



NRDC-ITA

magazine

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**NRDC-ITA
Welcomes the
French Contingent**



**Exercise
Eagle Tour**



**Romanian
flag-raising ceremony**

**Exercise
Eagle Trek**



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New Commander's biography

Lieutenant General Giuseppe E. Gay COMMANDER NRDC-ITA



Lieutenant General Giuseppe E. Gay attended the Italian Military Academy in Modena, and was commissioned as a Second Lieutenant in 1971. Following two years of specialisation training in Turin, he was assigned as a First Lieutenant to the 182nd "Garibaldi" Armoured Regiment and later, as a Captain, he commanded a tank company in the 13th "M.O. Pasucci" Tank Battalion.

Following the Basic and Advanced Courses of the Italian Army General Staff College, he served as a Staff Officer at the North Eastern District's Estate & Facilities Office, the Army General Staff's Personnel Division, the 5th Army Corps' HQ (Chief G3), the Army General Staff's Logistic Division (Chief G4) and the 1st Command Force of Defence (COS).

LTG Gay's command experience includes Commander of the 7th Tank Battalion "M.O. Di Dio" in Vivaro, Commander of the 1st Armoured Regiment in Teulada, Deputy Commander and Commander of the 132nd "Ariete" Armoured Brigade in Pordenone – during this assignment he commanded the Multinational Brigade West in Pec (Kosovo 1999 – 2000) – Deputy Commander of the Kosovo Force, in Pristina (2003 – 2004), Deputy Commander of the Allied Rapid Reaction Corps (2004 – 2007) – during this appointment he spent a tour as Deputy Commander (Stability) of ISAF IX in Kabul (2006) - and Commander of Land Forces Support HQ.

He has received numerous military decorations, badges and ribbons. Besides this he has been awarded the Italian Army Bronze Medal for Gallantry, the First Class Medal "Don Alfonso HENRIQUES" of the Portuguese Army, the German Army Gold Cross for Honour and Meritorious Officer Cross with Swords of Malta's Sovereign Military Order. He also was conferred with the title of Commander of the Italian Republic Order of Merit and the title of Knight of the Italian Military Order.

LTG Gay holds a Bachelors degree and a Masters degree in Strategic Sciences from the University of Turin, a Bachelors degree in International and Diplomatic Sciences from the University of Trieste and a post-graduate degree in Classical Sciences from the "Accademia Agostiniana" – Lateran University of Rome.

LTG Gay assumed the appointment of Commander NRDC-ITA on 4th September 2007.

He is married to Anna and they have two adult children.



New Chief of Staff's biography

Major General Antonio Satta CHIEF OF STAFF NRDC-ITA

Major General Satta was born in Sassari, Italy, in 1956. He joined the Italian Army Military Academy in 1974 and was commissioned as Second Lieutenant in 1976.

Between 1978 and 1988, he served within the "Folgore" Airborne Brigade as Platoon and Company Commander, and then as Staff Officer (S3) at Battalion and Brigade level. From 1989 to 1994 he was Staff Officer in the Operations and Training Branches of Italian Army General Staff and then, back at the "Folgore" Airborne Brigade, he served as Commanding Officer of the 5th Battalion / 186th Parachutist Regiment in Siena (Tuscany). In 1989 and 1991 he attended the Italian Army Staff College, graduating from the Basic and Advanced General Staff Courses.

From 1992 to 1993, MG Satta attended the U.S. Army Command and General Staff College at Ft. Leavenworth, Kansas.

From 1995 to 1998, he served as Staff Officer and then as Head of the Financial Planning Section in the Italian Army General Staff. He then moved back to the "Folgore" Airborne Brigade as Commanding Officer of the 183rd Parachutist Regiment "Nembo" in Pistoia (Tuscany).

From March 2000 to November 2004 MG Satta reported to a joint position as Chief, General Planning Office within the 3rd Division of the Italian Defense General Staff.

Meanwhile, he attended the NATO "Crisis Management" and "Force Planning" Courses at the NATO School in Oberammergau (GE), the "Defense Resources Management Course" at the Naval Postgraduate School in Monterey, CA (USA), the "Peacekeeping for Decision Makers Course" at the Defense Institute for International Legal Studies in Newport, RI (USA), and a "Near East - South Asia Regional Strategy and Security Policy Course" at the "Near East South Asia Center for Strategic Studies" of the "National Defense University" in Washington D.C. (USA).

MG Satta also attended the Course for "Advanced Formation for the Semester of Italian Presidency of the European Union Council" and the Course for "Strategic Planning and Process Reengineering in the Defense

Ministry", both at the National School for Public Administration. Moreover, he has earned a Masters degree in "Humanitarian Rights, Peace building and Constructive Conflict Management" at the Advanced School of Public Administration in Rome and a Masters degree in Strategic Sciences at Turin University.

MG Satta holds a Bachelors degree in Strategic Sciences at Turin University and one in International and Diplomatic Sciences at Trieste University.

In September 2005 he was appointed as the 23rd Commander of the "Folgore" Airborne Brigade, and from October 16th 2006 to July 14th 2007 he covered the position of Regional Command West Commander in Herat - Afghanistan. Lastly on 31 August 2007 he assumed the position of Chief of Staff of the NRDC-ITA.

A fluent speaker of English and French, MG Satta took part in several operations abroad: Lebanon, Somalia, Kosovo, Iraq, and recently in Afghanistan as Commanding General - Regional Command West.

He has been awarded several decorations: the Bronze Army Meritorious Service Cross; the Knighthood of the Order of Merit of the Italian Republic; the Mauritian Medal for Distinguished Military Service; the Meritorious Medal for Long Command; the Gold Medal for Long Parachutist Service; the Distinguished Army Service (Gold) Award; two Bronze Meritorious Medals (Lebanon '83 and Kosovo '99); the UN and the National Awards for the Mission in Somalia; the National Humanitarian Award for relief operations during the Irpinian earthquake (ITALY); the NATO Award for Mission in Kosovo; the US "Legion of Merit", rank of officer, for his service within MNF-Iraq; the National Meritorious Medal for the operations in Afghanistan; the NATO ISAF "non-article-5" Meritorious Medal; the US Meritorious Service Medal; the Lithuanian Defense Distinction Medal; the Slovenian Gold Medal for Cooperation and Friendship and the Spanish Meritorious badge for ISAF Mission.

MG Satta is married to Marina and resides in S. MARINELLA (Rome). They have twins, Alessandro and Simona, now eighteen.



NRDC-ITA welcomes the French Contingent

NRDC-ITA has a new contributing nation

by LTC Christian Bichon

On 21 May 2007, NRDC-ITA welcomed the first French officer, LTC Jean-Pierre Relave (Info Ops), during a flag raising ceremony led by LTG Del Vecchio and attended by all members of the HQ. FRANCE then became the 14th nation of NRDC-ITA.

On July 2007, two other French officers arrived: LTC Christian Bichon (G4 OPS), MAJ Hervè Riga (RSC MOV), and French NCO, WO Cèlia Perez (G4 Deputy Chief Clerck). LTC Bichon is the Senior National Representative for the French Contingent.

Finally, during summer 2008 the last French officer (COL) will arrive, foreseen as ACOS INFO OPS, and then the French contingent for NRDC-ITA will be at full strength.

On a reciprocity basis, RRC FR (Rapid Reaction Corps-France) located in Lille has welcomed in 2007 four Italian officers and an Italian NCO.

I take the opportunity to introduce these French newcomers to NRDC-ITA:

LTC Christian BICHON comes from NRDC-FR (RRC FR) in Lille where he was assigned as DACOS CDSS RIFINE, working in the logistics branch. He is married to Françoise and they have three children: a boy of 17, and two daughters of 14 and 9. They now live in Induno Olona, close to Varese.

LTC Jean-Pierre Relave comes also from NRDC-FR (RRC FR) in Lille where he was assigned as SO in G7 branch, and now lives in Varese.

MAJ Hervè Riga comes from NRDC-FR (RRC FR) in Lille where he was assigned as staff officer in Combat Support Division dealing with movement matters. He is married to Evelyne and they live now in Bodio, near Varese.

All three officers have participated in the build-up of the new NRDC-FR and the FOC that took place last March, in France.

WO Celia Perez comes from the 61st Artillery Regiment in Chaumont where she was assigned as Chief Clerk for the Regiment Commander. She is married to Jerome and they have two children: a 2 and half years old boy, and a daughter 8 months old. They live in Vedano Olona, close to Varese.

These four soldiers are able to fulfil their tasks in NRDC-ITA and ready to go wherever the HQ will be engaged, anywhere in the world.



Celebrating the fifth International Day

It gets better every year!

by Maj Graham Cable

“It gets better every year” said one attendee at today’s International Day celebrations hosted by HQ NRDC-ITA on Friday 29 June 2007.

The Headquarters’ fifth foray into the cultural offerings of its contributing nations was certainly been its biggest and best yet.

The then Commander, Lieutenant General Del Vecchio, reminded us that it was an “opportunity to get to know each other and our countries’ traditions a little better...to bring us all closer together”.

The cross-cultural community that makes up HQ NRDC-ITA has always been close, but add a new nation (France) and enough food and beverages to feed those attending twice over, and we all became “the best of friends”.

The afternoon’s events began just after lunch. However, those who had already eaten had made a mistake. Each of the contributing nations competed to provide “a little taste from home”, which provided the possibility to go on a seemingly endless gastronomic tour of 14 countries, washed down with wine, sangria and famous brands of beer.

When not eating or drinking, there was plenty to keep us occupied. Music and dance abounded with a traditional organ from Holland, and musicians and dancers from Greece, Hungary, Italy, Poland and Turkey who performed throughout the afternoon.

When not mesmerised by the sights and sounds on the stage, children were let loose on the bouncy castles, slides and horse-rides provided by the local community. The adults were only dissuaded from having a go on these themselves by a display of classic cars and motorcycles, as well as other offerings from local businesses.

The series of events supposedly ended at 7 pm, but some revelers, who were reluctant to leave, seemed to want to carry on until the beginning of next year’s celebration. Whether they are there or not, this year’s International Day will certainly take some beating.



Change of Command Ceremony

NRDC-ITA's New Commander

By LTC Carlo Salsotto

The new Commander of the NATO Rapid Deployable Corps (Italy), Lieutenant General Giuseppe Gay, took over his assignment during a parade on Tuesday 4 September 2007.

During the change of command ceremony, held in Piazza Sempione in Milan, Italian Lieutenant Gen Giuseppe Gay took over from the outgoing Commander, Lieutenant Gen Mauro Del Vecchio, who, after leading the Italian-based NATO Corps for more than three years, has now been designated as new Chief of the Joint Operational Command in Rome.

The parade of Headquarters and Support Brigade personnel was presided over by the Commander of the Land Forces of the Italian Army, Lieutenant General Iob and attended by various civilian authorities, national and international military high-ranking officials.



Lieutenant General Gay has considerable international experience. In particular he commanded the Multinational Brigade West in Pec (Kosovo 1999-2000), was Deputy Commander of the Kosovo Force, in Pristina (2003 - 2004), and was latterly Deputy Commander of the Allied Rapid Reaction Corps (2004 - 2007). During this appointment he also deployed as Deputy Commander (Stability) of ISAF IX in Kabul (2006).

In his address to the participants, General Del Vecchio praised the hard work, great dedication, leadership and vast competence of the hundreds of men and women belonging to the Headquarters multinational staff and of the Support Brigade. He underlined the success of the Headquarters while leading the NATO ISAF VIII mission in Afghanistan and the many exercises its members conducted with great expertise and professionalism. The General encouraged the Headquarters staff and Support Brigade personnel on parade to continue playing a proactive role as a constituent part of the NATO Response Force as "it is and will continue to be NATO's center of gravity and to this end, there is no room for failure".

For his part, the incoming commander, General Gay, declared he was very proud to be the new Commander of a Headquarters which has gained such a reputation with committed, confident and experienced staff, working in a cohesive and structured team.



Romanian flag-raising ceremony

Romania joins NRDC-ITA

by Maj Marian Predoica

At the beginning of September 2007, Romania joined the select club of the other 14 contributing nations to NRDC-ITA. During the ceremony – that took place in front of the

willing to share it with us.

For sure, we will do our utmost to learn as much as possible from this professional experience and to put to work as soon as possible all the knowledge we accumulate and all the skills we develop during our work time in NRDC-ITA.

The time we will spend working for NRDC-ITA will for sure allow us to make friends and build relationships that will improve our welfare and will reward us with precious professional and personal memories.

Moreover, taking into account that this is, for me and my Romanian colleague, the first time we set our foot in Italy, we will probably have many opportunities to gain more knowledge about the great Italian people and civilization by visiting beautiful, unique, interesting and historical places and by spending

good-quality time with our families and new-made friends in modern and well-know sites of Italy.



NRDC-ITA assembled personnel – I, Major Marian Predoica, and my colleague, Major Catalin Paunescu, stood proudly to attention while the Romanian flag was raised and our national anthem played for the first time at the Headquarters.

Lieutenant General Gay, Commander NRDC-ITA, in his speech delivered on the occasion, described the event as a significant one for the Headquarters and took the opportunity to mention the important contributions our country, Romania, makes to NATO in different theaters of operations.

During his address, General Gay welcomed us, wished us all the best for our new challenges and assured us of receiving all the support necessary for making our integration into Headquarters and in Italy as fast and as smooth as possible.

In respect to this promise, it is a pleasure for me to mention that we received valuable help from the Family Support Center – especially from Warrant Officer Mario Boscu – and all the other colleagues in the Headquarters we interacted with in order to solve the inherent problems we faced as newcomers in NRDC-ITA and Italy.

From our perspective, the assignments at NRDC-ITA as Media Operations Officer and, for my colleague, Audit & Clerical Officer, is a very important opportunity to prove our professional skills, to learn and improve our experience as staff officers in a NATO Headquarters which has recently proven its great expertise during a nine month challenging mission in Afghanistan.

We expect our duty in NRDC-ITA to be a rewarding experience through the professional and personal benefits we will draw from our interactions with military professionals from 14 countries who have accumulated valuable experience working in various NATO and non-NATO Headquarters all over the world, and who, I am sure, are



Exercise Eagle Trek

A demanding experience

by LTC Pierluigi Costa

Representatives of HQ NRDC-ITA attended (from 24th September to 1st October 2007) Exercise EAGLE TREK, whose aim was first to familiarize the participants with the mountain environment, and second to implement a team building aspect. The participants were hosted in a former mountain artillery regiment barracks in Dobbiaco, which is a small, pleasant village in the middle of Pusteria valley (Bolzano Province).

The location was chosen very cleverly, since the area is full of different tracks with a large diversity in terms of length and difficulty. This clever decision allowed the organizers, whose chief and project officer was LTC Pietro Caporello, to adapt the programme to the adverse weather conditions the group was forced to face, by reshaping the program in due time and with proper alternatives.

The group, despite the whether conditions, performed 5 trekking activities, as scheduled in the program, and was able to carry out 2 ascents of a pretty fair significance, of which, the last one led the group to a peak of almost 3,000 meters above the sea level on a cloudy and snowy day. This was possible, first of all because the walks and ascents strictly followed progressive criteria, imposed by the experience and soundness of an "old" alpino such as Caporello. Secondly, but perhaps even more important, we have to thank for such a success the high professionalism and mountain experience of the guides leading each team. No doubt, without their help, the successful ascent on the last day wouldn't have taken place. That's why it's hereby suitable, as a deserved award, to mention them as follows: Mllo Benvenuto, Mllo Corno, Mllo Dionisio Magg and, the already mentioned, LTC Caporello.

Another aspect that gave an added value to that experience is the historical one. In fact, the group enjoyed its treks in an amazing environment not only under the point of view of the natural



beauty, but also due to the discovery of places which were the theatre of heavy fighting between Italians and Austrians during the WWI. In particular, the ascent of Monte Piano was of particular importance under this last point of view, where the real trenches can be visited and walked on, and the visit to the museum located at Valparola pass was of high interest for those who like the history of that period.

In conclusion, Eagle Trek has been a military and demanding exercise, but with an amount of satisfaction in return that surely fascinated all the participants far beyond their expectations.



Exercise Eagle Tour

Battlefield tour of the Ardennes Region

by Cpt Giorgio Buonaiuto



Eagle Tour '07, the yearly (NRDC-ITA) battlefield tour (BT), took place in France and Belgium, throughout the Ardennes region, in the area of Fermont, Villy la Fertè, Sedan, Monthermè, Dinant, Stonne and Noyers Pont Maugis. The BT, the only one planned for 2007, lasted 6 days (travel included), from 1st to the 6th of October, a Monday to Saturday tour organised by the Engineer Branch, as by tradition in HQ NRDC-ITA.

The training audience was composed of 49 officers, both senior and junior from the NRDC-ITA Staff, including the organization staff.

The aim of the battlefield tour was to provide through a military historical campaign – about the German victory of 1940 where in only seven weeks the German Army (Wehrmacht) defeated the French Army, one of the World's largest armies at that time – a practical focus for the study and analysis of high command, planning and conduct of campaigns and major operations in a combined and joint context. In addition to that, Eagle Tour 07 was designed to demonstrate some of the enduring characteristics of conflict. Whilst we studied historical events within a wide political and military

strategic context, the focus of the exercise was to draw out relevant lessons for contemporary operations at the operational and high tactical levels of war, including consideration of the land-air interfaces. Specific battlefield tour objectives were:

- to consider the strategic and operational level commands, their structures and procedures, the decision making and the resource allocation;
- to highlight the application of the principles of war and the practice of operational art during the campaign, the major operations and the battles under study;
- to illustrate the significance of environmental and operational factors in the planning and conduct of major operations and battles;
- to stimulate the conduct of original research, expanding knowledge of military history at the strategic, operational and higher tactical levels of conflict;
- to take advantage from relevance and lessons of military history for operations today;
- to take into account the impact of technology on the conduct of war.

World War II was the largest and most violent armed conflict in the history of

mankind. Highly relevant today, WW II has much to teach us, not only about the profession of arms, but also about the military preparedness, global strategy and combined operations in the coalition war against Nazism.

The battlefields today are largely similar to what they were 67 years ago. Apart from the fact that new roads have replaced some of the old ones, the countryside of Ardennes has hardly changed since the battle took place. It remains an attractive tourist and farming area, visited regularly by veterans of both sides (although very few now) and military students, either alone or in organised tours, such as ours.

The NRDC-ITA group left Solbiate Olona on Monday, October, (1st Day) and reached Paris by plane and from there Sedan by coach, the most appropriate means of transportation for the entire battlefield tour. The city of Sedan was our base during our stay in the region. It was where our hotel was located. "Le Chateau Fort" was built in the 15th century. The Castle of Sedan is the biggest castle of Europe (35.000 m²). With its strategic position on France's eastern border, it was continuously enlarged, strengthened and modernised by the powerful La Marck



Exercise Eagle Tour

family, Dukes of Bouillon and Sovereign Princes of Sedan.

While landscapes are close to the ones in 1940, we only found a few trace of the fortifications, as they have been largely replaced by renewed countryside and urban infrastructure. Moreover, it is understandable that little memories of the battles still remain and, as a matter of fact, we did see many monuments and WW II-related topology as we did three years before in Normandy.

On Day 2 we visited the "Maginot Line" Museum in Fermont (a 2 hrs guided visit) and the Northern edge of the defensive line in Villy La Fertè.

The Maginot Line, named after French minister of defence André Maginot, was a line of concrete fortifications, tank obstacles, artillery casemates and machine gun posts and other defences which France constructed along its borders with Germany and with Italy, in the light of experience from World War I, and in the run-up to World War II.

The French established the fortification to provide time for their army to mobilize in the event of attack, and/or entice Germany to attack neutral

Belgium to avoid a direct assault on the line. The success of static, defensive combat in World War I was a key influence on French thinking. The fortification system successfully dissuaded a direct attack, but as it had been drummed up as making France invincible, the following defeat made it look like a failure.

In the afternoon the historian Dr. David Hall illustrated the Allied Plan for the defence of the France and Low Countries defence with a particular focus on the Maginot Line as the French had believed that with those constructions along their north-eastern frontier, the Germans would be encouraged to divert their main attack through Belgium, and thus attempt a repeat of their 1914 Schlieffen Plan. Particular attention was given to the tough battle that was fought to conquer the strong position when the Germans claimed to use gas to disrupt the French defence.

In the afternoon, we attended in the Hotel the second lecture of the "operational concept" and the group was divided in three syndicates with the task to develop a discussion on the following themes:

- How important during operations are personalities in the composition of higher-level HQs, particularly in a multi-national environment? (Syndicate 1)
- How does Guderian's crossing of the Meuse in May 1940 help us to understand the required synchronization in a modern scenario? (Syndicate 2)
- The employment of air force in support of tactical level operations was key to success for German Forces. What are the main considerations in terms of effectiveness in comparing the coordination measures used by German Forces with the current systems/procedures? (Syndicate 3).

Day 3 started with a lecture by our historian in Monthermè where XLI Corps crossed the Meuse with comments on the battle and bridgehead.

Later on, the group moved to Bouvignes in order to identify the position where Rommel crossed the Meuse in one of the most admirable battle actions of the Blitzkrieg Campaign. After a short stop in Dinant for lunch, a third lecture in the hotel on "C2, Generalship, Strategic bombing and Weapons of Mass Destruction (gas)" followed.



Exercise Eagle Tour



Day 4 started with a visit to Stonne with chronology of the bridgehead battle between 3 French Armoured Division and the 10th Panzer Division. There, the French light tanks H-39 opposed a very strong defence counterattacking the German troops until they found out how to disrupt this efficient vehicle that gave a big contribution to make those French troops fallen in the battle eligible for an everlasting honour.

At midday, we moved to Orval Abbey for a 1 hour guided visit and then we departed to Noyers Pont Maugis where a visit to the French and German Cemeteris took place. A small wreath ceremony was organized on site in order to honour the fallen of both sides. The cemeteries are on the Mafée Heights, where the French artillery was located, overlooking the river Meuse crossing points used by the 10 Panzer Division led by General Guderian. The historian, Dr. Hill, discussed the battle action where Guderian crossed the Meuse at 15.00 hrs on 13th of May 1940.

In the hotel the forth and final lecture on "outcome and aftermath" was held by Dr. Hill preceding the 3 syndicates work presentations.

Day 5 was the Cultural Day and the group moved to Reims. But in the morning, a visit to the "War and Peace" Museum in Novion Porcien took place. Before arriving at the "Mercure" hotel a visit to Taittinger champagne cellar was carried out. In

the afternoon, all the members of Eagle Tour '07 visited the Reims Cathedral where a tourist guide illu-

strated a lot about this incredible monument by a 1 hrs visit outside and inside this Christian location. This masterpiece of gothic art dates from the 13th century as a reminder of the christening of Clovis.

The cathedral was the site of 25 coronations. Adorned with over 2500 statues, this is the only cathedral to display angels with open wings, including the famous Smiling Angel on the western façade of the north portal.

Finally, on Saturday (Day 6) the battlefield tour ended with the group returning to Ugo Mara barracks, a bit tired, but having gained a lot out of the exercise Eagle Tour '07.

In fact, HQ NRDC-ITA had a unique chance to review the setting of the "Blitzkrieg Campaign", "modern" war-fighting battles which for the first time hit the scene and now offer lessons to be learned, to all the functional branches.



News from the UK Contingent

by Maj Graham Cable

In the British Army, the ethos of adventurous training, sport and battlefield tours is very important.

The former pits an individual against challenging situations, which are always demanding, often frightening (but always controlled), and frequently in harsh climatic conditions. This not only provides an opportunity for fun, but it also stretches the individual "outside his comfort zone" and promotes teamwork and trust. This is vital preparation for the rigours of rapid deployment and operations.

The latter enables an individual, not just to appreciate an historical occurrence and site, but also to draw lessons from previous military campaigns and apply them to the present. Again, this is very important in our role as staff officers and commanders.

The practice of obliging British Army personnel to partake in adventurous training and battlefield tours is no less true in HQ NRDC-ITA, than it is in any other theatre. Add to this the fact that there are a wealth of sporting and historical opportunities in our host country, and you will find us clocking up many hundreds of kilometres over the next few years.

The UK Contingent at HQ NRDC-ITA has traditionally participated in Contingent skiing during the winter, which for some people has most definitely placed them "outside" their comfort zone. We have also taken part in the annual HQ NRDC-ITA tours, treks and ski opportunities.

From this year, however, a plan has been put in place to formalise a wide range of training opportunities for our Contingent here in Solbiate Olona.

The winter skiing will continue, but will now include the ability to gain qualifications and prepare a team to take part in Exercise EAGLE SNOWMASTER, and if we are good enough, the Italian Army Ski Championships. The culmination of this will be a challenging ski expedition to Norway.

In addition to skiing, the adventurous training and sporting opportunities have been widened to include mountain treks in Italy, sports courses in Germany and sailing around the Italian coast.

This season has kicked off with a "golf skills" course at the British Army Golf Club in Sennelager, Germany. Not very adventurous you may feel, but judging by the number of missed swings and errant shots when the ball and club finally did



News from the UK Contingent



meet, then around 7 of the Contingent's (and wives') comfort zones were again surpassed.

This was followed by a week's worth of treks around the Dolomite mountains in Alto Adige, hosted by our very patient Alpini guide, Lieutenant Colonel Caporello of the RSC. This most definitely was adventurous, given the unseasonably challenging conditions.

The seven UK Contingent participants (although most complained about the cold – another inalienable right of the British soldier), came away with a feeling of achievement and a wealth of memories of beautiful and challenging scenery. The photos tell the story themselves.

An added dimension was the ability to walk in trenches both sides of the World War I front line, along with the wealth of historical detritus still littering the ground.

This proved the perfect build-up to our series of battlefield tours, the first of which was to Asiago. This featured a British brigade fighting the Austro-Hungarian forces in support of the Italian Army in June 1918. The day included a little background reading, followed by briefs and the ability to walk the ground that was fought over so bitterly. The fifteen members of the UK Contingent were fortunate to be accompanied by Colonel Sulig (ACOS G1), an avowed expert in these matters.

The briefs and tour culminated in a visit to the grave of Captain Edward Brittain MC, whose death at Asiago was lamented so poignantly in his sister's famous book "Testament of Youth".

Both the trek in Alto Adige and the battlefield tour have certainly set the scene for the forthcoming year's programme.

The next item on the agenda is a week's tour to the Second World War battlefields of Monte Cassino and Anzio, where Contingent members will present the results of their research into these conflicts. They will also be supported by a professional military historian from the UK's Defence Academy. These will be followed by shorter trips to Solferino and Pavia towards the end of the year.

In all, a busy programme, but one that affords an ability to challenge, stretch and develop the Contingent, whilst providing an opportunity to discover the history, culture and geography of our host country.



Exercise Eagle Nest 3 photo montage



Change of Command Ceremony



Change of Command Ceremony



Arrival of France an Romanian Contingents



The human factor in operations

ISAF VIII's teamwork

by WO Nicola Amato

Beyond any technical issue that has certainly arisen several times, I would rather highlight the human factor of NRDC-ITA's ISAF VIII mission.

Before leaving our HQ, we were clearly aware of the challenges we were supposed to face whilst on ISAF deployment. As soon we got there, we easily realized how important the human factor was while working in a team, other than all technical and logistic aspects.

We soon learnt a life lesson than could be expressed in a few sentences.

"When you are struggling with a deadline or dealing with delicate decisions, the last thing you want to deal with is "people". When the fight is really on and the battle is undecided, you want your team to act co-operatively, quickly, rationally; you do not want a disgruntled colleague complaining about life, you don't want a worker who avoids work, you don't want your key players being tired all day because they are homesick".



But this is what really happened over there and we had to deal with it. We faced the problems using the strongest means: friendship and co-operation. Comradeship is quite unique. Men and women from different backgrounds sharing a common, familiar space, the military base, discovering the beauty of friendships which was more intense though fleeting.

The ISAF mission created such an intense bond among soldiers. I personally run into people that I haven't seen in years and we could just pick up where we left off, like we'd been around each other the whole time.

During my five months of deployment I saw people exhausted and tired. Most of the time I read into their damp eyes sadness

and pain. But I also saw people ready to help them out with a smile and an encouraging pat of their shoulders. Because this is the real meaning of comradeship: giving any kind of support to whoever is facing difficulties, especially if they are concerning variations of emotional states that can affect the whole functionality of the working team.

Now, back from ISAF VIII, I have the certain and strong perception that everybody is proud for having placed with professionalism his own piece in the puzzle of the social rebuilding of Afghanistan, notwithstanding all difficulties met.

But, beyond all operational lessons-learned identified, we cannot avoid taking into consideration also the high importance of the human factors in a military environment.



CIMIC

Control of the Civil Population

by LTC Pierluigi Costa

Preface

In the wars of the XVIII century and before, the opposing parts involved in the fights were essentially the military forces, leaving aside the civil population, who was interested by the war events in an indirect form, mainly for sustaining the Armies and for suffering local pillaging.

In modern wars, the involvement of the civil population has been extensive, therefore its control is a basic condition for the success of the military operations. On top of that, in more recent conflicts, the merely military confrontation is undoubted in terms of foreseen outcomes, whereas the post-war management, hence the control of the population and the territory, becomes the heavier and most demanding part of the military effort.

Introduction

In this paper we will see the control of the civil population under two different scenarios, the general war and the PSO, even though the first one is mainly a theoretical exercise, since it is very unlikely to happen. And, whenever it may happen, the military side of the event is likely to be very short and non important, quickly turning into a similar-PSO scenario, in the post-war management.

The doctrinal distinction between "art. 5" and "non art. 5" operations is not fitting for the purpose of this paper, since both the above mentioned scenarios are falling under the "non art. 5" case. In fact, we do not consider the control of civil population within an "art. 5" operation, in which NATO forces are fighting a defensive battle inside the borders of one or more NATO countries. Therefore, the depicted below scenario of "general war" is meant to be the one in which friendly forces are operating in a foreign territory (hence "non art. 5"), where regular opposing forces are operating (hence "classic war"). And the scenario "PSO" is by definition "non art. 5".

Control of Civil Population in Classic War Scenario Operations

During the first phase of a conflict within a general war scenario, the main effort of the force is focused on the destruction of the bulk of the enemy forces and, consequently, the neutralization of its fighting capability. In this framework, the control of civilians is a secondary activity, exclusively in support of the military operations. In this respect, curfew, control of roads, searches and requisitions of goods, arrests, judgements and detention of people by the military are the norm. The exploitation of natural resources, economic and human ones are put into effect by the militaries, with the civilians obliged to undergo whatever military measures are implemented to support their military effort.

When the military operations approach, in which the opposing regular forces are neutralized and the character of the conflict is turning into a guerrilla battle, the civil population

could fuel the guerrilla conflict and its control is still deeply authoritarian.

The post-war phase is definitely turning its focus over the civil population, whose support is deemed key. In this phase, the military friendly forces can not neglect the population, or, even worse, oppress it. Instead, the population becomes the objects of military attention, both benefiting from well conducted cooperation. Therefore, in this phase the control of the population is leaving the previous authoritarian attitude to separate the civilian interests from the guerrillas ones and put them in contrast each other, emphasizing the convenience for the population to support the occupying forces instead of the guerrillas ones.

The assumption beneath the necessity to compliment the civil population (in order to control them) during this phase, is that the acceptance by the civil population of a new status following a military occupation is deeply dependent upon the capability of the new status in matching with the individual interests of every single citizen of the occupied country, rather than and more than upon a set of generic values and principles, borne by the militaries as a flag, claiming a better life in a better society of a better world. Therefore, however the military force may bring with it positive ideals and ideas, in particular the democratic institutions for the freedom of the human being, it will never be able to appeal to the civil population if those values are not accompanied with concrete improvements of the individual daily lives. In this case, a foreign military force will never be accepted by the locals, which, in fact, will always fight against it, involving large masses of civil populations and not only small armed groups or factions, so that, in the long term, the occupying military force will never have the control of the civil population and, consequently, of the country. The gives us plenty of examples (German troops in France and Italy during WW2, French in Indochina, US in Vietnam, as an example of unacceptance, or, US troops in German, Italy and Korea after WW2; more recently in Bosnia 96 and Afghanistan 01, as examples of acceptance). In practical terms, the control of the civil population in an



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occupied territory is of paramount importance for minimizing the number of troops engaged and necessary in keeping the foreign territory. In particular, the means of this control materialize a set of concrete benefits for the population, making them well accepted and the control itself not perceived as such.

The consensus is the best situation to be attained, therefore the final point the military force is aiming towards.

The non hostility of the civil population is the situation to be desired notwithstanding the conditions for reaching the consensus.

Instead, if the military force is perceived by the civil population as foreign and bad by its nature, therefore **the hostility** is de facto situation the military force has to deal with, in this case the control of civil population will pass basically through coercive military actions and the CIMIC activities will temporary freeze until a smoother attitude of the civil population occurs, which, in turn, can be improved and further smoothed by targeted CIMIC activity. This last case, by convention defined as "hostility", is not, conceptually speaking, under a strict "post-war management" situation, because, in fact, it falls under a continuing state of war, whose character takes the shape of a guerrilla conflict.

To reach the second step, at least the "non hostility stage", five basic factors are key:

- The administration of the res publica made by the militaries must be better than the one executed by the previous civil service.
- The economic situation of the civil population after the military occupation must be improved compared to the earlier period, or, at least, not made worse.
- Public order must be enforced effectively and firmly. Military force acts in compliance with the rules of law and requires the same from all citizens, the local civilians included.
- The individual freedom must be perceived by the population as granted, in the framework of a certain system of law.
- Local religion and basic traditional institutions must be perceived by the civil population as respected and preserved by the occupying military force. Religious leaders must be complimented by the military. Any institutional reform envisaged to improve the civil progress should not impact against the existing religious institutions. Secularisation is to be avoided.

The kernel is to ensure to the force the approval of the citizens, without granting them any effective freedom of choice. Within this picture, CIMIC's role is to exploit local resources

and the civil population's capabilities in favour of the military occupying forces, always bearing in mind the sensitivity of the above mentioned five key factors. Therefore a brokering capability by CIMIC actors is required in mediating between the need to sustain the military force exploiting local human and physical resources and the exigency to lean toward the consensus from the hostility. This last exigency, in fact, could lead to a situation in which the CIMIC perspective is reversed, where the military force is engaged and used for sustaining the civil population purposes, which is quite normal in PSO operations.

Control of the Civil Population in PSO Scenario

Conceptually thinking, the control of the civil population in a framework of PSO does not differ from the war scenario, depicted above under the post-war management phase. The distinguishing element in this case, is that the military impact within the operating area should be kept at minimum level, therefore, the

administration and political power run by the military should be transferred to the local civilians as soon as possible in order to legitimize local powerbrokers and implement local autonomy through the improvement of the local governance capability.

The big difference between the PSO scenario and the "general war" one is in fact the sovereignty: in the last it belongs to the foreign forces (through a direct military governance or

through a mediating form like a protectorate); in the first it belongs formally to the locals, though by means agreed by the military force and its political representatives.

Within this picture, the CIMIC activities are more focused on **sustaining** the civil population rather than **controlling** the civil population, since a broad level of consensus is mandatory in such an operation for the success of the operation itself.

For this reason, within a PSO scenario, we can speak of "control of the civil population" just in some specific cases, for instance, police activities when dealing with large flows of refugees and displaced people, whose size could have strong implications for the public order. In these cases the military force is authorized to intervene strongly and firmly and overcome the local authority. Otherwise, the aforementioned minimum impact of military operations over the civil environment should suggest the military to avoid any forms of direct control of the population and, on the other hand, to boost all forms of civil progress. Economic development and governance are encouraged by the military in such a form to involve civilians as far as possible, making them the actors of their improvements. That's why in PSO we speak in terms of "sustainability" looking at the econo-



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mic development and of "self governance" looking at the state institutions. In this respect, CIMIC is key in improving those areas of progress, but again, in terms of sustainment of civil population rather than of control of it.

In this regard, the key factors to be implemented in achieving the maximum extent of acceptance are:

1. The administration of the res publica is made by locals.
2. The economic agencies are involving locals to a large degree.
3. Public order is enforced by local police. Military force maintains at hand a counter insurgency capability as a spare force and acts in compliance with the local system of rules of law, placing itself over the law only to enforce ROEs.
4. Individual freedom and rights must be perceived by the population as granted, in the framework of a secure system of law.
5. Local religion and basic traditional institutions must be perceived by the civil population as respected and preserved by the occupying military force.

In particular, the above 5 key factors, that may be considered as golden rules, can be further expanded as follows:

1. The administration of the res publica is made by locals.

If in the first scenario, the militaries are assumed to run the administration, therefore the focus falls on effectiveness of the administration itself, able to win a potential confrontation with the previous. In the second scenario, the focus shifts from HOW the administration is made to WHO is running it, becoming by far more important the appearance of self-determination, rather than the quality of the concrete results of the local governance capability. In this context, civil service capabilities brought with them by the foreigners are to be used in support of the locals, to advise and highlight their way to rule. For this reason, CIMIC should exhibit not only liaison capabilities, but also, and sometimes especially, the alluded "mentor" capability. By consequence, an appropriate set of civil experts (functional specialists) in the field of governance should be part of the force, to give qualified assistance to local administrators and, consequently, fully implement the mentioned CIMIC capability of mentoring.

2. The economic agencies are involving locals to large degree.

If in the first scenario, the economic situation of the civil population after the military occupation must be improved compared to the earlier period, or, at least, not made worse, in the second scenario, again, the focus shifts to

WHO is the actor of the development, rather than the level of economic improvement itself. This is such, because the development in a poor country (that is likely the case for a PSO) is fully initiated only actualising the principle of self-sustainment.

This is the CIMIC role in a PSO scenario. So again, also in this case, CIMIC branch should be able not only to liaise with civil agencies and contractors, but also to provide a set of functional specialists able to assess the environmental situation, in order to properly identify needs and match them with the most appropriate resources, so that the financial effort yields effective results. In this way, the single projects should be coherent with the broader picture of the country's development, avoiding implementing projects whose benefits fall to foreign contractors only, or over a restricted community of locals without the multiplier effect, for the benefit of the population in general.

In the domain of development, pure assistance is to be avoided, not fuelling the self-sustainment goal. CIMIC should be capable of identifying those areas or situations where assistance projects contracted by foreigners only are necessary and to follow these very areas until the time when self-sustaining projects can be executed.

The PRT concept elaborated for the Afghan theatre after 9/11 with the "Enduring freedom" and "ISAF" operations, provides a good model for such a force, devoted to an economic development integrated within the social and civil renaissance, where locals become slowly but firmly the actors of their own destiny with the help of the foreign force and the international community.

3. The public order is enforced by local police.

Again, the focus falls on the self capability to guarantee the public order, even if we can not add this time "no matter HOW", because in this area the compliance with the rule of law is important as well, if not even more. In fact, the military force cannot accept a "non capacity" or an "illicit capacity" in maintaining public order just in the name of the local paternity (to cite an enlightening example, the Talibans in Afghanistan assured the public order at a level never known before in Afghanistan and in any other country, but their methods were not acceptable for a society self defined "civil"). That's why the military force must keep at hand a counter insurgency capability, whose size is inversely proportional to the local police one. In fact, the public order is the responsibility of the local police, but the force must be able to take over the local police whenever required.

Under this restricted sense of the broad concept of the



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control of civil population (the control of civil unrest), we can consider the assurance of the public order as a condition sine qua non for the success of a PSO. Looking at the history, civil unrest has been in the past the definitive cause to make the situation unbearable for the foreign force, inevitably forced to leave the occupied country.

4. The individual freedom and rights must be perceived by the population as granted, in the framework of a secure system of law.

The matter is: "Can a foreign military force be perceived by locals as a liberating force, hence positive and well accepted, or, it is by its nature an occupying force, hence bad and hardly tolerated, if not openly thwarted?"

The first consideration in this field, is that human societies when self-governed always bear internal opposing forces, whose size and virulence can range greatly, but always they are present (perhaps few exceptions can be mentioned, referring to small and wealthy countries, like Monte Carlo or Luxemburg principalities). All the more so, a society witnessing foreign authority inside its domain, is inclined to develop a stronger opposing popular will. In this light, we can understand how difficult it is to imagine a society where foreign forces are governing/occupying a country without any local opposition. That's merely utopian.

Having assumed an endemic rate of opposition in every human society, the problem is how to keep low the perception of an imposing will, exercised by the force, no matter if what imposed is far better than what previously existed.

One basic factor, to cut the fuel to the opposing instances, is the guarantee of the individual freedoms, that must be pursued within a secure system of law. In other words, any restriction of the personal freedom must respond to an application of a general rule and not be associated to the discretion of the judge or the institution determining the restriction.

In front of the foreign military force, the local population must understand WHY they are there and to do what, in order to appropriate the reasons of their presence and to share a common project of amelioration of the society. In this way, the force becomes the champion of the freedom of citizens and not the killer of it. Consequently, the answer to WHY has to be as far as possible to "because we are in the middle of power games of powerful countries" and as close as possible to "because they want make us freer than we were", approaching the concept of a "liberation force".

That is not utopian; in fact we had many examples on Italian soil of foreign powers perceived as usurpers, but also some examples of foreign forces perceived really as liberating, hence giving us our freedom, or lost freedom. The entire issue is not in theory a big problem, because usually the rate of freedom of the western society model, brought by the force in the country where a PSO is taking place, is much higher than the supposed country of the crisis. Nevertheless, this topic of personal freedom could become sensitive in matters of detention and prisoners' treatment.

5. Local religion and basic traditional institutions must be perceived by the civil population as respected and preserved by the occupying military force.

Notwithstanding the most attentive cares in presenting the force with the face of liberators, notwithstanding the best intentions in improving and ameliorating the country the force is going to, it is paramount to avoid the big mistake of putting in contrast the fresh air of news and ameliorations brought by the force with the deep-rooted beliefs belonging to the local traditions and, or, with the common behaviours embedded in religious precepts. These last, even if they belong, conceptually speaking, to the middle ages, can not be renegade by the locals in the name of the civil progress, development or economic welfare. Therefore, the force must encourage the civil progress by mediating with the local traditions and accepting the local religion as a matter of fact. Otherwise, even in the name of rightful principles and notwithstanding a sincere will to help locals, everything can be wasted.

We must bear in mind that in the western countries after the Enlightenment, we had to undergo several wars and revolutions before emancipating our societies from the ancien regime's traditions and religions. Thus the civil progress of a backward-looking society, also nowadays must advance within the framework of the local traditions and religions, and we cannot expect a radical change in an underdeveloped society by sweeping away local traditions: this would lead to a failure for sure. The laicity of a society, in fact, is not a value itself, even if the western societies witnessed an historical laicisation beside their civil and social progress.

In conclusion, in a PSO the secularisation can not be imposed by the foreign force; instead, it should be originated spontaneously by locals as far as they improve their progress, and the force should confine itself to condemn all and only the religious precepts or behaviours that are illicit because they are contrary to the system of laws.



NRDC-ITA Sports Associations

The Sports World of NRDC-ITA

by Maj Michele Ionata

This is the first article focussed on the NRDC-ITA sporting activities and initiatives. I hope this will be the first of a long series and that a "Sports Corner" will be reserved in all the future numbers of the NRDC-ITA Magazine in order to inform the readers on events, planned activities and results.

Ancient Romans used to say "mens sana in corpore sano", meaning that a healthy mind lives in a healthy body. Not entering into all benefits associated with physical fitness, but only considering the military individual values, it is important to keep in our minds that all military personnel must reach a sufficient level of vigour, in order to react in a timely manner to operational requirements.

The NRDC-ITA Sports Board is the Headquarters' internal organisation established to deal with all issues related to sports activities and initiatives. Representatives from all branches gather at least quarterly to discuss those topics related to sports activities and addressed to NRDC-ITA military personnel. Thus, branch representatives have to be regarded as a point of contact for all personnel who propose sport activities and projects or just need some information on a possible approach to sports.

Unfortunately, the board itself is not enough to provide the internal and external visibility required and the follow up of all sports activities and events organised or planned within

the Headquarters. For this very reason, many initiatives are ongoing in order to open the door to the sports world to all personnel.

Some individuals have taken the lead to promote sports projects, aimed not only to enhance the internal and external visibility of NRDC-ITA through the participation in amateur competitions and sporting events (Stramilano run, cycling tourist events, shooting, etc.), but also to entice all personnel to approach sports.

Sport is an important vector for physical and mental fitness, team building and socialisation at the same time. The constitution of NRDC-ITA sport teams and societies, affiliated to Italian official sport organisation, will provide an important means for integration and intercultural communication, improving the visibility of the multinational background of NRDC-ITA Headquarters.

Are we looking for first class athletes? Do we want to win every competition? Sure not, this is not the main aim. The intent is to encourage team building, to exchange our ideas, to link with external organisations and to promote the NRDC-ITA HQ image outside the wire. After that, if a good sports result comes out and provides a positive media impact, better; but this last is not the main aim. So, don't be shy! Contact your branch representative, join one of our initiatives and enjoy the sports world of NRDC-ITA!



Cycling

The NATO Rapid Deployable Corps cycling team is aimed at promoting sports with participation in cycling activities and events, encouraging civilian and military integration, and providing visibility of NRDC-ITA through the organisation of cycling activities or by competing in official cycling events. The team has been first registered in 2007 with the UDACE (Unione Degli Amatori Ciclismo Europeo), the European recreational cycling organisation and is currently made up of 30 people. Amateur competitors and cycle-tourists, riding road and mountain bikes, are participating, individually or collectively, in unplanned or organised events in order to fly the NRDC-ITA flag outside the barracks. Until now, team members have taken part in more than fifteen different road and MTB (mountain bike) official races. Membership for 2008 is open to all NRDC-ITA HQ and its assigned to support units' personnel and their dependants.



NRDC-ITA Sports Associations



Parachuting

The club was created in May 2007, in order to perform and to make popular parachuting, both civil and military. It has also the aims to introduce this sport to all those who have never bailed out from a perfectly functioning airplane, to strengthen the ties among active duty comrades, to entice civilians to jump and to represent HQ-NRDC-ITA in competitions and fairs.

The Club offers to its members: parachute courses "static line" under Italian military control, courses static line "square", accelerated free fall, and "tandem" jumps.

Currently, 25 members have applied for it. Membership is open to all HQ NRDC-ITA staff and its assigned support units' personnel, and to their dependants.

Running

The NRDC-ITA Running Society was constituted at the NATO Rapid Deployable Corps (Italy) on 15 January 2007. The Society is set up to develop and promulgate running through the participation of the members and relatives in competitive and non-competitive running events, improving the friendship among the personnel and integrating the members of the families inside the NRDC-ITA world. Furthermore, the NRDC-ITA Running Club is aimed at promoting the integration of military and civilian people in a social and sporting environment, following the Federazione Italiana Di Atletica Leggera (FIDAL - Italian Light Athletics Federation) regulations, in order to expand relationships with the civilian environment.

All personnel assigned to NRDC-ITA (including affiliated Units) can apply for membership to the NRDC-ITA Running Society; it is currently made up of 81 people, but we are very eager to increase this number in order to be able to take part in many competitions. The team foresees the participation of

its members in both competitive and non-competitive races, such as the "Half Marathon of Cesano Boscone (MI)", "Stramilano 2008" and many other events, which will be held in Milan and its province. Therefore, if you want to spend a pleasant and challenging moment during future weekends, join the Running Team.



NRDC-ITA Sports Associations



Shooting

Starting from 2002, a shooting Team has been established within NRDC-ITA. The Team, initially composed of Italian personnel, in the last two years has enlarged in terms of nations and gender. The Team is now composed of 20 people, including women and a few German and Greek fellows. From the very beginning, it was decided that only military weapons were going to be used, with the aim of improving specific military skills like tactical shooting, sharp-shooting and close quarters combat techniques. The Team normally trains on a weekly basis in Tradate Range, a civilian range also affiliated to the Italian Shooting Federation. Training sessions, weapons, ammo and transportation are provided by the HQ, in compliance with (especially for weapons and ammo) the Italian Laws and the Italian Army regulations. The Team has participated in several competitions from the very beginning, achieving always good results:

2003: 1st place in the Armed Forces Trophy organized by UNUCI Busto (Retired Armed Forces Officer Organization)

2004: Runner-up in the Military Valour Gold Medal Tournament organized by UNUCI Busto-Gallarate-Legnano with more than 160 shooters and 55 Teams (4 different competitions: 9 cal pistol, tactical rifle, sport rifle, sniper).

Due to the HQ Afghanistan commitment (ISAF VIII) in '05 and '06 we didn't participate in any tournaments. It is important to highlight that NRDC Shooting Team is normally invited to the International Beretta Defence Cup, a tactical competition reserved –by invitation only– to military and law enforcement agencies. In 2004 NRDC-ITA reps scored 15th place, and in 2007 13th place, out of more than 45 teams. The team has also organized two internal events: COMNRDC-ITA Shooting Trophy and the Clay-Pigeon Shooting Competition. Standard activity is now being resumed and the shooters are preparing themselves for the 2008 competition calendar.

Skiing

All started with an invitation for HQ NRDC-ITA to take part to the "Alpini Ski Championships" in San Candido (Northern Italy), 28 Jan-2 Feb 07. After selection of the team for participation (COMNRDC-ITA guidance was to form a team with high multinational flavor in it), four training days have been conducted in Champorcher (AO), S. Maria Maggiore (VB), Pila (AO) and Macugnaga (VB) in January 2007. A further step in the preparation for the race was to buy a standard snowsuit and to submit all selected people to a medical test. Once we knew the list of teams registered, we fixed our objective in trying to be, in the overall classification, in the first position among the four Multinational HQ's (ARRC, EUROFOR, LCC Heidelberg and NRDC-ITA).

Championships consisted of – beyond a parade and opening party, where we had the opportunity to show the NRDC-ITA flag – a 15 Km cross-country on the World Cup track in Dobbiaco. Afterwards, a Giant Slalom in two trials and a Sprint Cross-country race (relay with two competitors performing three times a lap 1,5 km. long). We did not take part in the Ski Patrol (25 Km Cross-country and shooting for a four member team) and could not get support by NRDC-ITA female teams.

In the final classification, we obtained, together with HQ ARRC, the first place among multinational HQs. Lessons learned for next year is to form a combined team for as many disciplines offered. As an internal final highlight, the NRDC-ITA team enjoyed a challenging 5 km adventure on sleds.

In the future, the event will be inserted in the NRDC-ITA calendar, so mark your agenda for next year: believe me, you will dig deep, but you will have fun, lots of fun.



NRDC-ITA Sports Associations

Diving

The Sub Aqua club was founded in HQ NRDC-ITA in 2006. About 62 active members are enlisted in the club. The objective of the NRDC-ITA Sub Aqua Club is to promote underwater sports, water safety and related activities; to encourage friendship among these sportsmen of NRDC-ITA and their families; to build up self confidence and good sportsmanship and to engender understanding in the use, safe handling and care of diving equipment for the purpose of conducting safe diving in a variety of environments. The Sub Aqua club organizes courses for all levels starting from beginner up to advanced levels. Promontorio di Portofino, one of the most beautiful natural sea parks in Italy located in Liguria region, is mainly the favorite site where the club performs the dives. Colours of the marine vegetation, a great variety of fish and the wonderful backdrop the picture where a diver is the main subject.

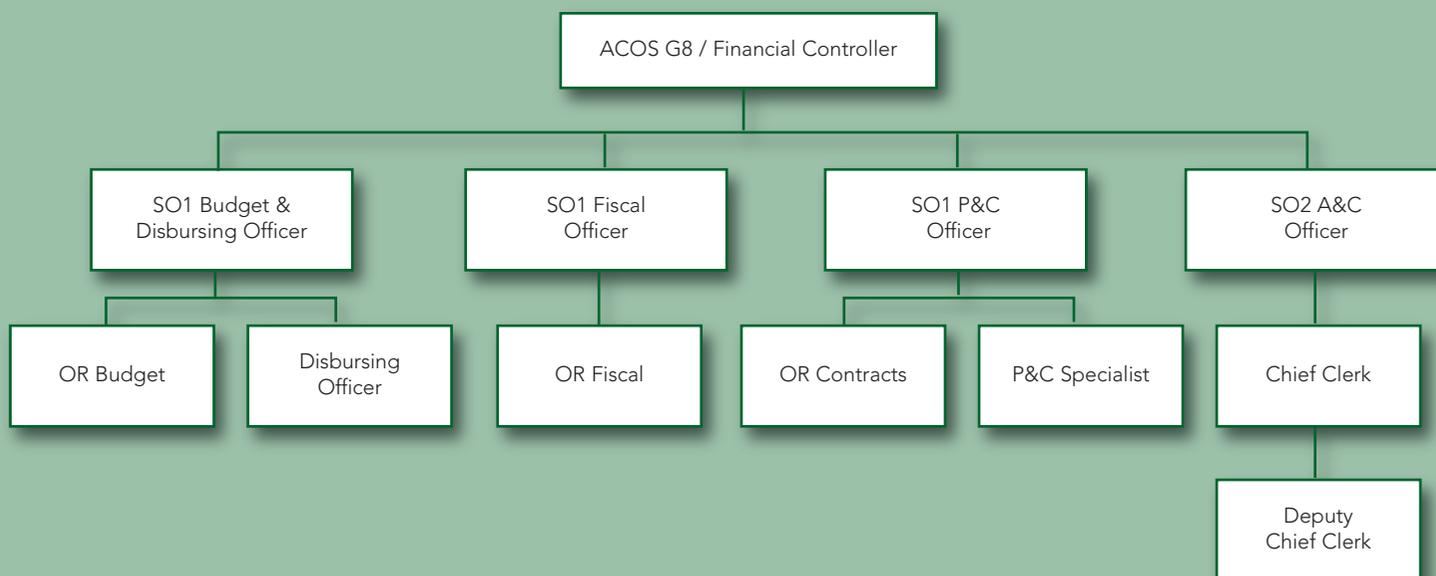


G8 Branch Budget & Finance

Presentation of the Branch

by Col Rosario Romano

G8 members represent 4 different nations: Italy, Hungary, Romania and the United Kingdom. During the "Functional Review" our structure and subordination were changed and are as follows:

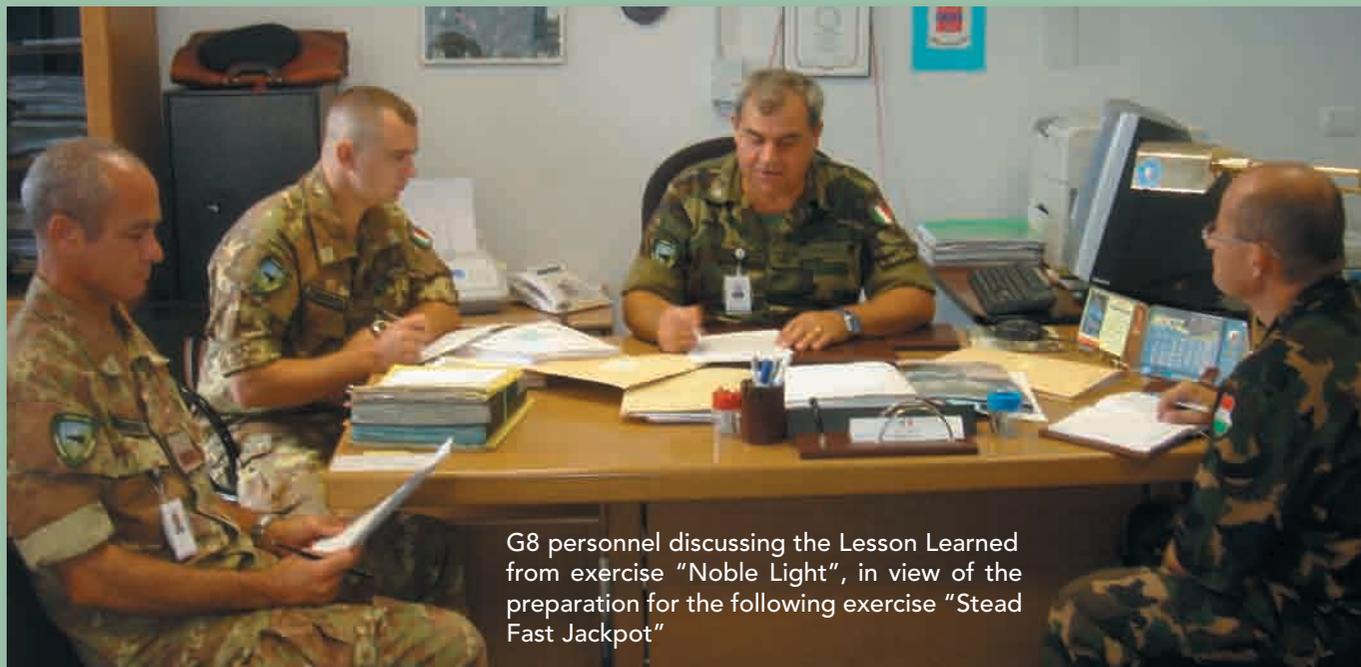


The G8 Branch is composed of four separate, but integral parts:

- Budgeting and Disbursing (B & D) runs the HQ budget as approved by the Senior Resources Committee (SRC),

- maintains the books and ensures that suppliers are always paid on time;

- Fiscal approves all commitments if they are in line with the funding levels and well justified by the requestors



G8 personnel discussing the Lesson Learned from exercise "Noble Light", in view of the preparation for the following exercise "Stead Fast Jackpot"

G8 Branch Budget & Finance

and, moreover, takes care of the financial accounting system;

- Purchasing and Contracting (P & C) is responsible for the acquisition of goods and services. In accordance with NATO Rules and Regulations only P & C officials are entitled to enter into negotiation with contractors;
- Audit and Clerical covers internal auditing, liaisons with the International Board of Auditors for NATO (IBAN) and SHAPE Auditors as well. It is also responsible for the administrative issues of the Branch.

The ACOS G8/Financial Controller directs all Budget and Finance (BUDFIN) Staff. For the functions as Financial Controller he has direct access/recourse to the COMNRDC-ITA under ACO Directive provisions. He is personally responsible for the correct application of all multinational appropriated funds.

Since the establishment of NRDC-ITA, G8 personnel have been working in accordance with their mission, namely "According to the NATO Financial Rules and Procedures and ACE Directives, the G8 Branch provides quality finan-

cial management (budgeting, financing, contractual and internal review) to the HQ NRDC-ITA".

Keeping in mind the mentioned mission, G8 members have participated in all of the main tasks of NRDC-ITA regarding:

- The Full Operational Capability;
 - The NATO Response Force 3 from 1st July 2004 to 15th January 2005 and NATO Response Force 9 starting from the 1st July 2007.
 - All the internal and external exercises of the Corps.
- During the period from 4th August 2005 until 4th May 2006, NRDC-ITA assumed the leadership of the NATO led International Security Assistance Force (ISAF) in Kabul (Afghanistan). During this mission G8 Branch assumed a Combined Joint Structure (CJ8) and was responsible for the management of a specific NATO budget, which was delegated by the Joint Force Command Brunssum for the execution of the mission.

When at home, G8 Branch is responsible for fulfilling the HQ's requirements using the yearly budget of NRDC-ITA,



ISAF VIII CJ8 members welcoming ARRC Financial Controller, incoming ISAF IX CJ8 Branch Chief



G8 Branch Budget & Finance

which is called "shared or multinational budget". It means the cost of the HQ is shared among the fifteen Participating Nations in accordance with an agreed "Cost Sharing Formula". The above mentioned budget is approved by the SRC composed of one representative from each participating nation.

Apart from the "shared or multinational budget", there can be three more sources available for NRDC-ITA, which are:

- NATO Funds: an Activation Warning Order (ACTWARN) from SHAPE and an employment not below a Land Component Command (LCC) level are required to be eligible for NATO common funding in case of a real operation;
- National Funds, necessary for covering all the specific requirements determined by the Participants, such as allowances, salary, special national training;
- Framework Nation Funds, which are the most relevant part of the HQ and cover all remaining costs associated with running an HQ at Corps level (infrastructure, vehicles, equipment, services, etc)

During the preparation phase of any kind of budget not only the budget section is involved. The Fund Managers (FM) of the different Divisions/Branches play an active role, especially the FMs of CIS and TRADOC Divisions, since they plan more than 70% of the total budget.

All FMs have to send their budget planning contributions to the Budget & Disbursing Section which is responsible

for reviewing, scrutinizing and consolidating them in the official budget estimate document, which will be presented to the SRC for discussion and approval. During the execution phase the FMs are responsible for that part of the budget, which has been allocated/delegated to their Branches/Divisions.

For the first time, the International Board of Auditors for NATO (IBAN) audited NRDC-ITA in March 2007. The Auditors spent two weeks at the Corps examining the books, registrations, financial and accounting system, and at the end of all the specific activities they were very satisfied with the job that has been performed so far.

In conclusion, during the five year existence of the Corps, the G8 Branch has proven to be completely dedicated to serving the NRDC-ITA mission anytime and anywhere by using the best knowledge on the financial field and supporting the HQ's activities on the basis of ACE/ACO Directives and NATO Financial Rules and Regulations. Thanks to that and the previous experiences (ISAF VIII, NRF 3 and 9), all G8 members are familiar with the appropriate procedures as well as able to switch at short notice from the rules regarding the Multinational (shared) Funding into the ones of "Common Funding" applicable in case of a NATO led operation far from the home base.

G8 personnel discussing the outcomes of the IBAN audit





The Exercise Eagle Tour guide provides an historical overview during the tour.

