



NRDC-IT Magazine

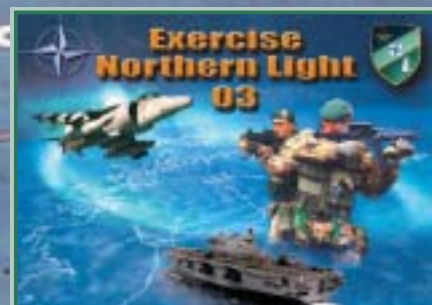
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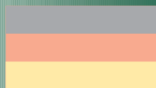
New DCOM



EX SD '03



EX NL '03



FOREWORD

Dear readers,

in this issue of the magazine we say goodbye to Maj Gen MONRO, our first Deputy Commander, wishing him all the best for his future life as he is retiring from the Army next year, and we welcome his successor Major General Roger LANE.

Nowadays NATO Response Force (NRF) is the centre of gravity of many activities within the Alliance and our Corps is focused on it as we assume the responsibility of Land Component Command (LCC) for NRF3, that will be certified IOC on October 2004. Some of the training activities that the Corps conducted during 2003 were already NRF oriented and we will continue preparation throughout 2004. NRF is already a reality as the first elements of NATO's new Response Force (NRF) demonstrated their capabilities in a mock crisis response operation held in Turkey on 20 November.

Please continue to send us your comments or observations order to provide you a better magazine every time.

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Ltc IT Army
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Opinion expressed herein are those of the authors and do not necessarily represent the official views of NRDC-IT and NATO.

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Major General Monro leaves the Headquarters to go back to UK where he will retire from the Army in March next year.

He was the first international staff member to join the newly established Command in Solbiate Olona. Let's discover his thoughts.

Q. Sir, you are leaving the Army after serving for more than 30 years, how much did this environment change?

A. It is changed a lot. When I joined the Army we were still in the middle the Cold War, but the Wall came down in the early '90s and since then NATO has enlarged and many old enemies, old foes are now on the same side. Now our main concerns are with the

asymmetric threats around the world, in particular terrorism, so the scenario has changed considerably. I think also the way we do business has changed. In those early days we were

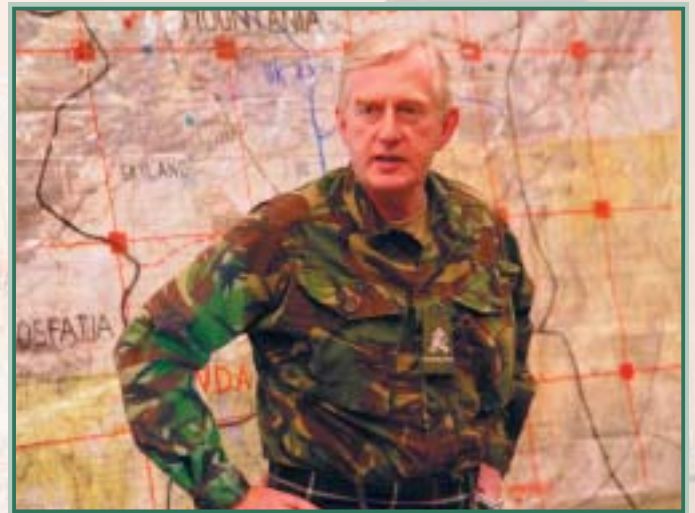
to a degree "gifted amateurs", but now we are much more professional, we're much better resourced, with better equipment and we do a lot more together with other nations; that has all changed significantly.

Q. You had the privilege to serve in many countries and to work within NATO, what do you see as the biggest challenge for the military structure nowadays?

A. I think it is to make sure that we can do our job: that we are deployable, very usable and a very credible deterrent, a very credible force whenever we are deployed. In the past I think we had too many static forces, too much of our armies, navies and air forces were in static headquarters or in formations and units not able to deploy. We have got to be able to deploy and to be usable.

Q. Now let us talk about NRDC-IT. You saw this HQ since the very beginning. What are the challenges for its future and what has not been achieved yet?

A. The challenges really are to improve what we have done so far, to make us more deployable, to make us more ready, and to make us more credible in what-



MG Monro during Ex Sharp Dagger 03

ver theatre of operations we are asked to go to. I think internally we need to work on our military culture, our mission command and our better coordination across the branches and passage of information, because we still do not, in my view, work as a team all the time. We need to work better together, as we know from football or rugby - whatever it might be, the better one works as a team the stronger and more likely you are to win; that is what we need to work on.

Q. What is, in your opinion, the fundamental requirement that has to be met?

A. Again it goes back to being deployable, we have got to be ready, at short notice, to deploy and we've got to be able to undertake a number of different missions, some of which we may never even have considered before. It has got to be innate professionalism and a mentality and an ability to do anything that may reasonably be asked of us, that's what is fundamental. This must be our ethos.

Q. Do you see changes ahead in the NRDC-IT primary mission?

A. No I don't. I think it is a fairly general mission. In every command I have had in the past, and I know I am only the Deputy Commander here, I have always said to those under my command that we have a mission statement. But let's be clear we are soldiers, we might be



called on to do a number of things which we might not have expected to do. Therefore we should always be prepared to do what might be reasonably asked of us at any time.

Q. Next year our HQs will be focused on the NATO Response Force (NRF). What are the implications from a military point of view?

A. We need to continue to improve the headquarters, and we need to focus on working with subordinate formations and units and making them into a cohesive whole and also working with superior headquarters. We have done that on



exercises up until now where subordinate and superiors have been played by an exercise control, but now we have to learn to work with them for real.

Also we have to learn to work with other component commands: the maritime and the air component, which again we have only worked with on CPXs – with the exception of Ex NORTHERN LIGHT. We have got to be able to do it for real, because we might be asked to go on operations with all of them in the future.

Q. Now that NATO is building up the NATO Response Force (NRF), do you believe that structures like High Readiness Forces (HRF) may be deployed in future?

A. I think it is perfectly possible, it is all part of this being able to do whatever might be reasonably asked of us: we must be flexible. The HRF has got more capability than an NRF will have. I think it is likely that this headquarters, as an HRF could be deployed to operational sustainment missions or perhaps to another major peace support operation. I think the NRF will only be able to go on a smaller operation or to start off a bigger mission which of course could evolve into our HRF task. This goes back to flexibility; our part of the NRF is only a module of the bigger HRF and that gives us enormous flexibility - and that is what we must be able to back up with our professionalism and our quick reaction.

Q. What will be the best memory of this headquarters that you will take back with you to the UK?

A. I think it is always fascinating, interesting and challenging - and I like challenges - to be part of a new

project. So coming to Ugo Mara barracks where there was very little when I arrived and where there were no non-Italian officers or warrant officers, and then going through the process for achieving the Full Operational Capability and all the things we have developed since then; that has been fascinating and interesting: being part of this project.

The second thing I will remember are all the friends I have made here.



Q. What are your plans for the future?

A. Well, I retire from the Army on the 1st March next year, so this is my last full military job. I am going to start a second career in Scotland. It won't be as long as my Army career, but I hope certainly to be working for the next 5-10 years in something that interests me but keeps me in Scotland.

Q. Before closing our interview I want to ask you something more personal: Did you enjoy your stay in Italy and will you miss us?

A. Yes of course. I enjoyed my stay in Italy; militarily it has been challenging and interesting. Off duty it has been fun to meet new people, to sample your food and wine, to travel around your country and to see a really beautiful part of the world - I have loved travelling around Italy with my wife and family. I shall miss that and I shall miss the friends I have made here and I look forward to coming back here with my family in the future for holidays.



MG Monro and Lt Gen Castagnetti during Ex Light Ship 02

New DCOM appointed

Major General RGT ROGER LANE CBE Deputy Commander HQ NATO RAPID DEPLOYABLE CORPS - IT

Major General Roger LANE was commissioned into the Royal Marines in September 1972, and following training he was appointed as a Troop Commander in 41 Commando, where he saw service in the evacuation of Cyprus, following the Turkish intervention. After a spell training recruits, he became the OC of a RM detachment onboard HMS ZULU, qualifying as a bridge watch keeper and Flight Deck Officer. From 1979-80, he was employed in Special Duties in Northern Ireland, where he was awarded a Mention in Despatch. He became the Adjutant of 42 Commando, before becoming SO3 G1 Personnel in HQ 3 Commando Brigade. He was then selected for Staff College in Toronto, Canada, following which he returned to a SO2 appointment, responsible for Operations, NATO Plans and procurement issues. He returned to 42 Commando as Operations Officer, before commanding a company, which included a tour in West Belfast, for which he received another Mention in Despatch.

He then attended the Joint Services Command and Staff Course at Greenwich, before undertaking the SO2 Northern Ireland Operational Policy appointment in MOD, for which he was awarded an OBE. After almost 3 years there, he was made the RM Representative to the United States Marine Corps in Quantico, Virginia, following which he commanded 42 Commando, elements of which conducted 7 operations during his tenure and he completed his 7th winter of training in Norway. He was then appointed to Headquarters Royal Marines, responsible for the collective training, security and operational deployment of the Corps. In 2000, he attended the Royal College of Defence Studies in London, before moving to

Shrivenham to undertake the Higher Command and Staff Course.

In March 2001, he was appointed Commander 3 Commando Brigade, overseeing the Presentation of Colours to the three commando units in a large ceremonial parade, before deploying on a large-scale exercise to the Oman where he was a Land Component Commander. Concurrently, he was the Commander of

NATO's UK/NL Landing Force, although national operational deployments precluded exercising in this role. He subsequently deployed to Afghanistan in 2002 as the Commander of the British Forces on Op JACANA, for which he received a CBE and the US Bronze Star.

He was then appointed Director of the Higher Command and Staff Course at the Joint Services Command and Staff College, responsible for training and educating the UK's senior operational commanders at the OF5/6 level in Operational Art and campaigning, as well as being the Assistant Commandant (Maritime), responsible for the delivery of all elements of maritime training and education at the College. He was promoted to

Major General in November 2003, on assuming his new appointment as the Deputy Commander of the NATO Rapid Deployable Corps-Italy.

He is married to Nicky, and they have 2 children, Hannah (11) and Peter (7). His interests include sailing, fly-fishing, skiing, gardening and genealogy. He is writing a book on his experiences in Afghanistan.



Ex Northern Light 03

by Ltc R. CRISTONI, Chief PI

A step forward NRF development



Exercise Northern Light 03 was a joint and combined NATO task force CPX and livex in a Crises Response Operation (CRO) conducted in the Irish Sea and West Coast of Scotland with the involvement of 50 ships, 800 marines and minor helicopter assets, coming from 17 countries and two PFP nations (Sweden and Ukraine).

The scenario/setting required the execution of an amphibious operation in order to create the enabling conditions for a follow on force to accomplish a NATO mission under a UN mandate.

HQ NRDC-IT participated with the following force packages:

- Early Entry Force: 34 pax, 9 vehicles, 9 trailers, involved in the livex and CPX phases with real multimodal deployment and the support of CATAF (ship, helicopter, Landing Craft Units-LCU);
- Corps MAIN CP (response cell only): 89 pax, deployed in Northwood (UK, Eastlant HQ);
- Liaison teams : 10 pax, deployed with Component Commanders;
- Augmentees: 12 pax

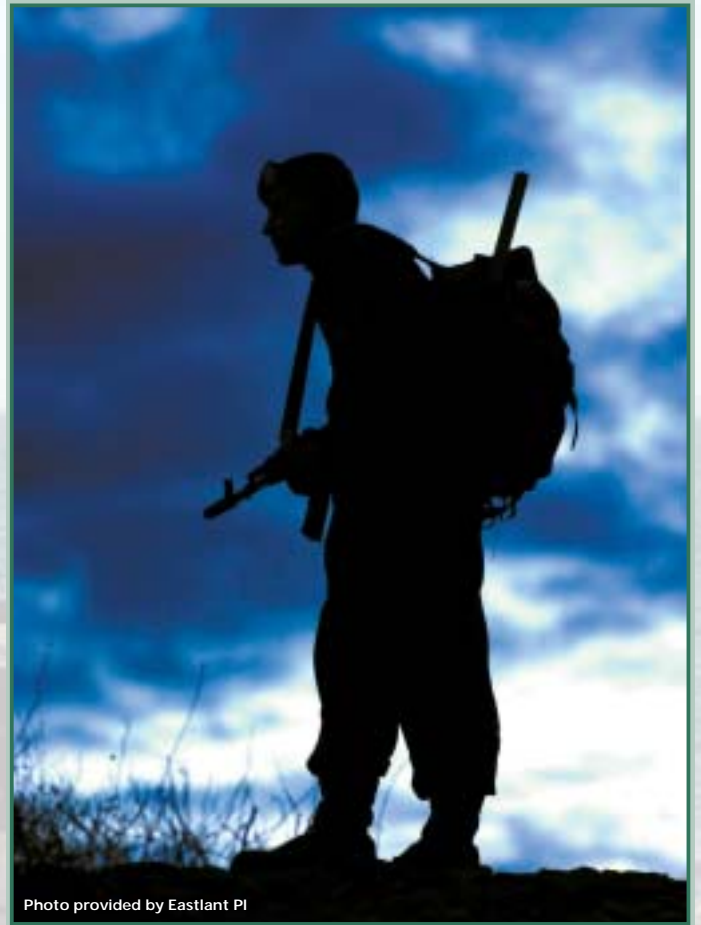


Photo provided by Eastlant PI

Ukrainian soldier during Ex Northern Light 03

(Distaff and JFC);

- MAIN CIS package: 23 pax and 4 vehicles deployed in Northwood.

The exercise training objectives were:

- (1) Exercise Early Entry team Command Control activities during livex (based on NRF type scenario);
- (2) To test strategic CIS assets (SATCOM);
- (3) To train/test multimodal Early Entry strategic deployment;
- (4) Exercise the NRDC IT Staff as a Land Component Command HQ (response Cell only);
- (5) Enhance the Corps' planning group in the operational planning process at the JFC Component Commands;
- (6) To expand the knowledge the knowledge of maritime and amphibious procedures;
- (7) To interface with liaison teams and coordination

Ex Northern Light 03



- with JFC Component Commanders;
(8) To review/refine the EE composition and the internal TTP (Tactics Technic and Procedures).

This is the first time that NRDC IT has been so fully involved in principally a maritime and amphibious exercise on such large scale, working closely with the other services and with personnel from many different nations. The Early Entry Headquarters, embarked on

THIS EXERCISE AS A STEP FORWARD IN THE BUILD UP OF A JOINT MENTALITY TO THE CREATION OF THE NRF

HrMs ROTTERDAM Royal Nederland, carried out joint manoeuvres with an Amphibious Task Group along the North West Coast of Scotland, and on 21 September 03 for the very first time deployed its vehicles and personnel from ROTTERDAM onto the beach at Luce Bay by Landing Craft Unit (LCU) and helicopters in a tactical setting. "We did a rehearsal of loading and landing operations with the Amphibious Task Group along the North West coast of Scotland some days before and when we arrived here we knew exactly what to do" an Italian soldier of the 1st Signal regiment said. The small but highly deployable Command post once landed, reached West Freugh airport setting up its facilities and satellite communications and started

liaising with the multinational amphibious component, Ukrainian and French marines, which had landed the day before. The landing was conducted in two different phases, one by air using helicopters and the other by sea using a mobile dock called mexefloate where all the vehicles were placed.

NRDC-IT Commander, Lt General Fabrizio Castagnetti, saw this exercise as a step forward in the build up of a joint mentality to the creation of the NRF. Especially for his staff that will play the role of Land Component Command for NATO Response Force 3 (Three) in July 2004 through December 2004.

EXERCISE DEPLOYMENT

All the NRDC IT package forces involved in the exercise have been deployed according to the planned calendar. Before the exercise startex all the assets arrived successfully on UK soil and respective ships as scheduled. For the EE HQ, this phase also included

the embarkation of vehicles and personnel onboard HRMS ROTTERDAM by 06 Sep 03, and subsequently sailing to GLASGOW in readiness for the Pre-Sailing Conference at FASLANE on 12 Sep 03.

MAIN CP was located in Northwood base which is the home of Commander in Chief Eastern Atlantic, one of NATO'S three major Commanders. Northwood is also the Headquarters of



Ex Northern Light 03



Commander in Chief Fleet, the Chief of Joint Operations and his Permanent Joint Headquarters, Flag Officer Submarines and the Air Commodore Maritime No 3 Group RAF. The staff was accommodated at RAF base in Uxbridge where, at the end of the exercise, we had the chance to visit the RAF museum and bunker where the Battle of Britain was directed during WWII.

EXECUTION

Main Exercise Period Overview: Following the Pre-Sailing Conference in FASLANE, the EE HQ departed GLASGOW with the Amphibious Task Group (Amph TG) at the same time that Main HQ arrived in the UK to set up at NORTHWOOD. From 15 Sep 03, the Amph TG conducted deployment exercises in the vicinity of LOCH EWE. During this period, EE HQ conducted Combat Effectiveness/Force Integration Training (CET/FIT) as well as some planning activities with the Amph CC staff. Both activities proved to be of considerable training benefit. The CET/FIT programme gave the EE team great experience for any future amphibious operations, identifying in particular the

THIS IS THE FIRST TIME THAT NRDC IT HAS BEEN SO FULLY INVOLVED IN A PRINCIPALLY MARITIME AND AMPHIBIOUS EXERCISE ON SUCH LARGE SCALE

need to prepare our vehicles for amphibious landings. The planning activities also exposed the staff to the Operational Planning process of other components to which the LCC was able to contribute positively on a number of occasions.

All the relevant aspect of a real operations were represented and the Media was one of the most important. A Simulated Press team was able to produce articles, interview, news broadcast and news agencies that replicated the pressure of Media on the operations. A daily Press conference was held at JFC Command which was attended mainly by JFC

representatives, but also the LCC Commander and COS had the chance to be interviewed by the GNN mobile video team of the Warrior Preparation Center based in Ramstein and directed by Pete Dubois.

CIS ASPECTS.

The Exercise Northern Light 03 was an excellent opportunity to check the NRDC-IT Satellite Communications systems and the CIS interoperability with other NATO HQs.

The 1st Signal Regt linked through EUTELSAT the Permanent HQ (PHQ) in "Ugo Mara" Barracks, the Main CJFLCC CP in Northwood (UK) and the EE CP both when on board HRM Rotterdam and in West Freugh Air Base (UK), providing the whole range of services: voice (phone and fax) and data (MTSWAN, SIACCON and Video Teleconferencing -VTC-). As a back-up, an INMARSAT link was established between the EE and the MAIN CPs, providing only voice.

The exercise proved that the CIS capability of the EE CP in case of emergency deployments is not sufficient to satisfy the HQ NRDC-IT requirements. There is an urgent operational need to increase the EE CIS package capabilities in order to provide a more robust and redundant communications capability and services between the EE and the PHQ.



NRDC-IT EE CP reach the beach and starts disembarking

Ex Northern Light 03

Through integration with the JFC and the other Component Commands taking part in the Exercise, CINCEASTLANT CMC (CIS Management Cell) was able to provide the following CIS services: NSWAN (CRONOS) connectivity, voice, VTC and NATO UNCLASS (Internet).

The CJFLCC Main CP was fully integrated in the overall Exercise CIS architecture, however the difficult problem of interoperability between the two WANS used in the Main CP still remained (the NSWAN and the MTSWAN). So far, this is a common problem to all deployed NATO HQs and a satisfactory solution, able to sort out both the security and technical aspects, is still pending.

Another hot issue was the link between the CCATF and the EE CP during the deployment to West Freugh Air Base. In fact, the only communications between both Commanders were through the CJFLCC Main CP, which caused a delay in the delivery of the information and, therefore, a decrease in the effectiveness of the C2 structure. For future operations/exercises, where the NRDC-IT is to operate with other CCs, it is extremely important to coordinate and ensure from the very beginning the immediate inclusion of NSWAN connectivity to the EE CP.

FINAL CONSIDERATIONS/WAY AHEAD

This was NRDC-Italy's first exposure to live joint operations on exercise and has come at an opportune time for our NRF preparation. The staff working in Northwood had a great benefit working closely with a mainly maritime Hqs exchanging and sharing procedure for a better understanding of army and navy requirements and time constraints.

The LIVEX experience of the Early Entry CP and the presence of an amphibious HQ, in the shape of the UKMARFOR LNO at LCC PHQ, have increased personnel experience in terms of procedures in an area in which NRDC-IT may very well have to become involved as an NRF initial entry force. From the beginning the Dutch Navy was of great assistance to the Early Entry team, helping in solving all problems that arose and the crew



NRDC-IT EE CP personnel on board mexefloat

of HRMS ROTTERDAM gave the CP an excellent hospitality and all the assets necessary to update the PHQ on the current situation.



Staff attending a meeting in Main CP

EECP: Early Entry Comand Post
CJFLCC: Combined Joint Force Land Component Comand
CCATF: Component Comand Amphibious Task Force
JFC: Joint Force Command



NATO Response Force

by Ltc R. CRISTONI, Chief PI

"It marks an important recognition on the part of the Alliance that the international security environment has changed dramatically."



Gen J L Jones SACEUR
presents the NRF

One of the most important decisions the leaders of NATO's 19 nations have taken in recent years is the formation of the rapid reaction NATO Response Force. Its development has become a centerpiece and an engine of change for the Alliance as it transforms and positions itself to meet the threats to security and stability in the 21st Century.

For the first time in its history, the Alliance will have a joint/combined air, land, sea and special operations force under a single commander, maintained as a standing rotational force. But it is also an important vehicle of transformation - a force for change. It is intended to address one of the Alliance's main military problems; NATO has lots of soldiers (1,4 mil) but relatively few of them are actually trained, ready and equipped to be deployed (50.000) beyond their own national borders. It represents an unambiguous commitment of the Alliance's intent to stay militarily relevant in a global context.

Origins and Deadlines

The US proposal to launch the force was approved at a landmark NATO summit in Prague in November 2002. The summit agreed that the NRF would reach its Initial Operational Capability (IOC) as soon as possible but not later than October 2004, and its Full Operational Capability (FOC) not later than October 2006. Based on these directives, Defence Ministers last June tasked the NATO Military Authorities (NMAs) to establish the NRF.

Thanks to a very intense and expeditious engagement of Allied nations the NMAs worked towards the

activation of a first "prototype" NRF that was inaugurated at AFNORTH Hqs on 15 October 2003. In the meantime, the force's potential on the ground was tested at a meeting in Colorado Springs, where NATO Defence Ministers and their senior military and civilian advisors were presented with a complex scenario, set in 2007 somewhere in the Red Sea, which drew out the implications of transformation and examined how the NATO Response Force might operate in a fictional crisis.

"NATO'S NEW RESPONSE FORCE WILL ENSURE THAT NATO CAN CONTRIBUTE EFFECTIVELY TO THE MOST DEMANDING MILITARY OPERATIONS" (Lord Robertson Secretary General NATO)

State of the art

NRF is the real focus within NATO, during 2003 many exercises have been played aimed at improving NRF procedures and knowledge. In September Ex Northern Light '03, conducted by Regional Hqs East Atlantic, demonstrated some of the maritime and amphibious capabilities that can be deployed as part of NRF; a good opportunity for NRDC-IT to work with UK MARFOR as they will be respectively Land Component Command and Maritime Component Command for NRF 3. In October Striking Fleet Atlantic Headquarters played Exercise Joint Vision 03, where the Combined Joint Task Force (CJTF) training exercise focused

on functional and integration skills

in a NATO Reaction Force (NRF) environment. Finally Allied Reponse '03 provided the first live exercise aimed at illustrating selected aspects and capabilities of NRF 1 and 2. The first two NRF rotations are purposefully designed to be smaller and somewhat limited in scope. It is a force capable of executing a range of missions such as



NATO Response Force



Non-Combatant Evacuation Operations (NEO), Support for Counter-Terrorism, and Consequence Management Operations.

Way Ahead

NRDC-IT 2004 training calendar will be all committed to NRF, starting with Ex Eagle Landing in March designed to validate the NRF Land Component Command capability, Ex Allied Action '04 dedicated to validate both the CJTF and NRF in May and Ex Destiny Glory '04 in October. From a national perspective Italy will be heavily committed by providing both LCC, represented by NRDC-IT, and a brigade size force of about 4000 men strength comprises of Combat Service (CS) and Combat Service Support (CSS) assets. The national certification process for the Brigade is going to be completed by mid December

Some Concerns:

predelegated authority, resources.

Media continue to point out that while the NRF must be able to deploy to a crisis area within five days, political procedures in some Alliance member nations may delay that deployment. NATO spokespeople concede that much remains to be determined about how the new NRF will work - including the process for deciding whether and when to deploy the task force. One stumbling block is that some NATO members currently have requirements for parliamentary approval before sending troops into action. This process must be streamlined if any force involving these nations is to have a "rapid reaction" to a crisis.

Firstly, the Joint Force Commander and his Component Commanders must be vested with the authority and



autonomy through the Transfer of Authority process to prepare, train, and maintain the readiness of their subordinate forces, as they will have a crucial role in developing the standards for preparing and training the NRF and for sustaining its long-term readiness. Secondly, the absence of some key resources must be addressed. Shortages remain in several areas of which Strategic Lift to move the force, and Deployable CIS and Life Support systems to sustain the force are just some examples.



Positive effects

The NRF is designed to be a robust, high readiness, fully trained and certified force that is prepared to tackle the full spectrum of missions, including force. When NATO decides to employ it, the NRF will be ready to deploy in five days and will be able to sustain itself for 30 days. The NRF will be comprised of national force contributions, which will rotate through periods of training and certification as a joint force, followed by an operational "stand by" phase of six months after which other units will take their place.

This constant rotation will mean that troops from many countries

will have to meet the stringent standards set for the new force. Over time this will create a much larger pool of units, all with significantly enhanced mobility and equipment. Once these units receive these upgrades, they are rotated through the highest NRF readiness window and then spread their experience and institutional knowledge back to their national forces and ultimately into an Alliance-wide military culture of modernity. The previous problems of incompatibility between the communication and logistical systems of NATO member military forces will be alleviated, and the technological gap between US Forces and other NATO members will be narrowed.

"MY TOP PRIORITY IS THE NRF... AND THIS WILL BE THE DRIVING FACTOR FOR CONDUCTING NATO EXERCISES"
(Gen J L Jones USMC SACEUR)

Polad at NRDC-IT

by Consigliere G. BRAUZZI, Chief NATO Office MOFA-IT

I am the head of the NATO Office at the Italian Ministry of Foreign Affairs. Working very closely with the Italian Defence Staff, I was aware of how critical it was for Italy to secure the NRDC-IT certification as a NATO High Readiness Forces HQ. One of the objectives that I submitted to my Directorate for the 2002 planning process was to contribute to obtain this validation. This is why, when I was informed that the appointment of a Political Advisor, as augmentee staff, was one of the many requirements laid down by NATO, I gladly volunteered for this position. Until I was kindly invited to the NRDC-IT HQ, I believed that my POLAD role would be no more than a position "on paper", simply attending some events and then remaining "on call" for the rest of the year.

I changed my mind when I visited Solbiate Olona on 26 November 2002. This was immediately after the Prague Summit, where the need "to field forces that can move quickly to wherever they are needed" as part of NATO's efforts to "better carry out the full range of its missions and respond collectively to the new security challenges" was stressed. During the visit, I was deeply impressed with the great professionalism and high motivation of the NRDC-IT HQ's staff, while preparing the Force for the final test of the NATO certification process. I realised what a fantastic opportunity I was offered to understand better, from the inside, the complex and dynamic interaction between the political and military spheres that is needed to effectively perform those new expeditionary missions in crisis situations, as called for by the Prague Summit.

I spent a full week during December 2002 in Civitavecchia, joining EXERCISE LIGHT SHIP 02, aimed at certifying the ability to perform the whole range of missions in a rapidly developing crisis. There was initially an Art. 5 phase, to test warfighting capabilities, immediately followed by a peace support operation, to check how the transition towards a relief and stabilisation mission was mana-



Dr. Brauzzi, Polad discussing during Ex LS 02

ged by the very same forces engaged in the previous belligerent task. This is undoubtedly a critical moment, shifting from a straight, aggressive and direct posture to a more flexible, articulated and demand-driven approach, where military considerations remain of paramount importance but have to be carefully assessed together with other humanitarian, social, and cultural concerns.

When I was invited to participate in April 2003 in EXERCISE SHARP DAGGER '03, in Wildflecken, the sequence was the opposite: it started with peace-keeping, in the course of which warfighting had to be played, as well as special operations in an asymmetric threat environment. The real challenge

in this second phase was to not lose sight of the still ongoing peace support operation, while being forced to perform more traditional military tasks.

I learned a lot from both exercises. Basically, my role has been to create a place-holder for what most likely would be a more robust presence in a real world operation, where interaction within local context and with political authorities would be a key factor for the success of the mission. In other words, to find a place for POLAD in the exercise is to create the conditions for a "plug-in" diplomatic component, already well positioned within the Corps structures and well acquainted with procedures, working methods and "battle rhythms", who should provide, on short notice and probably under severe constraints, sound advice on the political implications of the decisions the Commander is considering adopting.

Just a few days after the second exercise, the seminar "Diplomatic Manoeuvre" organised in Istanbul on 5 and 6 May 2003 by 3rd TU Corps (NRDC-T) provided me with a timely opportunity for an exchange of views among diplomats and officers working as POLADS in various Allied forces and command structures (SFOR, KFOR, ISAF, AFNORTH, AFSOUTH). I shared with colleagues some thoughts on the added value that, according to my own experience, a POLAD may



UN General Assembly

Polad at NRDC-IT



COM NRDC-IT receives an UN High Official

bring to an exercise.

First of all, a political advisor is probably more useful in peace support operations than during warfighting activities, because of the higher number of non-military counterparts that the former involves, with a greater amount of non-linear feed-back to be taken into account, in order to be really in control of the situation. This notwithstanding, the Art. 5 operation phase also entails several decisions related to targeting and rules of engagement of national contingents that may have profound political implications. The POLAD is supposed to provide a professional contribution to those decisions that really matter, where the Commander wants either to receive a set of options (with their pros and cons) or at least to be reassured that the line he is inclined to follow would not be inconsistent with the political guidelines that inspire the mission.

Secondly, the Commander, Deputy Commander and Chief of Staff probably need less political advice than many of their collaborators. The latter were generally less at ease with the intricacies of a crisis management scenario, with so many political, ethnical and societal constraints, than their superiors, who had already experienced real world conflict and/or crisis management situations.

Therefore, beyond a primary

role as the Commander's advisor, the POLAD may try also to contribute, with an outsider's input, to the development of teamwork and negotiation skills at the intermediate level, especially in terms of legal, psyops, media and CIMIC initiatives. A peace support operation phase has to focus on aspects such as the establishment and practice of Joint Commissions; the liaison and co-ordination with key NGOs and UN/local organisations and authorities; the Civil Military Co-operation and Host Nation support procedures; as well as the humanitarian assistance to refugees. On all these issues, the POLAD may play a useful supporting role to the various branches that are supposed to take action.



In my opinion, the two exercises' scenarios had several constraints, especially for the limited number of political actors involved. It was Gulliver training with

Lilliputian sparring partners. In the real world, the interactions would be much more "pluralistic", with the so-called "interlocking institutions" (NATO, EU, UN, OSCE) engaged in "competitive co-operation" to lead the International Community's efforts in the field. Next time, the exercise should envisage at least a EU presence.

Finally, I was proud to join a multinational formation under Italian leadership. "Human interoperability" is the pre-condition for an effective interaction of forces. General Castagnetti and his staff have created the right atmosphere for a very successful integration.



Polad gives advices to the Staff

Ex Sharp Dagger 2003

by Maj D. MATTURRO, XO DCOS OPS

Exercise "SHARP DAGGER 2003" was the main training event of the year for the NRDC-IT HQ and it took place at the German Army Simulation Center in Wildflecken (24 April – 02 May).

The aim was to exercise NRDC-IT HQ to plan and conduct from Asymmetric Operations up to Warfighting Operation using a simulation system. The exercise Main Training Objectives were:

- To develop operational and logistics procedure in order to improve the capability of NRDC IT HQs to plan and conduct a War Fighting Operation (WFO), in accordance to the results issued by the simulation system, after a inter-regional deployment;
- To verify NRDC-IT HQs Structure and procedures in accordance to TACSOPs AND TACSOIs.

The German Army Simulation Center, know as GUP-PIS, provided general support and SIMOF software, that covered the Corps needs and allowed low manning for EXCON (about 100 PAX).

Exercise participations were:

- MAIN HQ NRDC-IT (216 PAX);
- HICON (HQ NRDC-IT, RSC) (125 PAX);
- LOCON (Response Cell from 1st IT DIV; 3rd UK DIV; IT ENG BDE; IT SIGNAL BDE; IT ISTAR BDE; IT AIRMOBILE "FRIULI" BDE).

EXERCISE SCENARIO

The exercise scenario foresaw the HQ NRDC-IT intervention, as Land Component Command, in MOUNTANIA, a large country of North Africa, torn by ethnic tension between the minor ethnicities of SKYERS and GREENERS, living inside the mixed provinces of SKY-

LAND and GREENLAND, and the major ethnicity of YELLOWS. In MOUNTANIA, SKYERS and GREENERS suffered badly under the weak and corrupt government and army



A view of the Main CP Operational Centre

dominated by YELLOWS.

The YELLOW predominance in the government forced SKYERS and GREENERS to develop two aggressive and effective revolutionary groups, the SKYER Patriotic Movement (SPM) and the GREENER Independent Movement (GIM).

The long-neglected MOUNTANIAN Army, consisting mainly of YELLOWS, suffered of poor discipline, old equipment and inadequate training. Local command-

ers failed to coordinate their actions and to achieve the goal. They fought against determined SKYER and GREENER revolutionaries while at the same time they wanted to control the corrupted governors. The army offensive against the SPM and GIM was irregular, frequently confused but characterized by atrocities and human right violations on both sides that led to a worldwide clamour for a cease-fire.

As MOUNTANIAN Army crossed the border to "restore order and protect the lives and property of the citizens.", the international community condemned the deployment although Military Commander

announced their limited objective of occupying only the mixed areas. Immediately SKYLAND and GREENLAND appealed to the UN for intervention that was anctioned by a UN Security Council resolution demanding the withdrawal of the Army from the mixed areas and the cessation of hostilities by the governments as a prerequisite for consideration of UN intervention.

The UN established a United Nations Mission to MOUNTANIA (UNMM) for an initial period of 12 months for monitoring the cessation of hostilities and coordinating humanitarian activities. Following the establishment of the UNMM, the UN Secretary-General requested that the NATO Secretary General considered a NATO - led peace support operation (PSO) in MOUNTA-



Ex Sharp Dagger 2003



SHAPE to form a Combined Joint Task Force with NRDC-IT as CJFLCC.

EXERCISE OBJECTIVES AND CONSIDERATIONS EMERGING FROM EXERCISE DEVELOPMENT

The exercise objectives can be summed as follows:

- to practise selected aspects of the deployment of the HQ NRDC-IT Group;
- to practise HQ NRDC-IT tactics, techniques and procedures during the transition from asymmetric threat to war fighting;
- to confirm that lessons learned from previous exercises have been addressed;
- to plan/train in a desert environment;
- to test the effectiveness of the "JOINT EFFECTS CENTRE" (JEC) composed by FCOORD, G3 AIR, INFO OPS, LEGAL representatives.

The learning process of the Corps foresees that at the end of each training activities all the branches and divisions submit their feedback and observations. The key elements are the "Hot Wash up" and the Lessons Learned cycle. The following are the main concerns/problems which emerged from that process:

- JEC not yet tested sufficiently to make a bold statement. Additional "testing" of concept is necessary during future training exercises to provide "proof of concept". A Working Group has been established in order to review functionality of JEC & OPSCEN to deconflict common responsibilities and a better allocation of functions. Considerations should be made to divide responsibilities between the two in terms of time-space rather than distance-space;

NIA. The North Atlantic Council (NAC) accepted the UN request and UNSCR was passed authorizing deployment of a PSO under Chapter VII of the UN Charter. The NAC directed

- the limited CIMIC assets were located in the OPSCEN, JEC, CPG and the CIMIC Branch of the MAIN CP (and also in the RAS and the RSC when deployed). Because of this it is sometimes difficult to streamline all CIMIC efforts in our HQ. The recommended action is to study a more effective way of integrating CIMIC in the different cells and CPs in our HQ, keeping the CIMIC Branch more together to ensure a consistent and effective CIMIC output and support to the mission;
- passage of information, coordination. There is still room for improvement in order to have events timely an adequately passed through the HQ NRDC-IT Chain of Command. An incorrect flow of critical information could affect subsequent and timely decisions to be taken by the Commander.



HQ NRDC-IT's Staff Process still needs more refinement. Lack of adequate internal coordination and proper staffing of problems has a direct impact in not providing best advice to the Commander and a better guidance to HQ NRDC-IT's subordinate formations. Problems should be better thought through and more calmly resolved and when required brainstormed in order to find the best approach for its resolution, rather than having a single officer trying to solve it, where many times he will be overloaded with other issues as well.

The rule of "who else needs to know" should be a must for everyone of the HQ Staff, particularly when involved in the resolution of new problems.

The solution is to revise Staff procedures and in particular OPSCEN procedures to achieve, regardless of the type of exercise (PSO or Warfighting), an efficient and effective flow of information throughout HQ NRDC-IT's Chain of Command,



International Staff at work

Ex Sharp Dagger 2003

a better internal coordination and a better team work for problem resolution. A Study Period type exercise (1 or 2 days) with the participation of all HQ NRDC-IT Staff Officers should be organised. Subjects to include could be: 1) Flow of information up and down – Principles; 2) Internal coordination; 3) Mission Command; 4) Advise to the Commander, when and how; 5) Guidance to subordinate formations, when and how;



Commander's update

REAL LIFE ASPECTS

WTA is the ideal base to organize and run such a complex training activity, due to the amount of facilities (buildings, briefing rooms, firing range, cinema, Officers and NCO clubs) and services within the RHON

zation and management of the mess. All the staff appreciated that special taste of Italian food even if we were in the center of Germany, nevertheless after duty hours we enjoined very much the local beer and specialities.



Wildflecken Training Area



HISTORY OF WILDFLECKEN TRAINING AREA

The History of Wildflecken Training Area (WTA) began in 1936 with the German Supreme Army Headquarters decision to construct major training areas for the IX Corps. Construction began in 1937, and more than 8,000 men were employed to complete the project in one year. The first round for the opening of the training area on 8 february 1938, and numerous German army units trained at WTA during World War II. Due to the densely wooded vegetation and effective camouflage, WTA was never discovered by allied aerial reconnaissance throughout the War. On 6 April 1945 elements of the Third U.S. Army occupied the area and at the end of the war, the caserne became a displaced persons camp under the direction of the United Nations Relief and Rehabilitation Administration (UNRRA). In April 1951, WTA became a major training area for U.S. and other NATO forces.



*Oct. 1959 - The King at WTA
Elvis Presley served the US Army
at Wildflecken Training Area!*

On 2 July 1967, WTA was assigned to the 7th Army Training Command in Grafenwoehr. The training area remained under this headquarters until October 1982, when control of the military community was transferred to V Corp; On 1 October 1990, control and supervision of both the community and training area was again assumed by 7th Army Training Command. Over the years, more than 4.5 million soldiers from U.S. and NATO units have conducted training at WTA to maintain their combat readiness. The training area has also hosted the following USAREUR level competitions: the Infantry Skills, the Engineer Sapper Stakes, the Air Defense Stinger Shoot-out, and the Cavalry Cup.

In 1994 the U.S. Army returned WTA to the German government. The German Army (Bundeswehr) assumed control of the place shortly after the U.S. forces had left. Today the German Army Center of Tactical Simulation plus several army units found a new home in the large complex. The training area is still used by NATO Forces. U.S. Army units, now as guests of the German Army, still train regularly at, what formerly had been known as WTA.

Unfortunately in 2002, due to the new structure of the German-Army, all units except the GUPPIS Simulation-Center will become deactivated. What then will happen to the vast military installation in the Rhoen-Mountains - nobody knows...

WHAT GUPPIS IS AND DOES?

Gefechtssimulationszentrum des Heeres (GUPPIS) Warfighting Simulation Centre of the German Army GUPPIS was opened on April 9, 1998. It is designed to assist the training of Commanders and staffs at the level of the Army-Corps. This means that army-manuevers of the size of the former REFORGER field-training-exercises (FTX) which involved about 80.000 soldiers, can now be simulated in computer-assisted-exercises (CAX) in Wildflecken. During a GUPPIS CAX (computer assisted exercise), brigade, division and corps command-posts will be deployed in cities and villages in the Wildflecken area, and the Training-area. The commanders will make their tactical decisions just as they would in a FTX and give their orders and reports via regular communication-systems to the troops, with the exception, that no real troops are there to act upon their staffs orders. Instead all data will be fed in the computers, operated by the GUPPIS personnel in Wildflecken.

The simulation system runs on the KORA-software which is used in advanced officers training for several years and updated on a regular basis. GUPPIS generates a new situation based on the data fed to the system in real-time, which is forwarded to the command-posts, directly. The simulation-center uses about 50 buildings in the now called Rhoenkaserne up to now and is operated by 70 military personnel, most of them commissioned and non-commissioned officers.



Ex Noble Talk

by Ltc G. DE MARCO, LEGAD

Legad Study Period

In accordance with the NRDC-IT Training Directive 2003, Legal Branch held its study period from 12th to 14th of November 2003. The exercise was attended by representatives of branches and divisions within the Hqs and by Representatives from subordinate Division and affiliated Units.

The study period was conducted following the successful completion of FOC certification and built on the lessons learned from major exercises conducted by the Corps in 2003.

The aim of the study period was to provide a basic knowledge on legal issues related to the operations of an HRF HQ; to study, discuss and develop the operational concept and to standardize procedures in order to provide a useful forum for sharing information and expertise on legal matters. The final goal was to spread the Law of Armed Conflict concept and their applicability during military operations among subordinate and affiliated units.

The legal study period gave an overview upon the following topics:

- Law of Armed Conflict;
- Geneva Conventions;
- Rules of Engagement;
- legal basis for NATO operations;
- Prisoners of War;
- NATO SOFA and related issues;
- CIMIC concept;
- Role of Multinational Special Units (MSU - CARABINIERI).

Most of the lectures were given by legal branch staff and by some of the HQ NRDC-IT branches representatives; while specific topics have been dealt by Guestspeakers, such as:

- "Justice and War Crimes", by Dr. LUPPINO expert in Human Rights and War Crimes issues. He has worked for UNHCR and EU;
- "Treatment of paramilitary combatants and Joint Implementation Commission in cease-fire", by Mrs SPRINGER



In particular, Mrs SPRINGER's lecture was much appreciated as she is an expert in International law and Human Rights, working as an Independent



Mrs Springer during the lecture

Consultant for UNHCR with a acknowledged expertise as Consultant for Peace and Negotiation Dialog with paramilitary groups.

Her lecture, titled "Treatment of paramilitary combatants and Joint Implementation Commission in cease-fire", covered the Strategic Analysis of Complex Scenarios during a Crisis Response Operations (CROs) and was very interesting for all attendees because it explained the links between military and civil affairs during operations and the guidelines that both of them should follow in the future.



Question time after the lecture

Next year HQ NRDC-IT legal branch is planning to hold its seminar to clarify the legal point of view about asymmetric conflict (e.g. IRAQ) and the evolution of the International Law.

Ex Joint Vision 2003

by Maj P. LA MACCHIA, G3 TRG SO2STAND



Nearly 200 senior officers from various NATO headquarters in the U.S. and Europe converged on the Naval War College in Newport, R. I. Oct. 8-15, to hone their abilities to respond to world conflicts and crises. The senior NATO officers participated in Joint Vision '03 (JV03), the first in a series of annual exercises to be held in the next two years designed to develop the way future NATO commanders engage threats.

JV03 provided essential training to improve the NATO Operational Planning Process (OPP). The Combined Joint Task Force (CJTF) training exercise focused on functional and integration skills in a NATO Reaction Force (NRF) environment. In the exercise, the participants were given an out of area scenario that addressed symmetric and asymmetric warfare and as it unfolded they developed plans and solutions to the battle problem.

The Striking Fleet Atlantic Headquarters, due to the undergoing NATO transformation process, is to change its status into Joint Force Command West in the next future. It implies that the HQ is to implement the CJTF role and, consequently, to manage at operational level the NRF. JFC West has been tasked to carry out Exercise "Allied Action 05" where it will be certificated as CJTF capable; in order to start the preparation for this exercise, several activities have been planned, one of them is the Exercise "Joint Vision 03" which will be followed, next year, by "Joint Vision 04".

Joint Vision 03 was basically a planning exercise which main purpose was to carry out the NATO Operational Planning Process up to the Courses of Action Development. Moreover another important aim was to integrate the Striking Fleet Headquarters with augmentees coming from very different NATO organisations. Much of the focus of the exercise was placed on the commanders' thought process. The goal was to refine how commanders think and plan outside of their experience base.

Joint Vision 03 has been structured in two parts, the first two days several academic lectures have been presented in order to enhance the audience knowledge on the topics it will be dealt with, the remaining period has been dedicated to the Operational Planning Process through the splitting of the audience into syndicates. NRDC-IT was represented by two officers, one from training and the other from G5 Plans.

Rear Adm. David Snelson, Commander, United Kingdom Maritime Force and one of the future NRF component commanders said, "Joint Vision '03 has given me the chance to see how me and my staff would plan an NRF task." He noted that JV03 gave him and his staff a greater understanding of the NRF process. He explained that a war game like Joint Vision, which is a hypothetical but very realistic scenario gives the staff a chance at planning a likely type of scenario, so if suddenly orders come down for a contingency, the groundwork for a response is already in place.

The exercise organisation has been one of the main points to take as lesson learned. As a matter of fact, no weaknesses or inconvenient occurred creating the ideal environment to work even if the participants, coming from the whole NATO spectrum, were absolutely not homogeneous. Also the documentation provided before and during the exercise was really exhaustive, it has allowed all the participants to easily get involved in the working structure taking from this the maximum.

One of the exercise objectives was also to generate a sort of team building so that two sport activities/competitions have been also organised, this produced really what had been desired. Real life and logistic facilities were at first class level.

As mentioned JV03 has been divided in two parts: the first academic and the second dedicated to practice. As far as the first part is concerned, it has been useful to refresh some concepts normally not handled during the normal duty activities even if nothing really new was presented. The general level of the speakers was however high.

The second part has offered to all participants occasion to be personally involved, the work in the syndicate has been well directed by leaders and facilitators from HQ CSFL and very interesting output have been delivered. One of the possible remark is the syndicate organisation; as a matter of fact they have been not structured in functional areas, as usually done in these exercises, but all the members have dealt with all the topics making really difficult to manage the planning process.

At the end of this experience it is possible to say that it was a good opportunity for improving the Staff capability and for getting more involved in the multinational environment which characterises NATO.



G8/Budfin

by Ltc A. SARACINO, SO2FISCAL

On 23 September 2002, by signing the Memorandum of Understanding (MOU), all contributing Nations established formally the NRDC-IT in Solbiate Olona and only two months later, G8/BUDFIN had to forward a Budget for 2003 to the Contributing Nations.

The approval of this Budget has provided the HQ with the necessary funding to cover all the financial commitments eligible for multinational funding. There are 4 levels of funding available to the Headquarters, which are:

- **NATO Common Funding**
- **Multinational Funding**
- **National Funding**
- **Framework Nation Funding**

NATO Common Funding, an Activation Warning Order (ACTWARN) from SHAPE and an employment not below a Land Component Command level is required.

Multinational Funding is the provision set up by the MOU and covers the yearly Budget approved by the Contributing Nations through the Senior Resources Committee (SRC) in October/November. Of the Multinational Budget approximately 66 % covers the costs for Exercises (travel, communications, administrative and hire costs) and Travel of the multinational Staff of the HQ. The remaining 34 % is represented by some small investments (equipment for Media and some minor CIS assets) not deliverable by the Framework Nation (FN) and General Administrative Operation and Maintenance (of multinational property) costs.

National Funding covers the specific requirements (set up of National Support Element's, other specific



G8 Staff on working

equipment required to meet national needs etc.) of the Nations that have joined the HQ and any expenditure related to personnel assigned to the HQs (salary, allowances, per diem etc).

Framework Nation Funding

is the most relevant part to this Headquarters and covers all remaining costs associated with running a Corps level HQ (infrastructure, vehicles, equipment, services etc).

The first stage from a BUDFIN perspective in running the HQs is the Budgeting process, in which the main role is played by the **Budget Section** which has two requirements:

- Translation into figures of the Commanders intent/plan;
- Obtaining the SRC's approval on the Budget itself.

Preparation of the Budget not only involves the Budget section but a key role in preparing it is played by the **Fund Managers** of the different Branches, especially by the Fund Manager of the Training/Exercise Planning Staff (Trg/Eps) Branch. He is required to cost all exercises for the following years. All areas of the budget have a Fund Manager involvement, and they are responsible for forwarding to BUDFIN all requests with the required Statement of Requirements/works. These

are then processed by **Fiscal section** that ensure that proposed commitments are within funding levels and that they're adequately justified,

or have received prior SRC approval. Fiscal section must maintain proper accounting records for all commitments and payments.

Procurement and Contract (P&C) Staff is in charge for acquisition of goods and services. All personnel ful-

PREPARATION OF THE BUDGET NOT ONLY INVOLVES THE BUDGET SECTION BUT A KEY ROLE IN PREPARING IT IS PLAYED BY THE FUND MANAGERS OF THE DIFFERENT BRANCHES



filling the P&C role must be trained and warranted by SHAPE. Only these Staff is entitled to enter into financial liability with contractors and it is vital that all related paperwork is carried out accurately. The **Analysis and Statistic Section** covers internal auditing, liaison with International Board of auditors and SHAPE auditors, and any other Headquarters data analysis.

A **Disbursing Office** with an Internet Banking capability completes the Branch. With a direct Internet Connection available, the Disbursing Officer is able to make payments from wherever.

All BUDFIN Staff are directed by the **Financial Controller** (Chief Budfin) who is the principal management advisor to the Commander and is personally responsible for the correct application of all multinational appropriated funds. He has direct access to the Commander and to the Chairman of the Senior Resources Committee.

All accounting is carried out using FoxPro software and is likely to be replaced by a specific system developed and produced by SHAPE.

Funds made available to the HQ are subject to audit by the International Board of auditors for NATO (IBAN), or as requested by the SRC.

As all major exercises of this HQ implies costs for the Framework nation Budget, the National Budgets of the participating Nations and the Shared Budget, it is essential that there is a well developed management process in place in order to allow a proper planning of financial resources coming from different sources and with different planning cycles and procedures.

Running a Budget following ACE directives enables G8 STAFF to be familiar with NATO procedures and



all Staff will be able to switch from Multinational Funding to NATO common funding at short notice without the need for further training without any shortfall. At the moment there are differences between Italian Financial Procedures and the one in use in NATO HQ such as this. The co-ordination between Framework Nation Budget and Shared Funded Budget could therefore become a potential problem. The Italian Budget operates with a different cycle and timelines to the shared funded Budget.

With Italy as Framework Nation, the budget obligation it therefore has and the way NATO works, gives opportunity for the

Italian administration system to become self aware on the necessity to amend some national rules in order to support timely and properly this HQ in peacetime and on operations.



G8 personnel dealing with contractors

Adventure Training

by Maj P. LA MACCHIA, G3 TRG SO2STAND

The charm of the Alps

This summer, on the period 6-14 July, the NRDC-IT personnel carried out a very enjoying training activity in the heart of the Italian Alps.

The activity, named **A d v e n t u r o u s** Training, was aimed at making people aware of the beauty and austerity of the Alpine environment and at improving the team building among the participants. The place chosen was "Passo del Tonale" where the Italian Alpine Troops Command has got a base.

Unfortunately, due to other important ongoing activities and the beginning of the summer holiday, the participation was not so wide.

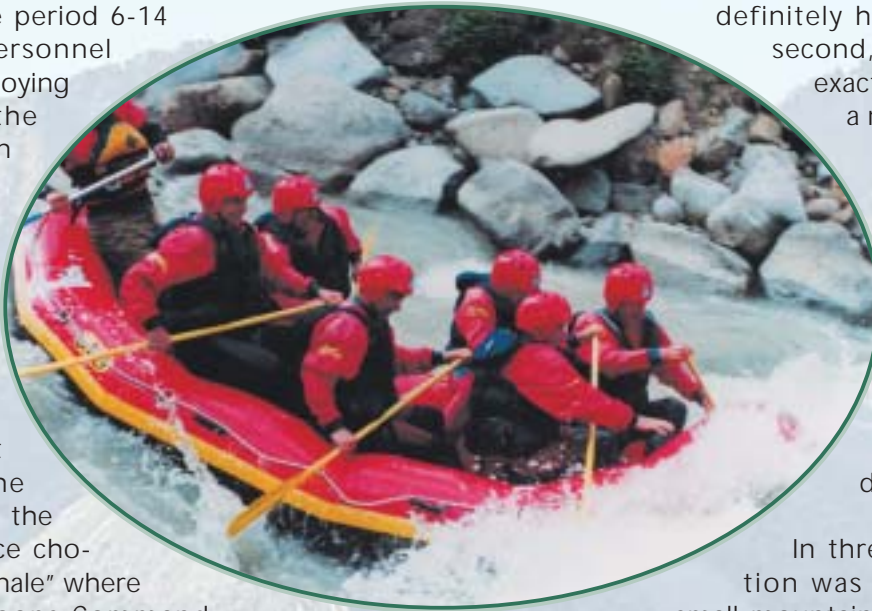
The morning of the 6th July 90 people, belonging to NRDC-IT staff, Support Regiment and Signal Regiment, arrived to the Tonolini Barracks (that is the name of the Tonale facilities) in a fantastic luminous summer day... the Solbiate suffocating climate was only a very distant memory. The green hills and the vertical rocks of the Adamello welcomed warmly the brave crew who appeared a little apprehensive of the unusual environment. The morning of the 7th July the "adventurers" were very anxious to test themselves but very soon they made some discoveries: first, the bergen weight,

definitely heavier than usually... second, walking uphill is not exactly the same of taking a normal walk!

After the first hour everyone was alone with his problems, as always happens in these occasions, but soon the repayment was a breathless landscape which showed up as soon as the altitude increased.

In three hours the destination was reached, a peaceful small mountain lake where our Chief of Staff revealed his ability as "frog hunter"... All the people, proud like the first Everest conquerors, went to the alpine "rifugio" to get a very deserved beer. Rapidly the first day ended and the morale was very high, the enemy was not so bad...

The real drama took place on the second day; after a first comfortable part among meadows and cows, the path became hard and extremely steep, the goal was to reach "Passo dei Contrabbandieri" (Smugglers Pass) and, despite the tremendous efforts made, it seemed always at the same distance. Eventually the Pass was reached, all were visibly tired but absolutely satisfied, the feeling of power, well known among the alpinists, was possible to touch... hundreds of pictures were clicked, nobody



Adventure Training

would have believed otherwise.

The third day was very relaxing for our heroes, as a matter of fact all the climb were done by the cable-car. At the highest point the magnificent Presena Glacier showed all its greatness, it seemed an other planet landscape; the slope was very quick and a very long break allowed to enjoy all the mountain characteristics, the fresh air, the clean sun and the soft grass where to take a nap.

Fourth day was the most feared, it should have been the longest march... and it was absolutely true! However only the last part proved the people, they were beginning to be trained and the fatigue was easily overcome. Back in the barracks all were incredulous, the four marching days were over and they were still alive, not only, but also deeply satisfied of what they did.

After the big efforts two days of relax were the award for the "adventurers". Saturday a visit to the World War I Museum in Temù was organized. All the people had a possibility, after having tasted the environment, to realize the titanic work the Italian Alpini



A group picture



made during the war in the Adamello (the so called White War). In the afternoon a group participated in a ceremony for rendering honors to the White War soldiers who lost their lives, also the NRDC-IT Chief of Staff addressed the attendees, it was really a moving moment.

On Sunday the Adventure was quite over but there was time for the last challenge; a rafting ride was organized and all the people had the opportunity to test the drill of riding the impetuous mountain rivers (someone tested also the water very closely...). Finally the time for packing arrived, after a simple but warm "social event" the activity ended and all the participants came back to Solbiate Olona remembering a different but absolutely fascinating week... and the most frequent phrase was...



SEE YOU
AT THE
ADVENTURE
TRAINING
2004!!!



Battlefields Tours

by Capt G. FORMIGNANI, Engineer DIV

Marengo Battlefield Tour

The Junior Officers Battlefield Tour (BT) took place in Marengo village close to Alessandria during the period 06-10 October 03. The Battlefield Tour was one of the two annual BTs planned by HQ NRDC-IT and lead by Chief Engineer, it was aimed primarily to Junior Staff Officers of this HQ. The focus for this BT was the analysis of all operational aspects of the Battle fought between the Napoleon French Army and the Allied and the Austrian troops on June the 14th 1800. The exercise started in "Ugo Mara Barracks" with a number of introduction briefings carried out by two historical guest speakers (Mr MASSOBRIO and Mr GIOANNINI from the Cultural Department of Alessandria) aimed to provide a battle overview, continued on 08 and 09 Oct with a direct visit to the battlefield area and ended with informal discussions allowing comments and understanding of key elements of the battle.

The aim of Marengo BT was to examine tactics, execution of operations and develop a discussion on the aspects relevant at Corp level such as terrain, enemy/friendly capabilities, commanders' intent, scheme of maneuver. Main objectives can be



The welcome advertisement to the museum

considered:

- to analyse and discuss tactics;
- to examine the operational environment;
- to develop the aspects connected to manoeuvre, intelligence, fire, logistics, engineering and C3;
- to discuss the historical event as lessons learnt.

The Exercise started the 7th October inside the barracks with a general overview on the historical events that resulted in the Marengo Battle. Strategic outlines were presented and main features of the battlefield area and the opposite armies were introduced by the two civilian experts. Day two and three (8th and 9th October) were spent in Marengo. The whole area of the battle was visited and participants had the opportunity to go directly to old defence positions, the plane that hosted the French counter attack (San Giuliano) and the bridge (Stortigliona farm house) used by the Austrian attacking formations. The Napoleon Headquarters site in Torre Garofoli concluded the tour in Marengo.



Battlefields Tours

by Maj G. FALESSI, G3AIR 503TH

Cassino Battlefield Tour

From Oct 13, 2003 to Oct 16, 2003 the NRDC-IT took part in the 1st Battle Tour in CASSINO (FR) to study and discuss one of the most important battle fought in ITALY during the WWII: The Battle of Montecassino.

More than 35 people among the key-positions of the NRDC-IT personnel, including the Commander (LTG Castagnetti), the Deputy Commander (MG MONRO) the Chief of Staff (MG Pellegrino), took part in the visits.



The battle tour started visiting the war cemeteries, which contain more than 30.000 Polish, Commonwealth, German, and Italian Graves. These holy place are still a painful and admonitory reminder of the devastation of the II W W:

- Commonwealth cemetery on the road to S. Angelo in Theodice;
- German cemetery in Colle Marino, near Caira;
- Italian cemetery in Mignano Montelungo;
- Polish cemetery on Montecassino.



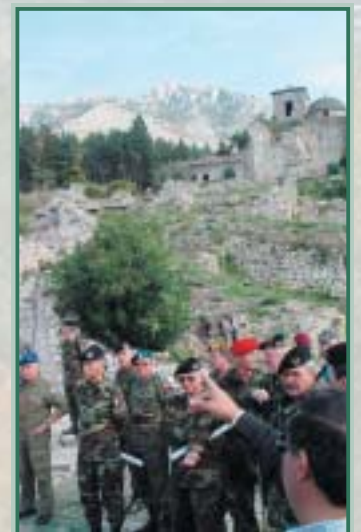
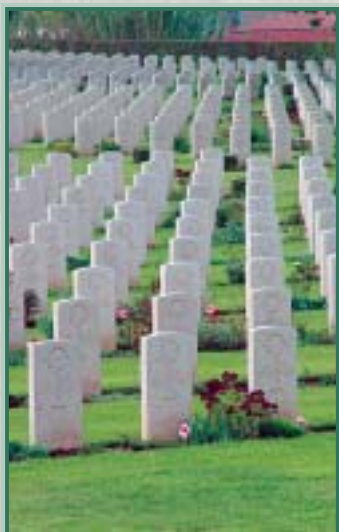
Then from the peck of Montelungo started the briefing of our guest guide(MG ret. Pinna) showing the famed Gustav Line: the core of the Axis defensive positions and in front of the these, the Allied positions.

Then the personnel moved to others locations where all the phases of the battles were discussed making comparison with the capability a modern Corps has today, and making assumptions on what we could have done if we were there at the time.

It is a foregone conclusion that the 2 opponents the German one (Gen. Von Senger)and the Allied one(Marshal Alexander) fought at the best of their will, exploiting the means they had end the environment where they fought.



The battle tour ended with the visit of the famous rebuilt Benedict Monastery of Montecassino, that was reduced to a heap of debris in only three hours of bombing in February 15, 1944 because it was on the firing line between the two armies.



International Day at

The 2nd October



Solbiate Olona, ITALY. The 2nd October, for the first time since its foundation the NRDC-IT has celebrated an "International Day". "Ugo Mara" barracks was "peacefully" invaded, for a whole day, by music, dance and flavours from 11 countries. On this date the multinational headquarters held its first International Day aimed to strengthen and deepening friendship and mutual understanding in a happy and informal atmosphere.

The event was attended by local authorities and civilian with the involvement of all the international staff from the 11 counties that contribute to this Headquarters: Germany, Greece, Hungary, Italy, The Netherlands, Poland, Portugal, Spain, Turkey, The United Kingdom and the United States of America.

The International Day is a Commander's idea that at the end of the event declared "This is a real taste of internationality, I am really pleased and grateful to all the participants for the success of the event, I am looking to open it to the public for the next year".

All the national displays were allocated inside three big tents, set up by the Signal Brigade personnel, where all the staff and their relatives had the chance to taste typical national dishes, listening and dancing folk music and get a feel for the local culture of each country. All the participants were enthusiastic for the performances of three musical and dancing groups from Hungary, Greece and Italy that played their melodies and national dances, like the Greek "Syrtaki". In particular the Greek dance was performed by all the members of the Greek contingent include Greek Senior Officer, Brig Gen Nick Grammatikopoulos who was one of the most admired.



NRDC-IT Headquarters

by Public Information Office



Furthermore all the participants had the opportunity to see and listen the Bersaglieri Fanfara of the 3rd Regiment based in Milan; they are well known all over the world, characterized by a black cap with feathers and by the capability to play their music while running.

A unique occasion for the families of the international and local staff to stay together, improve their mutual knowledge and friendship.



...an useful team's spirit!



On 9 -10 September 2003 at the Ugo Mara Barracks Gymnasium was held the 1st NRDC-IT volleyball tournament. The main aim of this competition was to build up on the cohesion amongst, not only the volleyballers, but all personnel interested in volleyball within the HQ's divisions. The teams involved in this tournament were:

1. Comd Gr & Central Staff
(Team Captain, Maj MEZEI - HU);
2. Ops Div (Team Captain, Maj ORLANDO - IT);
3. Spt Div (Team Captain, Maj MAUTONE - IT);
4. RSC & AOCC (Team Captain, Maj LO PRESTI - IT);
5. Eng Div (Team Captain, Lt.Col. GUERCIO - IT);
6. G6 & HQ Sig. B. (Team Captain, Maj LIPPOLIS - IT).

The nominated referees, WO Antonio RICCHIELLO of NRDC-IT Med Branch and WO Paolo SISTO of Spt Regt., were professional and umpired six matches during the

golf tournament



Activities

by Ltc L. VINCI, SOI GIOPS

two days of competition. The final was played between the Spt Div team and the Ops Div. The match was uncertain at the beginning but after the two first games the Spt Div won 3 to 1 quite easily. The organization was perfect in the gymnasium and it's necessary to thank the Spt Regt HQ, the infirmary and the OR mess. This event had a lot of spectators especially during the final match. In this occasion the Chief of Staff of NRDC-IT, Maj Gen. Luigi PELLEGRINO, after seeing the match, awarded the winners with the 1st Volleyball Tournament's Trophy. He underlined the importance of sports competitions for the team's spirit within the HQ NRDC-IT. This spirit needs to be spread much more in the HQ, to increase the friendship between the Contributing Nations and permit to the Army Corps to accomplish its tasks, according to the motto: "UBIQUE CELERE".



shooting competition



Visits and Events



26th June 2003

NRDC-IT Commander's Conference



9th September 2003

Visit of BG Brandner, Austrian
Military Attachè



3rd October 2003

13th German Reunification Day



30th July 2003

Visit of Gen POPESCU, Chief of
Romanian Defence



2nd October 2003

Visit of the students of the Italian
Army Scuola di Applicazione



6th October 2003

Visit of Lt Gen G. Fraticelli, Italian
Army Chief Of Staff



1st Aug 2003

Visit of NATO Parliamentary
Assembly



2nd October 2003

1st International Day



20th October 2003

Sir Trotter UK Adviser House of
Lords



Visits and Events



21st October 2003
Hungarian Cultural evening



24th October 2003
Lt Gen Gottardo ComCC
Interregionale Pastrengo



7th November 2003
Memorial column donated by 14th
HU AD Bde for remembrance of all
the fallen soldiers.



22nd October 2003
Spanish National Day



6th November 2003
Italian Armed Forces Day



10th November 2003
National Polish Day



23rd October 2003
Lt Gen Broadwater DCom US JHQC



11th November 2003
BG Keszthelyi J4 AFSOUTH



Aphorisms and Aberrations

by the Shepherd

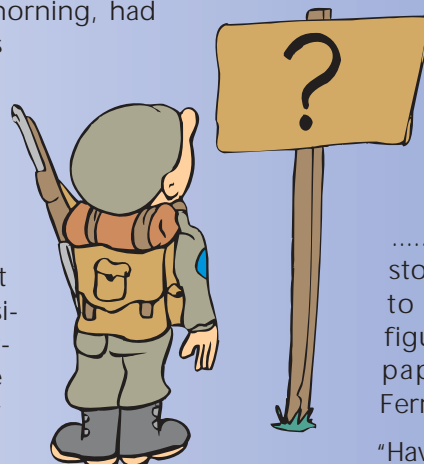


The results of too many abbreviations

Colonel (UK A) Terry Lane-Adams looked gloomily down at the document on his desk; he was having a bad day. This state of affairs was unusual; Colonel Lane-Adams normally thoroughly enjoyed his job and had been much looking forward to today's meeting with the Standardisation Committee. He was due to lobby for the term 'STANAG' to be replaced by the initialisation 'SNA' (although a six letter acronym was acceptable, 'STANAG' fell uncomfortably between two stools as neither a true abbreviation nor initialism). The day had not started well, however. In fact, if he were to be honest with himself, the rot had started to set in at the cocktail party the evening before. The spilling of his glass of excellent 1989 Alto Adige Pinot Nero over the Admiral, resulting from the expansive gesture he used to emphasise his point, had been accidental and very unfortunate. The resultant frostiness from the Ambassador's wife, unduly concerned about her white shag pile rug, combined with the rather unpleasant interview with the MIL REP earlier this morning, had set the tone for the day. Who knows what on earth possessed the Admiral to take issue with his Branch's straw-man on the correct designation for 'the quondam Ruritanian Colony of Argos' (at 6 pages, a concise precis of the considerable difficulties over the issue, he thought). Now, the document lying on his desk was asking him to consider the prospect of his Section being merged with the other two Sections in the Branch in order to be transferred under the control of the NATO Doctrine Branch;

surely a fate worse than being stuck on a spit, basted in Grappa and then slowly roasted.

Known as TLA to his friends (of which there were but a 'select few', mainly centred around the small group of enthusiasts who gathered at Bruxelles Nord station every weekend to record the serial numbers of the Type 212, Series 62 diesel locomotives passing through on their way to the Channel ports), Terry Lane-Adams was Chief of the MAI (Mnemonic, Acronym and Initialism) Section within NATO HQ. He had, he liked to think, helped to create the Section whilst in his original post as SO1 Organisation P&P Div. At the weekly NATO - Future Reforms Committee (FRC) meeting (known to the Brussels cognoscenti as the Wheel Re-invention Committee), he had had a long involved discussion with the Chairman and ACOS P&P Div, General (GE F) Kurt Schmähsh, about the subtle difference between abbreviations, acronyms and initialism. The lecture (for that, indeed, is what it was) had extended well into the lunch hour(s). Being a German officer, extremely well educated in the mysteries of English grammar, the General had appeared, in TLA's view, to be fascinated; an impression he continued to hold despite the subsequent protestations and, to be quite frank, open insults from the remainder of the Committee. TLA prided himself that it was as a direct result of his intervention that the General had formed the 'NATO Military Nomenclature' Branch of 3 Sections: the MAI Sect, a Military Terminology Section (known colloquially as the Buzz-Phrase Bazaar) and a Documents Consistency Section, whose main role seemed to be allocating, memorising, and announcing at every possible opportunity, the alphanumeric designation of NATO publications and their subject, without necessarily feeling the obligation to understand the subject matter contained therein. Coincidentally, TLA found that, somehow, all his military friends had also managed to be posted into this newly established Branch.



As already indicated, TLA was not at his best. The paper on the impending amalgamation of his Branch was still hanging over him like a Damoclesian sword. In common with many NATO documents, the more he read, the more he knew the more he knew, the less he understood. Just as he was about to put finger to keyboard to comment, an immense figure strode into his Office waving the paper over his head like a demented Ferrari Tifoso at the Monza Grand Prix:

"Have you visualised this concentration of



Aphorisms and Aberrations

asymmetric folderol?" bellowed Colonel (NO A) Alf Trargs-Taktik, the Branch Head of the Military Terminology Section. Colonel Trargs-Taktik, a Viking of a man, always spoke in this manner, even when sober. It was impressive to many, but understood by less.

"I was just going through it when you arrived," replied TLA. "The ramifications are appalling. NMD (NATO Military Doctrine Branch) are so dogmatic; the way they do business just doesn't suit our MO."

"I concur," said Alf. "Their manoeuvrist approach to the principles and procedures of staff work attrits my sense of humour; they take mission command to untold extremes. The tempo of this offensive doesn't permit us to focus our strengths in a combined counter of unified purpose against their centre of gravity. The synergy between General Schmäshal and ACOS NMD is an opposition Force Multiplier that we must robustly reduce if we are to reach culmination"

"Ah, actually, you don't have to reduce a Force Multiplier" ventured TLA "you just apply a factor of less than 1, d'you see? The Roman punishment of Decimation, for example, was a Force Multiplier by a factor of exactly 0.9."

His reward for this supportive attempt was a very old-fashioned look from Alf.

"Well what are we going to do about it, old bean?" continued TLA, in a conciliatory tone "We will have to throw some kind of delaying manoeuvre."

"DELAY!" bellowed Alf "DELAY! My dear TLA, I do wish you would be more precise in your use of military terminology; we need to attack! Attack hard; attack now and attack with panache!" and, at that, he stormed out, muttering darkly that he was 'off to locate the Head of NMN Branch to analyse the decisive points that arose from this issue'.



Slightly mollified, TLA settled himself once more to consider the problem facing his Section. He really did not wish to find himself working for the boss of the NMD Branch. He had nothing personal against the ACOS, but there had been that one, unfortunate, difficulty shortly after his arrival in Brussels

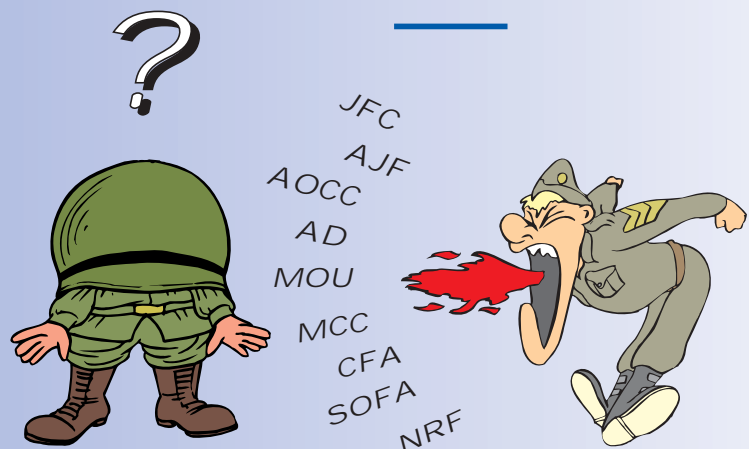
where, slightly disoriented in the maze of corridors, he had wandered into the General's Outer Office mistaking it for the stationery supplies office.

There he had innocently requested a rubber from the ACOS's PA and asked if he could 'bum a fag off her'. The resultant squeals of outrage, uttered as they were in a piercing Texan accent, alerted TLA to the pitfalls of language usage in a NATO environment, even between native English speakers; the fall-out still brought back shivers of embarrassment.

Just then, sounds of exultation emanating from the Chief's office interrupted his thoughts. The unmistakable roars from Alf were intermingled with the more modulated accent of the Italian Branch Chief. TLA hurried to join them in order to ascertain what was going on.

"We're saved," shouted Alf, crushing TLA in a Nordic embrace and forgetting, for once, to speak in riddles, "NATO has come up with a new concept that requires tonnes of new techno-speak. It incorporates new abbreviations, acronyms and loads of new NATO documents for the Documents Consistency lot to give titles & alphanumeric designations to!"

"But best of all," continued the Branch Chief, "there is no chance that DIMS will send us to the Doctrine Division now. This new concept is a catalyst for transformation and encourages us to think outside the box, to push the envelope, to set the bar high and not to be too dogmatic; there is no way that we could operate with those narrow-minded NATO Doctrine tyrants now! It's the new NATO Response Force and it's our saviour!"



German Food

by Ltc R. BENKE, SO1 G4MOV



Like in most other countries GERMAN food became an international mixture from Pasta-Specialities, Paellas, Greek cuisine and many others to the typical fast food. But like in other countries you still can find the regional kitchen.

For most of the foreigners BAVARIA is familiar with its Castle NEUSCHWANSTEIN WEISWURST, LEBERKÄSE and the ur-traditional Oktoberfest in MUNICH with the litre-mugs. Beer served in Bavarian beer gardens generally comes in two sizes: large and gargantuan -- at least by American standards. The best way to keep all that beer cold and fresh is to drink it in a hefty glass mug (Maßkrug) specially designed for this purpose. Empty, these mugs weigh in at about 1 kg, mostly on account of their half-inch-thick walls of double-layered pressed glass. Thumbprint-sized indentations dot the glasses -- a vestige of days when manufacturers were unable to remove air bubbles from molten glass. The indentations were meant to deflect attention from these defects. But patrons are far more likely to be absorbed by what's in the mugs.

When the mug has been cooled in water chilled to about 8° C, the temperature at which beer should be poured, it is ready for filling. The mugs are created to stand up to countless toasts, the sounds of which cheerily punctuate every

beer garden gathering. Prost! Over the past decade, the Bavarian Capital has developed a lifestyle that blends tradition with technology, best and most frequently summed up as „laptops and Lederhosen“.

But – some people may know – Germany exists of many other parts.

Lets start our culinary tour upnorth between the Northsea and the Baltic Sea.

There is the most northern town at the Danish border, FLENSBURG: famous not only for its beer „FLENSBURGER“ with the old fashioned flop-lid.

*Typical German food is great
Normally served all together on one plate.
Often consisting of potatoes with sauce and meat
Is by all the guests agreed.*

*Drinking with it beer or wine
Makes the gourmets feeling fine.
May be a salad as side dish
Thats what some of you would wish.*

*I hope you enjoyed the „tour of food“
Try it – it tastes really good.
And at least a little tip:
Please, not in Bavaria let end your trip.*

*Try your food in Germany
Beside the roads there is much to see!*

*Even Germans can be friendly guys
Staying with them may be really nice.*

This flop plays a big role in a series of comics which only are understandable for those speaking the slang of the North.

The beers from the top of Germany from the above mentioned FLENSBURGER to BECKS, JEVER, and ASTRA have a specified flavour and enjoy your taste buds with MATJES, a special prepared herring raw soaked in a salty sauce and eaten with the fingers, like fingerfood.

Since HAMBURG has been a port of international trade for centuries, tolerance and open-mindedness are among its residents most notable

traits. Thus, it comes as little surprise, that music, film, fashion and food are the focal points of life there.

In many restaurants up there, you will find LABSKAUS – an old sailor's meal, cooked once a week on their boats out of the blended rests of the days before, topped by root-beet, an egg sunny side up and, the most important thing, the MATJES. What you get today is relatively expensive because the mixture is made from veal.

Not decided is the origin of the CURRY-WURST, may be HAMBURG or BERLIN.

It's a special sausage with a sauce made by ketchup and currypowder.

Certainly no other city in GERMANY and perhaps all of EUROPE has undergone as profound, complete and swift transformation as has this once-divided city over the past decade. Since the fall of the WALL in 1989 some US \$ 500 billion have been pumped into rebuilding BERLIN, which became the GERMAN Capital in 1999.

Here you must taste EISBEIN with SAUERKRAUT: That is a cooked hamhock. The name „ice-bone“ comes from the bone which was split in half and used by poor kids as skates. A typical drink is BERLINER WEISSE mit SCHUSS, a kind of light beer mixed up with a dash of syrup.



Coming to the middle part of Germany FRANKFURT/MAIN is the home of the big international airport and the "FRANKFURTER WÜRSTCHEN".

Two of KÖLN'S biggest attractions are alliterative: Karneval (carnival) and Kunst (art). Every in february the city celebrates carnival as a week-long street-festival with colourful parades, outlandish costumes and live-music. KÖLN'S residents are known to enjoy any social gathering involving KÖLSCH, the local lager-beer.

The people love their CATHEDRAL and the „KÖLSCH“- served in small,tall glasses and often drink it with a „HALVE HAHN“. This special dish is not a chicken – ist a roll cut into halves and filled with at hick slice of cheese.

From there to the SOUTH you also find more or less famous beers, sometimes from microbreweries in small villages but the drinking behaviour changes more to wines. Germany has nearly 100,000 hectares of vineyards. About 81% of this area is planted in white grape varieties; only 19% in red grape varieties. By contrast, the worldwide ratio of white to red wine cultivation is almost exactly the opposite.

One famous touristic wine village is RÜDESHEIM/RHEIN with the DROSSELGASSE, a narrow street with one restaurant beside the other offering a big vsariety of regional dishes.

And our former chancellor HELMUT KOHL, living in the small town of OGGERSHEIM/PALATINE liked to surprise guests including foreign heads of state,when they had dinner at his home, with the following recipe.

By the way, the translation of the recipe's name is PALATINATE SOW'S STOMACH, but don't let that stop you from enjoying an authentic German treat.

Pfälzer Saumagen

Serves 12

Filling Ingredients:

- 2 1/2 kg pork, neck and shoulder meat
- 2 1/2 kg blanched potatoes
- 2 1/2 kg minced pork
(or meat from a bratwurst sausage)

Herb Mixture: :

- 2-3 tablespoons salt
- 1/2 teaspoon black pepper
- 1/2 teaspoon nutmeg
- 1 teaspoon dried marjoram
- 1/2 teaspoon ground coriander
- 1/2 teaspoon ground cloves
- 1/2 teaspoon dried thyme
- 1/2 teaspoon ground cardamom
- 1/2 teaspoon dried basil

Ground bay leaves, to taste

- 3 tablespoons diced onions
- 1 whole sow's stomach
(order in advance from butcher)
- 2 tablespoons clarified butter
- salt



- ◆ Cut the pork meat into cubes. Peel potatoes and cut into small cubes. Mix the pork cubes, potatoes and the minced pork together and season to taste with the herb mixture.
- ◆ Wash the sow stomach thoroughly under running cold water; pat dry. Tie two of the openings with kitchen string. Through the third opening, fill the stomach with the stuffing. When full, tie this opening as well. (Do not overstuff or the stomach will burst.)
- ◆ Bring a large pot of salted water to a boil. Reduce heat and place stomach into the water. Simmer for 3 hours. Don't let the water boil.
- ◆ After 3 hours, remove the stomach from the pot, drain and serve, cutting into slices at the table. Or, if you like, place the clarified butter in a large skillet, then cook the stomach on all sides. Place in an oven preheated to 200° Celsius and bake until crisp. Serve with farmer bread, creamy mashed potatoes, sauerkraut and local Palatine wine.
- ◆ Should there be leftovers, cut into slices the next day and fry the slices golden brown in heated butter.



Boldog Újévet



Gelukkig Nieuwjaar



Yeni Yilinizi Kutlar,
saglik ve Mutluluklar
Dilerim



Szczesliwego
Nowego Roku



Eftyhies to
Neon Etos



Felice
Anno
Nuovo

próspero
Ano Novo



Glueckliches
Neues Jahr



Feliz
Año Nuevo



NRDC-IT

wishes

Happy New Year