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How to contact NRDC-ITA PAO:

Phone: +39 0331 345110-3-4

Fax: +39 0331 634505

E-mail: hrf.media@libero.it

Internet: www.nato.int/nrdc-it

Chief Public Affairs:

Col. ITA A Francesco COSIMATO

Public Affairs Office:

Media Ops: Maj. ROU A Marian Sorin PREDOAICA

WO1 ITA A Cosimo ARGENTIERI

Media Plans: Capt. ITA A Gianluigi ARCA

Media Briefer: Maj. GBR A Christopher Tom SARGENT

Chief Photo / Video Operator: WO1 ITA A Francesco CIVITELLI

Clkerk / Photographer: Cpl ITA A Salvatore PICONE

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PA staff may be contacted on IVSN telephone 425 ext. 5110 (Chief PA); 5113 (SO2 Media Ops); 5114 (SO Media Plans) or by calling commercial +39 0331 345110-3-4.

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FOREWORD

■ by **COL. ITA A Francesco Cosimato**
Chief of the Public Affairs Office, NRDC ITA



As the newly appointed Chief of Public Affairs at the NRDC-ITA may I take this opportunity to highlight my proposals for developing this journal.

I intend to use the magazine to highlight the role of the NRDC-ITA here at home and abroad on operations and exercises. The magazine should be a showcase for our activities that highlights the skills and capabilities we offer. I seek to enhance the reputation of this HQ by demonstrating the professionalism of our personnel, stimulating military debate and contributing to the efforts of the NATO Alliance.

In this issue we focus on the delivery of our ISAF contingent to Afghanistan which was and remains our Main Effort until they return. In addition the contribution made by others within the HQ to support the deployment and the families left behind.

As usual we also highlight the extra mural activities that foster a spirit of cooperation within the alliance, promoting cultural exchange, interoperability and integration.

I hope you enjoy reading the journal and if it is not to your liking feel free to contribute your ideas and articles to my office for consideration in the future.

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O'ER THE HULL AND FAR AWAY

or Who does what, the manning aspect

■ by COL. ITA A Maurizio SULIG

ISAF transferred from a “Core” to a “Composite” HQ with the Change of Command between ISAF IX and ISAF X on 4 Feb 07. Typically, in a “Composite” Model, the majority of posts in the establishment are filled by individual augmentees from the Troop Contributing Nations (TCNs). Whilst this solution grants visibility to the TCNs, it results in a very high personnel rotation rate, challenges to meet specialization and linguistic requirements, initial lack of confidence with NATO procedures: in the words of Gen Schuwirth, COS SHAPE, *“The fractured manning of HQ ISAF makes it a challenge to sustain an operationally capable HQ”*. To correct this situation, GRF (L) are tasked to provide, for 6-months rotations, a so called Standing HQ/Core Staff Element (SHQ/CSE), sort of a “backbone” of collectively trained and experienced personnel, able to enhance and increase the cohesion and output of the HQ.

HQ NRDC-ITA involvement in the process of manning the SHQ/CSE for ISAF 09/1 (how the current deployment is officially called) started in September 2007, as the commitment of the HQ to ISAF was confirmed: the HQ was to fill about 12,5% of the Crisis Establishment (CE) of HQ ISAF (18% of the military posts, since a number of billets in the CE are allocated to civilians), working in close coordination with:

- SHAPE J1, as the owner of the CE for any Contingency Operation;
- JFC BRUNSSUM CJ1, as the Mounting HQ for ISAF and
- ISAF itself, as the supported HQ.

Personnel drawn from NRDC-ITA was to fill key posts in CJ2, CJ3, CJ4, CJ8, CJ9 and in the Office of the NATO Senior Civilian Representative (namely his COS/Military Assistant), along with some more positions in other functional areas.

To better understand the scale of the task and its implications a second quotation from Gen. Schuwirth will help: *“It is vital that staff are able to “hit the ground running”, failure to do so will hamper COMISAF’s ability to operate and could in the long term endanger the success of the mission”*. The need to retain at the PHQ sufficient planning capability to meet the training and possible operational requirements during the deployment phase was also to be taken into account.

Moreover, it was immediately apparent that changes to the required contribution would have been the rule until the deployment.

In order to better face this set of challenges, a “ISAF Steering Committee” (ISC) directed by DCOS OPS and Chaired by DD-COS OPS was established. Permanent Members were ACOS G1, G2, G3, G4, G5, G7, with remaining ACOSs and SNRs “on-call”. This high-level board met at least monthly and based its work on the following main Terms of Reference:

- 1 *Members are ACOS equivalents.*
- 2 *The ACOS responsible for a given Line of Operation (LOO) will track progress of actions in the LOO.*
- 3 *Minimize documentation as much as possible - after Direction and Guidance and approval from DCOS OPS and COS, FRAGOs will be issued.*
- 4 *Don’t develop detailed instructions for the action plan. If Power Point will work, use it. Simplicity will make the action plan most successful.*
- 5 *After each ISC meeting, the chair and select committee members will brief the DCOS OPS and COS on progress during COS Updates.*
- 6 *All work will be posted on the OPS DIV WISE page, and SNRs will be updated on preparation issues at SNR meetings. Work of the ISC must take into account national/SNR perspectives.*

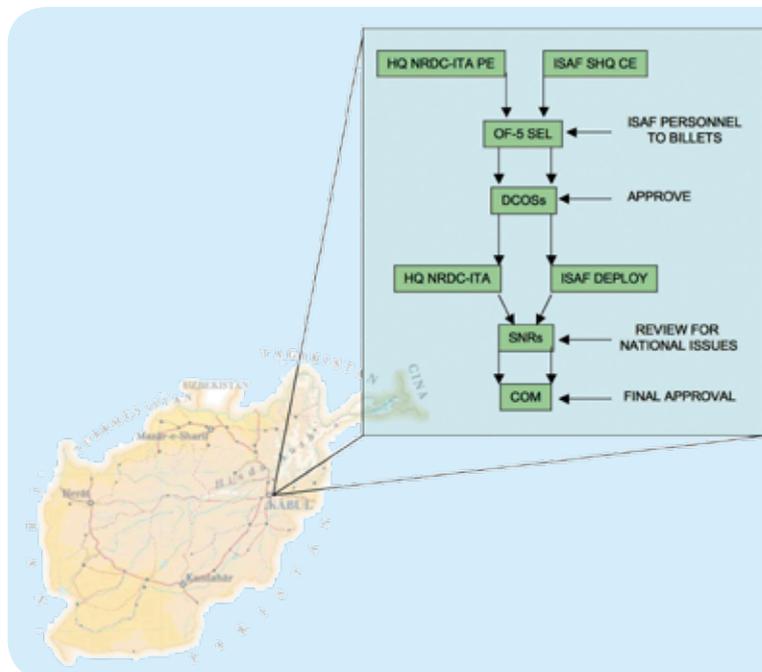
The last point is not to be overlooked, since NATO doesn’t own the manpower it employs, and any personnel should be viewed as a loan to NATO from Nations. It therefore follows that NATO is loaned the personnel on the basis that they will be employed in an agreed post and for an agreed length of time. Any changes to an individual’s employment, including reduction or ex-

tension in tour length must therefore be cleared with the Nation concerned.

That said, the “philosophy” outlined in the TORs was applied during the entire process, and it proved a successful one.

The first and main task was of course to populate the roster of positions assigned to the SHQ. To identify the right soldier to fill a given post, a very simple rule was applied: **MAN ALL POSITIONS FIRST WITH THE PERSON WHO DOES THE SAME JOB AT PHQ, IF NOT POSSIBLE WITH THE MOST QUALIFIED, IF NO QUALIFIED PERSON IS AVAILABLE (e.g., because the position is not foreseen in the PE) WITH THE MOST TALENTED.**

The procedure established to man the roster is summarized in the diagram below:



As anticipated, the request changed several times both in the total number of personnel to deploy and in the positions the HQ was expected to fill. This was due to a number of reasons, ranging from the 20% reduction of ISAF’s CE to the results of ISAF’s Functional Review. According to a well established routine, major issues were discussed at the Manning Conferences chaired by SHAPE J1: the Final Manning Conference for a given rotation is also the Initial Manning Conference for the HQ that will relieve in place the HQ that is soon to deploy. In this way the Final Manning Conference for NRDC-T (Istanbul, 23 Jan. 08) was the Initial Manning Conference for NRDC-ITA as ISAF 09/1 and, similarly, a representative of 1 GNC-Muenster

(designated to relieve NRDC-ITA) attended the Final Manning Conference for ISAF 09/1 in Solbiate Olona. Nonetheless, although a very effective communication channel with SHAPE and JFC-BRUNSSUM was opened



from the outset, many changes occurred out of those main events, thus manning the roster required a lot of adaptability. Just to mention some challenges faced or that could have been faced in the process:

- project changeover of NRDC-ITA personnel in the middle of the training phase or during the deployment, which in some cases resulted in the extension of the tour of duty of individuals;
- failure to pass medical checks: unexpected health problems are to be seen as part of life and the obvious solution would be to identify as many alternates as possible, however it is arithmetically challenging, to identify a trained and qualified alternate for every staff of a Branch that will deploy almost all its personnel;
- exceedingly high linguistic qualifications required for junior ranks and specialists, that required negotiation with ISAF CJ1 in order to readjust them at a more realistic level;
- changes in the organization chart of ISAF proved to be a cause of confusion and misunderstanding (for instance, discrepancies were identified in some Job Descriptions approved by SHAPE and JFC-BRUNSSUM and those published by ISAF). Although not a major issue in itself, proper selection of personnel makes it imperative for the SHQ to work only on a consolidated and agreed set of references. Also in this case, the very effective channel of communication established with SHAPE and JFC-BRUNSSUM helped in quickly fixing any issue.

Medical fitness to deploy is another issue of relevance. Of course, the delivery of a Medical Record is a National prerogative, but it must be kept in mind that in a Multinational HQ some Staff will be far away from his or her nearest (national) Military Medical Facility. Once again, the possibility to quickly get information on the subject from the Mounting HQ significantly eased the solving of this task, since it was possible to pass to all SNRs the minimum requirement for deployment to ISAF as per the ISAF Joining Instructions, for their action as required.

From the time of the Roman Legions, military organizations have constantly demonstrated to be voracious consumers and cheerful producers of administrative work, and ISAF does not deviate from this time-honored tradition. Currently, in order to get anything from ID Card to CRONOS account to accommodation, each individual deploying will need to fill out and to be issued forms whose number lies in the region of 2-digits (of course, in multiple copies). Availability in electronic copy of the updated version of the required forms, to be filled at Home Base and delivered electronically to ISAF resulted in:

- time savings;
- possibility to check and amend mistakes;
- possibility for ISAF Billeting Office to prepare in advance the whole package of ID Cards, computer accounts, CORIMEC keys, laundry bags, ration cards etc. for each individual which spared the just-deployed personnel, after a overnight flight from Europe to Kabul on military aircrafts, from the need of standing in queue for long time awaiting their turn to be in-processed.

To the reader who was stoical enough to reach this point, it could seem that, some mi-





nor hindrances apart, everything in the selection and designation of personnel went with the book. However, warfare-old military wisdom tells that no plan survives the first shot fired in anger, that is to say that a reality check of the situation on the ground is vital far more than advisable. To this extent, the deployment presence of a Fact Finding Team to Kabul proved to be very useful, since it brought to light a number of potential issues that could be solved at Home Base before the deployment of the Core Staff Element.

One more point is worth mentioning: since NRDC-ITA personnel, once in processed at HQ ISAF, are from an administrative point of view back to their respective National Chains for the duration of the deployment, it follows that any issue involving or affecting one of them will be dealt with by the local SNR. However, although deployed, they are still “our” soldiers, and it would have been contrary to the covenant that binds soldiers to their unit and to their leaders to send them on an Operation and forget them until they redeployed. Additionally, there was the need to safeguard the identity of our “Contingent” to ISAF, even though it is understood that that issues falling under the authority of the National Lines of Command will be the responsibility of the respective SNRs/NSEs.

To this extent, the senior among the 4 Colonels deployed to Kabul was appointed as NRDC-ITA Senior Representative to HQ

ISAF, to serve as the primary point of contact between NRDC-ITA and HQ ISAF for any serious and urgent issue/problem affecting NRDC-ITA personnel deployed to ISAF. His terms of reference are:

- 1 *Senior Representative of NRDC-ITA to COS ISAF for any issue pertaining to the SHQ/Core Staff Element, aware of COM NRDC-ITA Intent, Concept of Operations, Main Effort and Mission Priorities for the preparation and training of NRDC-ITA personnel deployed to ISAF;*
- 2 *Assists as advisor HQ ISAF in managing NRDC-ITA personnel appointed to HQ ISAF by:*
 - *Promoting close contact, intercommunication and mutual understanding, as required, with Heads of Divisions/Branches to which NRDC-ITA personnel is assigned, supported by the NRDC-ITA OF-5s deployed to ISAF.*
 - *Amplifying NRDC-ITA’s intent and points of detail on personnel issues, as appropriate.*
 - *Assisting HQ ISAF in the proper handling of any proposal to move NRDC-ITA personnel from the post to which he/she has been appointed to another position for which he/she has not been trained.*
 - *Facilitating the passing of oral and written communications between HQ ISAF and NRDC-ITA.*
- 3 *Submits reports/information on any issue that required his attention/action to COS NRDC-ITA.*

Initial feedback from the Theatre show that the system is working well to the satisfaction both of ISAF and of the deployees.



To summarize, and to try to draw some Lessons from what has been done so far:

- **Communication:** It is fundamental to liaise regularly with SHAPE and JFC-BRUNSSUM for official references as SHQ bid, ISAF HQ CE, Job Descriptions and any new proposal; Moreover, it is useful to establish liaison also with ISAF J1 for the “on ground situation”, e.g. to identify priorities in the manning of gaps;
- **Fact Finding Team:** the presence of a Fact Finding Team in Kabul two months before the deployment of the Core Staff Elements proved to be very useful. On future occasions, it would be highly advisable to insert in the Team a G1 representative, due to the large number of
- activities specific of the Personnel function (in processing, manning, Personnel Administration Forms, ...);
- **Manning changes:** during all the preparation phase G1 is to be prepared and ready to face manning changes, until the end of the deployment. Adaptability, flexibility and back-up solutions are required to great lengths;
- **SHQ Senior Representative to ISAF HQ:** a very sensible and effective solution, with the value added of conveying the message that the GRF (L) tasked to provide the SHQ/CSE for HQ ISAF are deploying a cohesive capability package, and that they are not a mere “augmentees farm”.

The successful execution of and support to NATO operations is our top priority. Our ISAF commitment will continue to be the highest priority. We will do everything possible to ensure long-lasting operational success and guarantee the historical chance of the Afghan people to peacefully shape a promising future.

A few months ago, I was told I would be sent to Joint Force Command (JFC) - Brunssum as Liaison Officer (LNO) during the deployment phase of our personnel to Afghanistan (ISAF mission). JFC - Brunssum is our higher Command, whose top priority is the execution of, and the support to, NATO operations. Of course, ISAF commitment is, and will continue to be, the highest priority.

Well, when I was told to join JFC-B for the deployment phase, I thought to myself that a period of relax would not have been any bad. I don't know why, but there is always a misleading perception that a higher Command does not work as hard as a lower one. And I think this feeling applies not only to military reality, but rather to any public institution.

Once I was there, I had to definitely change my mind. I did appreciate the quantity and the quality of work, at any level. In practical terms, my task was to support J4 Movement & Transportation Section, during the deployment operations to Kabul. In other words, to monitor all activities, starting with the preparation of personnel to the arrival to the final destination (ISAF Headquarters), passing through all intermediate steps: transfers to/from airports, check-ins, take-offs, landings, transfer to ISAF compound.

In the backstage of all these activities, an organization composed of:

- a Transition Team located in Kabul (TTK);
- a Transition Team located in Solbiate Olona and Malpensa airport (TTS);
- an Operational Centre (OPSCEN) activated for the scope at NRDC-ITA;
- a LNO to JFC-B.

All these assets were effectively coordinated by Rear Support Command (RSC) of NRDC-ITA, particularly by Lt.Col. Imbimbo and his staff.

The awareness of having such a perfect organization behind, did consolidate my initial feeling: it wouldn't have been a big burden. Everything was planned in details and only unexpected events could have mined such a capillary organization. Exactly: unexpected events: that's what it was about.

As I arrived to Brunssum, after the necessary briefings, the first bad news: the first flight (chalk) was cancelled, and tentatively postponed by 24 hours. At a first thought, nothing really serious: we just inform the personnel that they can enjoy their family one more day and then re-schedule everything for the following day: not a big issue. In fact, the re-schedule of the first chalk took place without significant trouble.

What, instead, did create a little havoc was the second chalk. A series of concomitant causes (fuel problem, overbooking, and so on) did result in a never-ending story of postponements, bringing a lot of troubles to personnel, stressed by an infinite go/no go.

It was in this very moment that the synergy and the cooperation between JFC-B, Kabul, NRDC-ITA and Ramstein (the airbase from where the US C-17 came) was appreciated. Even in night-time, as the situation evolved.

You may easily understand how was the feeling of the deploying personnel: stress, frustration. In those moments it's even hard to accept any evident justification. They might have thought of a rough organization, instead. It's more or less about the same story I was saying in the beginning: the distrust towards whoever has to decide on us. Now I have realized that it's not like this, and I would like to assure those with that feeling. And if some of the 81 persons leaving for Kabul on that 27 January 2009 should read this story, I hope they will change their mind too.

By LTC ITA A Matteo Mancini

The training path to ISAF

■ by MAJ ITA A Emiliano PERILLI

NRDC - ITA activities for preparing the personnel to join the NATO mission in AFGHANISTAN in February 2009 (ISAF IX/1) dated the second half of 2008.

They were developed planning and executing a wide range of different training events focused to prepare NRDC-ITA personnel after the certification exercise planned in STAVANGER made under the supervision of the NATO Joint Warfare Centre to be ready for ISAF deployment.

We directed our efforts on two different aspects mainly: the individual military preparation of any of our personnel and the collective mission-oriented training to built up the staff framework.

With this clear mission in mind all NRDC-ITA personnel attended a selective and intensive training cycle aimed to prepare them in the best way to achieve successfully the necessary qualification for being appointed to ISAF mission.

Here a quick overview of the related activities developed by NRDC-ITA for achieving its ultimate goal: deploying a fully quali-

fied and trained staff able to perform successfully its mission.

We started with the development of the so called *Individual Military Training*. We nicknamed it IMT and it was based on an extensive period of activities aimed to prepare and qualify every single person in our staff as a combatant, through the development of his/her skills to face effectively the different challenges that modern warfare require.

NRDC-ITA considered the IMT sessions as the corner stones for starting up the preparation to ISAF mission.

Indeed during the months of May and October, two session of IMT were planned and developed using the training facilities available on the CANDELO MASSAZZA area.

Over there about 400 NRDC - ITA personnel of every rank and status conducted an extensive and thought series of training activities. The program was made by such as activities as live-shooting-fire range sessions (enabling them to master the use of side arm, long as well squad weapons), field topography and orienteering lessons aimed to

conduct a hasty survey, or to lead a patrol in an hostile environment; First Aid lectures and practical exercises useful to face basic medical emergency or survive to critical situation.

Some other specific topics as Mine & Improvised Explosive Devices awareness and Chemical Biological Radio and Nuclear defence, were developed to complete the military preparation of NRDC-ITA personnel. Here the teaching techniques used by the instructors were a mix of theoretical briefings about the mentioned matters and practical sessions conducted by each attendee to practise.



Concerning the *Mission-Oriented Training* issues, these were focused on preparing the personnel as a core staff, to achieve successfully a mission, in a quite peculiar geographic-religious-social-politic oriented environment.

To accomplish this task NRDC-ITA TRADOC Division planned and developed a training cycle made by a series of different events and exercises strictly linked together and carried out in a specific sequence of time.

This stated cycle of activities was aimed to lead, step by step, the personnel to understand the environment and the mission, to practise the staff procedures and to be confident in their capacity to fulfil at their best the tasks assigned as a whole staff.

This has been the ultimate goal of the well known *Eagle Focus* exercises series (internally named *EF-1 EF-2* and *EF-3*), which were carried out over the period September-November.

In a nut shell a quick display of the related topics developed by the *Eagle Focus* series.

EF-1 provided the staff with a lot of information, data, situational synthesis concerning AFGHANISTAN history, geography, as well as social-religious environment; NATO mission criteria, current situation and nowadays threats were also described and comments were made on. As briefers we invited qualified lecturers and scholars from different NATO HQs, Military Schools and Institutes as well as top-civilians-experts.

The same activity, nicknamed *Asian Eagle*, was conducted a couple of weeks after to prepare and update NRDC-ITA personnel not directly tasked for deployment in ISAF mission to make available some trained people to use a replacement or augmentees just in case of.

EF-2 exercise was aimed to enrich, consolidate and strengthen the staff skills of NRDC - ITA personnel. Activities were carried out to improve functional area management, to review internal-branch procedures and to be acquainted with ISAF way of working the staff routine. Branches and Division started up to be formed as required by ISAF roster, common-ground knowledge and organizational linkages were established.

EF-3 was carried out as the last stage in our internal approach to become a single cohesive core staff ready to undergo the final evaluation for being considered ready-to deploy.

The exercise was developed throughout a series of simulated incidents conducted by using the techniques of *vignettes* highlighting possible events ISAF personnel could face during their staff duties and aimed to improve the staff outcomes. The storylines

were developed by referring the experiences and the expertises of so called *subject matters experts*, top ranked Officers and Civilians highly qualified working with International Organizations having had a duty term in AFGHANISTAN recently.

All the time long the development of *Eagle Focus* series of exercises, many others flanking and supporting training activities aimed to refine and /or improve the personnel single or collective skills were accomplished.

To mention the most qualified and important of them it is necessary to quote the *Key Leader Training* attended by Officer ranking OF 5 and above, developed through a mix of briefings and syndicates held in BRUNSSUM and KABUL.

A wide range of different courses, conducted at the NATO Schools or on site, were aimed to improve dramatically the personal background of NRDC-ITA personnel on many field of expertise. To mention the most important just, we have to refer to software management as LOGFAS/LOGREP, ICC, BICES and JOIIS and on minor software as JCHAT, GEOSIT and JWACHT. "Functional Area Software (FASs) development plan".

This activity, conducted in order to prepare ISAF personnel on the functional area software used in HQ ISAF, was carried out by lectures provided by NATO Schools and NC3A instructors.

Indeed also language proficiency was taking in account providing training possibilities for not English native speakers to improve and refine their knowledge.

After the successfully conclusion of the afore-mentioned activities, NRDC-ITA personnel was faced with the last challenge. In December an highly qualified and motivated staff attended, at the NATO Joint Warfare Centre (JWC), the last step in its way- to-ISAF deployment.

This was the *Core Staff Element Training*, purposely designed and aimed to validated the staff through a specific and realistic exercise in which the real condition of AFGHANISTAN operational environment were recreated in a huge mock-up of ISAF HQ.

And the result of this validation check was without any doubts.

NRDC-ITA IS MISSION READY





Exercise “PEGASO”

NRDC-ITA in Computer Assisted Exercises

■ by LTC ITA A Matteo MANCINI

AOSTA Bde and its 5th RGT carried out a Command Post Exercise (CPX) and a Computer Assisted Exercise (CAX) as Primary Targeting Audience (PTA), at the Simulation and Validation Center (Ce.Si.Va) in Civitavecchia (Rome) from 16 to 27 Feb '09. The aim of this exercise was to train the units to operate in a Crisis Response Operations (CRO) Scenario (KOSOVO) through the use of Simulation assets. AOSTA Bde, in fact, is due to take-over responsibility of the Multinational Task Force West (MNTF-W) in Kosovo, in April.

I was involved in the exercise as one of the Observers/Controllers Team (O/C) for Combat Service Support (CSS) functional area. HQ NRDC-ITA provided also 1 INFO OPS Staff Officer (Maj. Massimo Di Pietro).

The organization of the activity comprised:

- Directing Staff (DISTAFF) of the exercise, the Higher Control (HICON), Lower Control (LOCON) as well as the representation of International Organizations (IO) and Non-Governmental

Organizations (NOG), were all reproduced in a very effective manner by Ce.Si.Va.

- The O/C Team was composed of Augmentees from our HQ and from Italian Land Forces HQ.
- Two phases: 1 week dedicated to the planning and 1 week for the execution phase.
- After Action Review and final Report were performed at the end of the exercise, with the presence of all participants as well as the Command Group of Ce.Si.Va.



The main task for the O/C Team was to observe and report to the (DISTAFF), within our specific competence, on the following aspects of the performance of the Aosta Bde and its sub-unit:

- Implementation of the NATO Operation Planning Process (OPP) and NATO Procedures.
- Use of the SIACCON (Automated System of Command and Control).
- Management of the internal/external communication flow.
- Reaction to the numerous realistic situations simulated by the Simulator System and/or injections originated by the HICON.

DISTAFF focused high attention to the specific integration of the Tactical Effect Cell (TEC) within the Bde CP, in the planning and executing phase. As a matter of fact, most of the injections were meant to test and assess the Non-Kinetic activities, such as: Civilian/Military Cooperation (CIMIC), Information Operations (INFO OPS), and Psychological Operations (PSYOPS), Public Affair Operations (PAO).

As for the CSS functional area, I worked in conjunction with the G4 Rep at HICON. The focus was kept on the relevant procedures used for log activities (Medevac, Sustainment, Movements, Recovery/Maintenance, etc.) aiming at assessing the ability of using NATO procedures and standards (Logistic Reports, Logistic Assessment Reports), as well as the prompt reaction to the injections.

The activity was very interesting and the performance of all actors, especially the



PTA, was highly professional. It is worth mentioning that the Bde Commander, Brig. Gen. Roberto Perretti, has spent years in international contests, and his last appointment was as ACOS G3 at our HQ. So he has been transferring his great experience onto his staff.

Moreover, most of the PTA personnel have been already deployed abroad, mainly in Kosovo region. There were Staff Officers going to perform their third or fourth mission to Kosovo, and this aspect is a great insurance in the hand of the Commander: experience is more knowledge; and “knowledge is power”, as our CSS motto says.

This has been a positive experience and should be repeated, from time to time, sending different personnel from our HQ, to share their knowledge out of our barracks. In fact, the participation of specialized personnel HQ NRDC-ITA was very much appreciated and enabled the achievement of the training objectives of the exercise. Furthermore, our participation in the activity contributed to confirm the effective support in terms of expertise that we HQ can offer at the national level in specific fields. This cooperation with Ce.Si.Va. should continue.





HQ NRDC-ITA Personnel

Mission Rehearsal Exercise 28 Nov-12 Dec 2008

■ by MAJ GBR A Christopher Tom SARGENT

As a part of the build up training for HQ NRDC-ITA personnel deploying on ISAF 09/1 120 members of the Headquarters deployed to the Joint Warfare Centre (JWC) in Stavanger at the end of November. The aim of the training was twofold, to provide background information and expert analysis of the operational theatre and to rehearse specific procedures and planning processes relevant to the ISAF mission in Afghanistan.

The training was conducted over a two-week period and during the first week saw NATO personnel currently deployed in Kabul, return to the JWC to provide Subject matter expertise and background briefings. The second week was the Mission Rehears-

al Exercise and allowed NRDC personnel to get into role by undergoing mission specific training. The scenario used throughout the exercise was based on current events in theatre.

The JWC is a vital component within the NATO command and provides the ability to analyse and transform NATO's performance in all operational theatres. During this particular exercise the staff of the JWC under the command of Lt Gen Wolfgang Korte (Ger-A), provided expert advice and up to date training, based on the analysis of lessons learnt in theatre.

The training not only focused personnel on the current situation but also allowed

the training audience to bond as a team ready for the challenges that lie ahead. Wing Commander Simon Jessett (NRDC-ITA SO1 ASFAO) was particularly impressed with the structure and attention to the realism of the scenario. "This sort of training is crucial if we are to succeed as a headquarters. There are so many different nations involved in this operation that continuity and relevance of training is essential. This two-week package has allowed us to identify problem areas and begin to learn ISAF procedures. It has also allowed us to build relationships with augmentees from other nations and headquarters so that we are all able to work as a team".

Although busy, there was time to explore the beautiful town of Stavanger and to sample some of the local culture albeit briefly. Stavanger is currently one of the European Capitals of culture and has a fascinating history and cosmopolitan feel.

It is very much hoped that members of the HQ NRDC-ITA will return to the JWC later this year to share their knowledge and experience of ISAF with their colleagues from the GE/NL Corps who will be



forming the basis of the HQ ISAF 9/02. There will be many challenges ahead of us in 2009 and the mission in Afghanistan will be tough. Thanks to the help of the JWC and the diligence of its staff, the personnel deploying have been well prepared and prepared to meet these challenges head on.





The Nrdc-Ita Personnel IMT for first aid on the Battlefield

A training model to modify the attitude and increase the skills of a multinational military community (lay first aiders) in initial management of the incident scene, before the arrival of professionals.

by LTC ITA A Francesco GAETA

A new training model for the NRDC-ITA Headquarter multinational staff was developed during the NRDC-ITA annual Individual Military Training (IMT)2008 - Medical Part in order to increase the attitude and skills of the multinational military staff in managing the incident at the scene before the arrival of professional first aiders.

The experiences and lessons learned after six years of these activities have shown that

the international staff, not belonging to a medical service (generic army staff = lay first aider), have a double approach to the first aid (self aid / buddy aid). On one side we have people that are reluctant to approach the casualty (“how I can help him ... without touching him?”) and, on the other side we have people, that we can define as “the heroes”, that want to do something in any case, but without ratio and often putting themselves and the casualty in further danger.

Course design

Pre course refresher (slides/written material)	<ul style="list-style-type: none"> • General Self Aid/Buddy Aid principles • Wounds and bleedings treatment • Transport of patients methods • Etc. 																																																																																																					
Initial summative / formative assessment (questionnaire)	<ul style="list-style-type: none"> • Assessment of basic knowledge • Attitude towards first aid/buddy aid • Time that they believe must be dedicated to this training (theory % / practice %) • What they believe is important to know /what they are interested in • First aid experience (courses/ military live experiences/ civilian live experiences) 																																																																																																					
Training (theoretical part)	<ul style="list-style-type: none"> • Command and control on the incident scene • Safety • Scene assessment • Communication • Triage • Initial basic treatment • Handover to professional first aiders 	<table border="1"> <tbody> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td></tr> <tr><td>29</td><td>30</td><td>31</td><td>32</td></tr> <tr><td>33</td><td>34</td><td>35</td><td>36</td></tr> <tr><td>37</td><td>38</td><td>39</td><td>40</td></tr> <tr><td>41</td><td>42</td><td>43</td><td>44</td></tr> <tr><td>45</td><td>46</td><td>47</td><td>48</td></tr> <tr><td>49</td><td>50</td><td>51</td><td>52</td></tr> <tr><td>53</td><td>54</td><td>55</td><td>56</td></tr> <tr><td>57</td><td>58</td><td>59</td><td>60</td></tr> <tr><td>61</td><td>62</td><td>63</td><td>64</td></tr> <tr><td>65</td><td>66</td><td>67</td><td>68</td></tr> <tr><td>69</td><td>70</td><td>71</td><td>72</td></tr> <tr><td>73</td><td>74</td><td>75</td><td>76</td></tr> <tr><td>77</td><td>78</td><td>79</td><td>80</td></tr> <tr><td>81</td><td>82</td><td>83</td><td>84</td></tr> <tr><td>85</td><td>86</td><td>87</td><td>88</td></tr> <tr><td>89</td><td>90</td><td>91</td><td>92</td></tr> <tr><td>93</td><td>94</td><td>95</td><td>96</td></tr> <tr><td>97</td><td>98</td><td>99</td><td>100</td></tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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Training (practical part)	<ul style="list-style-type: none"> • Simulated scenario • Moulage • Basic BLS manoeuvres (with resuscitation mannequin) 	<table border="1"> <tbody> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td></tr> <tr><td>29</td><td>30</td><td>31</td><td>32</td></tr> <tr><td>33</td><td>34</td><td>35</td><td>36</td></tr> <tr><td>37</td><td>38</td><td>39</td><td>40</td></tr> <tr><td>41</td><td>42</td><td>43</td><td>44</td></tr> <tr><td>45</td><td>46</td><td>47</td><td>48</td></tr> <tr><td>49</td><td>50</td><td>51</td><td>52</td></tr> <tr><td>53</td><td>54</td><td>55</td><td>56</td></tr> <tr><td>57</td><td>58</td><td>59</td><td>60</td></tr> <tr><td>61</td><td>62</td><td>63</td><td>64</td></tr> <tr><td>65</td><td>66</td><td>67</td><td>68</td></tr> <tr><td>69</td><td>70</td><td>71</td><td>72</td></tr> <tr><td>73</td><td>74</td><td>75</td><td>76</td></tr> <tr><td>77</td><td>78</td><td>79</td><td>80</td></tr> <tr><td>81</td><td>82</td><td>83</td><td>84</td></tr> <tr><td>85</td><td>86</td><td>87</td><td>88</td></tr> <tr><td>89</td><td>90</td><td>91</td><td>92</td></tr> <tr><td>93</td><td>94</td><td>95</td><td>96</td></tr> <tr><td>97</td><td>98</td><td>99</td><td>100</td></tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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Final formative assessment (questionnaire)	<ul style="list-style-type: none"> • Final attitude towards first aid/buddy aid • Time that now they believe must be dedicated to this kind of training • Language preferences • Aim and target understood • Opinion on a facilitator tool (battlefield handbook) • Comments/suggestion 																																																																																																					



For this reason after a comparison with other similar Headquarters, a research on what is present in literature on first aid/buddy aid (especially in Major Incident/Mass Casualty situation) a new model of training was developed based on a full spectrum approach on what a military lay first aider

should know to better manage a incident scene, with the individual first aid kit available, in the timeframe before the arrival of professional first aiders, starting from the scene assessment and safety to the communication and first aid provision, up to the handover to the professionals.

A schedule (hazard/risk/vulnerability analysis) was adapted from one of the existing systems in disaster medicine literature, to be more close to possible operational scenario and also to determine the threat assessment for this scenario.

EVENTS LIST	Events: realization of a hazard Hazard: anything that may pose a danger			
	E.g. I.E.D.	E.g. Car Incident	E.g. Direct fire	E.g. CBRN
PROBABILITY	Score 1-10			
VULNERABILITY	Score 1-10			
% OF AREA OF OPERATION AFFECTED	Score 1-10			
MANAGEABILITY	Score 1-10			
SERIOUSNESS	Score 1-10			
TOTAL SCORE	Threat assessment (number from 5 to 50)			

This project, the thesis topic from Lt. Dr. Francesco Gaeta for the European Master in Disaster Medicine (EMDM), hosted by University of Eastern Piedmont "A. Avogadro" in cooperation with prestigious Universities as Vrije Universiteit Brussel, Université de Genève, University of California and Centre for Teaching & Research in Disaster Medicine (KMC) Linköping- Sweden, received also the tutoring of international experts.

The method was tested in 2008 during the NRDC-ITA Individual Military Training (Medical Part) that took place in Candelo Masazza Army training area.

The course was based on a theoretical and a practical part that simulated an operational scenario and the participants, in small groups of 3-4, were requested to assess the event and react adequately.

Before and after the training a questionnaire (formative/summative assessment) was submitted to each participant. During the practical part an evaluation sheet was filled in by each instructor.

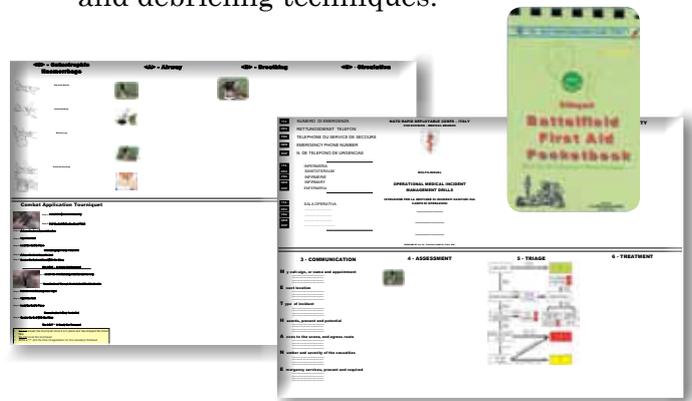
The analysis of the results shows that this new method of training, full spectrum training, including not only medical topics but all the necessary information useful to manage the scene of the incident before the arrival of medical professional, utilizing the hazard/risk and vulnerability analysis to define the specific threats and adopting the "learning by doing, by thinking and by lov-

ing" methodology was increasing the attitude and the skills of the selected multinational military community.

This kind of training represents a modular way to build up a training adherent to possible scenarios and/or operative needs necessary to give the audience the capability to manage incidents, and by this provide added value to each staff members in providing first aid and save the life of their comrades.

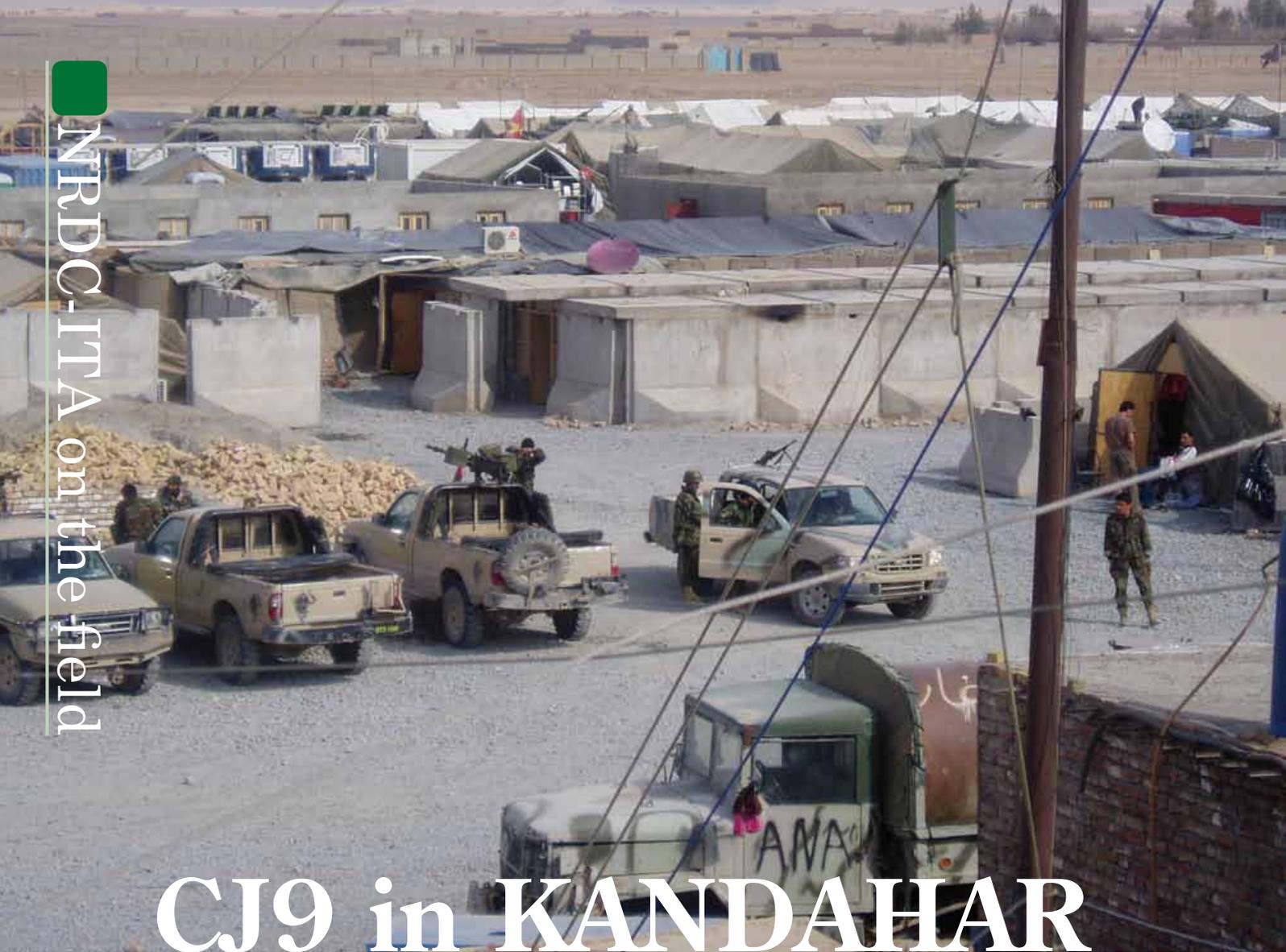
Potential areas for further study on this training model are:

- Possible application in a civilian community: of this methodology of training, looking specially at the low cost and the short time necessary to set up and to provide to the training audience can find field for application for the local communities during PSOs (Peace Support Operations) or CROs (Crisis Response Operations) because with the appropriate training and skill retention, lay member of the public can potentially contribute to a post disaster/post conflict or post crisis medical response.
- Plan to improve this training with the help of military Psychologist, adding a part dedicated to the management of the stress in operation and, in a particular way, the stress after an incident/accident. Training for the Team leader with support on how manage the team, briefing and debriefing techniques.



Battlefield handbook : Although this was not a specific target of this project, particular attention was given to this final product or, in a special way, on how set up an useful battlefield handbook, meaning a tool that should have some specific characteristics: easily readable, in multiple languages, with explanatory figures/pictures, easily portable, protected against field environment (water, dust, etc.)

During 2008 some initial drafts of this handbook were made, but the final product requires more time and more studies.



CJ9 in KANDAHAR striving to achieve more

■ by LTC NLD A Math Weijers & MAJ ESP A Jose Vazquez Pombo

Although HQ NRDC-ITA personnel are predominantly based in Kabul at the ISAF HQ, situational awareness is paramount if we are to conduct successful and informed operations against the enemy. With that in mind those NRDC-ITA personnel operating within the Stability Division in Kabul took the opportunity and departed to Kandahar RC(S).

The CJ-9 Branch was represented by LTC Math Weijers and Major Jose Vazquez Pombo, both were tasked to establish a working relationship within their subordinate Headquarters Stability Branch within Regional Command South (RC (S)) based at Kandahar Airfield. Some twenty Staff Officers were involved in the trip including many from Solbiate Olona. We deployed by C-130

from Kabul International Airport and arrived at a hot and dusty Kandahar after an uneventful flight. The first day of the visit was a chance to meet and discuss operational matters with the RC (S) G9 and CIVMIL cell. With so many different nations and forces involved in the Afghan theatre one of the major challenges is to ensure continuity and coordination. During the discussions that were held the staff from both Headquarters were able to exchange views and ideas on the challenges, experiences and ways ahead that will be required to develop better communications in order to enable ISAF HQ to provide more efficient support to the ongoing work being carried out by of RC (S). It was also an opportunity to learn from the experiences of others and to gain from them, the necessary information to properly plan future CJ9 orientated operations. Away from a busy meeting schedule, we were able to see for ourselves the much talked about restructuring of the Kandahar Airfield. This huge base in the middle of a barren and desolate part of Afghanistan is the home to over 15,000 coalition forces. A hugely impressive operating base it is currently undergoing a massive restructuring in order to be ready to receive the soon to arrive 17,000 troop reinforcement.

During the day two, we went to visit a Forward Operating Base in the Zahri District in Kandahar province, called FOB "Wilson", with the rest of HQ ISAF personnel. A company of Canadians are doing an excellent job there, in hard conditions, providing support to ANSF, supporting the District Governor and facilitating the development in the area. The visit demonstrated to us the reality of current operations, the challenges our troops face on the ground and how they solve the problems within their capabilities, whilst operating in one of the most dangerous areas in Afghanistan. The visit showed us the very real differences between operating in the comparative safety of the HQ in Kabul and the reality on the frontline. For us the staff, it reinforced the need to take into consideration at all times the needs of those operating in the RCs, Provincial Reconstruction Teams (PRTs) and Operational Mentoring and Liaison Teams (OMLTs). After a short two days stay in Kandahar we flew back to Kabul, far more aware of the need for ISAF HQ personnel to take into consideration the soldiers that are operating under the most difficult of circumstances.

Picture: "Kandahar Airfield terminal" was the last Taliban stronghold in 2001.





ISAF DEPLOYMENT

ONE MONTH ON

■ by COL GBR A John ROUSE

The one hundred and sixty two soldiers that deployed to ISAF from NRDC-ITA have now been in theatre for a month, so it is perhaps time to reflect on the first few weeks here.

The Deployment

The force deployed in two chawks, one in mid January, and one at the end of January. The first chalk was delayed by 12 hours in its deployment, but the second arrived on time. In this respect we were lucky as aircraft into and out of Kabul are often delayed at this time of the year due to the inclement weather.

The Reception

Reception for both chawks in Kabul airport, and induction into the HQ ISAF, went surprisingly well, due to the detailed plan-

ning undertaken by the four man Transition Team that had arrived some days earlier to arrange for the arrival of the two main bodies. However, NRDC-ITA staff did arrive at a period when the camp was rather full, so many spent a couple of weeks in transit accommodation until their final billets became available.

The Relief in Place

In general, most of the 162 personnel from NRDC-ITA took over appointments from members of NRDC Turkey, who had been the Standing HQ (SHQ) supporting HQ ISAF for the preceding six months. But, because HQ ISAF was undergoing a significant restructuring when we arrived a number of NRDC-ITA found themselves filling appointments that were either new, or for which they were not specifically prepared. However, with a very few exceptions,

which were soon sorted out, everyone settled into their new appointments with ease. The last of our Turkish comrades flew out on 4 February. NRDC-ITA had arrived.

The Integration

HQ ISAF is used to a rapid turn around of staff as most staff below the rank of OF 5 are on 6 month tours. Therefore, we were quickly integrated into the life of the HQ, both professionally and socially. In this respect, the robust training that staff had undertaken in the six months preceding deployment meant that most were familiar with how HQ ISAF operates, and were able to take up their responsibilities with ease. Most agree that the most valuable parts of the training were EAGLE FOCUS 2 and 3, and the Mission Rehearsal Training in Stavanger. Of course, the arrival of NRDC-ITA personnel, with other non NRDC-ITA Italians already in the HQ, coinciding with the arrival of an Italian Chief of Staff, means that the number of Italians in the HQ is now well over two hundred, which has meant that the atmosphere of the HQ has changed. At the very least the quality of the coffee has improved!

NRDC-ITA Deployed Structure

HQ NRDC-ITA personnel are deployed across the HQ. As such it is difficult to keep everyone of the Corps in touch with what is going on that is of general concern to all those from the Corps. Therefore, a loose structure, with a chain of command, has been set up with a view to facilitating the smooth passage of information between Kabul and Solbiate Olona. With easy access of emails, it is easy to short cut this chain, but we are very much encouraging people to use the chain, so that we can avoid misunderstanding and the spreading of harmful rumours.

Early Lessons

It is undoubtedly too early in the tour to make firm suggestions about lessons learned, but even at this stage a couple of points are worthy of note:

- good robust pre deployment training leads to flexibility in undertaking ap-

pointments that have changed from the published job specifications;

- a small reserve of soldiers and staff officers needs to be trained alongside the deploying force so that last minute unforeseen changes to the deployment roster can be accommodated;
- a good in depth assessment by the Fact Finding Team that deploys a few weeks before the main force is invaluable in ensuring that surprises are kept to a minimum.

The Future

Although we have only been here a month our tour end does not seem far off. Time has flown by. We now look forward in the next few weeks to the arrival of the recce team from the GER/NLD Corps, our successors as the SHQ element. And of course, we are anticipating with much enthusiasm the arrival of the Commander of NRDC-ITA who will soon deploy to visit his team.





The NRDC-ITA public affairs office in Kabul an Initial Perspective

■ by MAJ GBR A Christophen SARGENT

One month into a six month tour of Kabul and the NRDC-ITA PAO is flying the flag. A busy schedule of interviews, press releases and planning for the upcoming Afghan elections has meant a high tempo of operations.

The three members of the Public Affairs Office who normally operate within the Headquarters at Solbiate Olona have embraced their new surroundings and have quickly integrated themselves into the HQ ISAF Public Affairs Operation. With the focus of the world on Afghanistan this has proved a busy period for all concerned. The

daily routine sees numerous media engagements with media outlets from across the globe wanting to get a piece of the action.

Recent kinetic events within the capital have seen much reporting on a resurgent Taliban, although inaccurate these reports have served to focus the team on the requirement for speedy and coordinated action across the media environment. A more proactive approach has been required by all and planning has begun to ensure that the media are kept informed and in line with the current situation on the ground.

Afghanistan is seen by many of the world's media to be the place to be and as such numerous interviews have been arranged and coordinated by the PAO to ensure that the correct story reaches the correct audience. In addition to dealing with the world's media the focus of the PAO has been on engagement with the local Afghan media.

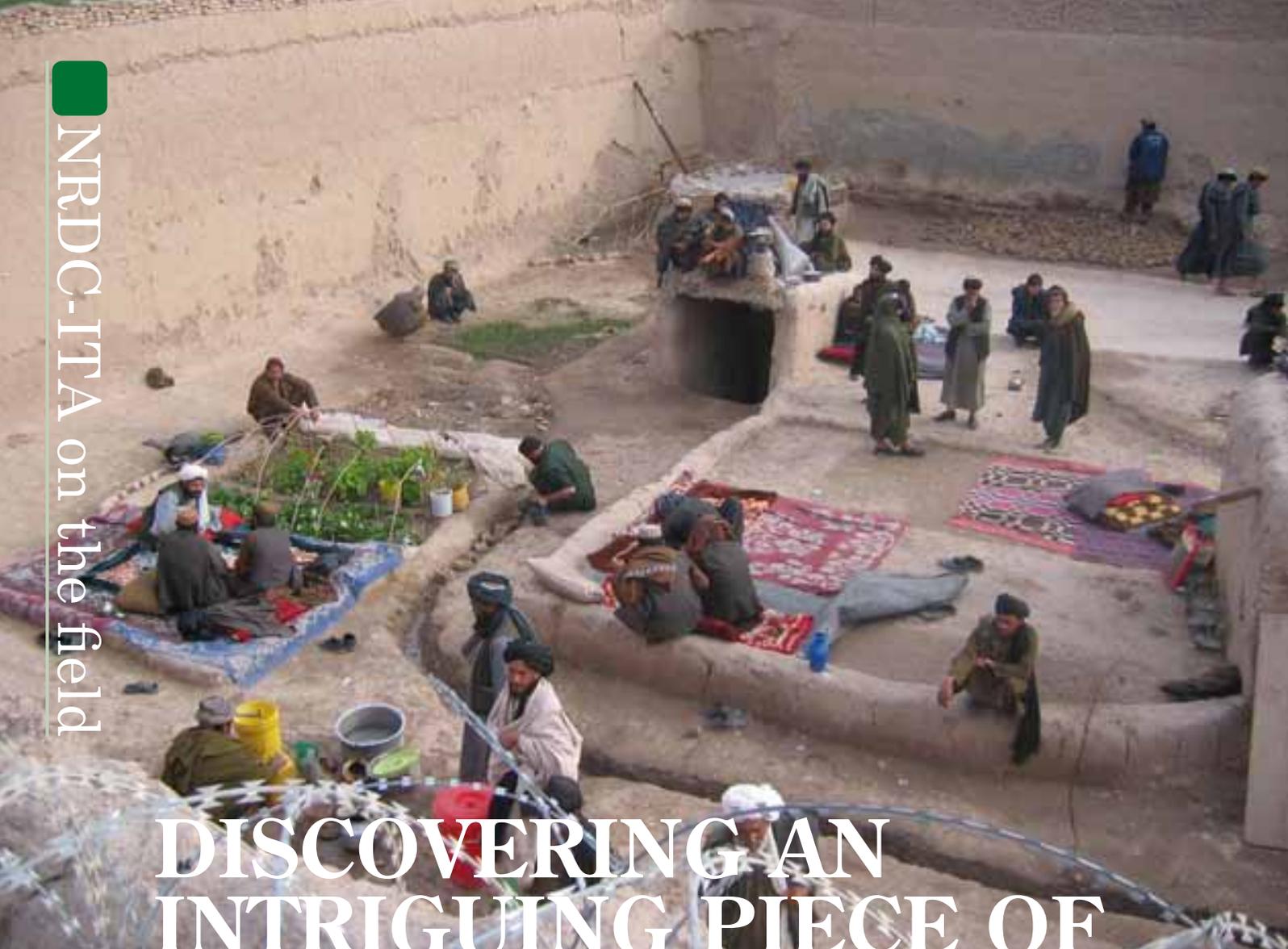
A classic counter insurgency imperative is to win the hearts and minds of the people. Afghanistan is very much a war amongst the people and as such the campaign will be won or lost amongst the populace. In a country where the population is diverse, disparate and divided by differing loyalties, creeds and cultures the information campaign is complex and difficult to determine. The media operation is vital to ensuring success and in shaping the battlespace. In conjunction with Information Operations and Psychological Operations, the media piece contributes to the overall outcome of the campaign. The Public Affairs Office is building the relationships with local media in order to engender the engagement that will allow the people of Afghanistan to understand and embrace the actions been taken to ensure a better future for the people and the country

as a whole. Recent engagements between PAO personnel have proved to be fascinating and we have all benefitted from engagement with the ordinary Afghan people, it will be down to us to develop those relationships further to engender a meeting of the minds. This campaign will be sustained in the western press but won in the Afghan.

There are many challenges and frustrations ahead and we are operating in a complex environment that will require flexibility and patience. "The environment is made all the more complicated by a media that must be fed in order to keep it happy!" said Major Marian Predoica (NRDC-ITA PAO). "We have to understand that the media is apart of the modern day battlefield, we must keep it engaged and ensure that we temper the need for accuracy with the need for speed of message delivery".

There will be many tough times ahead and the elections in August will be a focus of our efforts. There is no doubt that the elections will be instrumental in ensuring a future for this country and the media will have a major role to play in both the execution and the outcome.





DISCOVERING AN INTRIGUING PIECE OF SOUTHERN AFGHANISTAN

■ by MAJ ROU A Marian Sorin PREDOAICA

Being part of the team that accompanied Lt Gen Jim Dutton, ISAF Deputy Commander, for a battlefield circulation to Task Force Uruzgan, in the challenging Afghan South, was a privilege and an interesting experience. My task, as the HQ ISAF Public Affairs representative was to escort Tom Coughlan, an English reporter for “The Time” and “The Economist”, and to organise his part in a busy visit schedule. Therefore, I had the chance, through my conversations with him, to understand better what a dedicated journalist – who has spent more than 5 years living in Afghanistan and reporting from there – thinks of ISAF,

its public affairs and overall situation in this challenged country. It was very constructive to discover how similarly we perceived some aspects of the multifaceted, harsh situation in the South and East, from the public affairs and media perspective, but also how differently we looked at some other issues.

Particularly beneficial for me, as a military professional working in PAO, was to observe the way General Dutton asked questions and collected information in order to gain a more accurate operational overview of the complex situation in Regional Command South and at the same

time any contentious issues that he discovered during the visit. Likewise, it was interesting to observe how the journalist updated his own knowledge about the general situation or some particular issues, which were of particular interest to. It was quickly apparent how interested he was in discovering and understanding the ISAF way of conducting operations across the spectrum of conflict.

The visit to the 4th Afghan Brigade was particularly interesting because it offered me the chance to see for the first time how an Afghan Brigade HQ looks like and to meet a much respected Afghan General. It was encouraging to see how happy the Afghan soldiers seemed at being part of the military and to find out, surprisingly, how well they were getting along with each other no matter their ethnicity or tribal membership. Unexpectedly, it seems that in this case military comradeship is stronger than ethnic and tribal membership.

The Commander of the 4th Afghan Brigade, Brigadier General Abdul Hamid, confessed that many of the soldiers do not take leave to go home because they enjoy staying in the barracks and spending the time with their buddies!

To my surprise, General Hamid appeared to be a very modest and amiable person, he spoke good English and was very willing to share with his guests information about the endeavours of his unit and the difficulties they encounter in fighting the insurgents whilst at the same time providing a safe and secure environment for the province of Uruzgan. I've been told that despite his humble and gentle appearance, General Hamid, who has been fighting in Afghanistan for the last 30 years, is a very firm, respected and competent commander, carrying out his tasks in a very professional manner. Due to his soldiers' dedication and his commitment to fight the insurgents, Uruzgan province is now a safer place. It will be even safer when more Afghan troops are available, in the near future, thus allowing this unit to reach new areas currently controlled by insurgents.

Another fascinating part of the trip was the visit to an Afghan prison. This place was so different from my idea of a prison, that I could write a whole article about it in isolation. It is not my intention to elaborate on

that now, so I will just mention that the prison looked very rudimentary, like a hole in the ground, without ceilings and running water. One intriguing thing about this prison was that the prisoners were cultivating a portion of the prison floor which was made of soil, with flowers and vegetables and were raising doves, many of them white – in Judaism, Christianity and Islam a symbol of peace.

The meeting that gathered together representatives of ISAF, UN, non-governmental organizations, and local officials was also exciting, because I discovered what considerable efforts are made by all these entities in planning, cooperating and working together to address significant problems like poor healthcare, low literacy rate, drought and flooding, lack of water and sanitation, to mention just a few. It was really impressive to find out how much those efforts pay off every day, improving little by little the life of many local people. There is still a lot to do in that part of the country, and every bit of help is welcomed, but it was clear for me that the progress is more obvious day by day.



During the entire visit, I was delighted to discover the professionalism and dedication that many ISAF soldiers demonstrate whilst doing their duty and in helping the Afghans to build a better future for themselves and their country. I was also impressed with the good relationship developed between many Afghans and ISAF soldiers throughout their interactions and in their search to find solutions to the abundant and complex problems they have to face together every day in one of the most challenged provinces in Afghanistan.



MORAL & WELFARE

NRDC-ITA Boosted links with external authorities for Family Benefits.

by B. GEN. ITA A Raffaele DE FEO

Moral & Welfare is always paramount to everybody in any situation. It is within human beings' attitude to make the best attempts to achieve happiness in whichever way it could come. Family stability, safety and security as well as the kin's capability to run the daily routine as smoothly as when the head of the family is at home is the most relevant concern for a soldier deployed abroad in operation.

Many efforts have been done at NRDC-ITA (HQ), taking in account this principle, to enhance or create, when needed, contacts and mechanisms to make the family comfortable with daily issues even when the head of the family is deployed.

A two fold line of action has been implemented resulting in both internal improvements in link and support to families (through the Family Support Center) and

external in reinforcing the awareness and contacts with local Authorities.

Leaving back their job to FSC with their own presentation, hereunder we want to draw what was done and is still in progress to make closer and closer links with the environment other than the military, out of the barracks.

"Ugo MARA" premises were settled down since more than one century ago and they are well known to all the civil community around Solbiate Olona town and Varese province. These infrastructures have always been home for Italian Armed Forces, mainly for the Army with conscripts for years and years. Now, despite the efforts done, it is still hard for civilian to believe that such an important and unique HQ has been established in our barracks. The requirements have dramatically changed since the Italian

Army General Staff decided that “Ugo MARA” barracks would have become the house for such relevant International HQ with now 15 Contributing Nations, including Italy.

The social humus of “Ugo MARA” moved from the young conscripts to professional soldiers and international Staff personnel with families not speaking Italian language in many cases, far from their own native countries, with different culture and habits. Of course family means children, school requirements, doctors, flats to live in and all the every day life related issues.

Since the very beginning of the NRDC-ITA settlement a strong importance was entitled to assist the family both in peace and in crisis time. After completion of the tour in Afghanistan as ISAF VIII in 2005/2006, a huge experience was gained and more lessons were learned. A more strict interaction was essential to create a friendly environment for families spread out around Olona River Valley and in Varese and Milan counties.

So, in parallel with the individual and team training, exercises, the enhancement of staff skill and English language capability, the medical fitness, there has been the need to prepare and help the families to cope with every day life by firstly making stronger and stronger links with Authorities.



There are a number of evidences to confirm that the links between civilian Authorities and NRDC-ITA are excellent and that many issues have already been sorted out with mutual benefit through structure and mechanism that exist at “Ugo MARA” barracks. Nonetheless, COM NRDC-ITA want-

ed to boost the cooperation with external Authorities at the maximum extent, to create a win to win situation.

In this perspective COM NRDC-ITA convened a meeting between nearest towns Busto Arsizio and Solbiate Olona Mayors and Senior National Representatives. The meeting offered the opportunity to both Mayors and SNRs’ community to better know each other, exchange views and mainly to agree on the way ahead about very important issues such as:

■ **Safe and secure environment.**

There was the requirement to improve the overall security in the areas where foreign families live and to make arrangements to overpass language barriers in case of need and emergencies. Subsequent arrangements were done by the Support Brigade to NRDC-ITA (HQ) in this regard. Furthermore a “first aid” card was printed out and presented to dependants of ISAF 09/1 personnel with all the useful information. The card is to be handed over to any civil official in case of emergency. Police Forces were also made further aware of these arrangements in order to be ready to deal with dependants belonging to NATO members. In addition, as a whole, Busto Arsizio municipality is working with Police Forces (Carabinieri, State Police, Financial Police and Municipal / Local Police) to establish a better coordination through the already existing 24/7 video surveillance system of the town and surroundings. Solbiate Olona municipality has a similar system and an agreement is in place with a private security company which is performing checks to public buildings and local infrastructures once they are closed. This leads to a comprehensive surveillance system that should drive to a better and safer general environment.

■ **Bureaucracy and language barriers.**

Mayors committed themselves to break down language barriers and bureaucracy by putting in place language skilled employees to better deal with allied NRDC-ITA members and their families and to help in solving any issue related to municipalities such as residency registration and contacts

with other branches within the municipalities.

- **Schooling system.** The point was raised to know which schools within the municipalities could be approached to enroll the children (i.e. kindergarten, primary school, high school, college). Mayors were available to better examine the needs. Furthermore, Mr. Giuseppe Bianchi, Solbiate Olona's Mayor, after stating that a support teacher is presently already at work (so called Cultural mediator), mentioned that a massive enrolment would have an economic impact on a small town as Solbiate Olona. In this regards, Mr. Bianchi wished that the "Monterosa Village" could envisage a school as well as other facilities.
- **Mutual integration with local community.** Both Mayors stated they would be happy to promote integration process among families and the local community. Dedicate tickets and promotion of other agreements, as well as cultural and social activities for the benefit of the whole NRDC-ITA community were granted. NATO members and dependants will be involved in the whole range of social, cultural and artistic activities (i.e. Busto Arsizio film Festival) whose updates are available through the municipal web site.



Moreover, in the view of the highest consideration of them, all the Olona River Valley's Mayors were the first to know amongst civilian Authorities about the deployment of NRDC-ITA to ISAF 09/1, directly by COM

NRDC-ITA during another meeting held at "Ugo Mara" barracks in December 2008.

A press release followed with same detailed information.

Close contacts remain in place to grant continuous interactions with municipalities for mutual support. A good example to be considered is the deployment of specialized troops and means from "Ugo MARA" to free public service such as Hospitals and railway station from the snow after a call for help come from Busto Arsizio municipality: a timely action in night time was taken to support the civilian Authorities struggling against heavy snowfall output.



Nowadays NRDC-ITA is a well established reality, well-known within national, regional, provincial and local Authorities. Many opportunities to better know each other and interact have been investigated and exploited. The links with municipalities are very strong. The support that NRDC-ITA families receive from local Authorities are adequate and very satisfactory due to the mutual deeper knowledge. Internal and external structures and mechanisms are in place to help ISAF 09/1 deployed personnel's families as priority number one.

Actually, we are fully confident to state that NRDC-ITA (HQ) personnel deployed to ISAF 09/1 can count on a well driven support to their families. The links already existing with municipalities have become stronger, deeper and more effective to help families. On the other hand, families can consider "Ugo MARA" barracks as their home, a place where a problem finds a solution and where all the families are always very welcomed.



FAMILY SUPPORT CENTRE (FSC) ACTIVITIES

by LTC ITA A
Carlo SALSOTTO

The FSC has been deeply involved in planning the Family Support activities for the deployment of the NRDC-ITA members to ISAF 9/1 mission. Since the beginning, it was involved in a meeting, held inside the base, between the Mayors of Busto Arsizio and Solbiate Olona, the NRDC-ITA Commander and the NRDC-ITA National Senior Representatives (SNRs). The debated issues were related to: everyday life, the integration with the local communities, public transportations, schooling system, security and surveillance from the local police forces and more, in the light to get answers from local Authorities.

In order to have a clear picture of the deployed personnel needs, seen from the family support point of view, a “one man team” has been deployed to Afghanistan from the end of October to the beginning of November. LT Ranieri has been sent to ISAF HQ for this ten-day tour in order to bring “fresh” feedbacks back concerning all matters related to the possible impact of the personnel departure on the family members everyday life (such as the most common communication systems like: emails, on-line chat messenger, on-line telephone providers and even the

“old”, but still very effective, letters in the envelope).

All feedbacks, brought back by the Officer in tour, were inserted in a brochure, edited by the Family Support Centre. This brochure is supposed to be a very useful tool for NRDC-ITA members. It contains information such as: the FSC mission and organization, points of contact, addresses, telephone numbers plus a wide range of information about life in garrison, in Italy in general and, last but not least, a section dedicated to the ISAF 9/1 mission. All chapters are reader-friendly and could be considered a real helpful tool to facilitate families’ daily life.

A “safety card” was also edited by the FSC. It is a small card (a business card type) to be used in case of emergency. It is printed on both sides, one in Italian language and one in English, the following text: “Good morning, my name is _____ and I am a _____ citizen. I work in Italy for the NATO HQ in Solbiate Olona and I don’t speak Italian. In case of need, please contact the following numbers”, listing the telephone numbers of the NRDC-ITA Staff Duty Officer, the numbers of the FSC and the Support Brigade Carabinieri (Military Police) Section. It could be used in



different situations - in particular for not-Italian speaking personnel - to facilitate contact with NRDC-ITA personnel for help and support in difficult situations or danger. A fac-simile of this card has been provided to the Mayors of Solbiate Olona, Busto Arsizio, Gallarate and Varese, to the Questura of Busto Arsizio and Varese and to the Carabinieri Companies of Gallarate and Busto Arsizio, to make them aware of this card and its aim.

Before the deployment to Afghanistan, a farewell event has been organized. It was articulated in different phases: to begin an introductory and comprehensive briefing, both in Italian and English, given by the FSC members to NRDC-ITA personnel and families members concerning FSC issues during the ISAF mission period, followed by a farewell speech given by NRDC-ITA Commander. Finally a buffet lunch was served. In the meantime, entertainment for children was arranged, with clowns, magicians and an amusement area within the ORs Club.

The briefing agenda was very detailed, even if easy to follow: who are the members of the FSC, where it is located, what can they do for families and what support can be provided during the deployment period. More specifically, further information were offered as: location of the internet point and how does it work, basic regulation for benefits and passes and all points of contact for FSC and barracks. with us in the easiest and quickest way possible. At the end of the briefing, the FSC members have answered several questions addressed by the audience.

The FSC also organized a "computer course for beginners", with the aim of helping families to keep in touch with their deployed beloved. Issues dealt were: how to surf the net, how to use a search engine, how creating and managing a personal email account, the use of a chat messenger, microphone and web-cam.

Since the beginning of the mission, several families requested the FSC support for many different issues, all of them solved so far. The range of support has been quite wide, from simple issues to more important ones.

Here is some examples of provided support to the families:

- **linguistic assistance:** provided for all international NRDC-ITA personnel and their dependants to face everyday life problems;
- **car pass renewal:** assistance in filling in the forms and collecting the new passes;
- **personal ID renewal:** assistance in filling in the forms and collecting the new IDs;
- **tax free procedures:** assistance for the families in order to provide them with a better understanding of the buying procedures and supporting them in their implementation;
- **insurance problems:** assistance in contacting insurance companies in order to: stipulate or modify contracts or define other bureaucratic details;
- **information technology:** assistance for problems related to: new software installation, software crash, internet connection, software management, LAN/WAN management and, when necessary, "on-site" assistance;
- **telephone companies:** assistance in different situations: when stipulating or modifying contracts, during land-line installations, define other bureaucratic details;
- **electric companies:** assistance in contacting electric companies in order to: stipulate or modify contracts or define other bureaucratic details;
- **communication between families and deployed personnel:** assistance in putting through deployed personnel with their families for urgent matters and vice versa (as requested by deployed personnel in Afghanistan);
- **electrician/plumber:** assistance in finding appropriate contractors within Busto Arsizio / Gallarate area in order to fix minor domestic problems;
- **medical issues:** assistance in finding a physicians within Varese area in support of family requests for routine medical examinations.

Last but not least, the FSC was also able to provide support to NRDC-ITA personnel family members not deployed to Afghanistan but to different mission areas such as KFOR (Kosovo) and UNIFIL (Lebanon).

The visit of the Slovenian delegation

by LTC SLV A Marijen IVANUSA

On the 28 January 2009 the delegation of the Slovenian Armed Forces General Staff, led by Director of Staff from General Staff of the Slovenian Armed Forces BG Branimir Furlan visited HQ NRDC-ITA.

The armed forces of the Republic of Slovenia and the Republic of Italy have been cooperating in various military professional fields for many years, both on bilateral basis and as NATO members. That cooperation has been resulting from the successful contribution of the HQ NRDC-ITA to the process of affiliation of part of the Slovenian Armed Forces (SAF) to the NRDC-ITA force structure.

In light of this, the Slovenian General Staff had organized a study tour to Italy and visited CAOC 5 in Poggio Renatico, HQ NRDC-ITA in Solbiate Olona and 1st Mantova DIV HQ in Vittorio Veneto. The aim of this study tour was, as part of international mili-

tary education and training, to give the officers of the General Staff the opportunity to become acquainted with and enhance their knowledge of the structure and tasks of the Italian Armed Forces and NATO forces operating in and out of the territory of Italy. HQ NRDC-ITA, as the NATO HQ responsible to carry on important tasks is of the greatest interest for SAF, especially of the forthcoming affiliation process through that the Republic of Slovenia is going to affiliate Light Infantry Battle Group into NRDC-ITA.

During the visit, DACOS G3 OPS provided an Overview briefing on NRDC-ITA, following the syndicates' work on OPS&TRG, LOG and CIS/IM issues. According to the conclusions made by COM NRDC-ITA Lt Gen Gian Marco Chiarini and BG Branimir Furlan, the visit was useful and successful for both NRDC-ITA and SAF side.





Ca.STA - Alpine troops ski competition

by LTC ITA A Giulio DI MARZIO

Historical Background;

This important event, held annually in the Pusteria Vally of the Dobbiaco-Candido ski resort is organised by the Three Star Alpine Troops Command of Bolzano, Italy. Now into its 61st year, the competition was established to test and evaluate military skiing within the Alpini units.

Since 1979, CaSTA has included an international dimension with the inclusion of mountain troops from other nations. This has given rise to the Friendship Trophy, contested by representatives from allied nations, NATO commands, as well as Partnership for Peace nations.

As it stands today, the competition perfectly combines and enhances the different aspects which are the foundation of the Alpini: training and professionalism coupled with the reality of winter operations; particularly survival ability, mobility and operative efficiency in a snowy environment.

The races that take place during the CaSTA provide exciting moments from any point of view. Challenging conditions and arduous environment for both individual and team competitions, are aimed at improving the tactical skills allied to skiing and shooting. The competition comprises the following events: Cross Country Team sprint , Cross Country 15 Km, Downhill Giant Slalom, Nocturne skiing touring and Platoon Competition (25 Km Biathlon).

Therefore as the nominated manager, I was able to build a strong team around a nucleus of the two previous year's competition with Ltc Sorvillo Francesco from ITA Support Bde (team Captain & skiing instructor) and WO Ranzinger Franz, from GE NSE. Later Maj Rupert M. Jackson from G7, WO Scorrano Giovanni, ITA Support Bde, and WO Soldavini Marco from G3 OPS joined us. The final member, SGT Hammick Joanne was talent spotted during a training activity last December on the slopes of PILA.



Training has continued from the 4th Dec., every Thursday in Cervinia, Gressoney and Champorcher according to team needs. Since then we performed a total of six ski sessions to refine our downhill skills and to complete some good preparatory work, not just on the technical skills but also as a team. Unfortunately, in the build up to the race, we lost a couple of guys with physical injuries.

As well known, this year this skiing competition is taking place during NRDC-ITA deployment for ISAF 09/1 but nevertheless our HQ would be present and consolidate the excellent performances of the past five years. Thus we were able to approach the competition confident in our abilities and our commitment and support to one another.

The message is the "NRDC-ITA CaSTA Team is ready to go!!!!!!!"

The Competition

This year's competition drew a smaller field than in previous years with representatives from NRDC-ITA, and the ARRC as well as national teams from Italy, Germany, USA, Spain, Slovenia, Argentina, Chile, Romania, Croatia, FYROM and for the first time Lebanon.

While the two NATO HQs were represented by personnel who had limited training opportunities and a rather high average age, the national teams were mostly represented by young, professional and very proficient athletes, whose performances were of an exceptionally high standard. The opening ceremony took place, under falling snow, on Sunday 1st February 2009 in S.Candido and included an opening speech from Vice Secretary of Defence from ITA MOD Mr. Guido Crosetto. During the following days the NRDC-ITA team trained on the South Tyrol slopes by using poles and gates in order to refine their techniques prior the race. Concentrating over all days, the competition requires a great deal of stamina, skill and team tactics. This training culminated with the day of the Giant Slalom on the 5th February. Maj Gen Capewell visited S.Candido to watch the racing and to encourage the team. He also attended a music concert and was pleased to award medals to the winners of our Male Giant Slalom.

With the Chief of the Italian Army Military in attendance, LTG Fabrizio Castagnetti, we were privileged to witness the closing ceremony and the extinguishing of the CASTA torch with an "Arrivederci" or "Goodbye" to everybody until next year's competition.

A Beautiful Ending

Taking into account the individual skills of the participants and the amount of training conducted prior of the competition, the overall performance of the team and that of the single athletes is deemed more than satisfactory. The giant Slalom performances were in total much better this year thanks to the dedication and training conducted in the weeks and days prior the competition. Sgt Hammick 's performance remains worthy of note, finishing in fourth place in the Female Giant Slalom race. All the team performed well and with only few days of dedicated race training and the results correspond with each individual's experience and skills. NRDC-ITA attendance at the Championship was appreciated and provided visibility of this HQs in an event that is of Media interest.

So the NRDC-ITA Team competed only the Giant Slalom both Female and Male and reached a final position of 12th out of 14th overall. This was quite a good result in the Friendship Trophy, reflecting the commitment, professionalism and dedication of all the team working together to win the event. Team building is one important outcomes of CaSTA because striving toward a common goal as the CaSTA helps to build a common understanding of each nationality's difference in culture and behaviour.

This is one of the beauties of being part of a great multinational environment. Anyway the whistling wind carries away all the stories and memories and says that CaSTA 2009 is over. A period with a fantastic team is ending. It felt like yesterday that I started to work with the team and now in the blink of an eye it is history; all the more so as some of the team will soon be leaving the headquarters.

But I am conscious that, just as I took over from Ltc Mastrotto, whoever takes up the challenge next year will be successful and that the NRDC-ITA spirit will be the same as well as the commitment and that the new team, armed to the teeth, will continue this habit of success!



Exercise “Snow Master”

■ by LTC ITA A Giulio DI MARZIO

Once again NRDC-ITA staff members deployed to La Thuile to enjoy the challenge in one of the most charming and technically difficult skiing resort Italy had to offer, during exercise “Eagle Snow Master 2009”.

The activity took place during 16 to 23 February, in a wonderfully sunny week, although the temperatures ranged around – 8 C°. The exercise participants were welcomed by a breathtaking white covered landscape where the snowfall had achieved a record highest level for the last 30 years.

The exercise proved to be a great opportunity to strengthen the bond and feeling of belonging within HQ NRDC-ITA Staff through the demanding and rigorous training activities. The time spent together during training and the two social events proved to be extremely useful for a reciprocal knowledge and appreciation, laying those constructive relationships constituting the base of a synergic working team building, mutual

understanding, improving self confidence and physical fitness. This has been an excellent opportunity to foster teamwork and will prove to be the stone for NRDC-ITA cohesion and cooperation in preparation for NRF in the future.

The activity program lasted for an average of six hours of intensive training each day and was delivered by a combination of military and civilian instructors. The activities were designed to be demanding and,





both physically and mentally, could challenge everybody from beginner to expert skiers. Despite the variety in physical fitness, there existed a great spirit of competition and cooperation within all of the different ability group's classes.

The presence of family members, some of whom participated for the overall exercise period and others for the days at the weekend, further enhanced multi national group interaction, friendship and cohesion.

In addition, two different social opportunities occurred during the exercise and these consisted of a typical Valpellenetze dinner in a high mountain "baita", reached by looka-like military BV tracked vehicles, and a buffet dinner in a fashionable local nightspot. The latter was preceded by the awarding for skiing class achievements, and provided an opportunity to invite local guests and the military and civilian instructors.

Finally, the Giant Slalom "Memorial Ltc Danilo LORUSSO" event proved to be a



strong moment of competition for all participants who paid the highest honor to the compassionate memory of our colleague by challenging themselves in the purest spirit of friendship and teamwork.

Our most sincere and grateful thanks is awarded to the most excellent support from the Alpine Troops Military Training Centre, which once again, provided skiing instructors and accommodation for NRDC-ITA personnel at the "M.te Bianco" barrack, in spite of the difficulties imposed by the refurbishment on significant part of the infrastructure.

Finally it is worth mentioning our highly esteemed visitors. We welcomed the visit of DCOMNRDC-ITA who had the opportunity to challenge himself in a full day of skiing with one of the most qualified Military instructors from the Alpine troops training Centre, and then the visit of the Command-



ing Officer of the Alpine troops training Centre, General Claudio BERTO. He went, visiting some EAGLE SNOWMASTER classes in their instruction phase, and showed a high interest in their level of assimilation and outstanding adventure spirit, meeting the participants and exchanging impressions on their training opportunity.

The resort of La Thuile, as stated by a former commanding officer of the Alpine Troops Military School, General Roberto STELLA (retired), and now President of the La Thuile Ski lift Plants, has proved to be an impressive backdrop for a really challenging and exciting opportunity to conduct winter adventurous training.

Comments from the Senior Officer attending the Exercise

As both a member of the HQ and a Senior National Representative (SNR), I found a lot of value in EX EAGLE SNOWMASTER from three standpoints. First, the deployment and logistic aspects of the exercise required considerable planning, coordination, and then execution. Even though the group was only about 12% of the total HQ population, this was still valuable deployment training and experience gained for all involved. Second, the training was physically demanding and expertly carried out. As a soldier, I felt like I was doing a soldier's duty, and came away from the exercise with a feeling that I had improved my winter and skiing skills. And, third, as an SNR, the exercise was very valuable in terms of "making the team tighter". Since the exercise was carried out far from the flag pole (Caserma Ugo Mara), all who participated had to work together closely, and accomplish a defined mission. We all shared in a common experience that was both pleasant and unpleasant. The HQ always benefits from events like this, as those involved become more familiar with and more trusting of each other.

■ by COL USA A Anthony PUCKETT

Participating to the "Memorial Ltc Danilo LO RUSSO" Giant Slalom

One of the most touching moments of the Exercise Eagle Snowmaster was when I was called to participate in the Danilo LO RUSSO memorial Contest. While preparing to begin my descent downhill than I started recalling who Danilo was.

Danilo had lived an amazing life although unfortunately short. Danilo was a great friend; He was the kind of friend that stands by you when you need somebody there.

What is it that we remember when we think of Danilo? I think everyone who knows him very well would agree with me on this. It was his sense of humor and his love of sports.

Danilo's death was sudden. I remember when I heard the news simply could not believe it. Danilo was too young but as it slowly occurred to me I have realized that Danilo indeed lived his life wonderfully. Danilo was well loved and he had done so

many things on earth and I'm sure he will do much more in heaven. I will forever be grateful to have known Danilo.

All the memories I have shared with him will forever be cherished and remembered.

Danilo will forever live in my hearth ...in our hearts.

Looking at this wonderful landscape where the mountains touch the sky and the sunshine create a particular atmosphere, I like to think that Danilo is among us enjoying as we are nature, sport and friendship.

As the competition is concerned, led by this common feeling, it resulted in a challenging moment of sport where in all the three categories everyone did the best of himself proving how effective the week of ski classes had been.

■ by LTC ITA A Fabio ASSO

1st Giant Slalom "Memorial Ltc. Danilo LO RUSSO" RANKLIST

	Beginners	Time	Intermediate	Time	Advanced	Time
1 st	DE GREGORIO A.	1:01.65	BARTOLI L.	41.75	PARDI Y.	38.70
2 nd	BARI G.	1:02.22	CAPORELLA T.	46.07	CONTE S.	40.17
3 rd	ZAGO A.	1:05.12	CARTONE A.	46.46	VERGARI S.	42.12

NRDC-ITA SWIMMING SOCIETY

“Swimming is Like Flying...”

■ by LTC ITA A Matteo MANCINI
& LTC ITA A Stefano ZINNO

...when you swim, it's like you had wings...The see is the same as the sky... Actually, you swim in the sky!”

Until few months ago, opening our wise page at the link of Sports Board, you could read about many sport activities brought officially into our Headquarters: Running, Sailing, Cycling, Ski&Snowboard, Rugby, just to mention some. Amazingly, one was still missing; probably the most practiced sport: Swimming.

Like in any other of the abovementioned activities, you always need somebody particularly fond of that specific sport, in order to give the necessary impulse. By coincidence, exactly when the idea of “swimming” was just arising, the final and decisive impulse arrived when Br.Gen. Puri was posted to NRDC ITA as Deputy Chief of Staff (DCOS) for Combat Service Support (CSS) Division. His competence and great passion for this sport made it possible to constitute a Swimming Society, born in September 2008 and organized as follows:

Aim of the Swimming Society is to develop and promulgate the swimming activity through the participation of its members in non-competitive events, and to facilitate interaction between military and civilian people in social and sporting environment.

The activity officially started in November, last year, at the “Manara” Swimming pool, in Busto Arsizio. At the beginning, there were some 40 members, attending either a biweekly course (according to the level of swimming skill) or a free-swimming, as desired. As at 10 March 2009, the number has increased up to some 120! And by the end of this year it is estimated they will reach the number of 200.

Very soon there will be an additional advantage for the members of the swimming society. They will be provided with a magnetic smart card that will allow each member, and his/her relatives, to use those

swimming pools which NRDC-ITA has a concession agreement with: Cassano Magnago, Solbiate Olona and Busto Arsizio, and hopefully Milan, in the near future. Everybody is enthusiastic of the swimming activity against all expectation.

Swimming means staying fit, but also (and not less important) building team spirit, raising our morale, knowing each other better. As a result of the great success of the initiative, the Swimming society has already set up a couple of social events, open to all members, and others are to come for consolidating the team spirit.

On 4th of June, the organization are going to arrange at “Manara” swimming pool a “friendly and funny competition” to celebrate the closure of the first year course activity, open to any member of this HQ. If we pass it, our HQ will be definitely ready to deploy as Maritime Component Command...



President: B.GEN. ITA A Vincenzo PURI / Vice President: WO USA A Renee HUNTER

Directive Council: LTC ITA A Pierluigi COSTA,
LTC ITA A Emilio TOLLIS, MAJ ESP A Josè Luis VAZQUEZ POMBO,
MAJ ITA A Yuri PARDI, MAJ ITA A Mario DI GIROLAMO

Executive Secretary: LTC ITA A Stefano ZINNO / Assembly of Members, consisting of all members.

NRDC-ITA

Spiritual Assistance Service

■ by CAPT ITA A Father Marco GALANTI

The Army Chaplain is the Director of the Spiritual Assistance Service, so he is not only the priest of the Catholics, but he is responsible for any other religion or religious confession. He is available for all Italian or multinational personnel.

Our Church is dedicated to the Blessed Virgin Mary, and it is always open. The celebrations are set as for the following timetable:

- **Everyday from Monday to Friday at 07,00 a.m.** (*on Thursday Saint Mass in Latin with lectures*);
- **On Saturday at 09,00 a.m.;**
- **On Sunday and Feast days at 12,00 a.m.;**
- **On Thursday interconfessional prayer at 04,00 p.m.**

Other activities:

- Sacraments preparation courses;
- Sunday of the Family: every last Sunday of the month, with possibility to have lunch together at the Joint Club;
- Discussion after a film show: once per month in Italian and English (on planning);

- Pilgrimages and cultural / religious trips;
- Conferences for specific groups and military units;
- NWIC and charity associations meetings;
- Bible school and religious formation;
- Visits to the families;
- PC activities (web site and e-mail);
- Any kind of assistance.



For any information, please get in touch with:

Captain Father Marco Galanti
 Director of the Spiritual Assistance Office
 Phone: +39.0331.346038 (office)
 +39.0331.346789 (home)
 Mob. phone: +39.348.3800238
 Email: capmil@bsupporto.esercito.difesa.it

NEW COLLEAGUES IN SINCE JANUARY 2009

NR	DIVISION	BRANCH	NATO RANK	SURNAME	NAME	NAT	SERVICE	DATE OF ARRIVAL
1	CIS	CIS	OF2	VILIGIARDI	Andrea	ITA	ARMY	07/01/2009
2	CENTRAL STAFF	LEGAL	OF4	PETTINELLA	Daniele	ITA	ARMY	13/01/2009
3	CSS	G4 OPS	OR5	FRANKLIN	Kareem Jabbar	USA	ARMY	13/01/2009
4	CENTRAL STAFF	PAO	OF5	COSIMATO	Francesco	ITA	ARMY	19/01/2009
5	CS	G3 AIR	OF4	BENVENUTI	Antonio	ITA	ARMY	29/01/2009
6	OPS	G3 OPS	OR5	BARR	Daniel Joseph	USA	ARMY	05/02/2009
7	CIS	CIS	OF4	CARUSO	Antonio	ITA	ARMY	23/02/2009
8	CS	G9	OF4	STIZZOLI	Marco	ITA	ARMY	26/02/2009
9	CS	FCOORD	OF5	HUDSON	Derek	GBR	ARMY	23/03/2009

FRIENDS BACK TO THE NATIONS SINCE JANUARY 2009

NR	DIVISION	BRANCH	NATO RANK	SURNAME	NAME	NAT	SERVICE	DATE OF DEPARTURE
1	CS	FCOORD	OF5	BILOTTA	Ferruccio	ITA	ARMY	01/01/2009
2	TRADOC	TRADOC	OF6	SCOLLO	Luigi	ITA	ARMY	18/01/2009
3	CENTRAL STAFF	LEGAL	OF4	TRIBUNALE	Carmelo	ITA	ARMY	25/01/2009
4	CSS	G4 PLANS	OR4	SERRA	Alessandro	ITA	ARMY	27/01/2009
5	AOCC	AOCC	OF5	DONATI	Riccardo	ITA	AIR FORCE	23/02/2009
6	CENTRAL STAFF	ORG & COORD	OR9	NUCCESELLI	Marco	ITA	ARMY	26/02/2009
7	TRADOC	G7	OF3	MANGINO	Marco	ITA	ARMY	08/03/2009
8	CIS	CIS	OR8	KOSTER	Heiko	DEU	ARMY	23/03/2009
9	CS	FCOORD	OF5	ROBSON	Rupert W.	GBR	ARMY	26/03/2009

NCO of the Quarter (October - December 2008)

WO HUN A
Laszlo PASZTERCSZAK



Soldier of the Quarter (October - December 2008)

CPL ITA A
Claudio NAPOLETANO



