, and fumbling with our gas masks in the dark, we felt ready for the ultimate praise from our instructors: "You almost look like real soldiers!"

HONOURS



Gen. David D. McKiernan shakes hands with Stabsunteroffizier Jorin Hilsenback who had recently returned from an ISAF rotation deployment. Hilsenback was recognized by the command for his contribution to the ISAF mission.



Col. Robert Lawrence presents the Distinguished Meritorious Service Medal to Lt. Col. Rena M. Batts for her service during her ISAF VII deployment.

FAREWELLS



Lt. Col. "Mack" Horbach, G-1 (right) bids the ALCC HQ HD farewell during an informal gathering in his honour. Lt. Col. Horbach retired after over 30 years of service in the German Army.



Col. Melissa Patrick receives the U.S. flag from Gen. David D. McKiernan during her retirement ceremony. Col. Patrick retired from the U.S. military after 27 years of service.

(continued from page 5)

The first phase was conducted in August 2005 in Addis Ababa, Ethiopia at the DITF Headquarters and was designed to train the DITF staff members on strategic-level tasks. The second phase of the training was conducted in El-Fashir, Sudan at the AMIS Force Headquarters compound and was designed to train the Force Headquarters on operational and tactical level tasks. This training was widely accepted and in total there were 114 Force Headquarters staff officers trained from all the combined Force HQ components (Military, Civilian Police, CIMIC, and NGO's).



Brig. Gen. Andre Defawe, NATO's Senior Military Liaison Officer, with members of AMIS. (Photo by U.S. Army Lt. Col. Edward Mead)

The third critical mission that was requested of NATO was to provide support to the United Nations (UN) led Map Exercise (MAPEX) that took place over the period of July 2005 to August 2005. The UN asked NATO for assistance in helping to write the scenarios for the exercise and then to provide exercise controllers both in the Force Headquarters and the Sector headquarters. In the words of both the AU and leadership during the exercise, and in the after action review, "the NATO involvement and participation in the MAPEX was pinnacle to the success of the entire operation."

This mission was a milestone as such for the NATO Alliance as it was the first time that NATO was involved in an operation on the African continent. The NATO contingent was almost immediately accepted as a full partner by the AU leadership and the collective group of partner nations. Later on in the mission, after the liaison team established contacts with all organizations, a NATO Civilian Senior Representative (NCSR) from the Norwegian embassy was appointed on an informal basis to assist with the political contacts and work directly with NATO Headquarters.

In the end, this particular NATO mission opened a whole new array of opportunities for the NATO Alliance and cast a very positive light on the international community.

(ETV continued from page 6)

opportunity to observe the collective training of NATO forces conducted by EUROCORPS in Camp Bitche, France, where NRF LIVEX "BRILLIANT LEDGER" exercise entered its final stage.

This visit showed the need to work out a mutual and common understanding of what NATO-Russia interoperability is about, and what will be required from NATO and Russian forces in order to work together or side-by-side in executing assigned missions and tasks.

The whole visit was conducted in an open and good atmosphere and established a good foundation for future cooperation.

The Russian ETV to ALCC HQ HD is the beginning of a long-term programme for interoperability development of 15 MRB. This programme is extended till 2009. The next activity in 2006 is the Mobile Training Team (MTT) from ALCC HQ HD to Russia, which is scheduled to be held in October. This year the officers from 15 MRB will also have the opportunity to participate in a Public Information workshop conducted by ALCC HQ HD. The Interoperability Development Working Group (IDWG), which was established last year, is currently working on activities in 2007, which will be the next portion of events on the road leading to NATO-Russia interoperability achievement.

(LIWG continued from page 7)

is not concluded with the affirmation being an interoperability progress check of the LFCs and DBs and will require continued efforts and work from each of the nations. However, as each nation now will develop separate plans for their continued integration and issues/problems at hand, thus will differ from nation to nation the need for a LIWG as a forum for mutual discussion is limited, and the intent is to terminate the LIWG. Our Headquarters engagement in the integration process will decrease as well and cooperation with each of the countries will continue on a Headquarters-to-Headquarters basis.

The achievement of full NATO interoperability expressed in the NRF certification criterias will require investments in new and (NATO) interoperable equipment, which in turn puts considerable demands upon the national economy and therefore this must be seen as a structured process, in accordance with a well conceived time-plan. With the affirmation a milestone within the integration process has been achieved.

It must be said that the LIWG has been a most valuable instrument for coordinating the integration process for EST, LVA, LTU and SVK; however, this could only be achieved through the dedicated efforts and entire commitment of all participants.

ACAST 2006

by Maj. Cynthia Teramae, U.S. Army

Photos by Canadian Forces PAO

Chief, Media Operations

The first Allied Chiefs of Army Staff Talks (ACAST) took place in Quebec, Canada from 1 - 4 May 2006. A new concept, ACAST grew out of the two previous forums - that of Central Region CAST and the Southern Region



Twenty-two Army Chiefs of Staff took part in ACAST 2006 in Quebec, Canada.

CAST. Land COM Heidelberg developed the new concept, which was intended to foster greater awareness of Alliance associations and interoperability by all NATO Army Chiefs in a single forum. Canada agreed to co-host this first ACAST where a total of 22 Army Chiefs of Staff attended.

This year, the ACAST forum promoted open dialogue on issues mostly relating to NATO. The talks included discussion and briefings on Canadian Forces transformation, the U.S. Army of the future, the NATO Response Force, Germany's military contribution to Nation Building and Experiences from KFOR and ISAF, impacts of National caveats and command in NATO operations, Bulgaria's Land Force Development, Gender Related Challenges in the 21st century, and Provincial Readiness Team (PRT) experiences in ISAF.

Additionally, participants had the opportunity to tour the Canadian Forces La Citadelle and participate in bilateral talks.

Land-COM Madrid will co-host the next ACAST with hosting nation Bulgaria in 2007.



ACAST participants received an historical tour of La Citadelle.

Building the LCC Concept

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Close your eyes for a moment and picture the human body. For all practical purposes, it would be a shapeless mass incapable of accomplishing even the most basic functions if it was not organized by means of an intelligent design. In many respects, our Bi-LCC Operational Concept serves as the intelligent design for our Headquarters.

Analogous to human genes and the DNA, our Concept provides the 'Master Plan' in describing the roles and responsibilities, as well as the organisation and structure, which will permit the establishment of a lean, capable, and deployable NATO Command Structure (NCS) LCC Headquarters. Our Standard Operating Instructions (SOIs) are procedures and mechanics that enable the various elements of the body - the organs, muscles, brain etc. - to work together as one effective mechanism, just like the circulatory and nervous systems make the human body function. As the human body interfaces with its surroundings (we use our five senses - seeing, hearing, feeling, tasting, smelling), the Operational Concept describes how we interface with subordinate units, higher and adjacent HQs through Standard Operating Procedures (SOPs).

The Concept incorporates our experience and lessons learned during operational deployments and exercises. These factors led to a common understanding between Heidelberg and Madrid and the goal is to develop a set of documents that will permit our two Headquarters to be mutually-supporting with personnel able to adjust quickly and effectively to working where required. Development of the Operational Concept is progressing as planned and scheduled for completion on 1 Jun 2006. The SOPs and SOIs will be finalised by the end of Jun and will be important elements for the exercise in November when we validate our headquarters' Full Operational Capability. To permit further development and the inclusion of new ideas, a periodic revision process will take place every two years commencing in January 2007.

The Bi-Land Component Command Operational Concept is groundbreaking in many ways. It takes the benefit of 21st Century technology and ensures that the Alliance has a modern, forward-leaning, lean and cost effective instrument for command and control of complex land-centric operations. Exactly what is needed in today's security environment.

