



HEADQUARTERS ALLIED FORCE COMMAND MADRID



2nd Semester 2012



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HEADQUARTERS
NATIONAL SECURITY ASSISTANCE FORCE





COMMANDER'S MESSAGE



Dear fellow members of HQ Allied Force Command Madrid,

2012 is running very fast, and an important page in our history has been written with our deployment to ISAF of several contingents of HQ members, and our continuous support to the transformation of NCS.

During these last few months, FCMD has taken over the responsibility to contribute to manning at Main HQ ISAF from FCHD, who deployed personnel to Kabul for the period 2010-11. Following JFCBS guidelines, we started preparations in Sep 2011 to select and train personnel with the right skills for the requested ISAF positions. Already in Jan 2012, personnel from FCMD HQ were deployed to Kabul, with MG Bonato as Senior of the FCMD Contingent in the DCOS STABILITY position.

Inside this framework, we are now involved in our second rotation to ISAF, with different positions selected after having successfully accomplished the first rotation. I visited the troops in early June to support their work and check on their professional environment and living conditions, to receive first-hand updates on ISAF operations, and to encourage FCMD personnel to keep up their excellent work.

While I was there, I felt the respect and admiration of our comrades in Kabul. We must always keep present in our minds that we are working with the Alliance in ISAF during a very important phase in the Transition Process, a key step in reaching a peaceful and prosperous Afghanistan. FCMD will continue with its contribution to ISAF until Deactivation.

My constant concern over our people deployed there includes the care of their families. Following my directions, FCMD has established regular contact with deployed members' families, organizing frequent Spouses' Coffees sponsored by a different country each time, and setting up the Family Support Centre for this purpose.

We have also worked together in very many different types of activities but, in particular, let me remark on our most important exercise: COOPERATIVE LONGBOW (COLW) and COOPERATIVE LANCER (COLR) 2012. These exercises were simultaneously conducted in the former Yugoslav Republic of Macedonia¹. The exercises were aimed at providing a good balance between NATO's training requirements and PfP training needs. COLW/LR12 gave 13 PfP Countries the opportunity to become familiar with

basic NATO procedures and to operate in a combined environment to improve interoperability with NATO countries.

The presence of leading Authorities from the former Yugoslav Republic of Macedonia* during the opening and closing ceremonies and the Distinguished Visitor's Day conferred a high level of significance on the event. It is also important to note the attendance of representatives of the National Military Authorities from the PfP countries and NATO HQs involved in the exercise, along with 1000 participants.

It was also an honour to host the visit of JFCMP Admiral Bruce W. Clingan and the Spanish CHOD Fernando García Sánchez, who took the opportunity to personally examine the missions we are involved in and our contribution to the success of the future NCS.

The future will undoubtedly bring new challenges for us. I therefore ask you for your maximum effort and call on your committed professionalism to accomplish our mission as you have done up to the present.■

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

COMMAND SARGEANT MAJOR'S message



In line with the spirit of our Commander's message, in my capacity as SNCO

I have the satisfaction to witness, every day and at first hand, the excellent attitude and performance of all FC MD members here at the HQ, deployed on operations or engaged in exercises.

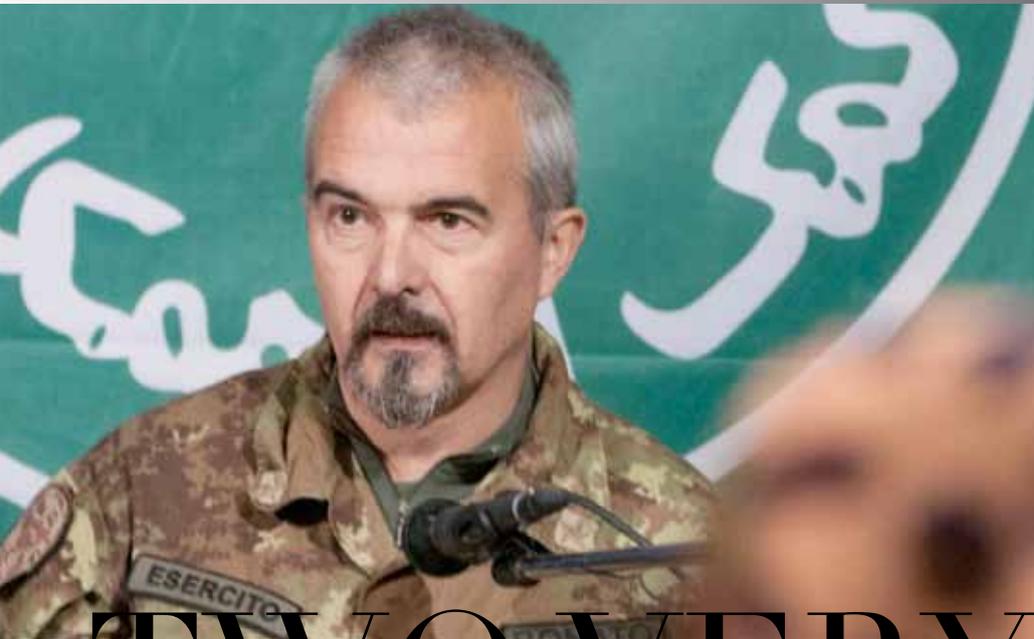
As I accompanied our COM on his visit to HQ ISAF, I had the opportunity to meet our colleagues deployed to Kabul and was able to corroborate the satisfaction of their superiors with the dedication and hard work displayed by our FC MD colleagues in carrying out their responsibilities. As SGM Diego Fardelli, FC MD Senior NCO at HQ ISAF has said: "Facing this challenging time is easier in the knowledge that we have strong families behind us, supporting us, and in the confidence that FC MD is, in turn, sustaining our families". This confidence in the support behind them, together with their true professionalism, allows them to put all their efforts into fulfilling their duty: Namely, to provide unconditional support to their Command in order to accomplish the mission.

I encountered this same attitude of hard work and commitment on our visit to the former Yugoslav Republic of Macedonia* on the occasion of the Exercise Cooperative Longbow/Lancer, where I was fortunate to see for myself the work being performed by our NCOs in the field: From those responsible for the hard and demanding task of Real Life Support to others more directly engaged in Training and Evaluation of the participating units. They have all made it very clear what being a competent professional means.

Whether back here at our HQ, deployed to ISAF or busy taking part in an exercise, there are no differences when it comes down to fulfilling our mission: NCOs are the backbone of any Army, and the NCOs at FC MD prove this daily.■

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





TWO VERY *intense months*

More than half a year has gone by since the very first day personnel at FC Madrid started training preparations for deploying to HQ ISAF, and these months have been full of work and changes, not only for our community, but for ISAF and NATO as a whole. Our Programme of Work was fuller than ever. Last year ended with the ISAF Training Event (TE) in Stavanger followed straight on by our deployment to Kabul (Afghanistan).



As I said, we are witnessing a time of change. The upcoming times will be out of the ordinary in a number of ways. If I can sum it up in one word, we are all “transitioning”. In the meantime, we,

all FC Madrid members, have to face another year of challenges and engagements. As I write, our fellows in Madrid have started deployment to Grafenwöhr (GER) where they will test for the first time ISAF procedures and team-building during Exercise Combined Unified Endeavour 2012. This will prepare them to be part of a genuinely professional team here in Kabul to help support the growth – in capacity and capability – of the Afghan National Security Forces (ANSF), and to facilitate improvements in governance and socio-economic development in order to provide a secure environment for sustainable stability in Afghanistan.

I am confident and pleased that the newly designated personnel will quickly take over and add their personal touches to the way the ISAF FC Madrid community does its business. As a matter of fact, I am very positively impressed by the high level of responsibility and loyal

performance of the group I form part of here at HQ ISAF.

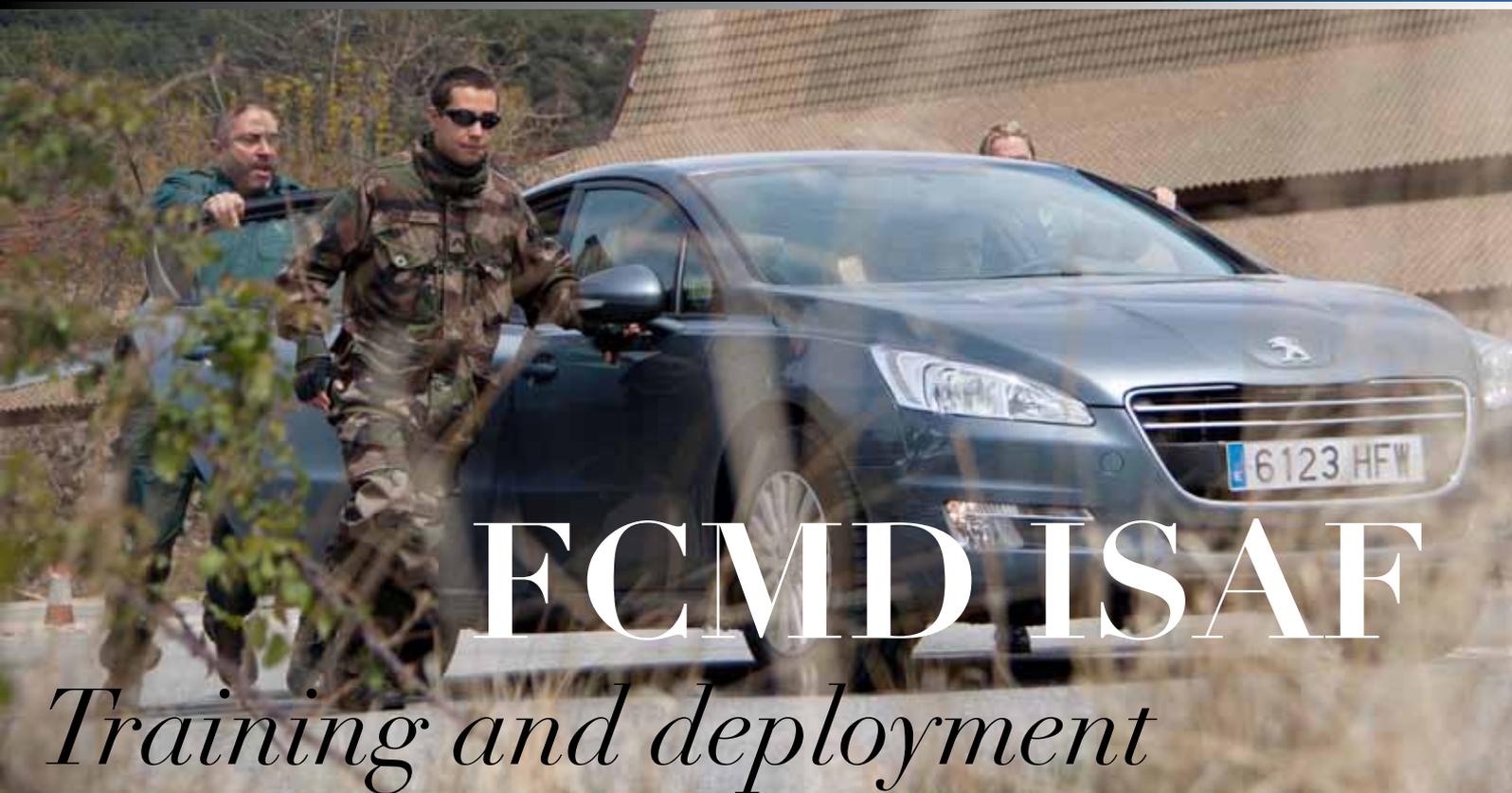
Although spread out among different divisions and branches with different tasks to accomplish I sincerely declare that I feel honoured and privileged to serve alongside you, our ISAF colleagues and our Afghan partners as we work together in this complex environment. Each of you is performing very well, expressing excellence in all your professional skills and expertise. There is still plenty of time before we all have to leave this mission and I do not want to start saying “thank you” and “goodbye” too early. However, as this is my first foreword for this magazine, let me reassure you that I truly enjoy working with all of you. Indeed, I could not ask for a more rewarding last appointment than being part of this staff together “shona ba shona” with such a great and professional team as yours.



A special thought to our families who are supporting us over such a long and difficult period. They are our strength, sustainability and security during each moment of the day. Our soul is reenergized every time we hear from them and we know they are well. We will come back soon to reunite our warm feelings and return our appreciation for their love.■



Written by
Major General Federico BONATO



FCMD ISAF

Training and deployment

In September 2010, Force Command Madrid (FCMD) received from SHAPE the task to support the Headquarters of the International Security Assistance Force (ISAF) in Kabul from 2012 to 2013. LTG Alfredo CARDONA TORRES, Commander of FCMD, gave the overall responsibility for ISAF preparation to the Chief of Staff (COS) of the Deployable Joint Staff Element 2 (DJSE 2) who founded the FCMD ISAF Core Planning Team (CPT) under the lead of BG Kallinis. The ISAF CPT's task was to develop, resource, facilitate and supervise the ISAF training and preparation. The main pillars were manning, training, communications and real life support (RLS), but also budgeting and HQ coordination were included into the ISAF CPT. Preparation started in early 2011 with the so called ISAF briefing series which gave the first rotation a general overview about geopolitical and cultural situation in theatre. This briefing series was followed by the FCMD Intensive Training Phase (ITP) from Sept 2011 to Novem-

ber 2011. The ITP contained an academic part resourced by recently redeployed experts from NATO HQs and was followed by training within the functional areas our personnel would work in HQ ISAF. It ended with a cross functional training where the different functional areas were training on vignettes based on past real live HQ ISAF situations. Parallel to this ITP our key leaders (OF-5 and above) participated at a Joint Force Command Brunssum (JFCBS) lead In-Theater training. With finishing the ITP the NATO requirements for ISAF pre deployment training of FCMD was fulfilled and our Rotation 1A personnel went into the JFCB lead Phase 2 ISAF training, which was conducted in December 2011 at the Joint Warfare Centre (JWC) in Stavanger, Norway.

During the time of deployment, the task of ISAF CPT was to support personnel and families and to guaranty the information flow.

All OF-4 and below are currently redeploying after a half year in theatre. With the redeployment of our Rotation 1A personnel also the deployment of Rotation 1B personnel is linked, as they will replace most position of the first rotation.

While deploying the second rotation, ISAF CPT is working on the plans to facilitate the training of our third rotation. Taking



the new structure of NATO under account FCMD will support JFCBS with some individuals assigned to HQ ISAF from January 2013 to July 2013. Training will start early October this year and will end in December with a JWC training event.

For all returners, I would like to say a warm welcome, you did a great job in HQ ISAF and for all leaving personnel good luck and a satisfying time over there, together with the wish of a save return beginning of next year.■



Written by
Lieutenant colonel Burkhard KULKA



The modern battlefield is dominated by Counter Insurgency (COIN) operations. Recent campaigns in both Iraq and Afghanistan have highlighted the growing and continued role this type of conflict has in military operations. In these engagements, it is the human terrain that is the primary component to consider during operational planning (CTC-A, 2011). In traditional or conventional warfare the physical terrain is of prime importance but in COIN it is the cognitions, emotions, beliefs, attitudes and ultimately behaviours of the population that must be the prime driver when crafting operations. It is “winning of hearts and minds” that is truly the key to neutralizing an insurgency. In essence, it is not about who has the best hardware and technology, but who has the ability to effectively influence the contested population.

As in any other military engagement, the success of these operations heavily relies on a high quality assessment activity. When it comes to the battle for “hearts and minds” it is often the evaluation of communication effects that are most important because it is in the influence domain that COIN is most

intense. In the NATO/ISAF-led Afghanistan mission, the communication efforts are “focused on the accomplishment of, or contribution to, specific communication effects which are emphasized to reflect the progress of the campaign.” (ISAF, 2011). Assessment of effects is “the function that enables the measurement of the progress and results of operations in a military context, and the subsequent development of conclusions and recommendations that support decision making.” (SACT, 2007). This paper details the development and successful use of the new Strategic Communications Assessment Program (SCAP) used to assess these strategic level effects.

The new ISAF SCAP relies on continuous assessment of the effects of interrelated activities directed towards achieving the objectives, desired effects, and end state. It accomplishes this by measuring the target audience’s perceptions and opinions as well as their actual behaviours to ensure that strategic communication efforts are effective. In this manner a significant behavioural component is included in the assessment. This paper details not only the assessment method-

ISAF

Strategic Communication Assessment Program (SCAP)

ology used to achieve this behavioural focus but also the reporting necessary to ensure that the ISAF Director of Strategic Communications (DCOS COMM) and the Commander of ISAF (COMISAF) are fully aware of the results and associated recommendations.

BACKGROUND

Metrics of success have been a recurring subject of debate regarding Afghanistan, and the overall ISAF campaign assessment has historically depended heavily on statistics such as enemy-initiated attacks and se-

curity incidents as measures of success. Such measures do not however capture non-violent intimidation, such as night letters and verbal threats, or behavioural changes among the population, such as increased or decreased use of Taliban judicial services or government schools controlled by the Taliban that could threaten campaign success. In a counterinsurgency, behavioural changes of the contested population are the desired end-state. Behavioural changes among the population will only come about with changes in perception, i.e., changes in the perception of security, the credibility of the parties

to the conflict and their ability to provide services such as conflict resolution, utilities and education. Campaign objectives cannot be achieved without this, and strategic communication of course has a key role to play in changing perceptions, though this cannot be divorced from kinetic and non-kinetic operations at the tactical level. We also must be aware of how Coalition actions and presence are interpreted by the Afghan population. What seems straightforward to military planners is often not in the least logical to Afghans, and vice versa. Past messaging campaigns continue to feed problematic Afghan



interpretations of current Coalition actions, such as accidental civilian casualties, the fact that the Taliban has not yet been defeated, and that the United States is now negotiating with the Taliban.

In the Afghan theatre, even more than Iraq, perceptions are critical to campaign success. Iraq is a developed and mostly literate society accustomed to rule by a centralized state with strong connections to many neighbouring countries and the outside world. Afghanistan, by contrast is largely illiterate and the rough terrain and decades of conflict have produced an extremely fragmented society made up of mutually suspicious ethnic groups that speak different languages and have different religious and cultural practices, to a much greater degree than the Sunni, Shia and Kurds of Iraq. Afghanistan is an information-scarce environment, facts are not easily checked or confirmed, and a myriad of conspiracy theories fill the information space. Successive invasions and wars have also led to a deep suspicion of foreigners and their motives. Communication campaign design should from the outset appeal to the values and beliefs of the Target Audience rather than the campaign designers'. Often social institutional effects and source effects are ignored and only content effects are considered.

ISAF-SCAP

In light of all this, the ISAF Communication Assessments team developed a new methodology meant to capture perceptions and behaviour in the Afghan context to gauge whether or not campaign communication objectives, according to the Operations Plan, were being achieved. As part of this the assessments staff conducted visits to the six Regional Commands (RCs) to better understand the particular environments of each RC and improve reporting up to the operational and strategic headquarters. This also allowed the strategic level Assessments team to carry forward lessons learned from the tactical level.

The Communication Strategy Framework developed in DCOS COMM consists of a three-phased approach supported by 12 communication effects grouped into four key themes (Pressuring the Enemy, Transition, Afghan National Security Forces, and Unity of Effort). The team identified appropriate Measures of Effect (MoEs) that are

assessed using both predefined qualitative and quantitative data compiled from the field by ISAF elements and subordinate commands. This includes atmospheric, regional information operations assessment reports, local media, various public perception surveys, psychological operations reports, Human Terrain analysis, statistics on violent incidents and civilian casualties, detainee reports, monitoring of key events and operations, and other sources.

Once completed, the aggregate is then judged to have supported, undermined or not affected progress towards the campaign communication objectives on a monthly basis and presented to strategic communication and command leadership. Recommendations are then made on ceasing, modifying or continuing particular messages or campaigns. Sometimes, the strategic message is correct but is presented in a way that is not relatable or understandable to the Afghan Target Audience. Or the communicator is the wrong ethnicity, is not credible or does not communicate effectively. The message may be presented in Western terms and concepts rather than Afghan ones.

For reporting, one communication theme is assessed and briefed each week to several working groups and boards comprised of any number of senior military commanders in Afghanistan including the ISAF Commander, Deputy ISAF Commander, ISAF Chief of Staff, and other Deputy Chief of Staff Officers including the five general/flag officers that direct Strategic Communication efforts in theatre. The following week, the next theme in the series is assessed and briefed. This process continues until all four themes have been briefed, after which the cycle repeats.

A continuous improvement process has also been instituted to ensure the indicators used in the SCAP explain the most variance possible. For example, in the case of public perception surveys, psychometric analysis is used to define composite variables after which correlation analysis and Multiple Regression is accomplished to assess interrelationships that connect to the established MoEs. In this way, the Assessments team is able to update the ISAF-SCAP with the most informative indicators available. Further, the relationships uncovered in these analyses inform ISAF understanding of how Afghans interpret their environment. Practically, this has improved

our understanding of how perceptions of Afghan or ISAF forces correlate to perceptions of security, and how provision of public services correlates to credibility of the Government of the Islamic Republic of Afghanistan. This understanding allows the Assessments team to recommend whether to emphasize or de-emphasize specific concepts to achieve the desired effects. This makes the delivered assessment even more useful to senior decision makers. Assessments Team input has also been incorporated into survey design - identifying redundant questions and adding others to give analysts a better idea of how Afghans perceive their situations and why.



The national security implications may not be readily apparent but they are long term. Improved understanding and an ability to capture lessons learned and compile knowledge through a robust communication assessments process also provides information on a theatre of operation that counterterrorism forces will be operating in for the foreseeable future. It can provide insight into the values and beliefs of those in diasporas and others who may donate funds to groups such as Al Qaeda, the Taliban, and the Haqqani Network. It also underlines the long-term need for US personnel trained in eastern and southern Pashto as these are the key populations in which the Taliban insurgency hides in Afghanistan and in which Pakistani terror groups also hide, some of which do not have the localized goals of the Taliban.■



Written by
Lieutenant colonel Angel PALACIOS



ISAF NCOs



It is well-known and widely accepted that NCOs - regardless of the Corps they belong to - are the backbone of the Military Structure.

Yet we are more than that: We are the nerves that communicate brain and muscle; the joints that make it possible for the body to walk. We are the chain of communication and the filter, in both directions, between enlisted soldiers and officers. We are professionals who know our job. And on top of all this, we are proud of being NCOs

and we try to make others feel proud of us every day.

This philosophy is also reflected in the posts that have been assigned to HQ FC MADRID NCOs in ISAF HQ and KAIA, Kabul (Afghanistan).

We have all been assigned to key posts, and we are all doing our best to make life easier for everyone else. We are involved in many commitments at the HQ and we put all our efforts into ensuring our Commander has every support he

needs to conduct his leadership in the best possible way.

Of course, facing this challenging time is easier in the knowledge that we have strong families behind us, supporting us, and in the confidence that FC MD is, in turn, sustaining our families.

On behalf of FCMD's NCOs deployed in AFGHANISTAN.■

Written by OR-9 Diego FARDELLI



CIVIL MILITARY FUSION CENTRE

A key part of my role at HQ ISAF involves representing the NATO Civil-Military Fusion Centre (CFC) as its Forward Liaison Officer. The CFC is a knowledge management organisation operating under the auspices of Allied Command Operations (ACO). Initially established by Allied Command Transformation (ACT) in 2008, the CFC has worked to support operations in Afghanistan from day one and today also includes expertise related to the Mediterranean Basin. The CFC supports the mission in Afghanistan by producing a range of publications, including a weekly update (the “Afghanistan Review”), approximately four thematic reports per month and responses to requests for information (RFIs) submitted to CFC Knowledge Managers by NATO and non-NATO entities. These publications are hosted on the CFC’s web portal, www.cimicweb.org, which also contains document libraries, daily news updates and other features.

To give an example of the type of work the CFC does, the Afghanistan Team of which I am a part recently completed a six-part review of corruption and anti-corruption issues in Afghanistan and is on the verge of launching into a report series on peace and reintegration. Since I arrived at HQ ISAF, I have supported members of the CFC’s Afghanistan Team in responding to RFIs on topics such as land management, tax collection and employment. As these examples demonstrate, the CFC is focused on the following sectors: Economic Development, Governance and Rule of Law, Security and Force Protection and Social and Strategic Infrastructure.

The CFC’s mission is “to facilitate the sharing of open-source information between civilian and military actors working on complex crises in order to enhance their sense of shared awareness”. Drawing upon open-source information ensures that the CFC is able to release its publications and materials to civilian and military stakeholders, many of whom share research, publications and other materials with the CFC in order to help ensure that it is brought to the attention of a wider audience. The CFC’s Afghanistan Team is able to collaborate with civilian and military audiences given that Team members have worked in academia, NGOs, international organisations and the military.

This civil-military collaboration has also yielded important outcomes. For instance, after humanitarian aid workers and military officers expressed frustration that provincial-level data on Afghanistan was difficult to find, the CFC launched its “Afghanistan Provincial Indicators” (API) resource. This database compiles all known statistics con-

cerning topics such as health, education, social protection and the economy for all of Afghanistan’s 34 provinces. Building upon the success of the API resource, the CFC’s Afghanistan Team is also developing new online tools, including a map database which consolidates several thousand open-source maps which chart issues ranging from security incidents to poppy cultivation and ethnicity.

My role as the Forward Liaison for the CFC’s Afghanistan Team is challenging as well as gratifying. I regularly support the CFC in collecting information which the CFC is able to incorporate into its newsletters, reports and RFI responses. In addition, I help build the CFC’s network in theatre by building relations between the CFC and relevant personnel within ISAF, foreign embassies, international organisations and Afghan government ministries. These networks help the CFC to access information and to remain up-to-date on the challenges which a wide variety of stakeholders face every day in Afghanistan. I am thus able to present these issues to my colleagues at the CFC and ensure that our publications remain not only well informed but also highly relevant.

If you wish to learn more about the CFC, I encourage you to contact me or to visit www.cimicweb.org. There you will be able to find numerous examples of the CFC’s work and obtain an account for the CimicWeb online portal. ■

Written by Major Mateo MARI





AVIATION *development*



Aviation is essential in Afghanistan. As a land-locked country with under-developed rail and road networks, developing access by air is a key factor

concentrated in the Combined Aviation Development Directorate (CADD).

Air traffic development will boost economic growth and generate employment opportunities which are, in Afghanistan as in all countries, important factors of stability and pillars to security. In addition, it will directly support the Hajj for an estimated 30,000 pilgrims who fly to Saudi Arabia each year.

CADD's mission is to synchronize all efforts within the aviation sector

Transportation (MoTCA) and Ministry of Defence (MoD), helping to develop lines of communication and synchronize their end-state goals.

Additionally, CADD maintains a relationship with all strategic partners and stakeholders in the development of the Afghan aviation sector. CADD focuses on human capacity building, management mentoring, and the acquisition of needed infrastructure and equipment required for GI-RoA to run their aviation sector.

Two FCMD members have been deployed to the HQ ISAF Aviation Development Team: MAJ Josh Peck is Chief of Plans, Policy, Assessment and Analysis, and LCDR Patrick Riviere is Liaison Officer at the Ministry of Defence. ■



for Afghanistan's social and economical growth. To optimize coordination in this field, on 1 March all Aviation Development competencies within HQ ISAF, ISAF Joint Command (IJC) and US Forces were

to reach the ultimate goal of handing over to GI-RoA the oversight and management of all aviation within Afghanistan. CADD mentors the Afghan Ministry of Civil Aviation and



Written by
Lieutenant commander
Patrick RIVIERE



TRAINING AND LESSONS *learned in ISAF*

A small part of the FCMD footprint is located in the Training and Lessons Learned Branch (CJ37). The Branch is composed of a small group of officers from Czech Republic, Italy, Portugal, Turkey, Spain and USA. Despite being few in number, it is riding on the crest of the wave as far as training support to operations is concerned. In fact, over the past few weeks it has become a central player in defining new training requirements for the Troop Contributing Nations (TCNs).

Regarding the Training and Exercises area, CJ37 is predominantly responsible for the In-Theatre Training of HQ ISAF staff, from Flag officers to the most junior soldier.

Training support activities organised by CJ37 include:

Key Leaders Training: A series of conferences, discussions and visits across the Area of Operations. The audience are the most senior officers, Flag officers and Colonels.

Basic Induction Training and Staff Orientation Training are also training events targeting different training audiences. Both are composed of a set of conferences to enable newcomers to become familiar with HQ ISAF composition and procedures.

NATO Training Mission in Afghanistan (NTM-A) is a HQ ISAF subordinated HQ. Its main responsibility is to train the future Afghan Army and Afghan police. Every three months a NTM-A staff orientation training course is conducted in HQ ISAF in order to keep Colonels and above fully abreast on the latest NTM-A developments.

Incoming rotations, before deploying, have to participate in a Mission Rehearsal Training (MRT) event for two or three weeks ei-

ther at Joint Warfare Centre (JWC), Stavanger (NOR), or at other training locations both in the USA and Germany. This training event is supported by Subject Matter Experts (SMEs) from Theatre as well as those who have recently redeployed (RR) from ISAF. Working in close coordination with Joint Force Command Brunssum and JWC, it is a CJ37 responsibility to find the most appropriate set of SMEs for the MRT. In terms of SME support, JWC establishes the requirements, HQ ISAF provides a number of them and JFCB does its best to source the remainder from the cadre of RR SMEs.

In this complex period for operations, new training requirements are emerging in areas that nobody could even have imagined only a few months ago. To give some examples of the various topics that CJ37 copes with on a daily basis, among many others: Security Forces Assistance Advisory Team training requirements, proper handling of Islamic Religious materials, very topical at the moment, and lastly, the definition of a comprehensive training package for contingents to be developed upon arrival to theatre and not later than the transfer of authority.

In summary, everything that contains the word "training" goes to the CJ37 shop. This leg of the Branch is very dynamic and challenging. It could be said that ISAF is contributing to the definition of the NATO training policy.

The US side of ISAF is a main provider of training documents. After those documents are "NATO-ized", they are forwarded to JFCBS and later on to SHAPE and National Military Representations to be included in the national training programs.

Part of the CJ37 pie is the Lessons Learned (LL) Section. In other HQs LL normally nestles in the Plans and Policy area (J/G5). However, in HQ ISAF it is under CJ37. It is a domain of the utmost importance; proper use of this mechanism helps to eliminate repeating mistakes, it saves money and what is most important, it saves lives.

In a very well set up and run NATO-wide LL organization, the HQ ISAF LL section has a direct link to the higher HQ, JFCBS. It also links directly in to Joint Analysis and Lessons Learned Centre (JALLC) via the JALLC's permanent Liaison Officer (LNO). JALLC is a NATO body located in Lisbon (PRT).

To further enhance its work there is also close coordination and contact with other national LL organisations such as Joint and Combined Operational Centre (JCOA), USA, Retour Experiences (RETEX), FRA, Adaptative Warfare Team (AUS) and UK Land Warfare Centre.

All these Centres join together at least once a month and exchange information on national experiences that could be used by the rest of the coalition. It is understandable that the exchange of information in this domain is not enormous; in fact, it is very limited. What nations have to share are normally mistakes that are not nice to go public with. What is easier to share are best practices, that are seen as a success in the respective Army.

CJ37 not only complies with NATO LL procedures but also contributes to training and re-training of ISAF staff personnel by means of requesting Mobile Training Teams from JALLC. Twice a year, two or three very experienced officers from JALLC come to Kabul to deliver briefings to the LL community. Outcomes are immediately reflected on the outputs from subordinated HQs and HQ ISAF branches.

As a summary, a CJ37 position is a very exciting way to spend some months of your life. Filling this billet, you are always challenged to connect not only with the whole ISAF organisation, but with national and external actors, too. I would recommend it to anyone. ■

Written by
Colonel Gabriel DE DIEGO



LEGAL ISSUES:

Rule of law

The atmosphere here in Kabul is very good – I would go as far as to say excellent.

At ISAF headquarters, living conditions are good. Depending on our post, we venture out of the compound which, in my case, is with some frequency.

My job is in Rule of Law (RoL), DCOS Stability Governance. In this department, we are dedicated to doing everything we can to assist the transition to Afghan Authorities in all Government related matters, and most particularly issues relating to Justice and Interior Affairs (Afghan National Police). Our main partners are the Ministry of Justice and the Supreme Court, as well as the Attorney General Office AGO.

Many people work in Rule of Law in various areas and organizations. The task often consists mainly of coordination among us in order to promote the changes that are needed.

It is quite realistic to state that this is a difficult task, because although the basic legislation, starting with the Afghan Constitution, is generally acceptable, it still leaves much to be desired, especially in certain areas of the country. The central Afghan Government decision-making processes are slow, in addition to which at provincial and local levels there is reluctance to abide by and adhere to rules emanating from the central Government.

The security situation is fragile; every week, on Sunday morning, there is a memorial for the fallen. In Kabul the situation is under control, although massive security measures are taken for the protection of official buildings, barracks, embassies, etc. The city is full of walls and barbed wire. There is also what is known as the Green Zone, where it is practically impossible to see anyone other than

members of the coalition, the army and Afghan Police – apart from children who move from one base to another selling trinkets and lending money to soldiers.

The fact that a deadline has been announced for the departure of American troops, and consequently of all other troops as well, including NATO, does not make work easier. Although the plan is very good on paper, it is more than difficult, according to widespread opinion, including many Afghans, to produce the objectives for a peaceful transition.

Over the period 21-26 February a series of public demonstrations, some of which turned violent, were held across Afghanistan in response to the alleged mishandling of religious materials at the Bagram Airfield burn pit. These actions and the ensuing heightening tension resulted in widespread damage, including death and injury to Afghan civilians and the Afghan National Security Forces. Four ISAF personnel were also killed during this period as a result of insider attacks.

The players involved in Rule of Law include many Embassies, especially USA (State and Defence Department), and others including those of France, United Kingdom, Canada and Italy, donor countries such as Japan, and international organizations such as United Nations, USAID and others.

We limit our relations with NGOs to receiving from them statistics and opinion surveys published in Afghan on matters of Justice and Home Affairs.

Rule of Law has the following structure in the coalition organization:

A cell within DCOS STAB Governance at HQ ISAF, commanded by an American Colonel, reservist JAG; two Captains JAG

USAF; one Advisor, an Afghan/American lawyer expert in legislation of the country; and myself, Major, Spanish JAG.

A Royal British Navy Legal Advisor within the LEGAD (Legal Advisor Office) for COMISAF.

The Commander, COMISAF, also commands the NATO Rule Of Law Field Support Mission (NROLFSM-A), whose Chief is an Admiral U.S. Navy with some 300 personnel throughout the country, including several Legal Advisors (JAG), but they are more focused on security and logistics capabilities in all provinces for Rule of Law matters.

The Afghan Hands: US personnel integrated in the Afghan Ministries of Justice and the Interior, who work closely with us and act as a 'conveyor belt' in our day-to-day relations with the Afghan authorities.

The Shafafiyat Cell, dealing with anti-corruption especially in the field of the Afghan judiciary and the Prosecutor (both quite corrupt institutions).

A Task Force (a US battalion) dedicated to detention centres, prisons, etc.

Rule of Law will also be present in the next NATO Training Mission HQ.

The police issues pertaining to Rule of Law involve many agents, in particular those in the NATO Training Mission, EUROPOL and, above all, the US personnel engaged in various tasks and organizations, including DEA (for the topic of narcotics), FBI, etc. as the greatest providers of resources.

I hope this account, which is the result of my first impressions of my job here in HQ ISAF, has been of interest. ■

*Based on story by
Major Javier PALACIOS*

NATO

INTERNATIONAL CIVILIANS IN ISAF



Tasked to prepare an article on the experience of NATO International Civilians (NIC) in ISAF HQ, I invited the four NATO civilian colleagues who deployed with me from FCMD to a brainstorming session to obtain ideas on how to focus this essay. We came to the conclusion that there is no difference really between our experience and that of our military comrades from FC Madrid.

The five FCMD NICs –Carlos Ariza, Rudolf Düh, Domingo Jiménez, Gregorio Roizo and Isabel Sanz (in alphabetical order) – deployed with FC Madrid 2012 Rotation 1-A. Three of us are filling CE military positions, while the other two are in civilian posts. Like our military colleagues, we arrived in Kabul (Afghanistan) via the military air bridge and we use the same type of accommodation and facilities. Most importantly, though, we are all here to accomplish

the ISAF mission under COM ISAF guidance within our respective areas of responsibility.

Nevertheless, I have found one difference with regard to our FC Madrid military colleagues. When asked for our nationality, we cannot say ‘Spanish’, or ‘German’. Instead, we must state we are NATO Civilians, because we are not here as military or civilian personnel of any specific nation. As NATO International Civilians we must follow the NATO Civilian Personnel Regulations and devote all our loyalty to NATO.

With the exception of those on a temporary deployment, there are no NATO Civilians assigned to ISAF HQ. As most civilians are International Civilian Consultants (ICC) or Local Civilian Hires (LCH), most of ISAF regulatory documents in regard to civilians are not addressed to NICs and,

therefore, the support that the ISAF Civilian Human Resources Management Office can provide to NICs is very limited.

I must add, however, that from the very beginning the Spanish and German National Support Elements gave us their support and have treated us in exactly the same way as their respective nationals. Therefore, this article is also, in a sense, a letter of appreciation to the Commanders of both National Support Elements and, particularly in the case of the Spanish NICs, to all the Spanish contingent personnel deployed to ISAF HQ who made us feel part of the same family.■



*Written by
NATO International Civilian
Gregorio ROIZO*



four main subjects, namely: Rule of Law, Public Administration Services, Conceptual Development and Sub-National Governance.

MSG Vincent SHACK is MA to the Director and is also in charge of dealing with all the Administrative requests from GOV Staff.

RULE OF LAW:

The priority in this area is to support GI-RoA's efforts to enact laws (Criminal Procedure Code, Traditional Dispute Resolution Law and Transparency Law) as listed in the Kabul Conference Commitments.

Major Javier PALACIOS, our LEGAD, works in this field interacting with EUPOL.

PUBLIC ADMINISTRATION SERVICES:

This area is focused mainly on land management related issues, and Elections and Census. Lieutenant-colonel François-Xavier THOMAS is Cell Chief, dealing specifically with ISAF Base closure problems, while Captain Jean EU-

Governance" and CBR (Capacity Building for Results), and is liaising with the Independent Afghan Civil Service Commission.

Lieutenant-commander Jochen HEKKER is focused on Humanitarian Assistance, establishing liaisons with UNOCHA and ANDMA (Afghan National Disaster Management Agency).

SUB-NATIONAL GOVERNANCE CELL:

This supports the implementation of critical components of Governance in National Priority Programmes (NPP). Major Lorenzo DEL SIGNORE is focusing on donor programmes (such as Provincial Budgeting Pilot, Performance Based Governance Funds, ASOP and other Sub National Governance programmes) and monitoring all progress made.

There is no doubt that military progress on the ground has to be supported by strong actions in the civilian field, and that if GIROA is not strong enough or sufficiently recognized as

GOVERNANCE

STABILITY DIVISION AND GOVERNANCE

Because we are immersed in a Counter-Insurgency (COIN) Campaign and because, to be successful, our fight in Afghanistan has to be comprehensive, there is a need for a Stability Division to foster military progress in the field, to support building up a sound and sufficiently reliable Afghan governance, and to win over the support of the population, which is a key objective.

Our main goal is the effective improvement of governance that supports the sustainability and irreversibility of Security Transition in the provinces where the ANSF have taken the lead.

Nine personnel from FC Madrid are currently working in the Governance Branch and our field of expertise covers

RIN is monitoring electoral activities, datasets such as voter registry, census and national ID, and the developments in district representation and possible impact on elections.

CONCEPTUAL DEVELOPMENT OF GOVERNANCE CELL:

Led by Lieutenant-colonel Angel BRUFAU, in coordination with GIROA and the International and Donor communities, this unit monitors and assesses progress made in governance, and in particular, critical components the National Priority Programme that need to be improved effectively in order to establish sufficiently stable, effective, and legitimate governance by 2014, thus achieving durable transition.

Lieutenant-colonel Cyrille FRAYER is following the progress of NNP3: "Efficient

legitimate by its own people, the insurgency will fill the vacuum and regain influence.■

Written by

Colonel Guy ROCHET

WOMEN

without faces

This article is a tribute to all those brave Afghan women who do not want to be cloaked from head-to-toe in a blue burqa and want to live their lives with dignity.

The first time I saw a burqa, I mean, face to face, but without any face being shown to me, was during my pre-deployment training course at the Vyškov Military Academy, Czech Republic.

The course included an outdoor training session where we were split into several groups and had to play the role of a team of Information Technology engineers who needed to meet one of the local leaders of an Afghan village and try to persuade him that we were in the country to support them.

We started the meeting with the leader offering us a cup of tea. Suddenly, I observed that lying on the ground there were what seemed to be two bodies, each stuffed under a piece of cloth that I later realized was a burqa.

That was my first close encounter with the burqa. The scene was really impressive. This was the prelude of what I would find in Afghanistan, what I have found in Kabul.

I arrived in Afghanistan on the very cold and unpleasant morning of 11 January 2012, and up to this very moment of writing this article I have had the opportunity, thanks to my position here at HQ ISAF, to visit Kabul several times. The common scene on Kabul streets of these women without faces is still causing me concern and sadness. Afghan women are suffering due to the misunderstanding and misinterpretation of the words of the Holy Quran.

Can you imagine what the world looks like seen from inside a burqa? What things would you miss and which of your

senses would you be unable to use at 100% of their capacity?

Think for a while of your different senses. The sense of vision, for instance: How would you perceive the world through a burqa? I can only imagine an encrypted world.

You may think I am crazy but I made an experiment: I put my ISAF laundry bag over my head and I covered myself with the hood of my waterproof coat to see what it felt like. To start with, my angle of vision, and my vision itself, was reduced considerably and after five seconds I could not breathe properly and started feeling claustrophobic. I had to take the bag off my head immediately.

Let's go to the sense of taste. Imagine it's a very hot day in Kabul, you are thirsty and would like to have something cool... an ice cream perhaps? But wait – you are unable to eat it, at least not very easily; you have your burqa on!

As a mother or father, you might want to cuddle and kiss your little baby who has just dedicated you the most beautiful smile in the world – but you can't.

We could continue with a very long list of sensations that Afghan women are denied from when they leave their homes until they return.

I have read somewhere that the original purpose of burqa was to provide security to women.

One of the origins of the burqa refers to life in the deserts some time before the arrival of Islam. It had two main functions: The first, as a protection against strong winds, and it was worn by both men and women. The second use was linked to the security of women. The burqa was only used for concealing women when a group was assaulted

by another tribal group, to prevent young women from being kidnapped. It seems that protection under the burqa would considerably reduce the probability of being kidnapped because it makes it difficult to identify young women.

If this was really the origin of the burqa, it is a tradition that deserves to be respected and maintained, but it should always be the individual's choice to wear it.



The Quran does not specifically mention the burqa or tell women to wear such extremely confining clothes. Instead, it instructs men and women to dress and behave modestly in society. Consider what the Quran, the word of God, says on the topic of dress code:

For women: Cover your chest (24:31); Lengthen your garments (33:59) and for both sexes; the BEST garment is righteousness and modest conduct (7:26). ■

Written by NATO International Civilian
Gregorio ROIZO



FCMD COMMAND

visiting ISAF HQ



DER



Early in June 2012, Lieutenant General Alfredo Cardona Torres, Commander Force Command Madrid (FCMD), visited the personnel of his Unit currently deployed to the International Security Assistance Force (ISAF) Headquarters in Kabul, Afghanistan.

During his two-day visit, LTG Cardona was received by COMISAF General Allen and the Chief of Staff of ISAF, LTG Olivier De Bavinchove, as well as the senior representative of FCMD at HQ ISAF, Major General Federico Bonato, in his role of Deputy Chief of Staff for Stability (DCOS STAB) at HQ ISAF.

LTG Cardona was given several updates on the operational situation, highlighting the importance of the transition of the security responsibility to the Afghan authorities, which will happen by the end of 2014.

After a walk around the HQ ISAF premises, LTG Cardona and the three other members of the visiting party were able to appreciate the facilities HQ ISAF members enjoy on a daily basis: A two-storey gymnasium with adequately renewed material including spinning classes, a dining facility offering special service for exceptional events such as the UEFA EURO CUP or different nationalities' spe-

cialities, and the various working spaces and accommodation areas.

On his way back to Madrid (Spain), LTG Cardona stayed overnight in Herat, where the Base commander briefed him on the mission being performed by the troops in this province.

LTG Cardona has expressed his gratitude for the success of his visit and for FCMD personnel's deep commitment to fulfilling their role in the accomplishment of the mission. ■

Written by Lieutenant colonel Angel BRUFAU



FRENCH AWARD *ceremony*

For a soldier it is always an honour to receive a medal, but all the more so when it is received while deployed many thousands of kilometres away from home.

On 2 February 2012, Lieutenant General Olivier de Bavinchove, COS HQ ISAF, awarded the French National Defence Medal to Infantry Captain Rubén Rodríguez Picallo in a modest ceremony at HQ ISAF, Kabul. Major General Cabeza and a representation of FC Madrid French and Spanish contingents deployed to HQ ISAF attended the ceremony.

Charles Hernu, French Minister of Defence, created the French National Defence Medal on 21 April 2012. In its three categories: Gold, for 10 years service, Silver for 5 years and Bronze for 1 year's service, this medal rewards the honourable contributions of servicemen deployed on operations.

In the case of CPT Rodríguez Picallo, this distinction has been granted exceptionally for his support to the French contingent during Operation Unified Protector. At the conclusion of this operation, a proposal for award was submitted by French Major General Joel Rivault, to whom CPT Rodríguez Picallo had acted as Military Assistant.

This medal has an added value that is not visibly displayed on it. For four months, CPT Rodríguez Picallo was hosted by the French military contingent and treated as one of their own, providing all the support he needed and including him in their activities and meetings, without looking at the flag colours he wore on his uniform.

The awardee publicly expressed his gratitude toward MG Rivault and the French contingent, represented by Colonel Rochet, for the medal and for the warm

welcome at the French military community appointed to JFC Naples for the operation.

The decoration, in the words of CPT Rodríguez Picallo, clearly recognizes the close collaboration and sound teamwork carried out during the mission by the French-Spanish team in support of the Chief of Staff of the CJTF OUP.

The award ceremony, conducted by the French contingent in a simple manner but with warmth of feeling, took place in HQ ISAF where a significant number of FC Madrid members are deployed, inspiring pride in the awarded officer as well as all other Spanish officers present. ■

*Written by
Captain Ruben PICALLO*

Before setting off for Afghanistan there were exercises, training programmes, briefings and reading on one's own initiative to bring closer the realities of life in Afghanistan, obligatory medical checks, vaccinations, packing... And now, after the first two months of the mission, how are FCMD personnel managing with the changes and their new surroundings?

It took Madrid personnel a few weeks to get accustomed to the new environment and living conditions in Kabul, at 1760 metres above sea level. Some of us suffered colds and coughs related to the climate change. Adapting to the new workplace and duties was challenging as well.

family and friends (although unfortunately between 20:00-23:00h access is limited or even impossible.) New routers have been purchased and it is hoped that Internet speed will increase soon.

LEISURE TIME

HQ ISAF offers a variety of leisure activities for personnel including a cinema, cafés, pizzerias and several sport facilities, including a sports hall, a well-equipped gym and a sauna. Physical activities are especially popular with all personnel. There are also indoor and outdoor sports fields, eg football, basketball, volleyball or tennis. At different times of the day, you will always find a lot of people jogging or at spinning, yoga, circuit

of home atmosphere. Finally, informal film evenings are very popular.

FOOD

Madrid personnel meet at the dining facility three times a day. A company contracted by NATO provides a varied menu, and one may try Asian cuisine, hamburgers or hotdogs but also pizza. Plenty of salads, fruit and desserts are offered. Of course, any standard menu may become a little monotonous in the course of time.

FINAL REMARKS

Due to safety reasons personnel do not have many opportunities to experience



life in **ISAF HQ**

DUTIES

The Madrid personnel seem to be satisfied with the working conditions at HQ ISAF which is especially important, considering the long hours spent at work. There are different arrangements concerning working hours. Some of us work from between 07:00 and 08:00 to as late as 21:00; others work through an extended timetable starting from 05:30 till 23:00. On Fridays there is usually less work; however, everything depends on each specific post and duties.

ACCOMMODATION

At present everybody has already occupied their target rooms, which are based on containers. The rooms are double or single, depending on posts, but double rooms are more numerous. Most Madrid personnel are quartered with other people from Madrid, some with people from other headquarters. Personnel claim that the housing standards offer relatively comfortable living. Especially appreciated is the air-conditioning and, more importantly, access to Internet, which allows frequent contact with

training, cross-fitness, etc. – even officers of the highest ranks.

Social life often flourishes on Thursday evenings, as Fridays are usually less busy days. It is connected with the fact that in the Muslim world Friday is the counterpart of Sunday in the western world.

There are national meetings organized with the Senior National Officers. But there are also more informal meetings in the cafes, pizzerias or other places. For example, Spanish personnel get together every day for morning or afternoon coffee at the Milano centre or the Blue cafe, just as the Italians prefer the Ciano pizzeria. American personnel meet on Fridays to play American football or baseball. The same applies to other nations too: The French, for example, see each other regularly at the French NSE, the Germans during meals or at the German NSE, and the Bulgarians, Greeks, Hungarians, Poles, Portuguese and Romanians regularly organize informal meetings after work. Another good occasion to gather are birthdays and name days, when personnel try to create a semblance

the reality of life in Afghanistan outside the base. Some claim that the everyday routine, the high density of people and limited space at the base may be a bit frustrating. Therefore, an interesting experience is visiting the weekly market organized around the football field, where you may touch the Afghan culture, viewing real Afghan trinkets, souvenirs, carpets, coins and other mysterious objects sold by the local people.

Spending most of their time within the limits of the base may remind personnel that while fulfilling their mission in Afghanistan they are thousands of kilometres from home, and the only chance to hear the voice of their relatives is via telephone or Internet. Fortunately, these benefits of science are available without problems in a country which has no more than a few hundred kilometres of paved roads...■



Written by
Lieutenant colonel
Tsvetan KAMENOV



EXERCISES C

Longbow-Lancer 2012

Exercises Cooperative Longbow and Cooperative Lancer aim is to educate, train and exercise delegations of selected partner nation armed forces in order to promote interoperability with NATO land forces.

The planning, preparation, conduct and evaluation of this exercise has followed a cooperative, integrative and iterative management approach to meet the requirements of the Alliance and those of Partner nations to the highest degree possible.

Lieutenant General Alfredo CARDONA TORRES (ESP Army), Commander Allied Force Command Madrid, has been the Officer Conducting the Exercise while Brigadier General Giovanni SAVARESE (ITA Army) was the NATO Co-Director in close cooperation with Colonel Sinisha STAMENOV, Co-Director from the Army of the former Yugoslav Republic of Macedonia* .

The Cooperative Longbow exercise is designed to train a brigade-level headquar-

ters operating within the framework of a NATO Crisis Response Operation.

Exercise Cooperative Lancer is a training exercise whose aim is to improve capabilities in selected tactical tasks in support of crisis prevention, conflict resolution and post-conflict peace building.

The scenario for both exercises, **COOPERATIVE LONGBOW** and **LANCER**, is based on a fictitious United Nations-mandated, NATO-led Crisis Response Operation.

The training has been conducted in the Krivolak military training area, located approximately 100km south-east from Skopje, the former Yugoslav Republic of Macedonia*.

** Turkey recognizes the Republic of Macedonia with its constitutional name*



COOPERATIVE



Cooperative Longbow 2012 and Cooperative Lancer 2012 has seen the participation of 13 partner nations with approximately 1.000 troops. Participating countries were:

- Armenia.
- Austria.
- Azerbaijan.
- Belarus.
- Bosnia and Herzegovina.
- the former Yugoslav Republic of Macedonia*.
- Georgia.
- Kazakhstan.
- Moldova.
- Montenegro.
- Serbia.
- Switzerland.
- Ukraine.

Partnership for Peace is a programme launched in 1994 and is based on practical bilateral cooperation between an individual country and NATO. It allows Partner Countries to build relationships with NATO, choosing their own priorities for cooperation. The purpose of the Partnership for Peace programme is to:

- Increase stability
- Build confidence
- Diminish threats to peace
- Build strengthened security relationships.

The complexity of international crises requires a comprehensive and regional approach where all the actors of the international community (NATO, UN.) play their part in cooperation with key regional players.■

* Turkey recognizes the Republic of Macedonia with its constitutional name



interview with

THE EXERCISE CO-DIRECTOR *for Longbow-Lancer 2012*



Brigadier General Giovanni Savarese, from Italy, is the Co-director of Cooperative Longbow 2012. He said *«months of hard work by people across the world have made the exercise possible. Over the century, he said, with the help of technology our world has become smaller and people who are thousands of miles away are now our neighbors. The role of world militaries can be essential in improving the lives of people all over in peace-keeping missions and crisis operations»*.

He wanted to stress that no one nation can shoulder the responsibility alone. With the opportunity of integrating many troops from across the world, NATO-trained troops can be a powerful help to those in need. But for that to be possible, he said, training such as Cooperative Longbow/Lancer is crucial. Participating troops must be exposed to training with their foreign counter-parts. If they can learn to respect and understand what it is like to work with people of different traditions and beliefs, this can reduce integration issues in the future when quick response is essential in a crisis. ■



interview with

Longbow-Lancer 2012

Overall OPR



Colonel Michael Tetu, from USA, has been working on Cooperative Longbow/Lancer 2012 for about a year and said that at first he was apprehensive about being in charge of such a massive multi-national exercise. However, he quickly found out that his counterparts in the former Yugoslav Republic of Macedonia* were equally committed to making this exercise a success and said that as a team the plans came into place.

“When the troops have the chance to step out, they become better”

Tetu said he can see the eagerness of the host nation’s military members to perfect themselves and is impressed with their willingness to train and go on deployments down-range with their partners from the Vermont Army National Guard.

“After this exercise the host nation’s military should be very proud of their achievements”, he said. “Any military that stays in its own country and doesn’t do anything else but self-train and self-evaluate, at some point stops improving. When the troops have the chance to step out and be in a larger and more diverse organization, they become better – they have to”.

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





interview with

THE LONGBOW'S OFFICER *of primary responsibility*

Colonel Stefano Nigri is from Taranto, Italy, and is the Officer of Primary Responsibility for the Cooperative Longbow 2012. He has been working with NATO since 1999.

"Cooperative Longbow is an exercise designed to train a brigade-level headquarters to operate within the framework of a NATO Crisis Response Operation", he said. The players in the exercise are NATO countries, Partnership for Peace countries, and nations included in the Mediterranean Dialogue. In Longbow, the countries practice working as one unit to provide crisis prevention and conflict resolution. The group also learns to work with local officials and non-govern-



ment organizations which may be present in these types of situations.

Nigri said participants face real-world type situations where they must occupy territories and overcome conflicts that are injected by observers. Missions are given that are specific to each area, so that logistics, resource planning, operations, and communications and information systems are each challenged to learn the job more thoroughly.

"There is no country better than another because we are all professionals", Nigri said. *"People know what they must do and take the exercise seriously. They interact together and produce good results. The main point is to achieve interoperability between foreign troops, and that's what is happening".* ■

interview with

THE LANCER'S OFFICER *of primary responsibility*

Colonel Hans Reimer from Gelsenkirchen, Germany, is the OPR for Cooperative Lancer 2012. He said he strongly believes that an exercise, such as Lancer where dozens of members from many nations get to interact and exchange military strategies, is important to soldiers so they can be an effective united team in a time of crisis. Although each of the 9 training areas is important, an area he wants to stress is gender related issues, both within the military and in the civilian world. In a

civilian crisis response there must be female soldiers available to help with the needs and concerns of the female population. *"Females have*



a different perception from men" he said. *"In the military I think it is wrong to expect both women and men to be exactly the same. Both offer different assets to a situation and we need to capitalize on*

this, because when we do that, we are far more effective".

"Lancer training is tailored to the level of each particular group and the entire base is created to a diverse group of people that may have no pre-existing common ground". *"These guys are disciplined and sharp"* Reimer said. *"Although they have only been here for a few days together, they are acting as though as they have been training together for years. I know that when they will leave from here, everything they are doing now will create a memory that will empower them in later missions".* *"If they are deployed for a crisis response and cultural issues or misunderstandings come up, they will think back to Lancer and remember the solution we are coming up with here, now, and that will make the mission a success".* ■



REAL LIFE

— *behind the scenes* —

A salute to the really important people



21 MAY-29 MAY 2012

Special thanks go to the real life support personnel working day by day behind the scenes.
Without their support our life would not have been the same.

Thank You!



LONGBOW AND *Personal experiences*

Ana DRIGA, OR-4 The Republic of Moldova

I know that a new exercise is a new experience. I have acquired new forms of behaviour in a multinational unit. This exercise is a good opportunity to deepen our knowledge and our capacities.



Matthew HEMME, OR-4 USA

My team from America learns as much as we share with others. For some countries who have not deployed like we have, I feel good that I can give them information and techniques that we've learned the hard way. No one country is better than another because our focus is on having one team, one fight.



Marco PALIBRK, OR-4 Montenegro

Thanks to the participation of several countries, I have the opportunity to talk about things like tactics and equipment that we have. In particular, this exercise is welcome for the countries which are not part of NATO but they want to be there. They will be familiar with the NATO standards.



Francisco BLANCO, OR-5 Spain

I am delighted to participate in this exercise here. It is a unique occasion to offer and acquire knowledge among all participating nations. I think that it is a work that concerns all Partners for Peace countries because they can learn NATO standards which may help them become integrated into NATO.





LANCER 2012



Grigoryan VARDAN OR-5
Armenia

It is a good experience that will allow us to improve everything we learn here. It's good that we can practice English and learn other languages.



Pavel SANKO, OR-7
Belarus

Former USSR countries have many things in common and it is important that we learn now and we have to learn from the other country like USA.



Sanja CVIJETIC, OR-1
Bosnia and Herzegovina

Some males in my country think females are not as good as them in a military job. The gender training here is helpful. Also good is for them to see successful female officers because this will help change their picture of a female in the military.



Wolfgang BRUNNER, OR-9
Austria

It is an interesting activity. I have seen different military uniforms which seem quite different from what we have. And here we have the opportunity to learn from the Americans, who seem well prepared.



Vitaliu BODNYA, OR-3
Ukraine

It's good that we have a program like this. We do exercises, workouts and learn new things. At the same time we do exchange of experience with other countries.





EXERCISE COOPERATIVE

Longbow 2012



The aim of the exercise Cooperative LONGBOW 2012 was to deliver Multinational Brigade (MNB) Land Staff training with air integration based on a Crisis Response Operations (CPX).

The Objectives were:

To improve the interoperability and understanding of contemporary Alliance operations

of partner's land-based personnel, to support individual country's specific land force

To train partner land-based staffing NATO headquarters functions, processes and procedures

To improve understanding and appreciation of the dynamics of working in a multinational NATO environment

To support an OCC evaluation of the forces of the former Yugoslav Republic of Macedonia*.

Key tasks involved securing sensitive points and assuring a safe and secure environment by performing Non-Combatant Evacuation Operations, Counter Terrorism and Consequence Management Missions in order to prevent destabilisation of a particular area.■



*Turkey recognizes the Republic of Macedonia with its constitutional name

EXERCISE COOPERATIVE

Lancer 2012 – The phases



Cooperative Lancer is composed of 3 phases:

PHASE 1

During phase 1, the Multinational Brigade (MNB) is formed and goes through lectures, supported by “sandbox training” to illustrate various situations and lessons in a more pictorial way. These lectures and the sandbox training covers the three main topics: MOUNTED PATROLLING, SECURITY and CORDON and SEARCH.

PHASE 2

This phase sees the transfer of acquired knowledge to practical situations through the MNB, accompanied and advised by the instructors. It is carried out on squad level at 9 stations, which are passed by all units through a rotational system.

PHASE 3

The so called Field Training Exercise (FTX) is exactly that: operations conducted autonomously by the MNB units. Without the advice of their instructors, the units are proving their skills by applying everything that they learned in the previous phases by mastering a realistic operation scenario. The performance of the units of the MNB is evaluated and thereafter they are debriefed.■



HQ ALLIED FORCE COMMAND MADRID

Third commander's challenge cup triathlon

On 14 June the III FCMD TRIATHLON took place as part of the Allied Force Command Madrid NCO Training and Education Plan for 2012.

The event was open to NCOs, Officers and Civilian Personnel assigned to HQ FC Madrid.

The aim of this activity was to promote cohesion and to strengthen relations with our fellow NATO members through participation in the Triathlon.



TRIATHLON DISCIPLINES

These included the following (in this order):

1. Swimming: 200 m free style in CDM San Jorge Olympic swimming-pool. Individual times were taken to configure the grid, in ascending order, for the next discipline.
2. Cycling: 11.5 km with mountain bikes, on dirt track from CDM San Jorge to HQ FCMD where participants had to proceed to the next discipline.
3. Running: 5 km around the HQ perimeter (3 laps).

PRIZES

The following awards were given:

1. Absolute: the first 3 to reach the finish.
2. Teams: the first 3 after adding the first 3 or 4 best team member times.
3. Categories:
 - a. Senior: up to 45 years old.
 - b. Veterans: older than 45 years.

MINIMUM EQUIPMENT REQUIREMENTS

1. Swimming: swimming costume.
2. Cycling: bike (MTB/BTT), helmet.
3. Running: running shoes.

The competition rules were explained to all participants at a meeting conducted by the staff on 6 June. The participants found the distances were realistic. Apart from these two groups (staff and participants), a third group was present: the assistants. Without their unselfish support, it would have been impossible to perform this activity.



On 11 June, every participant who wanted to discover the Triathlon bike route, in order to avoid possible mistakes and hazards, had the opportunity to so on their own bike with some of the Triathlon Staff.

Finally, four teams were established as follows:

RED

LE GALL	188
GORDO	173
RENAUT	181
AGUADO	174

YELLOW

BARBER	175
IDOETA	177
BONELLI	182
G. PAJE	171

GREEN

RUANO	183
G. ANTORANZ	172
FRIEDERICH	185

BLACK

BOLAÑOS	170
PEÑA	178
DI SERAFINO	179
IOANNIDIS	187

Unfortunately, not all these athletes were able to be present at the swimming pool, but this circumstance did not take the credit away from the rest.

The event began with participants meeting at the Parade Ground with their bikes and the rest of their gear, organizing the transition area at the Sports Field. Personnel were transferred by bus to CDM San Jorge while the bikes were taken there in vans.

At 10.00 the swimming competition started and the athletes showed their skills in this discipline.

Biking (neutralized) started at 10.45, according to the pre-established ascending order. The differences among the participants in this part of the race became definitive for the final results.

Each athlete, on reaching the transition area, started out on the running phase till completing the 5 km.

The happiness of reaching the finishing line was proof of the efforts carried out for all participants. Minor, but painful, cases of "collateral damage" were regrettably incurred.

An Osteopath Service was available during the event.

On 19 June LTG Cardona, Commander Force Command Madrid, presided the Triathlon Award Ceremony with the following results:



Command Sergeant Mayor Córdoba addressed the participants thanking them for the enormous effort they put into in the race, the great atmosphere throughout, without forgetting to thank the supporting staff.

The conclusion: WE ARE LOOKING FORWARD TO SEEING YOU NEXT YEAR AT THE 4th COMMANDER'S CHALLENGE CUP!■

Written by Lieutenant colonel Manuel GORDO

DORSAL	SURNAME	TEAM	TIME	FINAL PLACE
181	RENAUT	RED	0:54:02	1
182	BONELLI	YELLOW	0:57:37	2
174	AGUADO	RED	0:58:42	3
183	RUANO	GREEN	0:59:02	4
188	LE GALL	RED	0:59:35	5
185	FRIEDERICH	GREEN	0:59:52	6
177	MARTIN IDOETA	YELLOW	0:59:57	7
171	GARCIA GARCIA-PAJE	YELLOW	1:01:08	8
178	PENA	BLACK	1:02:54	9
173	GORDO	RED	1:03:15	10
187	IOANNIDIS	BLACK	1:03:51	11
179	DI SERAFINO	BLACK	1:06:36	12
175	BARBER	YELLOW	1:12:14	13
172	GONZALEZ ANTORANZ	GREEN	1:31:43	14
170	MARTIN BOLANOS	BLACK	-	-





FCMD

Food festival



The highlight of the summer at FCMD, the HQ's traditional International Food Festival, took place on 22 June this year. This is probably our more popular event. The aim of this activity is to strengthen the personal relations among the members and relatives of the HQ. Sharing national food specialties is only an excuse for meeting.

A record 1300 people, including HQ members, their families and friends as well as all the organizing staff, turned out for this festive event. The Food Festival opened at 7 pm, with the arrival of the Commander and his welcome address. He welcomed all of them and made feel at home. The party ended as scheduled at 22.30.

This year, 11 nations set up their stands with a selection of specialties from their traditional cuisines. These were Bulgaria, France, Germany, Greece, Hungary, Italy, The Netherlands, Portugal, Spain, Turkey



and USA. The Civilian Staff Association (CSA) also set up their traditional Coffee Booth, offering coffee and liqueurs as well as many varieties of doughnuts, as a special touch this year.

As on previous editions, 13 vendors' stalls were set up at the space reserved for them, offering a wide range of items, including jewellery, arts and

crafts and other ideal gifts. A special feature this year was the presence of Turkish Airlines, who raffled two air tickets to Turkey.

One of the highlights was the live music by Mr Kraig and LTC Falk, and the Baile Activo Group. The lively children's activities included a magician show and a puppet theatre among other fun and games.

Of course, the excellent weather also contributed to a wonderful evening. Once again, this very popular Festival was a huge success and enjoyed thoroughly by everyone. ■

*Based on story by Mrs.
Lucida Jane WINTLE TAYLOR*





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