



ALLIED LAND COMPONENT COMMAND  
(FORCE COMMAND DESIGNATED)  
HEADQUARTER

# THE OBSERVER

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STEADFAST JUNCTURE 2009



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# Editorial

## The Observer

Serving the military, civilians and family members of ALCC HQ HD

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Dear readers,  
The format of our magazine seems to be accepted by you and we will now start working on putting the content in a more attractive as well as standardized format. Cornerstones like the Commander's and Command Sergeant Major's Messages as well as the photo gallery will stay. But with the new structure of our Headquarters we will use this magazine as a platform to let the three main elements, Force Command Headquarters, DJSE 1 and 2, present themselves. Additionally the Joint Logistic Support Group and clubs and organizations as well as nations can use this means to pass information to you. There are also ideas like presenting you locations to visit in a circle around Heidelberg or special offers for military. Up to now this is all food for thought and we need your input which topics you are interested in. We are also planning to develop a questionnaire and publish it in the next edition. Give us your feedback to make your product better and more attractive. Send your ideas to [pao@lahd.nato.int](mailto:pao@lahd.nato.int).

Lieutenant – Colonel Götz Haffke  
DEU A  
ALCC (Force Command Designated)  
HQ Heidelberg  
Chief Public Affairs

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# Commander's Message



Welcome to the summer edition of the OBSERVER magazine! As you have all doubtlessly felt, the past few months since the last edition have been some of the busiest and most challenging, but also some of the most productive and innovative periods in the history of this HQ. While the implementation of the Deployable Joint Staff Element (DJSE) concept, along with the finalization of our NRF-13 preparation, remained the focal point of the HQ's efforts prior to the summer break, the real news is our upcoming ISAF deployment.

Our efforts in mounting the DJSE culminated in mid-May, when DJSE 2 flew to STEADFAST JUNCTURE 09 in Stavanger, Norway, to obtain certification for the NRF-13 standby period scheduled for the second half of the year. The NRF certification was a major milestone not just for DJSE2, but for the DJSE Concept as such, since it proved that the Concept actually matters in practice, making a real difference to the operational level of NATO missions. And sure enough, right before the summer break, the HQ received a call from SHAPE to prepare for ISAF deployment, providing approximately 100 personnel to provide operational capabilities to the restructured 4-star level HQ ISAF beginning in February 2010, and to sustain that effort for a period of two years. Make no mistake: the rest of NATO has noted that the DJSE – even in 'cluster' form – can make a difference. Flexibility and deployability have been our guiding principles over the entire DJSE experimentation phase, and sure enough, our ability to adapt will be put to the test on deployment soon.

In parallel to STEADFAST JUNCTURE, our HQ continued to provide vital support to NATO exercises, above all to this year's COOPERATIVE exercise series in

Georgia and CITADEL GUIBERT in France. And at the home front, the entire HQ worked tirelessly to transition from the old "G"-structure to a DJSE-centric, functional structure tailored to meet the needs of the Comprehensive Approach (CA) and Effects-Based Approach to Operations (EBAO). In the process, the aim was to reflect DJSE-inherent business processes in a truly deployable, modular structure based on key functional centres and cells. Carrying out this transition meant revamping the entire existing HQ organization, carrying out a physical move, which literally had all of us on our feet. While this was an ambitious objective, we were able to complete the move at record speed in mid-July. We have made the transition from an Allied Land Component Command to a "Force Command" able to provide two DJSEs. And while DJSE2 trains for ISAF, DJSE1 will complete its physical build-up and commence training with JFC Brunssum in the fall. As long as the old PE is still valid, we will be working with an interim structure, but the transition was carried out with a clear view towards implementation of the future PE. The change will come, and we are ready for it.

But many of our framework tasks remain. In early June, the HQ carried out one of the most prestigious conferences in the NATO environment, the Allied Chiefs of Army Staff Talks (ACAST), this year for the first time in a combined format together with the Land Commanders' Conference (LCC). ACAST/LCC was hosted by Canada and took place in Quebec City. The Chiefs of Army Staff from NATO, Partnership for Peace, Mediterranean Dialogue and Istanbul Coordination Initiative gathered in Canada to discuss matters of common interest, share operational experience and examine lessons learned. With Strasbourg/

Kehl just a few months ago in early April, the conference was a perfectly timed opportunity for the Army Chiefs to reflect on the decisions taken at the 60th Anniversary Summit.

Naturally, ISAF preparation, and our NRF-13 obligations will be our top priorities after the summer break. ISAF preparation will comprise not only pre-deployment training, tailored to enabling Heidelberg personnel to carry out their anticipated ISAF job duties efficiently, but will also take the needs of spouses and families into consideration, since such a sustained period of deployment will pose numerous challenges to them, too.

In light of this, I would like to point out three excellent opportunities for all HQ members and their families to get together right after the summer break, to do some team-building and enjoy the fascinating cultural diversity of our Headquarters: The "Family Fest" on 10 September (make sure to bring your kids to this event!), the ceremonial parade on 1 Oct to celebrate NATO's 60th Anniversary with a subsequent reception at Schwetzingen Castle, and the annual Oktoberfest on 9 October, a Bavarian-style celebration held at Heidelberg Castle.

Let me express my personal gratitude to all of you for your hard work carried out over the past few months to make the DJSE concept a reality and proving its operational relevance to the remainder of the NATO community. Looking ahead towards the upcoming ISAF deployment, I am deeply convinced: "Together we can! Shaping the future!", and that we will be able to master this latest challenge, just as we did with so many other challenges in the past.

# Command Sergeant Major's Message

## What a move, ALCC!



*ALCC Command Sergeant Major Camil, Samson (CAN)*

When you are part of a military headquarters, and you hear the word 'reorganization', you know it will not be painless. This summer, about 75% of Heidelberg personnel had to move physically from their comfortable and cozy offices to implement the new organizational layout of the HQ.

For the lucky ones, this only required moving from one office to another within the same building, but others were forced to move from one building to another. Needless to say, a lot of coordination and preparation was required to avoid chaos. Just think of all the computer switches, phone lines, phone numbers, shared printers etc., not to mention office furniture, email accounts, or door signs...

A lot of people were involved in this project from the beginning. They deserve a lot of credit. Whether you provided strong arms and legs to physically move furniture around, or technical skills and know-how to ensure the transition went smoothly, you all deserve to be commended for your efforts and patience.

To name just a few, a special thanks goes to all the building points of contact, technicians, accounts holders, and NCSA staff. You demonstrated true professionalism, and although daily business around the HQ may have slowed down a bit during the move, it was never down.

Thanks to all!

From a lucky guy who not only did not have to move buildings, but actually managed to stay in his old, cozy office.

CSM Samson



# WWI German Soldier Memorial

By SFC Jose Rodriguez



Colonel Mastriano (left holding the box) shows the personal articles of Wilhelm Harer to surviving family members.

A memorial service was held at the city's cemetery in Steinbach to commemorate the return of a long lost son, Wilhelm Harer. Wilhelm Harer was a German soldier attached to the 121st Infantry Regiment in 1915 and later transferred to the 2nd Machine-Gun Company of the 125th Wurttemberg Territorial Infantry Regiment. Wilhelm Harer was reported missing in action on 10 October 1918 when he participated in the battle between Maas and Argonne, France. His identification (ID) tags along with personal items were found by a group of American WWI enthusiasts almost 90 years later during an expedition to recount the bravery actions of former US Army Corporal York who received the highest American medal for bravery, the Medal of Honor, for his heroic actions in the same field where Wilhelm Harer's effects were found.

Colonel Douglas Mastriano from Allied Land Component Command, NATO, in Heidelberg was in charge of

the expedition that found the items. He proceeded to investigate the history surrounding the artifacts. The investigation led to the conclusion that Wilhelm Harer's death was not linked to the military action that made Corporal York a hero: Wilhelm Harer's personal artifacts were found approximately 500 meters from the battle site and German records showed that Wilhelm had participated in a defensive campaign two days earlier. The investigation effort also included the Office of German soldiers and Prisoners of War in Berlin.

As a further step, Colonel Mastriano contacted the city of Steinbach, since the name of that town was engraved in the ID tags, in order to ensure an appropriate return of the items to its rightful place. Fortunately, one of the grandchildren of Wilhelm Harer's six siblings was still alive, Frau Kopf. The Kopf family, still living in the town of



Plaque commemorating the life of Wilhelm Harer (cemetery of Steinbach, Germany).

Steinbach, was notified of the discovery and was in attendance to receive the artifacts.

The ceremony was held at the Steinbach cemetery with participation of ALCC HQ HD and from US Army V Corps, Germany. The ceremony attracted large interest in this small town. Former enemies and now allies gathered to pay respect to one of their own, a fallen comrade. News agencies from both German and American media were present to witness this historic event.



Soldiers and residents pay their respects to WWI soldier Wilhelm Harer

# NCO Education Day. European Parliament Strasbourg

*By Cpl Sherry Maclean*

It was a beautiful sunny day on 7 May, when 25 non-commissioned officers from Heidelberg boarded a bus and headed off to Strasbourg, France. Their mission: to visit the European Parliament in session and experience first hand how decisions affecting not only Europe, but the entire world, are made in the European Union. Situated in the quartier européen (European Quarter) of the city, the first impression that imposes itself is that of the premises – the Louise Weiss Building, where the European Parliament conducts its business over twelve four-day sessions per year. Built at a cost of 3.1 billion French francs (470 million Euros), the building houses the hemicycle for the plenary sessions, the largest of any European institution, with 785 seats for the MEPs and 680 for visitors, 18 additional assembly rooms and a total of 1133 parliamentary offices. The European Parliament is



elected by the citizens of the European Union to represent their interests. Its origins go back to the 1950s and the founding treaties, and since 1979, its members have been elected directly by the

people they represent. Parliament thus expresses the democratic will of the Union's citizens (more than 490 million people) and represents their interests in discussions with the other EU institutions. The present parliament has 785 members from all 27 EU countries. Members of the EP do not sit in national blocks, but in seven Europe-wide political groups. Between them, they represent all views on European integration, from the strongly pro-federalist to the openly euroskeptic.

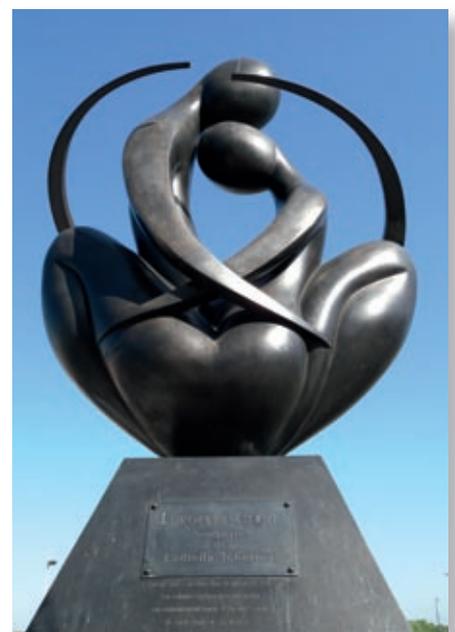
After a quick security check, the NCOs were escorted to the public viewing gallery to listen to and watch the Members of the European Parliament at work. Later, the NCOs transferred to one of the briefings rooms, where they attended an informative lecture on the European Parliament, including information on its composition, roles and responsibilities. While many of the NCOs participating in the visit were from EU and thus EP member countries, each NCO in attendance had the opportunity to learn something new. During the briefing, the similarities and differences of the EP and the US governmental system were highlighted, leading to a greater understanding for both NCOs from EU member countries and for NCOs from non-EU nations, such as the US and Canada. The trip was rounded off with a light lunch served in the cafeteria,



*NCO's from the Headquarters during a presentation on the European Parliament*

where the NCOs had the opportunity to discuss their thoughts on what they had just learnt.

Overall, the trip was a resounding success, helping the NCOs not only to improve their knowledge of the EP, but also to enhance the overall esprit de corps of the Heidelberg NCO corps.



# DJSE 2 obtains NRF Certification during STEADFAST JUNCTURE 2009

By LTC Thomas Dippel

The NATO Response Force (NRF) provides NATO with a robust and credible joint high readiness force, able to deploy quickly to participate in the full spectrum of Alliance missions, either within or beyond the Euro-Atlantic area. The NRF comprises land, mari-time, air and special operations forces and their Component Commands (CC), led by a single Joint Headquarters (JHQ).

For each of the response force's rotational, six-month standby periods, a force generation process is carried

the forces may be activated on short notice for missions within the NRF scope. The standby period for NRF 13 covers the second half of 2009.

So what was new about NRF13? For the first time, the NRF HQ was established in accordance with the Deployable Joint Staff Element (DJSE) concept, i.e. as a single, but geographically dispersed JHQ consisting of a JHQ "MAIN", provided by Joint Command Lisbon (JCL) and located in Lisbon, and a JHQ "FORWARD ELEMENT" (FE), provided by Allied

concurrently with the NRF certification process, this ambition had to be limited further down due to various constraints in connection with Communications and Information Systems requirements and other shortfalls.

SFJE09 was conducted from 21 – 31 May 2009 at the Joint Warfare Centre in Stavanger, Norway. In accordance with the DJSE concept, ALCC HQ HD provided its DJSE2, comprised of a Forward Command Element, Forward Support Element, and a the core staff for an augmented JLSG HQ.



Group picture of Vice Admiral Clingan, Commander NRF (1st row, 7th from left) and Lieutenant General Kather Commander Allied Land Component Command Headquarters Heidelberg (1st row, 6th from left) together with the exercise staff, senior mentors and other VIP's during the Distinguished Visitors Day.

out, requiring NATO nations to offer troops and capabilities in accordance with NRF needs. As a result of this standard allocation and re-allocation process, designated forces must be trained accordingly to ensure interoperability and combat effectiveness. This includes training of the complete command and control architecture at the JHQ and CC levels. Training culminates in the official NRF certification obtained prior to the respective standby period. Once on standby,

Land Component Command Headquarters Heidelberg (ALCC HQ HD). COM JCL will act as COM NRF 13.

Exercise STEADFAST JUNCTURE 2009 (SFJE09) served as the mechanism for SACEUR, supported by SACT, to certify that NRF 13 is a combat-ready deployable joint force, prepared to go on standby. While the Deployable Joint Staff Element (DJSE) was initially planned to obtain Full Operational Capability (FOC)

On 20 May, about 140 DJSE2 personnel from Heidelberg flew to Norway to establish the JHQ FE on exercise location, while JHQ MAIN remained "back home" at Lisbon, manned by JCL staff. As before during LOYAL DILIGENCE in March, COM NRF deployed with the Forward Element, carrying out Command and Control (C2) not from JHQ MAIN, but from JHQ FE.

••continued on page 10••▶





•• continued from page 7 ••

SFJE09 focused primarily on the ability of the NRF 13 JHQ and its subordinate commands to execute a Crisis Response Operation. This included evaluating the capability of the NRF 13 CC HQs to interact with the JHQ adequately, focusing on their ability to support the execution of the Joint Targeting Process, provide timely contributions to COM NRF's decision-making processes, and establish the required interaction with the other CC HQs. Another major area of interest for the evaluators was the ability to achieve effective, seamless interaction between the geographically dispersed JHQ MAIN and FE.

As the exercise unfolded, it became apparent that the DJSE 2 team was a well-oiled machine. Clearly, a

tremendous amount of progress had been made since the implementation of the first DJSE at ALCC HQ HD in Sep 08 and the Initial Operational Capability (IOC) declaration for the DJSE concept in Dec 08.

Thanks to incorporating the latest findings from LOYAL LEDGER/LOYAL DILIGENCE and further improvements to internal DJSE and JHQ staff procedures, DJSE 2 exceeded expectations by demonstrating a high level of proficiency already at STARTEX. As a result, the JHQ as a

▶ ***"Nature of the Beast"***

whole performed very well during the exercise.

As another result of the exercise understanding of the DJSE concept as such grew among other players across the NATO community, help-

ing them to grasp the "nature of the beast", i.e. a single JHQ, geographically dispersed to form a static Main part and a deployable Forward Element.

▶ ***"Advanced Operational Capability"***

On 19 Jun, COM JCL recommended the certification of NRF 13 as a "combat-ready, deployable joint force". NRF 13 will use the DJSE concept for C2. SACEUR subsequently endorsed COM JCL's recommendations. In addition, both JCL and DJSE Heidelberg 2 reached "Advanced Operational Capability" as a Joint Headquarters under the DJSE concept.



# Appreciations & Commendations

Several members of our Headquarters received recognitions from the Allied Land Component Command HQ Heidelberg Deputy Commander Lieutenant General Jack Gardner for their dedicated service and devotion to duty and outstanding performance during events such as the ACAST / LCC conference.



*Maj McRae*



*Maj Auranaune*



*Mr. Arslaner*



*Maj Pfajfr*



*Maj Rueschhof*



*HFw Wagner*



*Cpo Rudovskis*



*Sgt1 Hinzen*



*Ms. Ponomarev*



*Sgt1 Ruijsbroek*

# COOPERATIVE 2009 – TBILISI - GEORGIA

By LTC Marc Devos



From May 6 until June 3, NATO held a series of exercises entitled COOPERATIVE 09 in Georgia, in the framework of the NATO Partnership for Peace, Mediterranean Dialogue and Istanbul Cooperation Initiative programmes. The exercises were conducted 30 km from Tbilisi at the Vaziani military base.

1100 military service members from 14 countries took part in the exercises, including 9 NATO members (Albania, Canada, Croatia, Greece, Hungary, Spain, Turkey, the United Kingdom and the United States) and 5 PfP nations (Azerbaijan, Bosnia and Herzegovina, FYROM(\*), Georgia and Ukraine). While 19 countries were initially scheduled to take part in the exercises, Armenia, Moldova, Serbia, Kazakhstan and the United Arab Emirates canceled their attendance in response to the unstable situation in Georgia.

The exercises consisted of two parts - Cooperative Longbow 09 and Cooperative Lancer 09. Long-

bow was a Command Post Exercise (CPX) and focused on training and exercising NATO staff skills in order to improve interoperability between NATO and partner nations for crisis response operations at the multinational brigade level. Lancer was designed to provide basic training for peace support operations at the battalion level.

This was the fourth iteration of the COOPERATIVE exercise series, which su-

(hosted by Armenia), this year's exercise in Georgia was organized by our Sister HQ Madrid.

A team of eight Heidelberg officers and NCOs participated in both exercises. While our team was not the strongest in quantity, all members had gathered experience from at least one previous COOPERATIVE exercise and occupied key positions. Therefore, it goes without saying that our presence was more than appreciated.

For those who participated in last year's exercise in Armenia, the scenario remained the same. However,



*Lieutenant General Cayetano MIRO VALLS, COM ALCC HQ Madrid, and Major General Devi CHANKOTADZE the Georgian Joint Staff Commander, inspect the troops during the LONGBOW opening ceremony at the Vaziani military base, 30km outside Tbilisi on May 11, 2009.*

perseded the former BEST EFFORT series in 2006. The first LONGBOW/LANCER exercises took place in Moldova in 2006. Whereas Heidelberg organized the exercises in 2007 (hosted by Albania) and 2008

execution was somewhat slower, as most of the brigade staff for LONGBOW were Georgian soldiers. As a result, the primary task of the Observers/Trainers was really to teach and train these participants.

Participating in the exercise without having to shoulder the organizational burden offered an interesting new perspective, and despite the less-than-ideal conditions on location in Georgia, ALCC HQ Madrid and the Host Nation made the best of it and provided an excellent event.



*Tbilisi, capital of Georgia. Small wooden boxes had been placed on all the main roads and squares to block traffic, as a protest against President SAAKASHVILI and his government.*



*The Vaziani Military Airbase, with hundreds of airplane bunkers, left to go to ruin after the Russians departed in 2002. This is where the Lancer FTX took place.*

Unfortunately, the future of the COOPERATIVE exercise series does not look very promising. Although the preparations for next year's exercises should already have been started, so far no Nation has volunteered to host them. If no candidate can be found before 01 November 2009, the cancellation procedure will be initiated.

On a personal note, this was my last contribution to the Observer. After three years of exercise planning in G7, it is time to return to my country. Thanks to everyone I had the chance to work with, and good luck to all of you and your families.



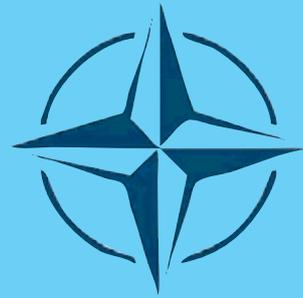
*The ALCC HQ Heidelberg team (from left to right): MAJ Jan BOS (Chief LOCON), MAJ Jef VAN GELDORP (Chief White Cell), MAJ Guido LAURENT (Observer/Trainer S3), MAJ Eric DE VILDER (OIT S1), LTC Marc DEVOS (Mentor COM and COS BDE) and LTC (DEU Reservist) Joachim REICHEL, OIT BN Staff). Missing on this picture are MSGT Kurt VANDEN BROECKE, our JEMM specialist in the MEL/MIL cell, as well as MSGT Markus LUCK who served as as the only HD participant at LANCER, as Training Coordinator Assistant.*

(\* ) Turkey recognizes the Republic of Macedonia with its constitutional name.

# NATO's 60th Anniversary

Where are we now – where are we going?

By LTC Thomas Dippel, with contributions from Ms Insa Ponomarev



## Background

NATO sponsors two Chief of Army Staff level conferences annually - the Allied Chiefs of Army Staff Talks (ACAST) and the Land Commanders' Conference (LCC). ACAST is intended to provide a forum for fostering greater awareness of Alliance associations and interoperability and is open to the Army Chiefs of all NATO Nations and NATO Commands. The LCC focuses on current and operational issues and serves as a key forum for sharing operational experience, both at home and on missions abroad. As such, the LCC foresees the invitation of Partner Nations, members of the Mediterranean Dialogue and the Istanbul Cooperation Initiative, as well as several Contact Countries. In the past, ACAST and LCC were conducted separately. Based upon findings at ACAST 2008 and in

order to streamline the Alliance's conference schedule, it was agreed that ACAST and LCC would be merged into a single conference in the future, while preserving the integrity and main focus of each of the previous formats. This new approach was first implemented in 2009.

## Conduct

The 2009 ACAST/LCC conference was conducted from 2 – 4 June 2009 in Quebec City, Canada. Following the arrival of the ACAST participants in the evening of 1 June, the first two days of the conference were dedicated to ACAST, while the LCC was scheduled for the third day. At the end of the second day, the LCC participants had the opportunity to join the ACAST delegates for a common cultural event prior to the beginning of the LCC. The conference

was co-chaired by Lieutenant General Roland Kather, Commander of Allied Land Component Command Heidelberg, and Lieutenant General Cayetano Miro Valls, Commander of Allied Land Component Command Madrid. As the host nation, Canada was represented by the Canadian Chief of Land Staff, Lieutenant General Andrew Leslie. For Canada, this was the second opportunity to host this high-level conference following ACAST 2006. The overarching motto of the 2009 ACAST/LCC was "NATO's 60th Anniversary". In particular, ACAST focused on two major themes: "NATO: Where are we now – and where are we going?" and "Areas of Interest". 25 NATO Army Chiefs or their deputies participated in ACAST. On the third day, the LCC serial re-addressed the main ACAST theme and placed additional focus on "Current Operations". At this point, the representatives from Armenia, Belarus, Bosnia and Herzegovina, FYROM(1), Georgia, New Zealand, Turkmenistan and Uzbekistan, who had headed for Canada along with the ACAST participants, joined the remaining delegates to take part in the LCC. The opening speech was given by Mr. Michael Rühle (Head of Policy Planning, Private Office of the NATO Secretary General, NATO HQ, Brussels), who provided an excellent inside view of current discussions about NATO's past and future at the Alliance's political headquarters. While NATO's historic achievements in the past



Lieutenant General Roland Kather, Commander of Allied Land Component Command Heidelberg chairman of the conferences together with the host Lieutenant General Andrew Leslie, the Canadian Chief of Land Staff.

are worth recalling, NATO must change its very nature in order to retain its relevance in the age of globalization and re-establish a strategic consensus, striking the right balance between collective defense and expeditionary missions. This also requires a new understanding of Allied solidarity. General David H. Petraeus, Commander United States Central

reality. From his point of view, the complex challenges in Afghanistan must be addressed now, taking full account of the regional context, especially with regard to Pakistan. During both ACAST and LCC, it turned out to be the key-note addresses from non-NATO guest speakers that sparked the greatest interest amongst the participants, since they provided "outside"

tion, she confirmed that the U.S. values the necessity of a strong, coherent NATO. The Strasbourg/Kehl Summit showcased a renewed U.S. commitment to Europe and to restoring a sense of cohesion, community, and shared purpose in transatlantic relations. In the spirit of a free exchange of ideas, Dr. Smith shared her personal thoughts and proposals about ways to forge



*Grouppicture of ACAST and LCC participants taken at the Military barracks 'La Citadele' Picture taken by CAN PAO*

Command (US CENTCOM), provided a comprehensive update on CENTCOM's Strategic Approach and Area of Responsibility, including an overview of CENTCOM's tasks, organization and operational approach. General Petraeus emphasized the key importance of the Surge in Iraq, and the related lessons learned for Afghanistan. He also highlighted the need to improve strategic communications for NATO's key mission, to make the Comprehensive Approach a

points of view on topics usually regarded as "NATO-owned". In this context, two other major players of the international community must be noted, namely the US and the UN: Dr. Julianne C. Smith (Principal Director, Deputy Assistant Secretary of Defense for European and NATO Policy International Security Affairs in the US DoD), elaborated on "NATO's Future – A US Perspective". Referring to the statements and comments released so far by the Obama administra-

a more effective future Atlantic partnership, followed by an open discussion with participants. Dr. Bruce Jones, Director of the Center of International Cooperation, elaborated on "Challenges to the Alliance and to the World / What does the United Nations expect from NATO?". He provided a thorough analysis of the strategic, organizational and political setup of current and potential future UN Peacekeeping Operations. Identifying the weaknesses in the current UN

setup that prevent it from being more efficient, he made the point that both the UN and NATO need each other to succeed in AFG. While the UN might learn from NATO how to overcome some of its structural deficiencies, NATO would be well advised to draw on the UN experience in implementing an “Integrated Approach” for tackling problems.



#### The Host

With ACAST/LCC 2009, Canada has once again proven its excellence in hosting high-level Alliance conferences. Highly skilful, experienced and dedicated the Canadians



#### Conclusion

With Strasbourg/Kehl just two months ago, ACAST/LCC 2009 in

did an excellent job throughout the conference and were able to provide and sustain perfect working conditions for all participants. In addition to the conference sessions, the participants had the opportunity to explore the history of Quebec City, spanning from its French beginnings and British past to today’s modern Canada. One of the conference’s social highlights was a guided tour through the old Quebec Citadel, followed by a formal dinner at the Parliament Building.

Quebec City was a perfectly timed opportunity for the gathered Army Chiefs to reflect on the decisions taken at the 60th Anniversary Summit. The common theme of both ACAST and LCC - “NATO: Where are we now – and where are we going?” - gave a clear indication that NATO is currently at a critical juncture regarding its future. Ensuring NATO’s future role and implementing its new structure will require considerable resolve from all Alliance members, both immediately and in the foreseeable future. The next ACAST/LCC conference will take place in Croatia in 2010.

# 14 July in France

## The symbols of the Republic and Bastille Day

By Col Frank Catany

### The French Flag

The “tricolour” (three-colour) flag is an emblem of the Fifth Republic. It had its origins in the union, at the time of the French Revolution, of the colours of the King (white) and the City of Paris (blue and red). Today, the “tricolour” flies over all public buildings. It is flown at most official ceremonies, both civil and military.

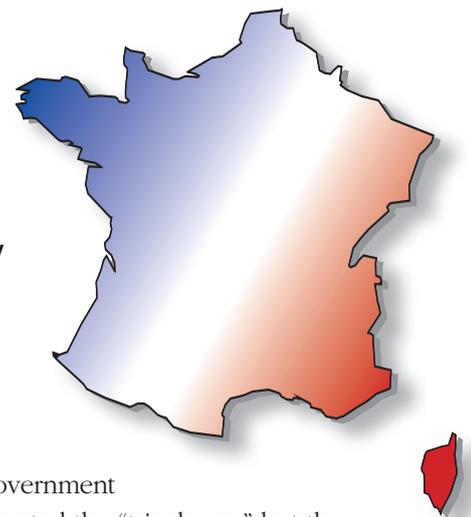
### History

In the early days of the French Revolution, the three colours were initially brought together in the form of a cockade. In July 1789, just before the taking of the Bastille, Paris was in a state of high agitation. A militia was formed; its distinctive sign was a two-colour cockade made up of the ancient colours of Paris, blue and red.

On July 17, Louis XVI came to Paris to recognize the new National Guard, sporting the blue and red cockade, to which the Commander of the Guard, Lafayette, it appears, had added the royal white. The law of 27 pluviôse, Year II (February 15, 1794), established the “tricolour” as the national flag. At the recommendation of the painter David, the law stipulated that the blue should be flown nearest the flagstaff. Throughout the 19th century, the blue of the legitimist royalists contended with the three colours inherited from the Revolution. The white flag was re-introduced under the Restoration, but Louis-Philippe reinstated the “tricolour,” surmounting it with the Gallic rooster. During the Revolution of 1848, the provisional

### Government

adopted the “tricolour,” but the people on the barricades brandished a red flag to signal their revolt. Under the Third Republic, a consensus gradually emerged around the three colours. From 1880 onwards, the presentation of the colours to the armed forces, each July 14, came to be a moment of high patriotic fervour. While the Comte de Chambord, claimant to the French throne, never accepted the “tricolour,” the royalists ended up rallying round the national flag at the time of the First World War. The French flag today The constitutions of 1946 and 1958 (article 2) instituted the “blue, white and red” flag as the national emblem of the Republic. Today, the French



flag can be seen on all public buildings. It is flown on the occasion of national commemorations, and it is honored according to a very precisely-defined ceremonial. The French flag frequently serves as a backdrop when the French President addresses the public. Depending on the circumstances, it may be accompanied by the European flag or the flag of another country.

#### **“14 July - Bastille day”**

In 1880, the Third Republic granted France a national holiday on 14 July in memory of the storming of the Bastille on 14 July 1789. This commemoration, which is intended to unite all French people in their loyalty to their country, is also an echo of the Festival of the Federation on 14 July 1790, a synonym for reconciliation. The popular festivities it gave rise to, built around some unmissable firework displays, quickly ensured it would be celebrated far into the future by the great majority of people. On 21 May 1880, Benjamin Raspail, a member of the French National Assembly in Paris, put forward the following bill: “That the Republic should adopt 14 July as an annual national holiday”. The proposal was approved by the Chamber of Deputies on 8 June and ratified by the Senate on the 29th of the same month; the law was promulgated on 6 July, whilst the Minister of the Interior had already formed a commission responsible for deciding on the programme for the day, in order to ensure that the holiday would have a national flavour from its very first year. Secular ceremonies in schools, inaugurations of Republican statues, distribution of food to the poor, illuminations, bell-ringing, hoisting of flags and reviewing the troops were therefore encouraged across France, according to the goodwill and budgetary resources of the municipalities. Indeed, the active involvement of the army was intend-

ed to bring together all those afflicted by the loss of Alsace and Lorraine after the crushing defeat at Sedan, which had led to the surrender of the French army to the Prussians in 1870 and the signature of the Treaty of Frankfurt on 10 May 1871. 14 July 1880 was intended to be a celebration of the upsurge in patriotism in the country, with the handing over of flags to the reconstituted regiments, which had been put off for several years. The loss of the standards on the Prussian front in 1870 had been a traumatic event that could only be put right by a highly symbolic celebration. The primary function of this first national holiday, which established allegiance to Marianne as a personification of the Republic, was to ensure national unity and re-establish France’s military power by calling on the collective memory. Busts of Marianne were inaugurated in public places, and citizens were able to buy lithographs from kiosks that represented her wearing the Phrygian cap, the symbol of freedom conquered by the people, and draped with the tricolour or surrounded by a bundle of flags (the symbol of a triumphant nation). Patriotic elation based on shared hopes was quickly coupled with the exhilaration of gatherings in the brightly lit streets and public dances, with fairground stalls and, above all, fireworks. The latter, which set the night skies of French towns and villages ablaze, have played their part in the longevity of the event and its traditional rites.

#### **No Bastille Day without fireworks!**

People are fascinated by fireworks. Originally designed for military use, they were first invented in the mysterious China of the Middle Ages. In the popular imagination they are the embodiment of extravagance and magic. According to historians, the first pyrotechnic spectacle worthy of the name took place in Paris on

5 April 1612 on Place Royale, now Place des Vosges in the Marais district. The marriage of King Louis XIII and Anne of Austria was the occasion for a mock battle, with a great array of bombards and muskets loaded with blanks. Pyrotechnic celebrations were to gain popularity in the major capitals of Europe. A royal wedding or the birth of a prince, a military victory or a peace treaty never passed by without a display of ever-more spectacular fireworks. Particularly under the reign of Louis XIV. The Sun King was aware that “the people like a spectacle” and he made it an instrument of his domestic policy. “That,” he said, “is how we will win over hearts and minds.” It was in the 18th century however, with “the ingenious inventions of the Ruggieri”, five brothers, all firework makers who had arrived from Bologna in 1739, that the “pyric art” reached a truly grandiose scale in Europe. The family long held practically a monopoly on shows featuring fire. More than any others, they excelled in an art which, according to an author at the time, “charms the eye without harming it and pleases the ear without terrifying it.” Jack-of-all-trade inventors, chemists and men of the theatre as well as clever courtiers, the members of the Ruggieri clan quickly transformed themselves into shrewd businessmen, to the great delight of vast numbers of people. Their legacy still endures, orchestrating the 14 July festivities in a spectacular combination of colours and shapes. Since then, Bastille Day, a national holiday combined with a festival of sheer pleasure, has been an expression of the commemoration of collective memories and shared hopes, whilst legendary, transcendent historical events are celebrated in the pure joy of a summer’s evening, where the brilliance of the fireworks gives citizens the opportunity to unite around the motto of the French republic: “Liberty, Equality, Fraternity.”

# Sports Day 2009

By Maj Hoffmann

The Allied Land Component Command Headquarters Heidelberg (ALCC HQ HD) held its annual Sports Day at Patton Barracks, Heidelberg, on 2nd of July 2009. The Forward Support Element (FSE) Engineer Branch was responsible for the preparation of the different events and the setup of the area, while the Food and Services Branch ensured that water and other beverages were provided to the participants. Already at the beginning of the day it was clear to everybody that it was going to be one of the hottest days in the season. That kind of weather plus a focus on sports only could only mean one thing during that day: to drink enough water and other fluids to fight dehydration!

Major General Van Loon opened the Sports Day at 0930 hrs with some words of sporty fairness and Esprit De Corps along with wishing all the competitors an enjoyable day. Participants could pick one of the following competitions: Soccer, Volleyball, Horse Shoes, 5 Km Run & Shooting and Tug of War.

Soccer and Horse Shoes were played outside and Volleyball inside the Patton Gym sports hall. The soccer players, the volleyball players and the Horse Shoe throwers had to fight against two opponents at that day - the other teams and the heat.

The 5 Km Run & Shooting contest was realized for the first time this year. Basically, the event consisted of a 5 km cross-country run in Patton Barracks including an air rifle shooting. It can be regarded a mixture between a Biathlon and a military patrol. The teams consisted of four members that had to run 5 one-km rounds at the Patton Barracks. During the run the teams had to stay together with one member of the team shooting at five targets as fast as possible after each round. The teams had to decide at each round which parameter could contribute more to their overall success in the competition, faster running times or their accuracy of shooting, since for every missed target a fifteen seconds time penalty would be applied to them. The event was therefore a challenge to the physical strength, concentration and precision of the participants. At the end of the competition the team that won was not the fastest one in running, but without any shooting misses they got the best overall score. Congratulations and respect to all participants for the exciting contest and the hard fighting!

The Tug of War started at 1330 hrs and our HQ's strongest muscles, rivalling "John Rambo" and "Arnold Schwarzenegger", encountered each other. As highlight of the day, the HQ also hosted an all-out female Tug of War attracting a huge crowd of spectators.

The Award Ceremony was held in front of the Patton Gym with the Deputy Commander ALCC HQ HD, Lieutenant General Gardner, handing over the trophies and medals. He subsequently closed the sporty part of the day and opened the more comfortable one – the barbecue providing delicious food and refreshing drinks. As opposed to all others, the FSE Logistics - Food and Services personnel had to bear the heat of the grill in addition to the heat of the sun, too. For this we say: Many thanks! The Sports Day 2009 ended at 1700 hrs, with our hard-working engineers left behind a little longer, since all the tents and installations that had to be temporarily set up for the day had to be torn down again.

None of the participants got injured in this year's Sports Day. Looking at the number of participants, their hunger for competition and team spirit the conclusion can be drawn that this was a great day and a successful event for our HQ. We would like to thank not only everybody who was involved in the preparation and execution of the Sports Day 2009, but also everybody who participated in the contests and had therewith a hand in the success of our only HQ-wide sporting event in 2009. We will see you next year!



## Intro

Partnerships have long been central to NATO's way of operating. In the post-Cold War era, NATO has focused its attention on establishing a wide-ranging network of partnerships. The global security challenges faced today have made extending regional security through partnership as important as ever. Next to partnerships with Russia, the Ukraine, the countries in Central and Eastern Europe, Central Asia and the South Caucasus area, NATO's approach includes also partnerships in and for the Mediterranean area and the Middle East region.

# NATO's partner in the Mediterranean and the Middle East Region

## NATO's Mediterranean Dialogue (MD)

NATO's Mediterranean Dialogue (MD) was initiated in 1994 by the North Atlantic Council. It currently involves seven non-NATO countries of the Mediterranean region: Algeria, Egypt, Israel, Jordan, Mauritania, Morocco and Tunisia. The Dialogue reflects the Alliance's view that security in Europe is closely linked to security and stability in the Mediterranean. It is an integral part of NATO's adaptation to the post-Cold War security environment, as well as

an important component of the Alliance's policy of outreach and cooperation. The Mediterranean Dialogue's overall aim is to:

- \* contribute to regional security and stability
- \* achieve better mutual understanding
- \* dispel any misconceptions about NATO among Dialogue countries

At their Summit meeting in Istanbul in June 2004, NATO invited Mediterranean partners to establish a more ambitious and expanded framework for the Medi-

terranean Dialogue, guided by the principle of joint ownership and taking into consideration their particular interests and needs. This invitation aims to further contribute towards regional security and stability through stronger practical cooperation, including by enhancing the existing political dialogue, achieving interoperability, developing defense reform and contributing to the fight against terrorism.

More: <http://www.nato.int/med-dial>

# NATO's Istanbul Cooperation Initiative (ICI)

The Istanbul Cooperation Initiative (ICI) was launched at the Alliance's Summit in the Turkish city in June 2004 and is meant to promote essentially practical cooperation on a bilateral basis, with interested countries in the broader region of the Middle East. It currently involves four non-NATO countries of the Middle East region: Bahrain, Qatar, Kuwait and the United Arab Emir-

ates. Saudi Arabia and Oman have also shown an interest in the Initiative. The aim of the initiative would be to enhance security and regional stability through a new transatlantic engagement with the region. This could be achieved by actively promoting NATO's cooperation with interested countries in the field of security, particularly through practical activities where NATO can add

value to develop the ability of countries' forces to operate with those of the Alliance including by contributing to NATOled operations, fight against terrorism, stem the flow of WMD materials and illegal trafficking in arms, and improve countries' capabilities to address common challenges and threats with NATO.

More: <http://www.nato.int/ici/>

## Visitors to ALCC HQ HD



Major General Josef Prokš  
First Deputy Chief of General Staff of  
Czech Republic armed forces



Mr. Dirk Niebel  
Member of German Parliament and Member of  
defense Committee



Major General Atilla Gürdere  
SHAPE NMR Turkey



Frau Angelika Beer  
Member of the European Parliament



The NATO CYCLING CLUB (NCC) was founded in May 2007 by two cyclists from the G9 Div. To allow everybody to participate

## NATO CYCLING CLUB (NCC)

on the rides, mountain bike as well as on the road, regular rides where scheduled on Tuesdays and Thursdays. The ISAF 2007 deployment then put the activities on hold since almost all the club members were deployed. After the long leave period, the NCC had difficulties to be reactivated again due to a very busy HQ calendar. (DJSE concept development, exercises, training,...) BUT the NCC is not dead and with many newcomers in the HQ, there is hope that people will have some time left to go on a one and a half till two hours ride around the Königstuhl. The region is really a paradise for all

kind of rides, easy tracks for newcomers till very challenging ones for the more experienced riders. Newcomers are invited to take part and shouldn't be afraid of being left behind. Our rides are no races; we always stay together and keep it as safe as possible (... but sometimes... even the best professional riders...) Therefore, a helmet and a safe bike (tires, breaks) are mandatory on our rides. If you are interested, you can find more information in the NCC constitution on the HQ HD WISE page or you can just call Adjt KELCHTERMANS on NCN 238 - 5424. (patrick.kelchtermans@lahd.nato.int)

# Contribution of ALCC Members to CITADEL GUIBERT 2009

By LTC Valentin IACOB

Exercise CITADEL GUIBERT 2009 took place from 04 to 15 May 2009 in the French Military Camps Mourmelon and Suippes located close to Reims in the beautiful region of champagne in France. This exercise was the main biennial national exercise for the divisional level training and was designed to respond to the new context of operations in order to prepare divisional staffs for the challenges of current and upcoming operations and engagements. The main purpose of

the exercise and the Primary Training Audience (PTA) was 2nd DIV (FRA). ALCC HQ HD provided the HICON (CJTF HQ) for the LCC as well as Observer / Trainers and White Cell members. ALCC HQ HD team participated with a team of 16 members led by COL Daniel VANORMELINGEN. Portraying the joint level with the support of FRA Air Force and Navy was a challenging task for ALCC HQ HD Team. The exercise design and setup of CITADEL GUIBERT 2009 allowed and encour-

tasks: reports accountability, accuracy and assessments; provided LCC with joint level guidance and intent; refined MEL/MIL incidents linked to joint level play or injected by HICON; supported Exercise Director in creating a more challenging environment for the PTA by injecting new incidents as required; provided EXCON with feedback for lessons learned. CITADEL GUIBERT 2009 was a success thanks to the excellent planning done by RRC Core Planning Team and the dedication of all the



The ALCC HQ HD Team around Col Daniel VANORMELINGEN (8th from the right) in front of one of the many historical military equipment INSIDE the French Military Camps Mourmelon and Suippes.

CITADEL GUIBERT 2009 was to train a NATO-class division level HQ of a multinational division made up of three brigades, its divisional troops and a divisional support group. HQ Rapid Reaction Corps (RRC) France was Officer Conducting the Exercise (OCE) and played the HICON (LCC) role in

aged HICON and LOCON to improve their own staff work (procedures, products, etc). Therefore, RRC HQ staff expected intense interaction with the CJTF HQ in order to train and practice internal procedures. As HICON (CJTF HQ), ALCC HQ HD Team supported the exercise executing the following

participants. ALCC HQ HD contribution was much appreciated and paved the way for the exercise planners in Heidelberg to think about reflecting the Deployable Joint Staff Element (DJSE) concept in the support provided to future Corps-level exercises.



# Nato in a Nutshell

## The NATO Secretary General

The Secretary General is the Alliance's top international civil servant. He or she is responsible for steering the process of consultation and decision-making in the Alliance and ensuring that decisions are implemented. The Secretary General is also NATO's chief spokesperson and the head of the organization international staff. Who is currently holding this function? Since 1 August 2009, the post is held by Anders Fogh Rasmussen, former Prime Minister of Denmark. What is his or her authority, tasks and responsibility? The Secretary General has three main responsibilities: firstly, he chairs the North Atlantic Council, the Alliance's principal political decision-making body, as well as other senior decision-making committees. Secondly, he is the principal spokesman of the Alliance and represents the Alliance in public on behalf of the member countries, reflecting their common positions on political issues. Thirdly, he is the senior executive officer of the NATO International Staff, responsible for making appointments to the staff and overseeing its work. Chairman of the senior decision-making committees Apart from the North Atlantic Council, the Secretary General chairs the defense Planning Committee, the Nuclear Planning Group, the NATO-Russia Council, the Euro-Atlantic Partnership Council and the Mediterranean Co-operation Group. Additionally, together with a Ukrainian representative, he is the Chairman of

the NATO-Ukraine Commission. In addition, the Secretary General maintains direct contact with Heads of State and Government, Foreign and defense Ministers in NATO and partner countries, in order to facilitate decision-making. This includes regular visits to NATO and partner countries, as well as bilateral meetings with senior national officials when they visit NATO Headquarters. The Secretary General has the authority to use his good offices in case of dispute between member states or should a politically controversial issue emerge. Principal spokesman He or she also represents NATO vis-à-vis other international organizations as well as to the public at large. To this end the Secretary General regularly holds press briefings and conferences as well as public lectures and speeches. Head of the International Staff The Secretary General is responsible for directing NATO's international staff and decides on all appointments. In his work, the Secretary General is supported by a Private Office and a Deputy Secretary General, who assists the Secretary General and replaces him in his absence. How is he or she selected and for how long? The Secretary General is a senior statesman or stateswoman from a NATO member country,

appointed by member states for a four-year term. The selection is carried through informal diplomatic consultations among member countries, who put forward candidates for the post. No decision is confirmed until consensus is reached on one candidate. At the end of his term, the incumbent might be offered to stay on for a fifth year. For example, the process which led to the appointment of Jaap de Hoop Scheffer lasted eight months. During this period several names of current and former ministers and senior international officials were proposed by member countries. While none of these candidates were officially proposed, their suitability for the post was informally discussed. Eventually, Jaap de Hoop Scheffer emerged as the candidate who could command the support of all the Allies.

*source: nato hq brussels\Public Diplomatic Division [www.nato.int](http://www.nato.int)*



# Anders Fogh Rasmussen

## NATO Secretary General

### 2009 –



Anders Fogh Rasmussen took office as the North Atlantic Treaty Organization's 12th Secretary General on 1 August 2009. Anders Fogh Rasmussen was born in Ginnerup, Jutland, on 26 January 1953. After passing the baccalaureate at Viborg Katedralskole in 1972, he studied economics at the University of Aarhus, graduating (MSc Econ) in 1978. The same year he became member of the

Danish Parliament representing the Liberal Party. Mr. Rasmussen held numerous positions in government and opposition throughout his political career. From 1987 to 1992 he was Minister for Taxation and from 1990 to 1992 also Minister for Economic Affairs in the Conservative-Liberal coalition Government. As Minister for Economic Affairs and member of the EU's ECOFIN-council 1990-92, Mr. Rasmussen was the Danish negotiator of and signatory to the Maastricht Treaty which eventually led to the introduction of the single currency, the euro. From 1992 to 1998 he was spokesman for the Liberal Party and from 1993 to 1998 in addition vice-chairman of the Parliament's Economic and Political Affairs Committee. In 1998 he became chairman of the Liberal Party's national organization and vice-chairman of the Parliament's Foreign

Policy Board. After the parliamentary elections in 2001 he formed his first government, a coalition consisting of the Liberal Party and the Conservative People's Party. His government was re-elected in 2005 and 2007 respectively, and he held the position as Prime Minister until he was elected as future NATO Secretary General at the Strasbourg-Kehl Summit in April 2009. During the Danish Presidency of the European Union from July to December 2002 Mr. Rasmussen played a key role in the process leading to conclusion of the accession negotiations with 10 candidates for EU-membership at the meeting of the European Council in Copenhagen in December 2002. Mr. Rasmussen is married to Anne-Mette Rasmussen. They have three children. In his spare time, he is a passionate runner, and he also enjoys cycling and kayaking.

#### Political career:

- 1974 - 1976 National Chairman of the Liberal Youth of Denmark
- 1978 - 2009 Member of the Folketing – the Parliament
- 1981 - 1986 Vice-chairman of the Folketing's Housing Committee
- 1984 - 1987 Member of the Management Committee of the Parliamentary Liberal Party
- 1985 - 1998 Vice-chairman of the Liberal Party's national organization
- 1987 - 1992 Minister for Taxation
- 1990 - 1992 Minister for Economic Affairs
- 1992 - 2001 Member of the Management Committee of the Parliamentary Liberal Party
- 1992 - 1998 Spokesman for the Liberal Party
- 1993 - 1998 Vice-chairman of the Folketing's Economic and Political Affairs Committee
- 1998 - 2009 Chairman of the Liberal Party's national organization
- 1998 - 2001 Chairman of the Parliamentary Liberal Party
- 1998 - 2001 Vice-chairman of the Folketing's Foreign Policy Board
- 2001 - 2009 Prime Minister of Denmark
- 2009 - Secretary General of NATO

source: nato hq brussels\Public Diplomatic Division [www.nato.int](http://www.nato.int)