



NATO
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NRDC-ITA

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Change of Command Ceremony

NATO Land Component Command Conference



Exercise Eagle Focus

Corps Transformation



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Opinions expressed herein are those of the authors and do not necessarily represent- the Official views of NRDC-ITA and NATO.

COMMANDER'S BIOGRAPHY

Maj Gen Gian Marco CHIARINI was born in 1952, in Ferrara. After attending the 153rd Military Academy Course (1971-1973) and the Military School of Application and Specialization in Turin (1973-75) he was assigned to the Tank Corps and commissioned First Lieutenant. In his early career, before attending the Army Staff Courses (1975-1982) he was Armoured Platoon and Company Commander as well as Service Support Company Commander at the 1st Tank Battalion "CRACCO" in Bellinzago Novarese (NO). During the periods 1985 - 1986 and 1988-89 he attended, respectively, the 110th General Staff Course and the 110th Advanced General Staff Course, both at the Italian Army War College. In the period 1985-88 he served as Chief Information System of the 3rd Army Corps in Milan and, soon after the War College, as Liaison Officer to the Armoured Centre in Fort Knox, (Ky-USA) (1989-91). In 1991 Gen. CHIARINI took over command of the 1st Tank Battalion "CRACCO". In 1992 he served as ACOS Operation and Training of the 3rd Army Corps before being appointed as Chief of Staff of the 3rd Italian Division in Milan (1993 -1995). As Colonel, he was assigned to the ARRC HQ in RHEINDAHLEN (GE) as ACOS Combat Support first and as ACOS Fire Co-ordination afterwards (1996-1998). During ARRC assignment he was deployed in SARAJEVO (BiH) as Deputy Chief of Civil Affairs of HQ IFOR (1996). In 1998-99 he was Commanding Officer of the 32nd Tank Regiment in Tauriano (PN) before being assigned back to NATO where he was appointed as Joint Operations Branch Chief in AFSOUTH, Naples (1999-2000). From Oct. 2000 to Apr. 2001, he was COMKFOR Executive Assistant, in Pristina, Kosovo. On 1 January 2001 he was promoted Brigadier General and in May he was appointed as IT Rapid Reaction Corps Chief of Staff in Solbiate Olona (VA), keeping the post until the FOC of the Corps was certified by NATO. In the following tour of duty (1 March -1 September 2003) he was the Commander of Multinational Brigade-SE (Salamander) in Bosnia-Herzegovina. In October 2003 he took over command of the 132nd "Ariete" Armoured Brigade. His command included the deployment as IT JTF IRAQ Commander in Nassiriyah, during the operation "Antica Babilonia". While serving in IRAQ "Ariete" Brigade was involved in fighting on 6 April and 14 May 2004 with the Shia'a rebel forces of the Ansar al Mahdi. While serving at the Army General Staff in Rome as Deputy Chief Department for Operations and Training (Nov. 2004 to Dec. 2005) he was promoted Major General (1 Jan 2005). From 6 December 2005 to 5 December 2006 Maj Gen Chiarini commanded EUFOR in Bosnia and Herzegovina. He assumed the post of Deputy Commander of the Allied Rapid Reaction Corps in Rheindahlen (Germany) on 5 March 2007. Maj Gen CHIARINI speaks fluent English and has earned parachute and the patrol course badges. He attended Turin University where he graduated in History in 1987 and in Military and Strategic Science in 2000. Maj. Gen. CHIARINI 's decorations include, among others:

- Officer of the Military Order of Italy;
- Officer of the Italian Republic Order of Merit;
- Silver Cross Army Commendation;
- Knight of the Order of San Gregorius Magnus;
- "Mauriziana" Medal;
- Long Command Silver Medal.

Grand Officer of the Order of the Military Virtue of the Republic of Romania.

Maj. Gen. CHIARINI is married to Mrs Claudia and they have one son, Andrea, 27.



Change of Command Ceremony

by Maj Marian Predoaica

Solbiate Olona, 26 August 2008. Major General Marco Chiarini, assumed Command of the NATO Rapid Deployable Corps – Italy from Lieutenant General Giuseppe Gay during a change of command ceremony held in the “Ugo Mara” barracks, Solbiate Olona, on Tuesday 26 August 2008.

The ceremony was presided over by Lieutenant General Armando Novelli, the Commander of the Italian Operational Land Forces, and was attended by the representatives of numerous civilian authorities, national and international high-ranking military officers.

After commanding the Italian-based NATO Corps from September 2007 to August 2008, Lieutenant General Giuseppe Gay departs to assume Command of the UN-mandated NATO-led peacekeeping force in Kosovo (KFOR).

Lieutenant General Gay’s previous experience means that he is ideally suited to this new assignment. He has been Commander of the Multinational Brigade West in Pec (Kosovo 1999-2000), Deputy Commander of the Kosovo Force, in Pristina (2003 – 2004) and Deputy Commander (Stability) of ISAF IX in Kabul (2006).

“I am a strong supporter of the multinational environment, therefore I am really proud to have had the opportunity to lead this multinational structure, formed by 15 different nations pulling together in the same direction, with

a common goal. On the other hand, it is with enormous pride and pleasure that in two days time I will assume command of KFOR” said General Gay.

Looking back at the time spent as Commander of NRDC-ITA, General Gay described his period in command as “really rewarding and motivating”. He highlighted the most important achievements gained by the HQ during his command and concluded the speech by expressing his sincere thanks and appreciation to the personnel of the Corps, its supporting units and to numerous civilian institutions in the Region of Lombardia, the Province of





Varese and the City of Milan.

Major General Gian Marco Chiarini, the new Commander of NRDC-ITA, arrives from NATO's Allied Rapid Reaction Corps, stationed in Rheindahlen (Germany) where he was the Deputy Commander since March 2007. Prior to his last appointment General Chiarini was the Chief of Staff of NRDC-ITA between 2001 and 2003. This was a very challenging period as the headquarters underwent an intense NATO training programme and was certified as "Ready for Operations" by SACEUR.

"I still remember the great dedication and commitment of all the personnel of this HQ when some years ago we attained the NATO certification as recognition of the highest standard of professionalism. Most of the people have probably changed in these years, but I am sure that the

enthusiastic feeling of those days is still here and it is up to us to continue the work" said General Chiarini.

Referring further on to the NRDC-ITA HQ, General Chiarini went on to say the NRDC-ITA presented "a concentration of professionalism coming from the 15 different nations" and emphasized the



importance of taking advantage of this unique feature in keeping the capability of the HQ at the highest level.

Mentioning the importance of the risks and sacrifices shared by NATO nations in different international missions, General Chiarini concluded his speech with a wish: "May the future bring peace and prosperity to Italy and to all the nations that are represented here today".

The new NRDC-ITA Commander has served in the Italian Army for more than 30 years and has a considerable military international experience accumulated in Iraq, Bosnia-Herzegovina, Kosovo and Germany.



*NRDC-ITA Change of Command
Ceremony
Solbiate Olona 26 August 2008*

Exercise EAGLE SPRINGBOK 08 Death and Glory on the Gothic Line Battelfield Tour

by Maj Richard Orvis

"We learn from history, that we learn nothing from history." (Sir Basil Liddell-Hart)

"History repeats itself, first as tragedy, second as farce." (Karl Marx)

A 'battlefield tour' is the opportunity for serving officers and soldiers to study the successes and mistakes of historic conflicts in an attempt to educate the commanders of today and challenge the cynical views of commentators like Liddell-Hart and Marx. Often facilitated by a military historian, the battlefield tour melds historic knowledge and contemporary experience in order to promote discussion, debate and ultimately learning.

Being located so close to Firenze and the Pisa-Rimini line, the UK Contingent of NRDC ITA were offered the perfect opportunity to study one of the lesser known and lesser heralded campaigns of World War II: often referred to as 'The Battle for the Apennines' by Field Marshal Albert Kesselring or 'Alexander's Summer Offensive' by Winston Churchill.

To an Italian headquarters it may seem ridiculous that the Allied and German World War II campaigns in Italy, fought so brutally through 1943-1945, should be so little known. It is a fact that the Allied focus had long since been on what was to become Operation OVERLORD, and thus considered the Italian Campaign a second and lesser front. The British VIII Army and US V Army were both stripped of much of their combat power during summer 1944 in order to support OVERLORD. Allied histories often favour the successes of the D-Day landings and consider the Italian campaign a sideshow. Hitler too was having to fight a war on at least three fronts and chose to shift the balance of combat power away from the Italian front. Fortunately for the Germans, Field Marshal Kesselring proved a formidable commander of notable tactical and operational acumen.

"The battle of Rimini was one of the hardest battles of VIII Army. The fighting was comparable to El Alamein, Mareth and the Gustav Line (Cassino)." (General Sir Oliver Leese, Commander British VIII Army until Sep 1944)





Our studies were to focus on Field Marshal Kesselring's final defensive line stretching east-west between Pisa and Rimini and General Alexander's efforts to breach the so called 'Gothic Line: a mass of fortified defensive positions running 320 km from Pesaro on the Adriatic to Massa Carrara on the Tyrrhenian Sea; thick with Panther gun turrets, steel shelters, rock tunnels and deep minefields. From the left bank of the River Foglia it boasted 2,376 machine-gun posts, 479 antitank guns, mortars and assault guns positions in addition to hundreds of kilometres of wire and antitank ditches. Kesselring's tactical aims were to engage in a series of defensive actions, withdrawing to pre-prepared positions, and trade time for space in a classic delay action. His operational objective was ultimately to deny the Allies penetration of the Gothic Line until the winter snows of 1944, whereupon conditions would significantly favour the defender and his shorter logistic tail, thus lessening the likelihood of major Allied offensives. Achieving this would buy the Germans some months to consolidate, rest and above all reconstitute; thereby reducing pressure on Berlin.

Twelve officers and SNCOs from the UK contingent headed south to Firenze for three days to study

and debate the Gothic Line actions; watched over and tutored by the author, renowned military historian and Gothic Line specialist James Holland. The group ranged in rank from Major-General to Sergeant and had representation from the Royal Marines, the Royal Air Force and across the length and breadth of the Army. There were those who had not previously participated on a battlefield tour and some old hands; all of whom were encouraged to bring their experience and opinion to the debating table.



James Holland and LTC Tim Harbinson, Commanding Officer of the UK Contingent, had produced a programme of stands that allowed us to visit the exact ground over which many of the tactical skirmishes were fought, to gain a sense of scale and to draw in the atmosphere of what it might have been like to be there 64 years earlier.

At each stand James would set the strategic context and orientate the group to the ground. Selected members of the contingent would then present findings from their own research into specified aspects of the campaign. Under consideration were topics as varied as the use of armour in close country, the utility of indirect fire in the assault and the effects of

partisans in war.

As we stood atop the Peabody's Point, balanced precariously on a rocky ridgeline and looked sharply down the steep valley sides from a German machine gun position, the reality of these battles struck home. What better place to discuss the challenges of morale, motivation and junior leadership than a spot where German defenders had been isolated, cold wet and hungry for many weeks: a spot up to which the Allies would have to assault repeatedly through a fierce hail of deadly bullets and mortar bombs? The ability to relate the ground to the historical record of events added immeasurable benefit to the experience.

It became evident that the Italy campaign was fought between hundreds of thousands of soldiers, capable of the full gamut of virtues and sin. We examined the effect of pride and prejudice on the operational decision making of 'Generals' and marvelled at the selfless sacrifice of countless private soldier's tactical actions. We studied tales of altruism and heroism, of brutality, self-interest and hypocrisy. Time and again, it became apparent that at critical moments in this campaign, the success of whole formations would sometimes come down to the actions of 'small bands of determined men.'

The human cost of the Italian front came in to sharp focus at our visits to the Allied cemetery in Castiglione Dei Pepoli and the German cemetery ironically so close at the Futa Pass. As we paid our respects to those who

had fallen, one began to reflect on the motivations of the ordinary soldier, whose acts of bravery had paid the ultimate sacrifice. What had driven them to bear arms? Fear? For King and country? The belief in an ideology? Defence of the Realm? Or was it simply their brothers in arms who now they lay beside in row after row of graves?

Three days of study and debate distilled into this question, arguably at the very heart of every nation's armed forces: what makes a soldier fight? For the soldiers and officers of the UK Contingent, the ongoing search for the answer proved to be an interesting, rewarding and humbling experience.



Exercise EAGLE ALPE HQ NRDC-ITA Personnel Tackle the Notorious L'Alpe d'Huez

by Lt Col Tim Harbinson

A 12 man team from the Headquarters completed the final climb of the gruelling Alpe D'Huez stage of the world famous Tour De France and in doing so raised over a 1000 Euros for charity. The team which reflected the multi nationality of the Headquarters took time out from the busy preparation for ISAF 09/1 to complete the challenge. The event which was organized by Staff Sergeant Nick Pickering (UK NSE) tested the fitness and resolve of all members of the team. "There is no doubt that this is the hardest climb of the hardest stage of the Tour de France, and it is seen as a huge challenge for all serious cyclists", said Staff Sergeant Pickering who is a keen Army cyclist. "This leg of the Tour involves a climb of 1120m in 14km; that is hard work for professional cyclists so for us it was especially hard, the team did really well and should be proud of what they achieved."

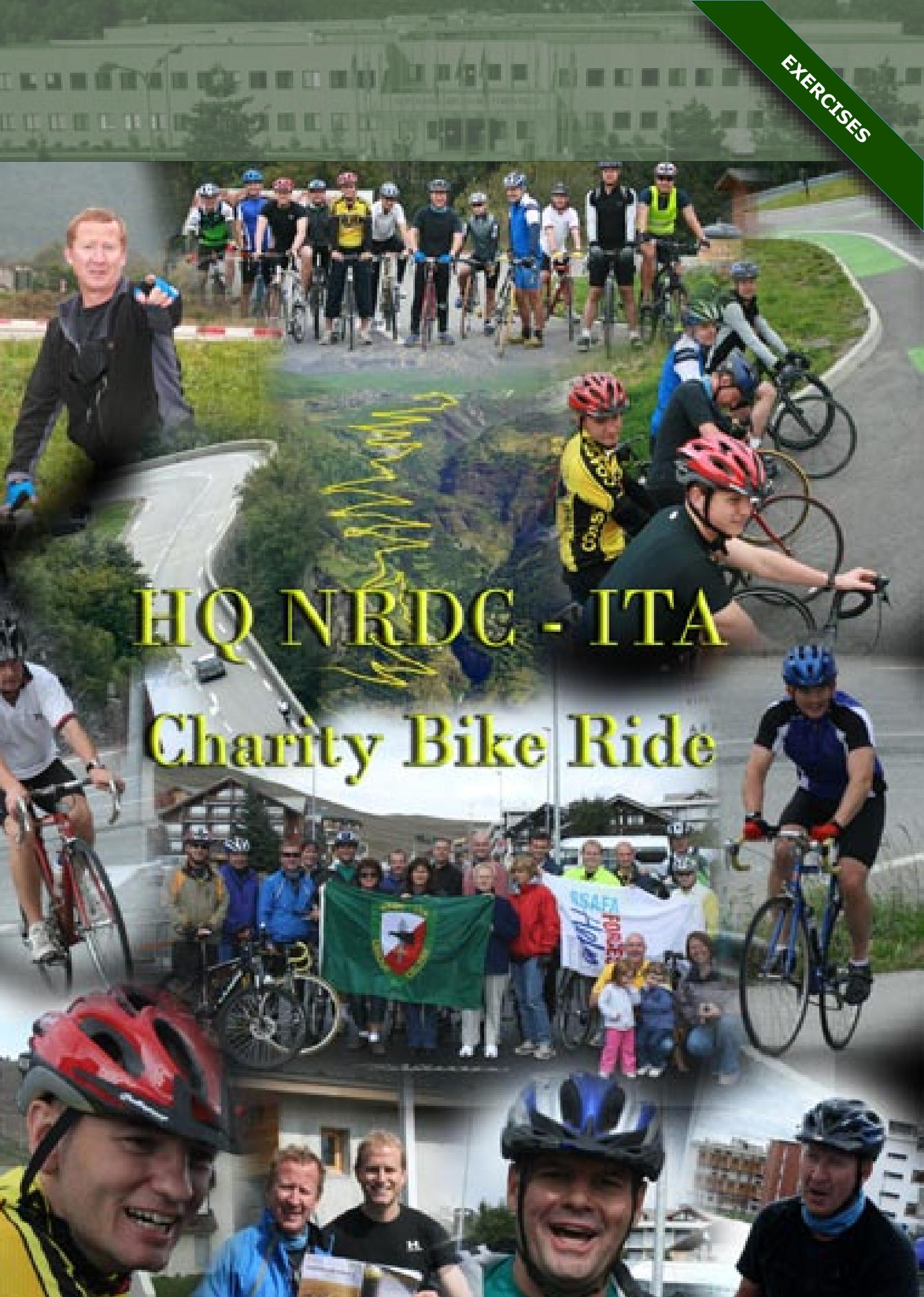
First to the top was Lt Col Elton Davis with the ADC to DCOM coming in just behind him. The Alpe D'Huez leg of the Tour de France regularly sees drama and accidents as the world best cyclists challenge for the coveted yellow jersey. "I have heard that the current record for this particular stage stands at less than 40 minutes," said Major Rupert Jackson. "That is a record that despite our best efforts was never under any significant threat!" The event was a great team building event for all involved and the team supported by families and friends never looked like failing the challenge.

"The road seems to go on forever and there are 21 hairpin bends that you have to get around, it's just a question of putting your head down and going for it", said Captain, Tom Scott, ADC to DCOM. "Our best time was 1 hour 15 minutes which is about half an hour slower than they do in the Tour de France, which just goes to show how hard the event was".

The team was well supported by wives, families and other members of the contingent throughout the event which was crucial to their success. "On every bend there was someone there to support you and that was a real help", said Lt Col Herve Riga FRA-A from the RSC. "What a sense of achievement and for a great cause; that was an amazing experience".

All in all it was great achievement and despite some sore legs and backsides all those who took part really enjoyed the event! Some will be back next year; others may decide that once is enough!





HQ NRDC - ITA Charity Bike Ride

Exercise EAGLE FOCUS The ISAF Team Prepares

by Col John Rouse

This Autumn, as a part of the build up to ISAF 9/1 deployment in January 2009, HQ NRDC-ITA ran a series of three one week exercises in order to prepare the 150 deploying personnel for their ISAF appointments. The series, known as EAGLE FOCUS, was based on the HQ's previous experiences of preparing for ISAF VIII, and was designed to progressively train individuals to understand the Afghanistan context, and to begin to work together in preparation for taking their part in the ISAF Headquarters. In brief, details of the three exercises were as follows.

Exercise EAGLE FOCUS 1 (01-05 September).

With a small team deployed to HQ NRDC-ITA, the staff from the NATO School from Oberammergau coordinated and delivered an excellent series of lectures designed to give background and context to the situation in Afghanistan, and specifically for ISAF. Lecturers were drawn from across NATO to give what turned out to be a most informative and thought provoking course. The ground was indeed prepared for what was to come.

Exercise EAGLE FOCUS 2 (22-26 September).

The CDD Branch of HQ NRDC-ITA was selected, because of its expertise and renowned ability to assist G7 with complex issues, to plan and execute the second in exercise series. This exercise was designed to introduce staff to ISAF operating procedures and, through a series

of case studies, get staff, working in staff functional groups, to solve simple though typical problems that face the ISAF HQ on a daily basis. This otherwise mundane activity was brought to life by a superbly designed exercise by LTC Ciccirella, and some well coordinated case studies written by LTC Di Marzio.

Exercise EAGLE FOCUS 3 (10-14 November).

CDD had made such a success of the second exercise that it was asked to run the third and final in the series. Building on the previous two exercises the third exercise was designed to train staff together as multi functional groups, using the medium of typical and current ISAF issues, so called 'vignettes'.

There is no doubt that the exercise was a great success and a fitting culmination to the series.

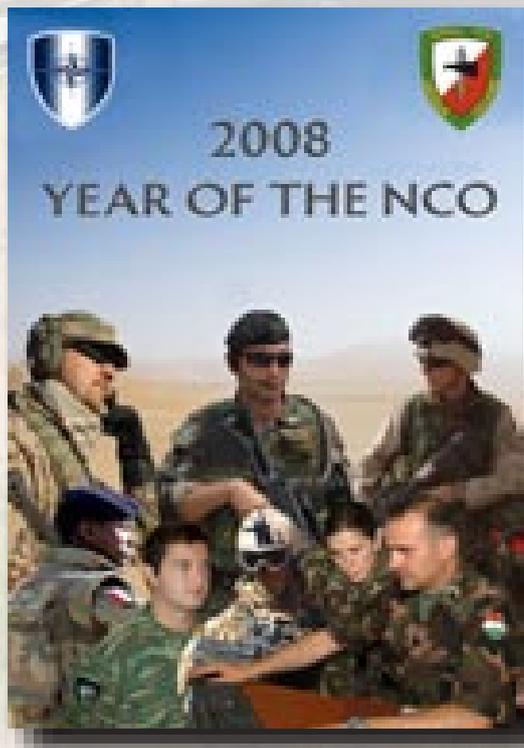
Of course, the EAGLE FOCUS series is not the only ISAF training that staff have undertaken in preparation for deployment. A whole range of individual military and specific-to-appointment training has also been planned. Additionally, most staff will deploy to mission rehearsal training in the Joint Warfare Centre in Stavanger, Norway, in December. During this period they will meet up with other NATO staff who will also deploy to ISAF. But the EAGLE FOCUS series has undoubtedly been the backbone of this HQ's ISAF preparation, and is a good model for ISAF preparation that other HQs may wish to employ. Staff who attend the series are certainly well prepared to meet the challenges that undoubtedly lie ahead.



NCO's Professional Development

by WO1 Cosimo Argentieri

Solbiate Olona, ITALY – On the 18th September 2008, fifty Non Commissioned Officers from the Headquarters NRDC-ITA NCOs were involved in the first NCO's Professional Development. The training was the brainchild of the NRDC-ITA Command Sergeant Major, Mario Boscu ITA-A, who delivered the opening address to the audience. He highlighted the need for the modern Non Commissioned Officer to be disciplined, competent and to command respect both as leaders and as individuals, in one word "Professional". The NCO must be the catalyst between the Commanders and the soldiers that operate on the frontline and provide the backbone to any military organisation. The training itself was delivered by WO1 ITA-A Francesco Miele the Senior NCO in charge Receipt and Distribute Centre / Sub Registry and covered the diverse nature of the role of the NCO in peace time, war time and during training. It also included guidance for training of NCOs both for now and in the future. 2008 is the year of the Non Commissioned Officer and it is important that we reflect on what the post of NCO should mean in the Contemporary Operating Environment. Historically Non Commissioned Officers have been described as the backbone or the oil that makes an army work. Without them simple day to day tasks would not be achieved and in war time the leadership, guidance and support of NCO's is crucial to the successful outcome of a mission. In an army, a chain of command is vital to both efficiency and success, without a chain of command an army can quickly degenerate into an unorganised rabble. The Non Commissioned Officer should be the glue that holds a chain of command together and guarantees efficiency and cohesion. At the lowest level the Corporal conducts



the day to day running of essential activities in accordance with his superior Commanders direction. The next level up, the Sergeant is responsible for ensuring that his command is ready and able to execute a task in line with direction from on high, he is also there to advise and assist his Commander in decision making and execution. At Warrant Officer Rank, the Sergeant Major should be the senior and most experienced soldier within the organisation; he sets the examples and acts as the lead NCO in all matters. He must be the link between the Commander and the Commanded and ensure that both parties are all striving to achieve the same goal. The position of NCO is one of great responsibility and brings with it pressure which an individual must be equal to. The NCO must be able to talk and advise those senior to him and mentor and direct his subordinates, in short he must walk with Kings and yet retain the common touch. In this year of the NCO, it is important that we clearly identify the role and characteristics that we might expect from them. A poster celebrating the diversity and professionalism of the NCO across the Multi National environment can be seen throughout the NRDC-ITA headquarters. At the very least we must expect, professionalism, loyalty, selfless commitment, respect and dedication, all in the pursuit of excellence.

CIMIC Seminar CIMIC is no Rocket Science

by LTC Math Weijers

On 8 October 2008, G9 branch organised its annual CIMIC Military Cooperation seminar. This year's focus was to provide non-CIMIC personnel (particular those who are going to deploy to Afghanistan in 2009) with the basic knowledge about CIMIC in order to assist in a better understanding of all CIMIC related subjects in general. The seminar furthermore aimed on creating understanding for effective integration of CIMIC and CIMIC staffs in the entire staff work within the HQ. CIMIC Centre of Excellence (CCoE) from Twente (NLD) provided all lectures.

The seminar was opened by BG Scuzs, DCOS CS DIV. After his opening Col Kuijpers, director CCoE took the floor and explained the idea behind CCoE. In particular he mentioned that CCoE is not owned by NATO but working closely with and for NATO. The Centre is sponsored by nations (Poland, Germany, Latvia, Denmark and the Netherlands). Since its existence CCoE is providing CIMIC training (CIMIC liaison course, CIMIC basic course and CIMIC staff course), Exercise support but also developed several documents such as CIMIC related documents with an African focus, the 2nd edition of the CIMIC handbook, the second edition of the MEL/MIL handbook besides others.

After his short introduction LTC Nils Gallagher (GER) gave a very good briefing on CIMIC within NATO. At some stage he explained how to understand the difference between cooperation and coordination. Take a marriage as example. If your marriage is good you talk about cooperation. If you do not have a good marriage you use coordination to set things right. Cooperation is done with the civil bodies while coordination takes place internal the military organisations. CIMIC is a functionality rather than an activity. LTC Gallagher also briefed the audience

about the different CIMIC assets available to support a COM such as CIMIC staffs, CIMIC units, and Functional specialists. LTC Uwe Willert (GER) addressed the issue of interaction with civilian actors. In order to be able to cooperate with civilian actors it is essential to know their background and the guidelines they use when it comes to support of people suffering. Mutual understanding and respect of principles, codes and doctrine and sectors of work is essential to work together. More joint training between the military and civilian is a must. It is also very important to share information between the two organisations. Military should assist humanitarian organisations



only after request.

Mrs Floor Plikaar (who gave an excellent briefing to last years seminar on Failed States) gave her vision and ideas about protecting the civil space. In her view, CIMIC is the ticket to leave the mission. You have to identify the conflict drivers in all subsystems like social, justice and economy. Try to find the gaps outside the other area (not the military/political area) taking into consideration the ethnic background. Bottom line: Civil problems need civil solutions.

LTC Arthur Haccou (NLD) introduced the audience to "CIMIC in an integrated staff". Main issues mentioned by the speaker: Nation building is not a NATO policy, no security without development and vice versa, the importance of the population's perception of our performance and the fact that civil affairs differs from CIMIC. With civil affairs the military give something to the population in order to exploit them. The military take over the responsibility rather then to assist in building capacity. The briefing went into some detail about the integration of G9 within the staff and how G9 should interact with the rest of the staff and vice versa.

Col Kasselman (deputy director CCoE) was the last briefer for the day. As the G9 of RC N in Afghanistan he took us through his experiences and lessons learned/observed during his stay in the Northern part of Afghanistan... Main issues: cultural awareness is a force multiplier, rumours is a kind of sport in Afghanistan just like betray and sheeting. In the different RCs there are no Govt reps because G1RoA does not have Regional area's. Assessments is one of the corner stones which contribute to effective CIMIC.

The seminar ended with a short summary of the main issues briefed, LTC Math Weijers thanked the briefers from the CIMIC Centre of Excellence for their important support for the program. For those who were not able to join us, a missed opportunity to increase the CIMIC awareness. For those who attended thanks.....



NATO Land Component Command Conference

by Capt Davide Beneduce



The 29th October 2008 saw the Headquarters of the NRDC-ITA host the Land Component Command conference at Ugo Mara Barracks, Milan. The two-day conference, designed to allow discussion on all aspects of NATO was attended by 21 Generals from the various NATO commands and is vital in identifying common goals, problems and policies regarding the NATO Land Component.

The conference was held in the Main Briefing room and was the scene of some useful and forthright debate. The main topics discussed included the forthcoming deployment of NRDC-ITA personnel as augmentées

on ISAF 9/01. All attendees were impressed by the training that the NRDC-ITA personnel were undergoing in order to prepare them for high tempo operations and complimented the Commander on the achievements to date. Further discussion included talks on DJSE Implementation, Strategic Communication by the Former ISAF spokesperson, an ISAF update from the COS JFC Brunssum, the CEDAT Perspective on the different dimensions of Combating Terrorism and a C-IED Update by the ACT C-IED WG. The talks, presentations and debates that they engendered were vital in gaining a common ground and perspective across



all NATO contributing nations and organisations.. Once the talks had been successfully concluded the members of the conference and their wives were able to enjoy the delights of Milan and its rich culture. The visitors were given the opportunity to explore the city and to visit both the Pinacoteca di Brera with its various artists and pictures and the Castello Sforzesco with its famous and ancient history. As well as seeing and experiencing Milan's history and fashion the guests were able to visit Cenacolo Vinciano and the Teatro Alia Scala museum, thus gaining a true flavour of this great city. The conference ended with a Gala dinner on the evening of the 29th October hosted by



the Headquarters in the sumptuous surroundings of the Palazzo Cusani.

The conference was a great success and allowed for useful and constructive debate. It also provided the opportunity for exchange of information and to further enhance our multinational relationships.



The Day of German Reunification

by Ltc Col Lutz Moeller

This year the German contingent celebrated the 18th anniversary of German reunification with a party held in the Officers Club on Friday 3rd October.

Addressing the participants before the toast and the national anthems of Germany and Italy as the host nation, the German Senior National Representative, Colonel Peter Uffelmann welcomed the guests including the Commander of the NRDC-ITA and reminded everyone of the background and historical meaning of the 03 October 1990, the occasion of the " German Reunification Day". With the "Wall" having fallen in November 1989, it was to be another 11 months before Germany was reunited. In particular he pointed out the still ongoing long-term implementation of this constitutional vision is about teaching more patience with other countries and societies, where conditions and circumstances for nation and society building are much worse concerning time and money .

Colonel Uffelmann also reminded everyone of the context of the developments in Eastern Europe at that time and especially the firm support by Germany`s allies and partners in the negotiation with the former Soviet Union proving the worth of NATO and The European Union. Regarding the 500.000 Soviet troops based in Eastern Germany at that time did not intervene in contrast to their actions on 17 June 1953, he recalled the other Soviet interventions in Hungary 1956, in the Czech and Slovak Republic(1968), in Afghanistan (1979) and the recent Russian intervention in Georgia, when the influence of allied support from NATO was not a factor.

Colonel Uffelmann finally thanked all allies for their contributions preventing Soviet intervention during the German reunification process, which thereby succeeded in the formal German reunification on the 03 October 1990 – since then the occasion of the German national holiday.

The party ended with good food and many interesting talks.



Remembrance Sunday We Will Remember Them

by Capt Tom Scott

On the Sunday nearest the 11 November at 1100hrs each year, a Remembrance Service is held to commemorate the British and Commonwealth servicemen and women who died in the two World Wars and later conflicts. The relevance of "eleventh hour of the eleventh day of the eleventh month" is that this was the date and time that the fighting officially stopped between Germany and the allies in 1918, the Armistice Treaty itself having been signed at 0500hrs that morning in Compiègne in northern France.

The service itself has changed little since its introduction in 1921. Traditional hymns are sung, prayers are said and a two-minute silence observed. Official wreaths are then laid at the foot of the war memorial. In the UK the National commemoration is held at the Cenotaph, in London. The Monarch, religious leaders, politicians, representatives of states and the armed forces gather there to pay their respects and lead the nation in remembrance. Thousands of other services also take place at local churches and war memorials across the UK and the world. No matter what the circumstances, UK armed forces always hold a service to remember their forebears and fallen comrades. This year was no different and deployed units held their own private services in numerous locations spanning all operational theatres. 2008 is a particularly notable year as it marks

both the 90th anniversary of the end of the Great War and also the 90th anniversary of the Royal Air Force. It is also the centenary of the establishment of the Territorial Army (TA). The TA is an integral part of the modern British Army who deploy in significant numbers in support of operations with 15000 Reservists having been deployed to Iraq and Afghanistan alone. The UK Contingent of NRDC Italy traditionally holds their service of commemoration at the All Saints Church and Commonwealth War Cemetery in Milan. This year some 40 British personnel and their families attended the service to pay their respects to the fallen. They were joined by representatives from the British and Commonwealth Consulates in Milan as well as an impressive amount of expatriates and Italian



nationals of all ages. The cosmopolitan nature of the congregation underlined the resonance the commemoration has to this day. Indeed, whilst many people associate the event with the World Wars of the last century, it is important to remember that some 16000 UK Service personnel have lost their lives in conflicts since 1945, 298 of which have been killed during the two concurrent operations in Afghanistan and Iraq. Whilst society has evolved, and the world changed, Remembrance Sunday has and will remain a constant where the qualities of selflessness, courage, honour and loyalty are recognised and personal sacrifice commemorated.

We Will Remember Them.

Corps Transformation

by Col J.F. Rouse



INTRODUCTION

Perhaps it is a truism, but for all that still worth restating, that especially in the post Cold War operating environment, those military organisations that do not evolve to meet current and future threats will become increasingly irrelevant, unusable and ultimately will atrophy as resources dry up. HQ NRDC-ITA is now an established Corps HQ, with a reputation for capability in the contemporary operating environment, but with little thought about how it might evolve to meet the challenges of tomorrow. But things are changing, and we need to take account of these changes if we are to ensure that the HQ remains relevant.

Specifically the following four influences are of relevance:

- NATO Command Structure Review - *Comment*, the process appears to be bogged down by politics and will probably not deliver anything substantive when finally it does report.
- The last HQ NRDC-ITA Plenary made some fairly radical recommendations concerning the future structure of the HQ -*Comment*, I understand that the ITA General Staff has told HQ NRDC-ITA not to implement any changes, even to test options, before end 2009, to allow the current unchanged structure time to work.
- Doctrinal changes that are planned, for example, the DJSE and EBAO.
- Over the forth coming ISAF period the HQ 'Rear' party will probably have little of substance to do and so this will be an ideal time to develop ideas about the future operating capability of the HQ.

For these reasons the time is probably right for the HQ to take the initiative, review its whole operating ethos, and identify how it should begin to shape itself and its operating ability to better meet current and potential future operating contexts.

AIM

The aim of this think piece is to explore potential areas for further development so that HQ NRDC-ITA can transform itself in a manner appropriate to wider and future operating developments.



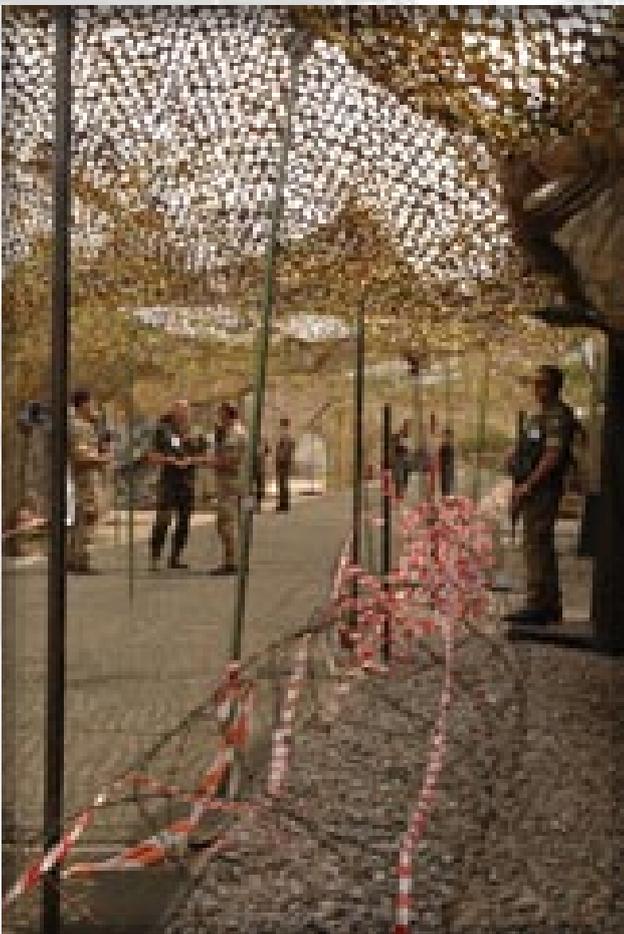


CURRENT SITUATION

HQ NRDC-ITA is directed, and constrained, in its collective thinking by two main issues as follows:

a. **Mission.** The HQ mission is:

Commander NRDC-ITA is to contribute to deterrence of aggression against NATO through establishment and maintenance of a capability to deploy in support of NAC approved operations. He shall be prepared to conduct defensive, offensive, peace support, humanitarian support and other operations throughout NA TO territory and beyond NATO's AOR as directed by the appropriate NATO commander. He shall train exercise and operate his headquarters, affiliated forces and other forces assigned using NA TO procedures.



While at first glance this mission appears comprehensive, it gives very little real guidance other than that the HQ needs to be prepared for anything that might come its way. As such it is not really helpful in identifying the type and nature of operations that the HQ might be required to undertake.

b. **Experience.** Since its inception HQ NRDC-ITA has undertaken 2 major activities that have helped to shape its understanding of Corps level operations. These are ISAF and the NRF roster (twice).

CURRENT CAPABILITIES

As a result of higher authority direction and guidance (primarily given in its mission statement) and from its experience, HQ NRDC-ITA is solidly established as a war fighting HQ that is able to run contemporary peace support operations at Corps level, within the context of a unified and (relatively) rigid NATO command structure. What the HQ does not appear to be able to do is undertake the

following:

- Rapid deployment (in current and future operating contexts)
- Achieve graduated readiness
- Modularity
- Flexibility to work at all levels (tactical, operational and strategic)
- Flexibility to address all potential future threats (eg eco terrorism, cyber attack)
- Operate in all environments (cold weather, mountainous etc)
- Working in a less well defined or non NATO command structure (such as a coalition of the willing)
- Operate across the complete spectrum (including disaster relief)



FUTURE CAPABILITIES

Perhaps the most robust way of reviewing the Corps is to identify the future operating environment, and then design the Corps to operate within that. However, basing the Corps on a predicted (and not real) future is both expensive (in terms of transformation costs) and inherently risky (as we might design the Corps to meet a future that never materialises). It might therefore be better to base the redesign on basic military principles and judgement. One military principles method of redefining the way that the Corps operates is to review the Corps'





purpose - in other word, its mission statement. Although the Mission Statement is normal driven by higher authority it would be unrealistic to expect a dramatic change in our Mission Statement in the near future as the methods of operation of NATO are unlikely to change much in that time. Therefore, as an expedient, it is instructive to craft a more comprehensive, although general, statement as a starting point in analysing how the HQ should change to meet the exigencies of future operations.

Proposed Mission. *Working within the NATO or other designated command structure develop a modular, déployable HQ capable of multinational and joint operations at all levels of tactical, operational and strategic, at appropriate graduated readiness across the complete spectrum of current and future operations.*

GAP ANALYSIS

Assuming, for the purposes of this Paper, the above proposed Mission Statement is accepted, then it is possible to start to identify the gap that exists between current Corps and future Corps capabilities. While ideally we should look

at the gap in terms of holistic effects such an analysis is not easily undertaken in any meaningful way. Therefore, this paper adopts a reductionist approach based on discrete factor analysis, these factors being derived directly from the Mission Statement itself. The following bullets assess these factors in general terms.

a. Deployable. The Corps should be able to deploy in all terrains, climates (with or without host nation support), by air, sea, and land, to both hostile and permissive environments. *Primary Implications:* Equipment

b. Modular. The Corps should be of modular design to allow a pick and mix approach to the design of the HQ element to be deployed. *Primary Implications:* Equipment, procedures, structure.

c. Multinational. The Corps should be able to work in NATO and non NATO structures, and command both NATO and non NATO formations. *Primary Implications:* Procedures.

d. Joint. The Corps should be able to work closely with other components at all levels (under command, level and commanding). *Primary Implications:* Procedures, structure.

e. Comprehensive Approach. The Corps should be able to work with a wide range of other agencies such as

governments, police, 10, NGO etc. *Primary Implications:* Procedures, structure.

f. Strategic/Operational/Tactical Level. The Corps should be able to command at all levels, or when the levels are blurred (eg tactical command with strategic implications). *Primary Implications:* Procedures.

g. Response Times. The Corps should be able to respond to a situation in a time frame consistent with the mission. *Primary Implications:* Equipment, procedure, structure.

h. Graduated Readiness. The Corps should have a clear process that delivers HQ capability in a graduated manner that is consistent with mission requirements. *Primary Implications:* Equipment, procedures, structure.

i. Spectrum of Operation. The Corps should be able to operate over the complete current operations spectrum, but taking into account key developments in each area (eg cyber space, eco terrorism etc). *Primary Implications:* Procedures, training, structure.

j. Robust. The Corps should be able to withstand shock (in all forms, such as physical, psychological etc). *Primary Implications:* Training, equipment, procedures.

k. Current and Future Operations. The Corps should be able to identify potential and future operations and develop and adapt to meet the requirements of each. *Primary Implications:* procedure, training.

RECOMMENDATIONS

The above analysis would suggest that some substantial changes would need to be made to the HQ in the areas of equipment, procedures, structure and training so that the HQ will be better able to meet the challenges of future operating environments. However, it is recognised that the analysis is somewhat superficial. Therefore, the key recommendation of the paper is:

During the imminent ISAF deployment and in depth study be undertaken by the rear party to review the HQ operating ethos in order to better prepare for future operating environments.



1st GRF(L)s COS Conference

by Maj Marco Zona

Solbiate Olona, 08 Oct 2008, HQ NRDC-ITA Main Briefing Room, 09.00 AM, "Maj. Gen. Antonio SATTÀ (COS NRDC-ITA) welcomes the participants at the 1st GRF(L)s COS Conference.

This is the official opening of one of the main and most relevant events planned and hosted by NRDC-ITA in 2008. It was an extremely successful initiative, undertaken by NRDC-ITA, to get everyone together with the aim of creating a professional periodic forum to interact and discuss the NATO main issue looking forward and sharing opinions, thoughts and ideas.

Briefings covered relevant topics that included the NATO Response Force mission and the Mutual Training Support (provided by BG SCOLLO – DCOS TRADOC; LTC M. ONSLOW – G3OPS Chief G35; LTC F. ASSO – Dep. ACOS G3 OPS; LTC. John WRIGHT – SO1 Current Ops and LTC. M. MAUS – SO2 JTWG LNO).

The bottom-up approach of the Conference was intended to draw out creative thought. The discussion periods that followed the presentations were chaired by Maj. Gen. SATTÀ (Hosting COS). These discussions underlined the importance of Mutual Training Support for all Corps. NRDC-ITA has taken the initiative to investigate possible areas for cooperation between NATO Corps HQs, and to make recommendations for procedures and mechanisms that will foster cooperation to the mutual benefit of each HQ.

In addition to the primary business, COSs' Conference provided an opportunity to strengthen social relationships and share some of Italian culture. On Tuesday 7 October evening the participants were invited to attend an evening "ice breaker" at Ugo Mara Barracks Officers Club, giving conference attendees the opportunity to have a flavour for some Italian cuisine. On 8 October they were able to enjoy a windshield tour of Milan, featuring notable sites, visiting "Duomo" Cathedral and "La Scala" theatre. The tour was followed by a dinner buffet in the NRDC-ITA historical residence "Palazzo Cusani" in Milan.

A great job was done by the Projects Officers (LTC. FALESSI & LTC. PIERINI – G3AIR BRANCH), briefers, and the Protocol Office in organising and hosting an excellent conference at NRDC-ITA at Ugo Mara Barracks. The visiting COSs thanked our organizers, both for the concise and relevant staff briefings, and for the considerable administrative support.

The 1st GRF(L)s COS Conference was thoroughly appreciated by those who attended it and has been suggested that such a meeting should be held twice annually and hosted by all GRF(L) HQs on a rotation. This would permit the creation of an outstanding forum where all possible issues can be raised during following GRF(L)s COM Conferences.



NRDC ITALY WIVES' INTERNATIONAL CLUB

by Pascale Rouse

Perhaps many of you are not aware that within the broader family of NRDC-ITA there is a small, but thriving group of wives and families that meet together on a regular basis.

We refer to the NRDC-Italy Wives' International Club, or NIWIC for short.

NIWIC is open to all spouses and families of staff serving with HQ NRDC-ITA and the Support Brigade. Its purpose is threefold:

To bring together the wives and families of the staff of the different in order to foster good relations and mutual understanding of each others' customs and traditions, and to assist integration in the host nation's culture.

To raise funds for charitable purposes.

During times of deployment, to support the HQ, especially through the Families Support Centre, to the benefit of the families of those deployed.

With the imminent ISAF deployment in early 2009 it is perhaps the last point that will be most important in the months to come.

But let's first talk about who is eligible to be a member of the NIWIC.

Quite simply, it is any partner of a member of the HQ staff, or of the Support Brigade.

You do not need to provide anything other than your name and a contact address (telephone number, address or email) and a member of the NIWIC will contact you.

Membership is free, and it is entirely voluntary as to which events you may wish to attend, or how much you want to be involved.



So what does the NIWIC do on a regular basis? There are three types of activity that we undertake.

Coffee Mornings. Twice a month (first Wednesday and third Thursday of each month) we meet in the Officers' Club in the Barracks at 1030hrs to have coffee together, and to chat and catch up on the latest news. This is an ideal time to be able to exchange ideas, practice languages, and discuss issues.

Evening Outings. Every month, or so, we meet for aperitifs or dinner in a local restaurant. Again, in this international atmosphere, we learn much about each others' cultures and traditions.

Day Trips. We regularly arrange cultural or shopping trips so that we can take advantage of the wealth of opportunities that living in Italy affords us.



All of this is announced and reported in the regular NIWIC Magazine, the Families' Flyer.

Get hold of a past copy to get an idea of what its all about.

But NIWIC is more than just a social club.

Members help each other when help is needed. This is especially the case when a new family arrives and needs perhaps some advice or assistance in settling in. We also welcome new ideas and suggestions of things we might, as a group, wish to do. NIWIC, of course, does

not run itself. A small Committee of representative wives meets regularly to plan activities and events. The Committee also liaises regularly with the Families Support Centre to ensure that both HQ and NIWIC work together in appropriate areas.

So, if you are a partner or spouse reading this article, and you are not already a NIWIC member then why not come along to the next Coffee Morning, or contact the Vice President, Pascale Rouse (at pascalrouse1@hotmail.com) to find out more.

We look forward to seeing you soon.



NATO's Training Mission in Iraq

by Ltc Mark Rosenstein

Unknown to the many personnel representing the 26 member nations of the North Atlantic Treaty Organization (NATO) and its 50 Euro-Atlantic Partner Council (EAPC) nations, NATO elements are participating in real-world operational and training missions throughout various regions of the world.

- **International Security Assistance Force (ISAF).** Assisting the Afghan Government in extending and exercising its authority and influence across the country, creating the conditions for stabilisation and reconstruction. ISAF is comprised of approximately 36,000 military personnel from 37 countries.

- **Kosovo Force (KFOR).** Providing a safe and secure environment for the whole population of Kosovo. KFOR is comprised of approximately 16,000 military personnel from over 30 countries.

- **Operation Active Endeavour.** Demonstrating NATO's solidarity and resolve in the fight against terrorism and to help detect, deter and protect against terrorist activity in the Mediterranean by monitoring shipping and providing escorts to non-military vessels through the Straits of Gibraltar. In addition to NATO Allies, Russia and Ukraine have provided vessels to contribute to the operation.

- **NATO Training Mission – Iraq (NTM-I).** Founded in 2004 to assist the Government of Iraq (GoI) in establishing an effective and enduring security sector. The Mission initially focused on training however, by 2008 the Mission has progressed towards advising and more recently towards mentoring to help GoI Ministries establish more effective and self-sufficient national institutions. NTM-I has a crisis establishment of 187 personnel and currently has 15 contributing NATO and EAPC nations.

- **Focus Areas.**

- Development of National Command and Control institutions aligned under the Strategic Security Advisory and Mentoring Division (SSAM). Formerly the National Command and Control Training Division (NC2TD).





- Military professional development institutions such as the National Defence University (NDU) and various other academies which aligned under the Training, Education and Doctrine Advisory Division (TEDC). Formerly the Iraqi Training and Doctrine Command (ITDC).

- National police training aligned under the Gendarmerie Training Division.

- Operating Locations.

- Baghdad (Green Zone) - NTM-I HQ (SSAM, TEDC and Staff).

- Ar Rustamiyah (NTM-I Forward) - Military Academy and Joint Staff College.

- FOB Shield - National Command Centre Advisory and Mentoring Team.

- Camp Dublin - Gendarmerie Training Centre.

- Other. The Mission also has an out-of-country training program, as well as an equipment donations program aligned under the Training and Equipment Synchronization Cell (TESC). As required, Training Augmentation Teams (TAT) are coordinated and brought into theatre for a limited time to support specialized, niche-type, training.

NRDC-Italy recently provided support to the Strategic Security Advisory and Mentoring Division in support of the Prime Minister's National Operations Centre, the Ministry of Defence Joint Operations Centre and the Ministry of

Interior National Command Centre by authorizing a member of the organization to support the JFC Naples led mission.

Pictured left, the Strategic Security Advisory and Mentoring Division and below, the GoI National Command and Control Exercise Working Group. Benefits of a tour with NTM-I include the ability to work directly with senior Iraqi Military and Civilian leadership as well as the professional and personal experiences gained from the Missions multi-national staff. NRDC-Italy members interested in supporting the NATO Mission in Iraq should seek approval through their NRDC-ITA chain of command, Senior National Representative and the JFC Naples, NTM-I Cell Coordinator.



Challenge Coins

by Command Sergeant Major Mario Boscu

Many of you will have seen a military challenge coin, some as a result of operations in Iraq, Afghanistan or the Balkans and others during exercises with allies.

They have become a part of military culture and reflect our pride in our different countries and military organisations. I have just recently instigated a challenge coin from the position of Command Sergeant Major within the Headquarters of the NRDC-ITA. For me it was essential to be able to present colleagues and friends from other organisations with a memento of this Headquarters and to be able to share with others our very special ethos.

Whilst I was designing the Challenge Coin I became interested in the origins of this unique custom and decided to try and find out the history and traditions behind the challenge coin. There are, as with all traditions many stories which reputed to be the truth behind a particular custom and this was true with the coin. This one was one of many but my particular favourite:

"During World War I, a wealthy Lieutenant in the US Army's Air Force, ordered small, solid-bronze medallions (or coins) struck, which he then presented to the other pilots in his squadron as mementos of their service together.

The coin was gold-plated, bore the squadron's insignia, and was quite valuable. One of the pilots in the squadron placed it in a leather pouch around his neck for safekeeping. A short while later, he was shot down and captured by the Germans. The Germans confiscated the personal belongings and identification from his pockets, but didn't find the leather pouch around his neck. On his way to a prisoner of war camp, he was held overnight in a small village near the front but managed to escape. With great difficulty, he sneaked across no-man's land and made contact with a French patrol. Unfortunately for him, the French had been on the lookout for German saboteurs dressed as civilians and mistook him for a spy and immediately prepared to execute him. Desperate to prove his allegiance and without any identification, the pilot pulled out the coin from his leather pouch and showed it to his French captors. One of the Frenchmen recognized the unit insignia on the coin and delayed the execution long enough to confirm the pilot's identity.

Once the pilot safely returned to his squadron, it became a tradition for all members to carry their coin at all times. To ensure compliance, the pilots would challenge each other to produce the coin. If the challenged couldn't produce the coin, he was required to buy a drink of choice for the challenger; if the challenged could produce the coin, the challenger would purchase the drink."

The tradition of challenging gave the coin its name and is still customary amongst many today, and the legacy of what they provide is seen as a means of defining who we are, what we do and the exclusive club of which we are all apart. I hope that the introduction of challenge coin within the HQ NRDC-ITA will continue and become a part of the tradition and culture of this headquarters in its own right.





