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NRDC - ITA PAO:

Phone: **+39 0331 345110-3-4**

Fax: **+39 0331 634505**

e-mail: **hrf.media@libero.it**

Internet: **www.nato.int/nrdc-it**
www.paonrdc.it

Chief Public Affairs:

COL (ITA A) Francesco COSIMATO

Public Affairs Office:

Media Ops: MAJ (ROU A) Marian Sorin PREDOAICA
WO1 (ITA A) Cosimo ARGENTIERI

Media Plans: CAPT (ITA A) Gianluigi ARCA

Media Briefer: MAJ (GBR A) Christopher Tom SARGENT

Media Analysis: CAPT (ITA A) Michele TOSI

Chief Photo / Video Operator: WO1 (ITA A) Francesco CIVITELLI

Clerk / Photographer: CPL (ITA A) Salvatore PICONE

Photographer: CPL (ITA A) Tiziana TRIGILIA

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

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FOREWORD

2010, a Challenging Year for NRDC-ITA

by MG (ITA A) Paolo SERRA



2010 will be another challenging year for NRDC-ITA! The Headquarters will be involved in a series of demanding training events and evaluations focusing on planning and preparation for NRF 16 in early 2011. Our activities and focus in 2010 activities will be developed along three main axis:

- HRF (L) deployment exercise;
- Combat readiness evaluation (CREVAL);
- NRF preparation.

Of course, activities along these axes will have to run in parallel but also, whenever possible and feasible, they will have to cross and interact as appropriate.

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Exercise "Eagle Meteor"

Exercise "Eagle Meteor" will be the main training event for NRDC-ITA in the first semester 2010 (June). The aim of the exercise is to consolidate (HRF) NRDC-ITA's capabilities in conducting and managing transitional operations, at Corps level, from a war-fighting to stabilisation operations.

The exercise will be conducted as a DEPLOYEX / CPX in Torre Veneri (LE), which means deploying more than a thousand kilometres from our home base. In this respect, Exercise "Eagle Meteor" is expected to contribute to the validation of NRDC-ITA's deployment and C2 capabilities over long distances (CREVAL) and to consolidate the HQ's expeditionary mindset ahead of the next NRF engagement.

NRDC-ITA will deploy both the MAIN CP and the RSC as Primary Target Audience (PTA) and will provide significant contributions to the set up of the exercise control (EXCON) based in Solbiate, which is likely to be directed by the IT-JFHQ.

Exercise "Noble Light II"

Exercise "Noble Light II" is aimed at training and exercising the NRF 16 LCC command and control procedures while validating the interoperability of the participating combat units command posts. The exercise will also provide an opportunity for COM NRDC-ITA to validate the combat readiness of the NRF forces under

his command. The desired end-state is that COM NRDC-ITA can confirm to COM NRF that the Land Force package for NRF 16 has reached the desired level of proficiency and interoperability prior to the operational level training exercise.

The exercise will take place at the beginning of October, and will see the deployment of the MAIN CP in Bellinzago and the ALT CP to the Candelo training facility. The CBRN BN CP will be co-located with the LCC MAIN.

The exercise will be a multi-level tactical CPX in a NATO-led CRO under Chapter VII of the UN Charter beyond the NATO area of responsibility and it will be focused on the execution of a Land Centric NRF CRO. Furthermore,

being an exercise focused on the certification/validation of the combat readiness and interoperability of the NRF 16 Land Component package, it will set up a robust joint environment in order to allow the HQ to plan and conduct the NRF mission, as the LCC, in the most realistic way.

Exercise "Steadfast Cobalt"

This exercise is aimed at training, assessing and evaluating the level of CIS interoperability required to support voice and data connectivity between and within NATO HQs and deployed Forces (NRF CCs). In particular, it will provide key aspects of the NRF Certification Process, specifically focusing on NRF 16/17 rotations, by taking into account the related CJSOR. The exercise location is still to be determined, though it is likely that it will be conducted in Germany in mid September.

Exercise "Steadfast Juno"

This exercise is designed to serve as a major step in the training and evaluation of NRF 16 and to support the FOC declaration of JFCNP as COM NRF. It is a three level (strategic, operational and tactical) CPX/CAX for a NATO-led Crisis Response Operation. It is designed to exercise JFC Naples (as JHQ Main) and DJSE Madrid in commanding and controlling a multinational deployed force tailored to conduct a Smaller Joint Operation in a complex environment to include asymmetrical and

CBRN threats.

The exercise, which will see NRDC-ITA participating as a deployed land-based NRF LCC, is aimed at training, integrating and evaluating the NRF 16 command structure's ability to plan and conduct for a NRF operation.

The exercise will take place in December and it will be executed using existing infrastructures to the maximum extent. In this respect, NRDC-ITA will deploy its (NRF) MAIN CP to a training area close to the "U. Mara" Barracks.

By the time of the release of this issue of the NRDC-ITA magazine, the HQ will have already gone through a number of training events, such as the "Eagle Eye" Seminar, exercises "Eagle Fast" and "Eagle Snowmaster" and participation in the Italian Mountain Troops skiing and mountaineering competitions. HQ staff will have started working on the CREVAL dossiers and on the review of relevant SOI/SOPs, in particular with a view to prepare for the challenging NRF engagement, while supporting other GRF in terms of mutual training support.



I am conscious of the tremendous burden that we will have to bear in the coming months but I am also confident that professionalism and dedication to duty of all NRDC-ITA staff will ease the difficulties and allow our HQ to achieve its goals.

2010 will be a challenging year, be confident, we will succeed!



NATO and a New Strategic Concept

by MAJ (GBR A) Richard ORVIS

"The answer to those states challenging the established global order will not come in the form of carrots or sticks from Washington alone. Confronting the threats of nuclear proliferation, terror and regional instability posed by state and non-state actors alike will require coalitions that are genuinely willing – not forged under US pressure."

Nader Mousavizadeh: Special Assistant to UNSG Kofi Annan 1997-2003, writing in Newsweek 8 Feb 2010.

As the security environment across the world fragments, the economic dominance of the west looks increasingly fragile and 'unorthodox' alliances begin to form between what the US have in the past termed 'rogue states', NATO finds itself dealing with the difficulties of a major counter-insurgency, whilst simultaneously being in a hinterland between the predictability of the Cold War and the uncertainty of future conflict. In short, NATO is fighting a campaign on which its credibility and ultimate survival may rest, against a threat it is not structured or resourced to defeat, in a wholly unpredictable security environment that is set to continue changing well into the middle of this century.

Testing times ahead.

The strategic challenge for NATO planners, as for many Armed Forces around the globe, is to succeed in current operations whilst retaining the capacity to evolve their structures, procedures and capabilities sufficiently to meet the threats of the future; not the threats of the past or present. It promises to be a distillation of these issues which form the backbone of NATO's New Strategic Concept paper due publication in late 2010.

It was set in this context that Lieutenant General Chiarini, Commander of the NATO Rapid Deployable Corps - Italy (NRDC-ITA), invited an influential array of subject matter experts to attend Exercise EAGLE EYE: a series of lectures and discussion forums that aimed to highlight the future strategic challenges facing NATO.

Such was the importance of the seminar that the Commander insisted the whole headquarters be afforded the opportunity to participate in discussions. As a result, an audio-visual link was established that enabled remote

conference rooms elsewhere on camp to view and communicate with the main seminar venue in the HQ, a capability that reaped particular rewards during the afternoon.



Guest Speakers

The HQ had great fortune to play host to four distinguished speakers, the first and most notable of which was the NATO Deputy Secretary General, Ambassador Claudio Bisogniero. The Ambassador spoke of the manner in which NATO would meet the proliferation of new threats facing the Alliance. He spoke of NATO's six priorities: military transformation in the contemporary operating environment (COE), the need

for adequate resourcing of operations from troop contributing nations (TCN), the desire for multinational solutions to complex problems, the importance of applying the Comprehensive Approach, the development of greater connectivity between NATO and non-Alliance bodies and the necessity for NATO internal reform.

Ambassador Bisogniero's opening address set the platform from which subsequent speakers were able to launch. Professor Andrea Margelletti, a foreign policy analyst, chairman of the Centre for International Studies (CESI) and advisor

to the Italian Government, spoke eloquently on the change in mindset required for success in Afghanistan. He implored politicians to cease categorising Afghan peoples in terms of 'good and bad', i.e. those individuals we do or do not feel moral equivalence to. Rather, he encouraged senior leadership to seek opportunities for cooperation with whoever and whenever, cognoscente that these opportunities may vary in potential advantage, but that in all cases opportunities should be welcomed.



A Balance of Kinetic and Non-Kinetic Means

Professor Margelletti was followed by Lieutenant General Carlo Cabigiosu, a retired Italian army officer of 41 years active duty who served in his latter years as the Deputy Commander ARRC, COS HQ AFSOUTH in Napoli and Commander of KFOR. General Cabigiosu added further colour to the discussion thus far as he stressed the vital role that a stable alliance, such as NATO, would play in an increasingly unsettled world.

He predicted NATO's increasing role on operations with stabilisation and reconstruction efforts and urged greater cooperation between NATO and other cooperatives such as the European Union or the G20.

He emphasised the need for lateral thinking, stating it as erroneous to consider the future security environment simply as an extension or expansion of the present.

NATO would have to evolve, harnessing a more appropriate balance between kinetic and non-kinetic effects, whilst remaining prepared to engage its adversaries in the Battle Spaces of the future, for example cyberspace.

Befitting the high calibre presentations already delivered, the final speaker of the morning session was Professor Massimo De Leonardis, the director of Political Science at the University of the Sacred Heart in Milano and a lecturer of contemporary history at the European University of Roma.

Professor De Leonardis focused on the asymmetry of the current conflicts involving NATO's forces and how a society's perception of an armed conflict's legitimacy, shapes the force's ability and freedom to prosecute that campaign.

By way of example Professor De Leonardis intimated that democracy, whilst regarded as a legitimate form of governance in the West, is less relevant to societies who herald the virtues of martyrdom in the name of Islam. Is this, Professor de Leonardis inferred, an irreconcilable tension between two value systems?



ON EXERCISES AND DOCTRINE



Lively Debate

The thoroughly absorbing lectures of the morning session drew to a close with the promise of an open panel discussion that afternoon. Lunch was but a brief interlude after which the audience were keen to develop issues raised earlier. Chaired by Major General Capewell, Deputy Commander NRDC-ITA, the afternoon panel discussion succeeded in stimulating intellectual debate about NATO's New Strategic Concept. Contributors to the discussion included the Commander NRDC-ITA, Lieutenant General Chiarini, the Commander of Multinational Corps North East (MNC-NE) Lieutenant General Korff and the Deputy Commander ACE Rapid Reaction Corps (ARRC) Major General Marchiò. Amidst the contemporary questions focused on current operations, a strong theme began to develop that is pivotal to the direction of NATO's Strategic Concept. How will NATO strike a balance between resources to ensure success on current operations whilst retaining flexibility to respond effectively to an evolving asymmetric threat?

Closing Remarks

It was clear that animated discussion could have continued throughout the afternoon and into the evening, but the Deputy Commander drew the panel discussion to a close with a summary of discussions. He offered the audience two rhetorical questions as 'food for thought' to inform future debate on the NATO Strategic Concept: has NATO agreed on the threat it will face in the coming decades? Moreover, how should NATO be resourced and postured to meet that threat?

General Chiarini's brought the seminar to its conclusion with closing remarks that offered a vision of NATO, sufficiently balanced and resourced with 'tools' of the Comprehensive Approach, able to rapidly respond to a wide spectrum of operations. The forum of Exercise EAGLE EYE, with the inclusion of such influential strategic thinkers and decision makers, facilitated the kind of informed debate about NATO's future that goes some way to ensuring the relevance of NATO's New Strategic Concept throughout the coming decades.



ON EXERCISES AND DOCTRINE

The NRDC-ITA Support Brigade A National Unit on NATO Service

by MAJ (ITA A) Daniele CAMPA

At the end of a theatre show we are all able to appreciate and cheer actors for their performance and artistic skills; but many spectators really don't know what happens behind the stage curtains. Many workers, hair dressers, electricians, scriptwriters, carpenters worked to allow good actors to achieve their success. People from the Support Brigade are more or less like workers behind a theatre's stage curtains though this being an international contest, where the role players are multi national Corps personnel.

Today the Support Brigade has a specific role. The unit was specially created to provide direct support to NRDC-ITA (HQ) both in peacetime and crisis. Its tasks are essential for daily life in the NATO HQ such as routine activities inside the barracks in Solbiate Olona or during exercises and/or operations "outside the fence". In this latter case the entire brigade shows their best effort, providing the CPs (Command Posts) deployment and redeployment by road, sea, air and railways in a very short time. The deployment is the main part. Actually the hard work is building up all three Command Posts (Main, Main Alternate and Rear Support Command). In the first place, the Engineer COY (Company) is in charge of preparing the terrain, while specialists from the 1st Signal Regiment work on the network in order to connect the entire CP while establishing a combined radio and satellite communication network with other units. This stage is essential for the HQ to ensure there is communication capability at all times in order to exercise command and control (C2) over the assigned divisions and corps troops.

From the beginning of the deployment following the CP set up and, afterwards during exercises and/or operations, the "Bersaglieri" COY which belongs to the Support and Tactical Regiment, insure the force protection for the entire area including the CP and services. When everything already seems done, the real life support starts working without breaks, providing a "number one role", for health issues, accommodation, canteen services, laundry service, bakery, gym and other vital components.





Something is changing. A year ago the Support Brigade started to study and experiment a new C2 concept in order to refine its own organization and improve command and control system for the NATO HQ. The first important step, in this procedure was "EAGLE DAGGER 2009" that took place near Civitavecchia, in the Lazio Region, and where the Support Brigade HQ deployed this sort of CP to test and exercise the command and control systems over its units instead of the NATO HQ (according to the national roles). The experience in

Civitavecchia was considered the milestone for the change, and everything went well in terms of real life support and coordination systems within the Brigades composition. But the road to achieve a final result was not easy and the exercise "EAGLE BLADE 09", which occurred last December at "Cameri" airfield, showed the necessity to radically change the structure of the Support Brigade CP.

A new challenge in approach for the Support Brigade.

This year is crucial for NRDC-ITA (HQ) and, of course for the Support Brigade, because of the CREVAL (Combat Readiness Evaluation) and the upcoming role of Land Component Command within the NATO Response Force. There is an Exercise in June called EAGLE METEOR 2010 that will take place in a training area close to the town of LECCE in the South East of Italy. The brigade is going to have two responsibilities: to allow NRDC-ITA (HQ) to pass the first step of the CREVAL in terms of direct support.

Col. Antonio PENNINO, Support Brigade Commander has confidence in the brigade's capacity and strongly believes in his personnel: a lot has been done, but much more still remains to be achieved.



Media Cycle in Military Exercises

by Paola CASOLI

Once a civilian is asked to work in a military environment he has to take into account that his professionalism represents a surplus value not only for military units he is embedded in, but also for the entire military environment requiring his skills. It therefore becomes clear how important it is to have a thoroughly professional performance during a military training phase, particularly when deployed on the ground. The use of civilian embeds in military training and exercises has become more and more intensive during recent years. It represents an innovative way to approach a new perspective into real life issues, not normally conducted by military personnel. Moreover, it has rapidly been confirmed as a successful way of cooperation as demonstrated by the increasing number of civilians involved in military exercises and operations.

Among the civilians required by the military for their professional skills, media experts represent an important source. Since the information environment is nowadays very different than it was in the last decades of the 20th century, media experts and journalists are to be considered useful to address a complex world.

Internet, blogs and social-networks on one side, and extremely versatile mobile phones on the other, specialists sides, are changing the traditional communication system. Information is released in real time today, from anywhere in the world, by anyone who wants to release a specific message or communicate detailed information. Technology is so widely affordable and so largely available that any reporter whether well experienced or not can broadcast live images, audio or video from the most remote regions in the world. The impact on public opinion can have significant consequences.

New media and NATO

This new era of journalism is characterised by high-speed communication procedure made possible by current technologies. The entire world is now facing a particular situation that probably has never happened before and on such large scale. We are now experiencing a challenging condition: not only journalists can broadcast, but also novice reporters or citizen-journalists who can reach the world wide web and contribute to forums and debates.

No matter if a media representative has been accredited to an event, no matter if a journalist is a blogger or a defence analyst: everyone can release their own message on the web and everyone can get access to that message. NATO cannot ignore this fundamental issue. Military commanders need to have a deep understanding of the role played by news media, so they are able to release an effective message about what they are doing. At the same time they need to better decipher the news, the media environment and its language, its rhythm and its particular behavior. Media operators work under the pressure of deadlines and think ahead to headlines, sometimes giving personal punch-lines and opinions.

They walk along a line and can't afford to lose their thread. In other words, they need to get informed quickly, clearly and precisely. The media's usual questions are no more than seven: what, who, when, where, how, why and - possibly - with the help of what. Believe it or not, journalists need to know descriptions, people, time aspects, geographic details, activities, arguments and resources. They run the risk of looking like old gossips, but they need to report on accurate information.

If journalists are not able to find specific information, they will probably look for it in any way they can and with every mean available. Considering that the majority of journalists use the internet to search for, whoever can imagine how relevant the risk of misinformation is. Further, to this, we must think about the use of internet related to the processing and producing phases of information: anyone can broadcast with no delay, often during a press conference or a media meeting while being comfortably seated among the general public.

NATO has already grabbed the opportunity to develop homepages and databases to facilitate journalists' work, so media can access relevant information immediately while surfing specific websites such as ISAF or KFOR ones.



Therefore NATO and other institutional authorities have not lost the chance to meet the public on the wide web arena. The question is: how is it possible to give a clear message immediately releasable during a crisis or in the middle of a military operation? As a matter of fact, the media are keen to obtain statements from senior officials and to have access to those actively involved in managing the crisis. Thus those selected for interviews should be prepared as to how the interview will proceed and how journalists operate. It is vital for a person with little press experience to get a specific education and training.

Media and Public information in exercises

Assuming that the new era of war implicates a full-spectrum scenario – more recently defined as hybrid conflict – media skills are without doubt, a part of the whole structure. Thus a journalist working in a military exercise has to bear in mind that his capability in handling the news represents a fundamental contribution to obtain a perfect replication of the real operational theatre. Hence the importance of preparing carefully the training audience. NATO has already defined a particular doctrine introducing fundamental changes in Public information. Relations with local and international media, as well as internal communication, are specific functions attributed to Public Affairs (PA), that have the responsibility to “promote NATO’s military aims and objectives to audiences in order to enhance awareness and understanding of military aspects of the Alliance” (MC0497/1). Since a statement’s meaning is derived not only from its literal content but also from the method of communication (i.e. gestures, intonation, choice of words), it becomes even more understandable how important a specific educational programme has become. “The commander [...] must embrace the Public information mission as it relates to support of news media into the planning for and execution of operations, as well as in the training leading up to actual operations” (Final Decision on MC0458/1). Before assessing the opportunities offered by media in exercises, let’s remind ourselves that PA is a command responsibility and commanders are the primary spokesperson of their units supported by PA personnel. They are the principal points of contact with the media for their respective commands. For any other additional information about PAO training policy it is important to refer to specific publications.



Meet the media in the capacity of Simpress

The exercise is a key element in the preparation of troops for forthcoming operations. This is crucial for those who are acting as journalists have an important role, which is to provide the units they are embedded with an opportunity learn and practice the art of facilitating embedded journalists to achieve the maximum media effect in support of a specific operation, as well as communicating effectively and quickly. Media operators on exercise are better defined as simulated press (Simpress). Simpress consists of journalists, media experts, audio-video technicians. Simpress personnel are mainly composed of civilians. Its purpose is to produce a media cycle, in other words Simpress is supposed to create a media

environment both at local and international level. The aim of Simpress is to train PA personnel by releasing news updates on the basis of the exercise scenario.

The simulated press is often provoking and challenging, by involving the training audience in audio/video interviews, reports, rebuttals and denials. By asking for details of military movements, composition of the force, tactics, operational orders, camouflage methods, names of prisoners of war and casualties or nationalities of dead soldiers. By challenging a commander asking his personal opinion regarding friendly-fire, collateral damage, ethnic discrimination or the meaning of the war. Simpress can add realism and pressure. This will allow PAO and trainees to understand how to deal with the impertinent journalists! Simpress has to act as in real life. Simpress action follows the main event list/master incident list (MEL/MIL) development system inside the storyboard related to the specific scenario. Working on events occurring on the ground and on reactions deriving from the sequence of events. Simpress injects actions and situations, by sending messages and releasing news to the PAOs who are playing the role of primary training audience. The result will lead to the enabling of all training objectives in the PA domain, in order to prepare troops for their forthcoming duties and operations.

NATO Involvement in Conventional Arms Control

by LTC (ITA A) Francesco MANCINO



One of the key issues affecting a NATO force structure, which impacts directly on the Operational Planning Process (OPP), is compliance with Arms Control (AC) commitments. Responsibility for integrating the requirements of AC into the OPP resides with G5 Plans & Policy, thus making G5 the primary knowledge base within the HQ and the Commander's advisory team on AC issues. The new Comprehensive Operational Planning Directive (COPD) indicates that future analysis of a military response within the Comprehensive Approach is to include a consideration of Weapons of Mass Destruction (WMD): a concept that encompasses Conventional Arms Control issues as well. Work continues within G5 to examine the implications the COPD has on the ongoing revision of NRDC-ITA Standard Operating Procedures (SOP) and Standard Operating Instructions (SOI).

What is Conventional Arms Control?

Conventional Arms Controls are any legally or politically binding 'instruments' between sovereign states, which aim at achieving one or more of the following: to limit the production, procurement, transfer and holding of military equipment and/or personnel; to constrain or prohibit military activities; to modify or eliminate certain types of conventional weapons or provide transparency and predictability of an armed force and its activities. AC measures may include Confidence and Security Building Measures (CSBM) which are actions taken to reduce the 'fear of attack' by two (or more) parties in peace or more often in situations of tension which may or may not involve physical conflict. AC measures must encompass a wide range of considerations across multiple lines of operation in order to conform to a comprehensive and co-operative approach to security.

Arms Control Instruments

There is a broad spectrum of 'instruments' that formalises the detail of AC such as treaties, conventions, agreements, protocols, arrangements and documents. They may be bilateral or multilateral in nature and may also focus on regional or specific areas of applicability. The Treaty on Conventional Armed Forces in Europe (CFE), the Vienna Document (1999), the Open Skies Treaty, the Chemical Weapons Convention (CWG), the Convention on Certain Conventional Weapons, the Ottawa Convention and the Convention on Cluster Munitions are the most prominent AC instruments that have an impact on NATO planning, operations and eventually on G5 Plans & Policy and Operational Planning Group (OPG). These instruments place the requirement for notification, inspection and observation schedules on member states. A more detailed overview of the AC instruments highlighted above and NATO AC references are available on SHAPE J5 PWX Wise page.



Arms Control and Alliance Military Activity

All NATO member states have individually accepted legal and political commitments under AC agreements. NATO, as an alliance, is not a signatory of such agreements. Forces assigned to NATO for collective military activity by member states remain subject to the AC commitments of their individual governments. When national contingents are deployed as a part of a larger alliance, it will be necessary to coordinate the handling of those AC commitments, which by nature require coordination within that force. For example, AC limits affect the size of force that can be deployed in the area of operation where the CFE treaty is applicable.

Arms Control Responsibilities within NATO

The North Atlantic Council (NAC) gives its guidance. The Military Committee (MC) translates NAC guidance into military direction for SACEUR who addresses AC considerations in the preparation of relevant OPLANs and activities, ensuring the OPLANs contain provisions that meet NAC guidance. Subordinate NATO commanders or the deployed force commanders coordinate compliance with AC commitments in theatre, in line with SACEUR's direction. Troop Contributing Nations (TCN) indicate, as soon as is practical in NATO plan development, their obligations in order to permit timely NATO planning.

Notification of AC Inspection Activities

If NATO troops are involved as the subject of an inspection activity (e.g. Arms Control reconnaissance, contingency planning and escort duties), SHAPE Weapons of Mass Destruction (WMD) Directorate will immediately notify the SHAPE Strategic Direction Centre, who will in turn send a warning to the appropriate command. At the same time SHAPE WMD Directorate will contact the JFC/JHQ Arms Control points of contact, through the AC network, to advise them of the impending activity. The JFC/JHQ staff will then inform the appropriate subordinate HQ's AC staff with sufficient warning time to conduct inspection preparations and provide them, as soon as possible, with supplementary guidance.

Planning Implications and Requirements

When NATO forces are to be deployed into a territory where AC instruments are applicable, an AC staff officer at operational level must be part of the OPG from the start of planning process concerning the operation in order to ensure a timely flow of AC





ON EXERCISES AND DOCTRINE



related information between higher and subordinate HQ's. This officer's role is to advise the commander on relevant AC issues that may arise and prepare the AC contribution to any OPLAN, normally found in Annex M in accordance with COPD as well. The outline of AC guidance depends on the applicability of AC treaties and agreements in the area where the forces will be deployed. Therefore, it is not possible to standardise the format of an Annex M. However, the AC guidance in an OPLAN should provide as a minimum: all relevant AC references for the operation; all applicable AC treaties and agreements; general information highlighting the AC impact on the operation; operational security provisions; responsibilities and tasks; ceiling/threshold that require reporting to higher HQ if applicable and the deployment of arms control specialists from nations as applicable. At HRF (L) level, the designated staff officers with AC responsibility, as a secondary function, will be provided

with AC guidance (Annex M) by JFC/JHQ through the AC network. They will then ensure that the AC commitments are taken into account during the Operational Planning Process (OPP) at the appropriate level. In accordance with COPD, it is incumbent upon this staff cell to ensure specific consideration is given to the full gamut of pan theatre force protection issues, from the tactical to strategic level. Moreover, this must be set against the backdrop of a thorough and detailed appreciation of the strategic factors contributing to the crisis. Furthermore, critical to this context is the political and legal landscapes that underpin the legal basis, and therefore international legitimacy, of NATO intervention in the first instance; in the long term ultimately affecting the level of NATO member support to a given mission.

Conclusion

Compliance with the legal obligations and political responsibilities of AC is a national responsibility. Nevertheless, the NATO chain of command has an important role to play. Commanders will give importance to the preservation of operational security and force protection balanced against the imperative for openness and transparency required by the instruments of AC. Within the framework of the COPD, G5 is ideally placed to understand how AC fits into the strategic context of a given mission, thereby enabling the Operational Planning Group (OPG) to strike an informed balance between the conflicting interests and provide the Commander with viable Courses of Action (COA). Whilst operating as the leading agency for the operational planning activities within HQ NRDC-ITA, G5 Plans & Policy still remains the "Pro-Active Eyes" for complying with AC commitments.



The Communication Management in a Crisis Environment

by CAPT (ITA A) Gianluigi ARCA

The world in which we live is widely dominated by quick, instantaneous and effective communication tools, such as the Internet, social networks and satellite Television. If this ability to communicate can enhance the dissemination of information almost to every place in the world, it is also true that it is now easier to cause misinformation and, as a result, negatively influence critical environments. Every organisation must have a structure with procedures and tools able to face a communication crisis. The NATO-military management of crisis communications can be considered a priority for media engagement by the Public Affairs.

Social-human feeling influences when facing a communication crisis

The communication crisis occurs either when a wrong or false message reaches an audience or when a true message is misinterpreted. When facing a crisis, human beings follow specific cultural and social roles which contain stereotyped meanings: the so called thematic roles. It is worth noting how the same topic covers a different role depending on the crisis environment.

In cases of crisis between man and environment (natural disaster), the natural environment, for example, is always seen as the "bad guy" and the man as the "good guy". But the thematic role "man", vice versa, covers both the role of bad and good guy during a crisis between men. The two boxes below show and explain the differences between the specific thematic roles:



CRISIS BETWEEN THE MAN AND THE NATURAL ENVIRONMENT (NATURAL DISASTER)

THEMATIC ROLES

- Wickedness: ENVIRONMENT
- Victim: MAN
- Damage: LOST OF THE VICTIM
- Saver subject: INSTITUTIONS
- Qualifying test: RESCUE, SAFETY
- Committed persons: MEN ECONOMICALLY, AFFECTIVELY OR CRITICALLY COMMITTED
- Story tellers: MEDIA

CRISIS BETWEEN MEN

THEMATIC ROLES

- Wickedness: MAN
- Victim: MAN
- Damage: LOST OF THE VICTIM
- Saver subject: INSTITUTIONS
- Qualifying test: ACTIONS TAKEN
- Committed persons: MEN ECONOMICALLY, AFFECTIVELY OR CRITICALLY COMMITTED
- Story tellers: MEDIA

Preparation of a crisis management panel

A Communication crisis is unpredictable. It has a strong impact on media, embracing the public opinion and spread rapidly. A well organised structure in charge of dealing with a crisis must be able to think the unthinkable. If any organisation faces a crisis without any preparation, it will be overwhelmed by panic, a state of siege and management incapability. This is what makes the difference between the so called crisis-prone organisations and

the crisis-prepared ones. It is fundamental for a military structure such as NATO that the Public Affairs Offices foresee a "basic crisis management organisation". The crisis management consists of a series of coordinated actions to rebuild the credibility, the authority and the reputation lost during the crisis of communication. The following chart shows how an integrated system of crisis management can be structured:

It is easy to understand how the branches which work in this crisis management organisation must be linked each other, and the flow of information among them must be continuously updated. Every one must know every thing and must be updated on every change in situation.

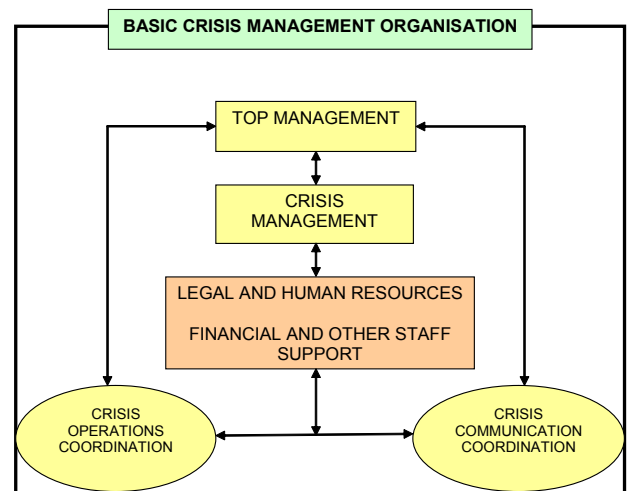
The best way to activate a cycle of crisis solving is to follow 4 steps:

1. **Activate a procedure**, developing an event reporting system. During this step, the coordinator of the crisis panel must be able to quickly link with the responsible branch for an immediate and unequivocal answer to the crisis. After that, the state of crisis can be declared and its seriousness evaluated.

2. **Issue management**: during this step the staff involved must manage the areas of vulnerability. It is necessary to think of the most remote hypothesis, and manage them together, conducting rehearsals and war gaming to test the correct procedures of communication.

3. **Prepare the communication tools**: think of a series of key messages and talking points, and then create a document with questions and answers. These tools will represent an easy path to follow, which can help whoever is asked by media to give an answer regarding the problem. The lessons learned during this phase can be added to a **crisis handbook**, which represents the point of reference in case of other critical events.

4. **Create a stakeholders database**: think of all the external structures, organisations, companies, institutions, media, public opinion, etc. involved during the crisis, highlighting their characteristics, history and background, posture during the crisis.



NATO Media Public Affairs approach and the NATO Media Information Centre

The crisis management can be considered a sort of "art", the art to work with media when an event can have or, in the worst case, already has had a strong impact on the stakeholders, trying to avoid the loss of image of the organisation involved. The stakeholders are those organisations, publics, companies with an interest (positive or negative) towards the organisation affected by the crisis. NATO Public Affairs or other NATO representative charged with being a spokesman can be effective in managing the media assault during a crisis by being "proactive". The Media are always eager for news and information, and, in order to avoid speculation, it is advisable to continuously feed them, checking the truth of the news released and facilitating their work. A good tool that NATO Public Affairs can use to manage the above mentioned "media assault" is the so called "**Media Information Centre - MIC**". This centre, always located outside restricted areas, has the capability "to host and inform the journalists and other media representatives"¹, providing them with any kind of logistic and operational support:

- The Internet, telephone or fax connections, useful to quickly send reports to networks;
- A work space, furnished with food and beverages (coffee the most important!);
- Spokesmen with outstanding skill-sets to face the media (good speech and body language ability);
- Conference room where they can receive updates on all issues.

To limit the effects of a crisis, it is vital that the media are engaged before they engage us, thus preventing speculation or the possibility that they perceive a hidden agenda or story. The media must be able to assume

transparency on the behalf of the PAO, this is characterised by the **3 C**:

1. **CANDOR**: Public Affairs must show sincerity, frankness, genuineness, objectivity;
2. **CONCERN**: Those in charge must demonstrate an intent, preoccupation, participation and readiness to seek a solution to the problem;
3. **COURAGE**: it is important not to hide the problems but show courage and self-confidence.

The Internet

The use of the Internet as a tool to help in the crisis solving process is one of the main aspects to keep in consideration. This is important especially in the modern era when every place in the world, even the most remote, can be linked with the core of the information by the web. This is the reason why it is useful to build up a "dark web site", created "ad hoc" to face the critical moment. The audiences,

not only media, can find on this web site updated news and information about the development of the situation. Also the monitoring of the social

networks and the opening of dedicated accounts on them is an excellent tool of information. These social networks such as "facebook" or "photobug" or "twitter" allow the users to upload files, images, videos which can directly show to the audience how the situation is going on².

In any case, it is basic to follow the

6 W when facing a crisis:

1. **WHERE**: in what context the communication management must be directed, taking into consideration both the event and the proper communication system;
2. **WHY**: identify the reasons for the communication;
3. **WHO**: refers to the subject of the communication, which is the organisation affected by the critical event?
4. **WHOM**: refers to the audience whom the communication must be directed to;
5. **WHEN**: the moment when the communication process occurs, taking into consideration its timeline;
6. **WHAT**: the message to pass to the audience and to the media.



Conclusions

For a military organisation such as the NATO the capability to rely on expert professionals trained on crisis communication problem solving is vital. This is much more important on operations, when we are in dangerous situations.

Correct and real time information flow can negate speculation by the media and thereby avoid any subsequent communication crisis. The passage of information must start from the relevant organisation to the stakeholders. A communication crisis, is caused when the stakeholders lack visibility and knowledge of a situation and is left to speculate, misinterpret and guess in a bid to understand the environment in which it find itself.

¹ NATO Military Public Affairs Policy, MC 0457/1, September 2007.

² For more information, ACO PA Handbook, summer 2008.



ON EXERCISES AND DOCTRINE

The Targeting Process (Part 3)

by LTC (ITA A) Giulio DI MARZIO

1. Preface:

This third article regarding the targeting process, discusses further on the preparation & execution required of a targeting meeting. We need to be able to focus our attention on the vital preparation for the targeting meeting and the effectiveness that the process requires in terms of command emphasis and the complete integration of all battlefield operating systems.

2. Preparation Of Targeting Meeting:

The targeting meeting is the critical event in the targeting process.

It focuses and synchronizes the unit's combat power and resources towards finding, attacking and assessing high payoff targets. The meeting:

- Verifies and updates the HPTL (High Priority Target List)
- Verifies, updates and re tasks available collection assets for each HPT
- Allocates delivery systems to engage each target
- Confirms the assets tasked to verify the effects on target after it has been attacked.

Attendance. To be effective, the following personnel should attend the targeting meeting:

- Battalion level: XO (Chair), S-3, S-2, FSO. Focus is 12-24 hrs out.
- Brigade level: FS Coord, targeting officer, direct support field artillery battalion S-2, ALO, A/D O, ENG, S-4, S-3 (Chair), S-3 AIR, S-3AVN, PSYOPS, Civil Affairs, Cbn, Legal. It address operations 24-36 hours out.

Key to the conduct of the targeting meeting is preparation. Each representative must arrive at the meeting prepared to discuss available assets and the capabilities and limitations of his particular Battlefield Operating System. This means participants must conduct detailed analysis prior to coordination, they must arrive, prepared and bring relevant conceptual and physical products as described below:

The S-3

- Changes to the commander's intent
- Changes to the task organisation.
- Requirements from higher headquarters (including recent FRAGOs and taskings).
- Current combat power.
- Current situation of subordinate units.
- Planned operations.
- Assets available.

The S-2

- Current situational and event templates.
- Prepares an overview of the current enemy situation.
- Current high value targets with locations.
- The commander's priority intelligence requirements.
- Named areas of interest.
- Overview of the reconnaissance and surveillance plan.
- Predictive analysis (Most importantly, the S-2 prepares a predictive analysis of future enemy courses of action based on continuous IPB. Tailor the products to the designated time period to be discussed at the meeting.)

The FSO

- Provides the current high payoff target list.
- Prepares the proposed high payoff target list for the designated period. Grid coordinates previously coordinated with the S-2.
- Fire support assets available.



ON EXERCISES AND DOCTRINE

Other staff sections: The specific situation dictates the extent of remaining staff members' participation. They must be prepared to discuss in detail their own available assets and their capabilities, the integration of their assets into the targeting process and the capabilities and limitations of enemy assets within their BOS. The following tools should be available to facilitate the conduct of the targeting meeting:

- Target Synchronisation Matrix.
- List of Potential Detection Assets.
- List of Potential Delivery Assets.

The **Target Synchronization Matrix** visually lists specific targets and their locations for each category. The matrix serves as a checklist to ensure that:

- Each target is covered by a Named Area of Interest (NAI).
- Specific detect, deliver, and assess assets have been designated for each target.
- Detailed attack guidance is provided for each target.

The completed target synchronization matrix becomes the basis for updating the R&S plan and issuing a FRAGO at the conclusion of the meeting. It also facilitates the distribution of the results of the target meeting. A list of all potential assets available to the unit is helpful. It lists the assets available for detection and delivery

purposes. Staff members must be prepared to discuss the potential contribution of particular assets within their BOS.

3. The Targeting Meeting

The XO (BN Level) or the S-3(Bde Level) is responsible for keeping the meeting focused. He opens the targeting meeting by conducting a roll call, followed by a brief explanation of the purpose. He describes the agenda and specifies the time period to be addressed. He is the arbitrator for disagreements which arise while filling out the Target Synchronization Matrix. Maximum staff participation is absolutely essential. Staff members must share their expertise and knowledge of the

capabilities and limitations of both friendly and enemy systems. They must consider providing redundant means to detect, deliver and assess targets.

1. The S-2 provides an intelligence update:
 - a. Briefs the current enemy situation.
 - b. Reviews the current collection or R&S plans.
 - c. Provides a battle damage assessment of targets previously engaged since the last targeting meeting and the impact on the enemy course of action.
 - d. Provides an analysis of the enemy's most probable courses of actions and locations for the next 24-36 hours using the event template and a list of HVTs.
 - e. Briefs changes to the commander's PIR for review by the battle staff.





ON EXERCISES AND DOCTRINE

2. The S-3.
 - a. Briefs any particular guidance from the commander and changes to his intent.
 - b. Briefs any requirements from higher headquarters since the last targeting meeting and a review of current operations.
 - c. Informs the staff of the status of available assets.
3. The FSCOORD or FSO:
 - a. Reviews the status of the current target synchronization matrix.
 - b. Provides the new target synchronization matrix with the proposed list of HPTs and locations for the staff's concurrence and refinement.

After changes to the HPTL have been made and locations updated or refined, the XO facilitates a crosswalk to complete the rest of the matrix by identifying a detector, determining an attack means and assigning an asset to assess each HPT.

Step 1. Determine and prioritize detection assets responsible for confirming or denying the location of each suspected target. Post the information to the detect column of the Target Synchronization Matrix. Be specific; state what unit or asset must detect, confirm, or deny the location of each specific target. Clear and concise tasking must be given to the acquisition assets. Mobile HPTs must be detected and tracked to maintain current target location. Assets should be placed in the best position according to estimates of when and where the enemy targets will be located. Consider assigning an NAI to the target and enter the number on the Target Synchronization Matrix.

Step 2. Use the list of available delivery assets to select the delivery means used to attack each target once detected or confirmed. Post this information into the deliver column of the Target Synchronization Matrix. Consider redundant means to attack each target. At this time, the attack guidance is selected. Specify whether to attack the target immediately, as acquired or planned, and the effects to be achieved on the target for each delivery system. The effects can be to destroy, neutralize, suppress or harass the target.

- Destroy - physically renders the target permanently combat ineffective or so damaged that it cannot function unless restored, reconstituted, or rebuilt.
- Neutralize - renders the target ineffective or unusable for a temporary period.
- Suppress - degrades a weapon system's performance below the level needed to fulfill its mission. Lasts only as long as fires continue.
- Harass - designed to disturb the rest of enemy troops, curtail movement and lower enemy morale.

Step 3. Determine and prioritize which assets will assess whether desired effects were achieved on targets after the attack. Enter this information in the assess column of the Target Synchronization Matrix.

4. Products Of The Targeting Process

Targeting meeting products include an updated target synchronization matrix (TSM) and a FRAGO. The FRAGO (Fragmentary Order) contains tasking to subordinate units, updated intelligence collection plan or R&S plan and an updated target list.



The updated TSM specifies:

- What high payoff targets the commander has decided to attack.
- How the target will be detected.
- What lethal or non lethal system will deliver on the target.
- The attack guidance for each target.
- How to assess the damage from the attack.

It may be used to disseminate the results of the targeting meeting.

Taskings to subordinate elements are the most important products resulting from a targeting meeting. The S-3 should prepare and issue a FRAGO to subordinate elements to execute the planned attack and assessment of targets developed in the targeting meeting.

The S-2 reorients his acquisition assets and updates and disseminates the collection or R&S plan. This is included with the FRAGO.

An updated target list is included with the FRAGO.

The S-3 briefs the commander on the results of the targeting meeting. After the results are approved, the products listed above are updated as required to conform to the commander's guidance. Reproduction and distribution must be accomplished quickly to allow subordinate units sufficient time to react, plan, rehearse, and execute. Each staff member should confirm that subordinate elements receive tasking and that they are executed.



Timing of the targeting meeting is critical. It must be effectively integrated into the battle rhythm to ensure that the results of the targeting process focus, rather than disrupt, operations.

A successful technique is to conduct the brigade targeting meeting immediately following the commander's update. This practically ensures that battalion task forces will receive all the requisite products, including the FRAGO by midday. This allows ample time for battalion task forces to incorporate guidance and tasking from brigade into their targeting meeting conducted mid to late afternoon. Battalions can issue orders to their companies, conduct rehearsals, pre-combat checks and execute within the designated time period.

5. CONCLUSION

Integrated, synchronized and focused combat power relies heavily on the targeting process. It must be effectively integrated into the unit's battle rhythm. The members of the targeting team must be familiar with their roles and the roles of other team members. That familiarity can only be acquired through staff training.

Aurel Vlaicu – The Brilliant Romanian Flight Pioneer 100 Years From His First Flight

by MAJ (ROU A) Marian Sorin PREDOAICA

Romania has a long and rich tradition in the aviation field. At the beginning of the 20th century, flight pioneers like Aurel Vlaicu, Traian Vuia and George Valentin Bibescu brought important contributions to early aviation history, building revolutionary aeroplanes and changing the age's mentalities.

In the history of the aeroplane's invention, there are several brilliant Romanian characters like, for example, Traian Vuia – the inventor who designed, built and flew the first self-propelling heavier-than-air aircraft in Europe, in 1906 – or Henry Coanda – the inventor, aerodynamics pioneer and builder of the world's first jet powered aircraft, the Coanda-1910.

Among these visionary and enthusiastic aviation pioneers the Romanians count Aurel Vlaicu the avant-garde aeroplane constructor, inventor and aeroplane pilot.

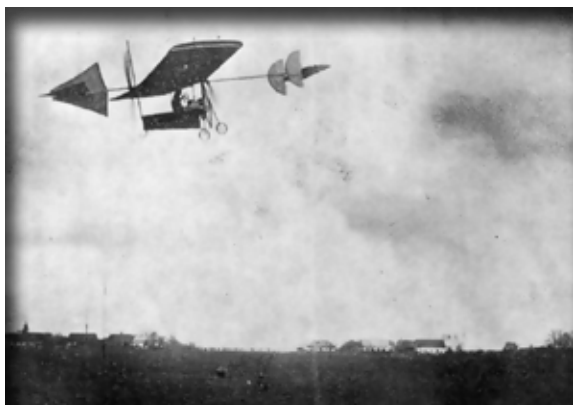
Aurel Vlaicu was born in Bințiuți (now renamed Aurel Vlaicu), near Orăștie, in Transylvania, the famous historical region of Romania. He was the eldest son of a respected family farmers. He attended Calvinist High School in Orăștie (renamed "Liceul Aurel Vlaicu" in his honour in 1919) which he graduated from in 1902.

Its remarkable competences in the fields of geometry and mathematics as its ambition to discover the secret of the flight drove him to register with the Technical University of Budapest. Dissatisfied with the lack of documentation concerning the flying machines, he left the university after two trimesters of study and he registered at the Ludwig-Maximilians University of Munich, which he graduated from in 1907.

The year 1908 found the young man Aurel Vlaicu working as an engineer for Opel in one of the German car producer's factories in Rüsselsheim (Germany) where he was very appreciated for his exceptional inventiveness, his intuition and dexterity. One of his most precious dreams was to build a flying machine for his country. Therefore, Vlaicu returned to Romania and – even with limited financial means and facing numerous bureaucratic difficulties and strong rivalries – built a glider with which he undertook a series of flights.

The successes achieved with the glider encouraged him to build with the Arsenal of the Army in 1910 an original, arrow-shaped aeroplane, with flight controls in front, two coaxial propellers, a ring around the engine, and independent suspension-tricycle-landing-gear with brakes. Vlaicu called his first prototype aeroplane Vlaicu I, and he succeeded in making it flying without any modifications to the first design, which was exceptional for that time. This aeroplane would become, in the autumn of that year, the first Romanian military aeroplane. Vlaicu would perform with his aeroplane a few missions during some military exercises held in the autumn of 1910.

On 17th of June 1910 on Cotroceni field, near Bucharest, Vlaicu took off for the first time, flew for approximately 40 meters at 3-4 meters height and landed swiftly. This flight is one of the most important events in the Romanian flight history.



During the summer of 1910, Vlaicu flew several times at heights exceeding hundreds of meters and lengths of several kilometres. From that summer, his aeroplane could have competed with the best aeroplanes in the world.

He started to perform demonstrative flights in different places throughout Romania for the pleasure and excitement of thousands of Romanians amazed of what he was able to do in the air with his marvellous aeroplane. In one of those flights, near Brașov in Transylvania, he flew at 1000 meters with 90 km/h.

During 1910, on board of "Vlaicu I" and, one year later, on board of the second aeroplane "Vlaicu II", which he personally



designed and constructed, Aurel Vlaicu was able to demonstrate his aeroplanes remarkable flying performance.

Using his second aeroplane "Vlaicu II", he entered the June 1912 international flight competition held in Aspern - Vienna. He was awarded the first prize for target launching, and four second prizes, one of which for steady point landing. Due to his achievements during the competition, the press of that time considered Aurel Vlaicu the second pilot of the contest after the famous French aviator Roland Gaross.

In contrast with the foreign aeroplane constructors', his aircraft design solutions originality resided in the arrow-shaped body, the front placement of the depth rudder and of the low rudders, the variable elevation aeroplane wing adopting, during the flight, the form closest to the optimum, a tandem propeller, which, because of their rotation opposite to one another, had a mutual compensation of the torsion couple, the existence of a detachable undercarriage, and of a speed reduction unit between the aircraft engine and the propeller. Open field of view for the pilot, no matter the course of flight, was characteristic of his own made aeroplanes.

Encouraged by the successes achieved with his aeroplane and stimulated by similar unprecedented attempts like the famous Louis Bleriot's English Channel crossing in 1909, Vlaicu took the courageous decision to cross the Carpathian Mountains from the southern part of the country to Transylvania.

Pressed by the gossip that two other Romanian pilots were about to attempt that crossing, he didn't wait for the finalization of the third prototype "Vlaicu III" – his design of the years 1912-1913 that was to be the first all-metal aeroplane in the world – and took his chances with the old and by then worn aeroplane "Vlaicu II". Sadly, this hasty and uncharacteristic decision would cost him everything. On 13th of September 1913, aboard his "Vlaicu II", while he was attempting to cross the Carpathians he made – according to two of his best friends and witnesses to the accident statements – an unfortunate flying mistake and he crashed down near the village Banesti.

At the time of his death, the two-seated monoplane "Vlaicu III", ordered by Marconi's Wireless Telegraph Co. Ltd. for experiments with aerial wireless radio, was only partially built.

After Vlaicu's death the plane was completed by his good friends Giovanni Magnani and Constantin Silisteanu, and several short experimental flights were made during 1914. Further tests were hindered by the unusual controls of the aeroplane which no other pilot was familiar with.

According to some rumours, in 1916, during the German occupation of Bucharest, "Vlaicu III" was seized and shipped to Germany, and it seems that the aeroplane was last seen in a 1942 aviation exhibition in Berlin.

In 1948, Aurel Vlaicu was elected member post-mortem of the Romanian Academy and a postage stamp representing his portrait and a design of his first aeroplane was printed in 1953, 40 years after his death. To honour his remarkable contributions to the development of the world aeronautics, the biggest airport of Bucharest as his native village (in the past Bintinti) are today named after Aurel Vlaicu and a memorial museum was established in his native house.



This year, on 17th of June, the Romanians will proudly celebrate 100 years from the memorable first flight performed by this avant-garde engineer, inventor, aeroplane constructor and pilot, one of the world's first pioneers of modern aeronautics.

Exercise CASTA 2010

by LTC (ITA A) Giulio DI MARZIO

Once again a multinational team from the NRDC-ITA & Support Units headed to S.Candido to take part in the 62nd AlpiniTroops Ski Championship, or 'CaSTA'. Set in the stunningly scenic Pusteria Valley ski resort situated in the South Tirol's Dolomites, this unique and high profile competition is a great opportunity to test the Alpine skills of soldiers from across NATO and Partnership for Peace (PfP) countries. It is also a great opportunity to cement the bonds of the NATO Alliance with ties of friendship.

As a NATO HQ, the NRDC-ITA HQ ski team competed against lots of other teams in the Friendship Trophy – a competition open to all military teams from NATO and PfP nations, the trophy event comprises the following competitions: Giant Slalom, Cross-Country race (15 km males, 10 km females), Team Sprint and a Patrol Race (25 km with shooting).



Following a series of weekly skiing training sessions performed in the Aosta Valley from the first week of December, the giant slalom team was ready to join the competition proper albeit against a number of teams comprised solely of professional skiers. On the way, due to priorities HQ activities and injuries, we lost some elements supposed to race in cross country and ski mountaineering and so finally we raced only in giant slalom.

The competition was quite challenging, but unfortunately after the first manche of the race Corporal Villa Valeria fell at the start. At first it seemed not to be such a serious event, but after a while she decided her race was finished. All the rest of the team finished the race and SGT Joanne Hammick continued her good form last year with another good result, finishing forth in the female competition.

Despite the hard work and demanding competition, all the members of the NRDC-ITA HQ ski team enjoyed the challenge.

The team were fortunate to have both COS present at the opening ceremony, and appreciated the opportunity to have DCOM attending the race on the 5th February. Later we even had the opportunity to ski with him.

The competition provided a unique opportunity for HQ NRDC-ITA to train and compete in a world-class skiing competition against some of the best military skiers in the world.

For those who feel up to the challenge next year, they will be more than welcome.

The NRDC-ITA ski team comprised of the following personnel: LTC di Marzio GIULIO, LTC Sorvillo Francesco, Captain Vagnoni Gianfilippo, Captain Marco Equizi, WO Soldavini Marco, SGT Hammick Joanne, Corporal Villa Valeria.



NRDC-ITA as a Center of Excellence for NATO

by LTC (ITA A) Sergio TAMAI



According to the recent events it seems that this is a growing phenomenon...

Since the New Year, a number of officers from HQ NRDC-ITA have been called upon to visit Italian Defence institutes across the country in order to provide insights and lessons on the NATO environment.

G5 Plans and Policy have been intrinsically involved in this process with its representatives briefing on topics as diverse as the NRDC-ITA structure, the new NATO Response Force (NRF) Concept and the Effect Based Approach to Operations (EBAO).

Of particular note in February 2010, ACOS G5 Col Maurizio Riccò briefed the multi-national Junior Staff Officer Course on the EBAO at the Application School in Turin., LTC Sergio Tamai subsequently briefed on the NRDC-ITA and NRF to the same audience.

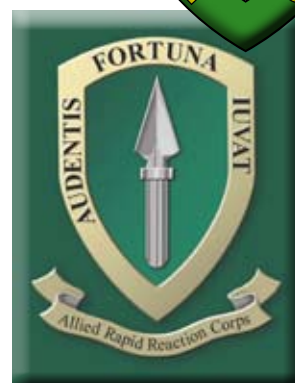
Furthermore, Col Riccò and Maj Giuseppe Rocco followed up the success of the Turin briefs, with a trip to the Joint Staff Officer Course Rome in March 2010 at the 'Centro Alti Studi per la Difesa' where he delivered another session on the EBAO.

It is testament to the whole HQ that when the Italian Army shows interest in NATO's evolution, HQ NRDC-ITA experiences an increased level of interest in its work. The NRDC is at the forefront of developing NATO doctrine and as such is becoming the conduit for information to and from the Italian Field Forces and many of the multi-national staff colleges around the country and beyond .

Exercise ARCCADE Support

by LTC (ITA A) Salvatore TAGLIATA

Between the 16 and 18 March, CSS Div was very fortunate to have the opportunity to host a visit from CSS Division, HQ ARRC. Brigadier John Bevan, DCOS CSS and forty six personnel from across his Division came to HQ NRDC-ITA to learn from our own ISAF experiences in order to allow the ARRC to prepare and train for their own ISAF deployment to the Interim Joint Headquarters in January 2011. For the ARRC, 2010 includes their deployment from Germany to UK so time will be short and a well constructed training programme will be essential. Despite the fact that the vast majority of HQ NRDC-ITA ISAF deployees have now moved on, we managed to find individuals from each functional area to provide a grass routes view of delivering CSS in ISAF. As pay-back, the ARRC provided us with their experiences on preparing for NRF 13. Our mutual experiences provoked a great deal of useful discussion and a truly educative time was had by all. Of course the visit also provided the opportunity for some cultural visits and 'team bonding', it was very fortunate the team visited during a period in March when the sun was shining! All that remains to be done is to arrange the return visit to HQ ARRC later in 2010, who by then will be based in Gloucestershire in the United Kingdom, so we can learn from the ARRC's experience in preparation for our 2013 deployment.



NATO Seminar at the “Cattolica”

by COL (ITA A) Francesco Cosimato



Lt. Gen. Gian Marco CHIARINI, the Commander of NATO Rapid Deployable Corps – Italy (NRDC-ITA) - chaired one of the sessions of the seminar “Afghanistan and beyond; NATO towards a new strategic concept”.

The Seminar, held on 10th and 11th March, was a joint effort of the Università Cattolica del Sacro Cuore (Catholic University of the Sacred Heart), the NATO Public Diplomacy Division, the NRDC-ITA, the Centro Alti Studi per la Difesa (the Centre for High Defense Studies, Italy) and the Comando Militare Esercito Lombardia (the Military Command of the Army for Lombardia region).

The Rector of the “Cattolica”, Professor Massimo De Leonardis, succeeded in inviting numerous distinguished speakers to take part in the interesting panels of the seminar: The Afghanistan Conflict, NATO between Globalization and Loss of Centrality, The Forces Transformation and NATO Military Operations, The Contribution of Italy to NATO Future, NATO towards a New Strategic Concept.

Among the prominent participants in the seminar, who gave speeches to an audience of officers, cadets of the Accademia della Guardia di Finanza (The Finance Guard) and of the Scuola Militare di Milano (The Military School of Milano) as well as of university students were Ambassador Claudio Bisogniero, NATO Deputy Secretary General, LTG Armando Novelli Joint Operational Forces Commander, Vice Admiral Marcantonio Trevisani, The President of the Centre for High Defense Studies, PhD. Daniele Riggio, NATO Public Diplomacy Division Officer for Afghanistan and Pakistan, LTG (r) Carlo Cabigiosu, Allied Command Transformation Senior Mentor, LTG (r.) Carlo Jean, the President of the Center for Economic Geopolitics Studies, Prof. AntonGiulio De Robertis, Vice President of the Italian Atlantic Committee, Prof. Virgilio Ilari, the President of the Italian Military History Society.

One of the most interesting sessions for the audience was the session chaired by the Commander of NRDC-ITA regarding the “Forces transformation and NATO Military Operations”.

Ambassador Claudio Bisogniero, NATO Deputy Secretary General, gave an interesting keynote speech related to “NATO towards a new strategic concept”.

This sort of initiatives is in a trend of increased cooperation among education, diplomacy and military institutions.

The seminar was an excellent example of a good cooperation between education, diplomacy and military institutions and was an excellent opportunity to inform the diverse audience of the current situation facing NATO. It also served to provoke debate and provided some interesting food for thought for the senior NATO representatives who attended who were able to hear first hand the opinions and thoughts of a well qualified audience.

Last but not least, the seminar was an excellent occasion for the NRDC-ITA Commander to assess the future challenges that his the HQ may well face within its NATO Response Force (NRF) mandate in 2011.

Riding the Mountains

by BG (GRC A) Efsthios KOTRONIS



Pre-historic Nordic people and Samis invented skiing to assist hunting, military maneuvers and as a means of practical transportation. Of course today people use skiing for different reasons than the past. Now days skiing and snowboarding are very popular sports in countries that have a cold climate. Both skiing and snowboarding are sports of short moments and contrasts -the gentle winter wonderland ride up the chair lift, anticipation and hesitation at the top of the mountain. Then there is a last deep breath, the sound of the poles and the board crunching into the ice and it is off to the races. You feel the cool breeze on your face and thrill of slicing down a hill. You keep pushing yourself. Every run has a different challenge.

But it is not only this, skiing and snowboarding require a number of athletic abilities including technical, physical and mental skills. Often compared to running and swimming as a cardiovascular work out, it is not surprising that many people engage in this activity to stay fit and warm! The reason why these sports are so similar is because health professionals consider these are different forms of aerobic exercise. People will have to exert a lot of physical effort and use up to a lot of oxygen to keep moving. One important benefit of skiing and snowboarding is that it improves the individual's circulatory system. This increases alertness making it easy for the person to respond to anything or perform normal duties with minimum effort.

Is this perhaps why this year 225 individuals (many of them belonging to the same family) are members of the NRDC-ITA ski and snowboard club? No! These individuals did not decide to participate to the club only because of the above mentioned but also because of the fact that belonging to a ski club they have the opportunity to be outdoors, exercising and not sitting in front of computers and TV screens. Participating in the ski events the club organizes enables the entire family to be together in on an exhilarating and snowy mountaintop, it reinforces its relationships and provides excellent quality time together. It also helps in cementing friendships amongst

members of the staff that did not know each other prior to this and brings families of different nationalities Together.

The NRDC-ITA ski and snowboard club can consider this year as one of the most successful to date. The figures speak for themselves:

- The Club currently has 220 actual members
- Membership is split between the NRDC-ITA HQ; The Spt Bde the RESTAL and 1st Sign Rgt.
- Personnel on active duty, represent 65%, and the 58 kids under 16 and the 45 wives make up the rest of this Club.
- The Club started officially this years activity on the 8 December 2009 and will end on 18 Apr;
- During the current skiing season 11 skiing events will be occurring and the participation range to an average of 130 members each time.
- Also this year there will be a Giant Slalom competition. Last year it had 112 members divided into 4 categories (children under 12; Ladies; Snowboarders and Men).
- Departing both from Solbiate, the Club drives 3 busses to the best resorts of Aosta Valley such as: Pila; Gressoney; Champorcher; Champoluc; Valtournanche; La Thuile; Cervinia.
- The Club is member of the FIS (Italian Winter Sport Association)

I am very glad that I have the opportunity to be member of the club and to enjoy with my family and friends skiing in some of the most beautiful places of our host nation. We are not members of the ski and snowboard club just for skiing or snowboarding. We are members, because we enjoy mountain scenery, the amazing mountain air, the unique feelings that someone experiences drinking hot chocolate and having a suntan session on a restaurant terrace surrounded by snow capped mountain peaks. From time to time we need to really get away everything but most importantly because share the escape with friends, in an enthusiastic atmosphere and the positive attitude that we all share in this club. During skiing and snowboarding we feel excited when we are sliding down but at the end of the day we return to our homes having the sensation that we still fly over the mountains we were riding just a few minutes ago.

NIWIC Christmas Charity Fair 2010

by MAJ (GBR A) Christopher Tom SARGENT

Members of the NRDC-ITA Wives International Club, held a very successful charity fair at the Officer's Club in Ugo Mara Barracks in the lead up to Christmas. The fair which saw members of the Wives's community baking homemade cakes and then selling them to raise profits for two charities, War Child and the Italian Red Cross, was a huge success raising over 1500 Euros in total.

The NIWIC, which allows wives from across the 14 nations at the NRDC-ITA to interact and socialise with each other meets regularly and organises cultural trips for its members. Two trips are planned for the first half of this year. The first is a visit the world famous Turin Shroud which is to be exhibited for the first time in 10 years and the second to the beautiful city of Venice.

The NIWIC is a vital part of the NRDC-ITA and contributes to the ongoing development of international relations within the multinational community that is the backbone of the NRDC-ITA





Ferraioli Farewell

by CAPT (ITA A) Sandro IERVOLINO

On 27 February, NRDC-ITA and the RSC Division said farewell to one senior member of our HQ, after 42 years in the Italian Army WO Antonio Ferraioli retired. Nobody thought that this could happen! Ferraioli spent 7 years in our Division, and has become an irreplaceable figure. Whoever had a problem could ask his help, he was able to find, thanks to his huge experience, an answer to all problems. Even for those of us who know WO Ferraioli well, it is useful to give some important details about his long military career. He was born in Sant'Egidio del Monte Albino (SA) in 1950 and joined the army in 1968. After the Non commissioned Officer Academy he attended a qualifying course at the Infantry School and the anti-sabotage course.

In 1969 he was assigned to the 68° Mechanized Battalion "Legnano" based in Bergamo and appointed as pioneer squad leader. He served in the 68° Battalion until 1989 when he moved to "Legnano" Brigade HQ where he served in several sectors, G1 branch, legal section etc. During the period 1998–2001 he served as Management Budget NCO and as Manning Personnel Officer in the HQ of "Forze Operative di Proiezione". In 2001 he was one of the "founding fathers" of the NRDC-ITA, making a great contribution to the building of our HQ. In the NRDC-ITA HQ he has been both a deputy and chief clerk, and in particular, as RSC Division chief clerk he became a point of reference both for superiors and colleagues. Throughout his career he has been involved in operations abroad, serving in Bosnia Herzegovina, Kosovo, Somalia and Afghanistan. His awards and decorations include the UN and the National Awards for these Missions and among others, the Gold Army Service Cross; "Mauriziana" Medal; Long Command Silver Medal. All RSC staff personnel wanted to participate in Ferraioli's farewell, and a very friendly lunch took place on 18 February in the OR's club during which Col. Quintilio FERRI, RSC Senitoff, said few words, thanking him for his professionalism and willingness. WO Ferraioli wanted to greet and thank all HQ staff elements and underlined that NRDC-ITA has been and will remain his second family. We all hope that Ferraioli had the farewell a soldier who spent 42 years of his life in the army deserves.

Good luck and all the best for your future, we will miss you, Antonio.



Soldier and NCO of the Quarter Oct – Dec 2009

by WO1 (ITA A) Mario BOSCU

Solbiate Olona, Italy (Feb. 09, 2010) A Spanish Army Soldier from NRDC-ITA CSS Division and an Italian Army Warrant Officer 2 from Support Brigade-1st Signal Regiment were nominated as Soldier and NCO of the IV Quarter 2009 in a ceremony at the HQ NRDC-ITA.

OR4 Oscar PUEBLA FRAILE from the CSS Division (left) Soldier of the IV Quarter 2009 and WO2 Stefano BOLOGNINO from the 1st Signal Regiment NCO of the IV Quarter 2009.

Puebla Fraile and Stefano Bolognino will go on to represent their units in the NRDC-ITA Soldier and NCO of the Year 2009 at HQ NRDC-ITA, Solbiate Olona, Italy, in May, where they will compete with winners from all NRDC-ITA major units.

We wish them both the very best of luck.



CPL (ESP A)
Oscar PUEBLA FRAILE



WO2 (ITA A)
Stefano BOLOGNINO

Farewell to a Comrade

Warrant Officer Cosimo Argentieri, Italian Army

It was with great sadness that the NATO Rapid Deployable Italy learnt of the death of their friend and colleague, Warrant Officer Cosimo Argentieri. He died suddenly on the 30th March 2010 of a heart attack, whilst at his family home in southern Italy.

Warrant Officer Argentieri, who was 46, was born in Conversano in the province of Bari. After school and military conscription as an Infantryman, he attended the 55th Italian Army Warrant Officer's course at the age of 20, becoming an artilleryman in a Mountain Artillery Regiment. After initial training, he joined his regiment in Dobbiaco in the province of Bolzano. He quickly established himself as a very capable soldier and was quick to rise through the ranks. Whilst very much a team player Cosimo was also a thinking man's soldier, quick to identify a problem and quick to find a solution. He epitomised all that is good in a modern soldier, quick witted, fit and enthusiastic with a steely determination to succeed. During his career within the army he achieved many things and had a diverse and colourful career but never lost his passion for basic soldiering and the army in which he was so very proud to serve.

Away from regular military skills, Warrant Officer Argentieri proved to be adept at turning his hands to the most demanding of administrative tasks. This and his excellent grasp of languages led to a number of assignments within the International Community. He served for three years in Madrid as a Staff Assistant where he was described as an integral part of his team and an excellent ambassador for the Italian Armed Forces. More

recently he served within the NRDC-ITA Public Affairs Office.

During his time with the NRDC-ITA he saw operational service in Afghanistan on two separate occasions. Despite the pressure of a busy and challenging environment he rose to the challenge in every way. Loyal and dedicated he was quite simply a pleasure to serve with and no one could have wished for a better man, to serve alongside. His ability to interact, to organise and to support were outstanding, in short he added value at each and every turn.

Whilst the consummate professional and proud to serve his country, Cosimo was most proud of his family of whom he talked of often. His wife Paola and two children Lucrezia and Giuseppe were for him the most important part of his life.

A doting father and loving husband, it is to Paola, Lucrezia and Giuseppe that we extend our sympathies to at this terrible time.

Cosimo loved life and most importantly his family; we are poorer for his passing yet richer for having had the privilege of knowing him, he will be missed by us all.

"Shed not a tear for a life that was lost, yet rejoice for a life that was lived."



