



The magazine of NATO Rapid Deployable Corps - Italy



# Everywhere Rapidly

Solbiate Olona June 2012 Issue nr. 18



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## Everywhere Rapidly

June 2012, Issue nr. 18

**NRDC-ITA Commander**  
**Lieutenant General ITA (A) Giorgio Battisti**

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The **Everywhere Rapidly** is the authorized official publication of NATO Rapid Deployable Corps, Italy. All editorial content of the **Everywhere Rapidly** is prepared, edited, and approved by the NRDC-ITA Commander, at Caserma "Ugo Mara", via per Busto Arsizio, 20 - 21058 Solbiate Olona, Varese, Italy.

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Submissions should be made available via e-mail only.  
Send all submissions for publication to [editor@paonrdc.it](mailto:editor@paonrdc.it).  
Circulation is 1000 copies.



# NRDC-Italy Commander Foreword



*Lieutenant General Giorgio BATTISTI, Italian Army*

Dear Readers,

This issue of the Magazine is focused in enhancing the internal communication and fostering the debate on doctrinal issues.

We have decided to use the motto “Everywhere Rapidly” to remind ourselves and the audience about the main concept behind NRDC Italy, the power projection when and where needed by the Alliance, the core of our mission.

The international commitments ahead of us require a deep knowledge of the complex environments we will be working in.

The magazine is one of the appropriate arenas to discuss the approaches to any aspect of the operational problem and to analyse all the spectrum of threats, troops contributing nations restrictions and local limitations relevant to a crisis response operation.

A deep discussion on the complexity of any crisis

scenario is needed in order to identify, within the international and local community, the appropriate body to refer to in the various phases of a mission, from emergency to the stabilization, as well as the interactions needed to carry out the complex process of stabilization.

Any feedback on any issue will be more the welcomed to be taken into the right account to provide the NRDC Italy and NATO audience with a wide and fruitful discussion.





# NRDC-Italy Welcomes New Chief of Staff

NRDC-Italy PAO



On 16 April 2012 NRDC-Italy saw a major change in its leadership. On that day, Major General Rosario Castellano - Italian Army - assumed the position as Chief of Staff, replacing Major General Leonardo di Marco, now employed as Commander at the Italian Army Simulation and Verification Center, Civitavecchia, near Rome.

Major General Castellano has a strong, wide and international background that includes many awards, conferred during the long years spent to serve our country with honor, value and prestige.

Major General Rosario Castellano was born in Castellammare di Stabia (Italy) in 1959.

After completion of the Military Academy and the Junior Officer School, in 1983 he was commissioned First Lieutenant (Infantry) and assigned to the "Folgore" Airborne Brigade.

He served as Platoon Leader, Company Commander and S3 in the 5th Airborne Battalion "El Alamein" from 1983 to 1992.

From 1993 to 1996, he attended,

respectively, the General Staff Course, the Spanish Army Staff College and the Italian Joint Staff College.

In 1998, he was promoted to Lieutenant Colonel and he took over command of the 5th Airborne Battalion "El Alamein", participating to NATO Operations in Bosnia.

Throughout the 90's he had several assignments to the Army General Staff and the Joint Operations Headquarters (JOHQ) as Staff Officer. Subsequently, between 2000 and 2001, he served as COS of the Kosovo Multinational Brigade West (MNB - W).

Promoted Colonel in 2002, he was the Commanding Officer of the 186<sup>th</sup> Airborne Regiment "Folgore" (2002 – 2004). In 2003 the Regiment was deployed to Kosovo.

From 2004 to 2008 he served as Chief J5 in the JOHQ, in Rome.

Promoted Brigadier General in 2008, he took over command of the "Folgore" Airborne Brigade, in Livorno. Under his command the Brigade deployed to Herat (Afghanistan, 2009). In June 2011 he became Commander of the ITA "ACQUI" Division.

Since April 2012 he is the Chief of Staff at NRDC-ITA in Solbiate Olona (VA).

In addition to a Bachelor's Degree in Strategic Science, he has also earned a Bachelor's Degree in Political Science and a Master Degree in Strategic Science.

He is married to Maddalena, they have a daughter, Veronica.





# Smart Defence

## *A smart solution to defence spending reductions within the NATO Strategic Concept*



Lieutenant Colonel ITA (A) Luca ROLLO



From 2008 the world economy has been facing its worst period since the end of the Second World War. Governments are applying budgetary restrictions to tackle this serious recession, which is having a considerable effect on defence spending.

Smart Defence is a concept that encourages Allies to cooperate in developing, acquiring and maintaining military capabilities to meet current security problems in accordance with the new NATO strategic concept.

This means pooling and sharing capabilities, setting priorities and coordinating efforts better.

Furthermore, in the course of this crisis the Alliance's security environment has been changing, and has become more diverse and unpredictable.

The crisis in Libya is a recent example, underlining the unforeseeable nature of conflicts, but also showing the need for

modern systems and facilities, and for less reliance on the United States for costly advanced capabilities.

In these times, rebalancing defence spending between the European nations and the United States is more than ever a necessity. The other Allies must reduce the gap with the United States by equipping themselves with capabilities that are deemed to be critical, deployable and sustainable, and must demonstrate political determination to achieve that goal. There must be equitable sharing of the Defence burden. Smart Defence is NATO's response to this.

The constituents of Smart Defence Smart Defence is based on capability areas that are critical for NATO and include: ballistic missile defence, intelligence, surveillance and reconnaissance, maintenance of readiness, training and force preparation, effective engagement

and force protection.

For the purposes of Smart Defence, the Alliance Nations must give priority to those capabilities which NATO needs most, specialize in what they do best, and look for multinational solutions to shared problems. NATO can act as an intermediary, helping the nations to establish what they can do together at lower cost, more efficiently and with less risk.

Three principles apply to Smart Defence:

**Prioritization.** Aligning national capability priorities with those of NATO has been a challenge for some years. Smart defence is the opportunity for a transparent, cooperative and cost-effective approach to meet essential capability requirements.

**Specialization.** With budgets under pressure, nations make unilateral decisions to abandon certain



capabilities. When that happens the other nations fall under an increased obligation to maintain those capabilities. Such specialization "by default" is the inevitable result of uncoordinated budget cuts. NATO should encourage specialization "by design" so that members concentrate on their national strengths and agree to coordinate planned defence budget cuts with the Allies, while maintaining national sovereignty for their final decision.

**Cooperation.** Acting together, nations can have access to capabilities which they could not afford individually, and achieve economies of scale. Cooperation may take different forms, such as a small group of nations led by a framework nation, or strategic sharing by those who are close in terms of geography, culture or common equipment.

### **The approach to Smart Defence**

Smart defence will be realized through the adoption of the following mechanisms:

### **The designation of special representatives.**

The NATO Secretary General, Anders Fogh Rasmussen, has designated General Stéphane Abrial, Supreme Allied Commander Transformation (ACT), and the Deputy Secretary General, Ambassador Claudio Bisogniero, as special representatives for Smart defence. As such they are visiting many capitals.

National support is essential, both as regards the concept of Smart defence and on the concrete multinational projects developed by ACT.

**Coordination with Partners.** Working together as Allies also means seeking cooperation with players outside NATO. NATO and the EU are facing a similar challenge, that of reconciling the urgency of savings with a modern defence. NATO and the European Union, in particular the European Defence Agency, are working together to avoid needless duplication with the pooling and sharing of initiatives.

chemical, biological and nuclear weapons and medical support.

The Alliance should also cooperate with Partners case by case, in accordance with its normal principles and procedures. But Smart defence also presupposes innovative multinational cooperation by industry. Industrial partners are essential players in this enterprise.

Smart Defence in the long term Defence Ministers have stressed, on several occasions, the importance of establishing clear priorities, and agreed to look more closely at areas for multinational cooperation, in order to develop concrete projects in the run-up to the Chicago Summit in May 2012.

The Summit will be a first but essential step in implementing this Smart Defence concept, with possible agreement between the Allies on a series of concrete multinational projects, and a commitment to a new approach and a new mindset as regards the acquisition and maintenance of capabilities in the long term.

Concrete opportunities for cooperation have already been identified, in particular combating improvised explosive devices,





# CIMIC in ISAF and in a COIN Environment

Lieutenant Colonel GRC (A) Ioannis BOGDOS



The purpose of this article is to explain how CIMIC is involved in ISAF, what is its purpose within stability operations, how it delivers effects in the Afghan environment and what challenges it faces as a part of ISAF JOINT COMMAND (IJC).

Before I start elaborating on the issue I would like to state what CIMIC is and what its functions are. The definition of Civil-Military Cooperation (CIMIC) can be found in the NATO doctrine document AJP-9 which clearly details its aim in supporting the commander to achieve his mission objectives.

Consequently, any CIMIC approach has to be in line with the commanders intent and the overall mission design.

The conduct of CIMIC activities is dependent on many factors e.g. the type of the supported operation, the security situation and many others. CIMIC aims to set up the overall conditions which support and contribute to

mission success. In new NATO terminology: CIMIC is aiming to achieve desirable effects along the planned lines of operations. This recognizes that the civilian environment is an important and influencing factor for a mission's success.

CIMIC's core functions are divided into three categories.

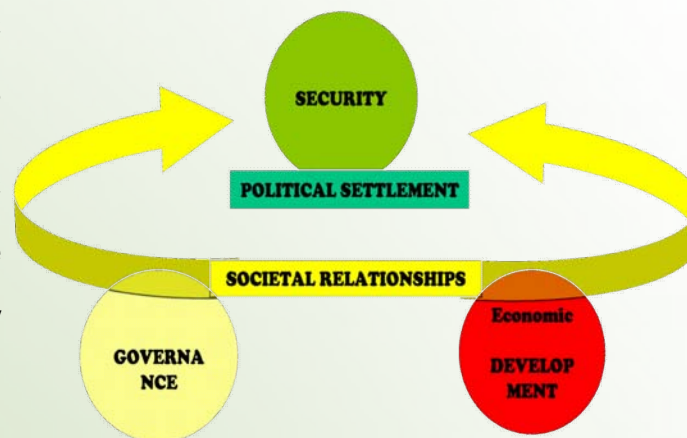
- Liaison
- Support to the force
- Support to the environment

## Stability

Stability be defined as the situation in which the Authorities of a specific Country or Region are able

to cover the basic needs of the population. It is based on three factors: Security, Governance and Development.

The stability of a state depends on the way in which these elements interact and are mutually supporting. All of them underpinned by societal relationships and, taken together, contribute to the political settlement and form a stable state. Degradation of any of the elements of the state will lead to an erosion of the others. For example if governance breaks down then we potentially have societal disintegration and national fragmentation. If economic development breaks down this in turn causes



economic collapse. If both elements break down then this potentially causes a collapse in the political settlement that regulates key societal and state relationships. A situation like this is an opportunity for the insurgents as it potentially allows them to organise and plan their activities with little external threat.

## Stability plan for Afghanistan is stated in the Afghan national development strategy

The stability plan for Afghanistan is stated in the Afghanistan National Development Strategy (ANDS), a plan elaborated by the Government of Afghanistan in coordination with international actors, which is the reference for all stability efforts. The ANDS ensures a coordinated effort of all actors involved in stabilizing

Afghanistan, including ISAF, whose LOOs support the three ANDS pillars.

The pillars and goals of the ANDS are:

- **Security:** Achieve nationwide stabilization, strengthen law enforcement, and improve personal security for every Afghan.
- **Governance, Rule of Law and Human Rights:** Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability.

- **Economic and Social Development:** Reduce poverty, ensure sustainable development through a private-sector-led market economy, improve human development indicators, and make significant progress towards the Millennium Development Goals (MDGs).

Each pillar encompasses

one or more of eight sectors – the only exception is in the case of the security pillar which has a single sector of SECURITY.

## Stability ops division

Currently there is no CIMIC Division/Directorate/Branch in the IJC structure, and there is no positions labelled as CIMIC. However this does not mean that there are no CIMIC functions or activities being undertaken by IJC. In fact most of the work, if not all of the work, being done by the STAB Dir could be defined as CIMIC work.

Military support to government/development, which is the Stability Directorate's area of responsibility, implies a very close relationship with non-military actors to try to integrate all efforts. This

From the Staff



connection is achieved through liaison (STAB Dir has LNOs inside the GIRoA ministries) and direct contacts (CUOPS STAB personnel are regularly involved in meetings with IOs and NGO).

The aim of this liaison is:

- Foster coordination through liaison, meetings and information sharing.
- Provide other actors with information about ISAF activities and plans (within OPSEC constraints).
- Provide IJC HQs information about others actors activities and plans
- Assess COMANDER to integrate

Dev/Gov activities into general framework.

The Stability Directorate engages the International Community and Government of Islamic Republic of Afghanistan (GIRoA) to formulate governance and socio-economic development strategies and plans in order to support GIRoA in developing effective governance and rule of law capabilities. This is detailed in the ISAF Stability Sub Campaign plan and its purpose is to support GIRoA in their development of land management institutions and human capacity and to sustain the

implementation of the sub national governance policy and critical aspects of the National Priority Projects (NPPs).

#### Coordination

The main problem in CIMIC/ STABILITY probably lies in the implied task of coordinating the numerous, and diverse, organizations involved in the stabilization effort. Apart from ISAF itself, we have the UN mission (UNAMA), donors, troop contributing nations, NGO's, regional organizations etc. The list is significant. The ANDP is the main tool to achieve this coordination and Stability Directorate's main effort is to

ensure ISAF activity coherence with the ANDP and the rest of the actors activities.

There is potential for conflict between ISAF HQ and IJC. In theory, this conflict doesn't exist because, although we have both HQs represented in the same ministries, they do different things and deal with different level authorities. ISAF HQ deals with the highest level authorities and is involved in nationwide programmes. IJC links with lower level personnel and is involved in regional level issues. In fact the main task of IJC inside the ministries is to act as a link

and producing coherent nationwide programmes that are to be based on provincial declared needs and priorities. In this effort, IJC has a significant role in ensuring that PRT projects are aligned with GIRoA programmes. Regarding Development and Governance the main documents at GIRoA level are the National Priority Programmes developed in accordance with the ANDS. It is one of IJC's responsibilities to monitor lower level project coherence with these programmes.

#### Some challenges for civil-military cooperation

The continual development and assessment of situational understanding is an important factor in achieving success, particularly with the upcoming transition phase in which the civil cooperation will play a crucial role. Tools like KLE and STRATCOM are important to positively shape the environment, the perception of the population, activities like reintegration and capacity building, the sustainable cooperation of the Alliance and the

international community.

GIRoA's extension of governance and capacity is not possible without the full support of the IC and ISAF together where training, monitoring and partnering are the key words. The challenge here is the extended outreach of sub-national authorities to improve the ability of GIRoA to implement government policies and interface with the local population in place.

Building up capacity alone is not enough - it is also important to connect the governmental institutions with the local population, make these institutions



between GIRoA and provincial authorities. IJC representatives in most cases act as advocates for provincial authorities, trying to ensure priority provincial projects are properly staffed and resourced in Kabul.

IJC acts as a pivotal structure inside the complex C2 structure of Afghanistan being focussed in fostering coherence between provincial projects and national programmes.

One of the main efforts in the Gov arena for the next months is to increase the GIRoA leadership in the prioritization of Reconstruction and Development (R&D) projects



credible and trustworthy so people will support and make use of their own public services provided with capable, qualified and accountable civil-servants. It needs the full engagement of the civilian and military components synchronizing all their efforts to support and protect the GIRoA leadership at national and sub-national (provincial and district) level.

It is a fact that in the last elections the issue of corruption was at the top of the agenda of Afghan voters. Contributing factors such as the culture of impunity, initiatives to ensure corrupt officials and practices are identified and subjected to a transparent judicial process, the operations of Private Security Companies and land title disputes all feature on the Stabilisation radar. Also included is overcoming weak leadership, protecting Afghan Human Capacity and providing accountable civil servants to work on Provincial and District level.

Although Transition is a process with Afghans in the lead, it needs the full support of ISAF and the IC and it cannot be done without proper civ-mil cooperation and the need for minimal, yet sufficient Afghan capacity in the governance and development sectors to ensure irreversibility of security transition.

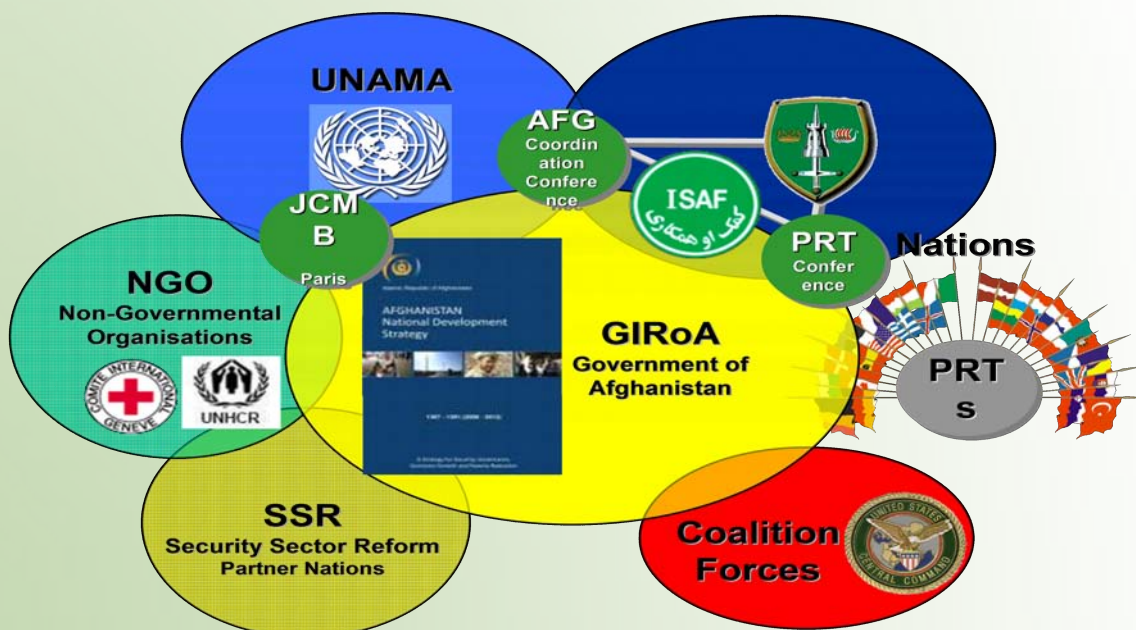


The improvement of the quality of essential services, especially in rural areas, should focus on areas where security is high priority but also include areas that have a lack of security concerns and therefore face limited development and infrastructure projects. If people in these areas feel disconnected to those projects they might try to attract attention through criminal activities. Therefore, close coordination and the synchronizing of combined efforts is essential in order to not drop the ball in these areas. Many donor organizations and nations are investing in agricultural education and will continue to do so. For example Seed Distribution Programs that

support farmers and agriculture are critical to building sustainable growth and offering also alternatives to poppy cultivation.

#### Epilogue

Insurgencies are long-lasting by nature, and history demonstrates that they often last for years or even decades. As a result, COIN will normally demand considerable expenditure of time and resources. It is the job of Stabilisation to ensure that the non-security aspects of the lines of operation are delivered with minimal expenditure in time and resources. Understanding Stability operations is a key requirement for all military personnel and is a necessary one for those deploying to Afghanistan in IJC.





# RSC in Eagle Wing/Eagle Roster 2011



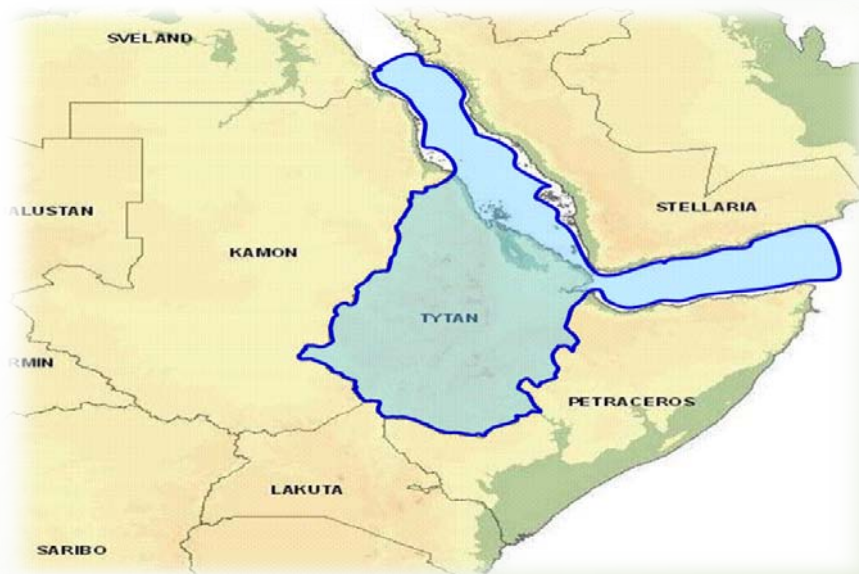
Lieutenant Colonel ITA (A) Salvatore TAGLIATA

**NRDC-ITA Rear Support Command (RSC)** in the previous exercises, has been responsible for planning and executing the NRDC-ITA deployment. The Deployment phase of an operation focuses mainly on the Reception, Staging, Onward movement and Integration (RSO-I) of the forces into a Joint Rear Area (JRA) and then into the NRDC - ITA's Area of Operation (AOO).

The RSC aim during the Ex EAGLE WING/EAGLE ROSTER 11, from the perspective of the HQ JTF Concept, was the implementation of a HQ Joint Logistic Support Group (JLSG) in a Small Joint Operation at Division level in high intensity conflict. NRDC-ITA provided the core of HQ JLSG for a SJO using RSC as proper available resource.

Ex EAGLE WING/EAGLE ROSTER 11 have seen RSC in charge of the RSOM (APODs/SPODs, LLOCs, MED, TLBs) and also the integration of a MN force arriving in theatre alongside host nation and in-place forces. Additionally they have been responsible for selected theatre logistic responsibilities as well as sustainment of the force through the execution of theatre level logistics.

For better understanding the exercises, it's necessary to describe the situation in East Cerasia that will



lead to the deployment of NATO Forces and the Scenario. East Cerasia is also known as the Horn of Cerasia, with an important strategic geopolitical position along the world's busiest shipping lanes in the Red Sea.

## Tytan

Size: 1,018,053 Km<sup>2</sup>  
POP: 60 mil

## Kamon

Size: 2,174,265 Km<sup>2</sup>  
POP: 38.5 mil

## Petraceros

Size: 958,502 Km<sup>2</sup>  
POP: 22 mil

## Lakuta

Size: 600,027 Km<sup>2</sup>

POP: 48.5 mil

## Stellaria

Size: 972,117 Km<sup>2</sup>  
POP: 35 mil

**Religions:** Kaminist, Christian, Animist

**Ethnicities:** Klorids (Sveland, Kamon, Tytan)

Santhi (Stellaria, Tytan, Petraceros)

Melaks (Kamon, Tytan, Petraceros)

## Ongoing Crises

The overall logistics concept relies on multinational solutions to maximize the efficiency of the limited logistical resources available. The assigned tasks and implied tasks to RSC acting as JLSG are the following:

- Execution of the joint logistics plan;
- C2 of the Joint Logistics Support Area (JLSA);
- Exercise OPCON over assigned forces;
- Exercise LOGCON over NSEs;
- Establish and maintain Recognised Logistics Picture (RLP);
- Coordinate theatre level medical support (MEDCC);
- Coordinate engineering support (infrastructure);
- Logistic Sustainment;
- JLSA level contracting;
- Conduct of Reception Staging and - Onward Movement (RSOM), including asking authority over CC assets that may be supporting the



From the Staff



RSOM function;

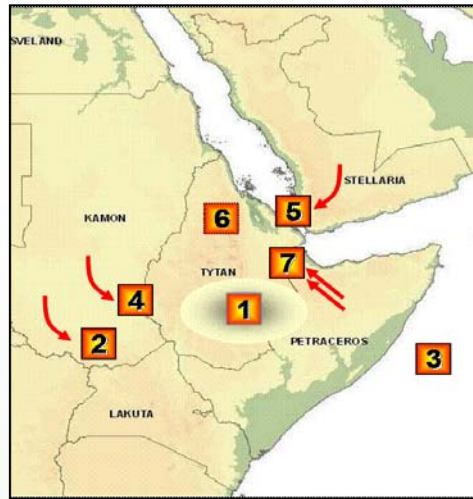
- Theatre supply (3<sup>rd</sup> Level);
- Coordination and Liaison Host Nation Support (HNS);
- Planning intra-theatre movement (ITAS) to include the assignment of priorities;
- Real estate control;
- Control of Main Supply Routes (MSRs).

They can be shortly summarized in a few essential tasks as follows:

**Establish a JEA** (Joint Enabling Area) in North East Tytan (consisting of TLB, FTLB, SPODs, APODs, ALSSs, FLSSs, DOBs, and CSCs, and the Theatre Routes utilized by Joint Forces.)  
Early deployment of RSOM enablers to set up FTLB (Forward Theatre Logistics Base) and stockpile 3rd line re-supply.  
Co-ordination between LCC/CSS MOVCON to de-conflict and synchronize operational mobility.  
Co-location FLBs and DOBs where possible  
Building up CSCs .  
Requesting control over MSR portion within LCCAOR

**Conduct RSOM of All Joint Force**  
Identify CCs requirements.  
Link-up and liaise within CCs  
Identify alternate SPOD

**Establish 3rd line logistics in JEA with a capacity of 8 CDOS**  
Identifying adequate logistics



**1Desertification**  
(humanitarian crisis)

**2Kloridization in Kamon**  
(CUSFOR deployment)

**3Piracy off Petraceros**

**4Tori Pocket contested**  
(Kamon-Tytan crisis)

**5Hanish islands contested**  
(Stellaria-Tytan crisis)

**6Unrest in Tytan** (political opposition supported by Kamon)  
**7Raids on UN LOCs** (leads to NIMFOR deployment)

infrastructure to store, managing Classes of supplies at key logistics nodes (TLB, FTLB, FLBs).

The challenge for RSC was significant but proved a rewarding experience. RSC proved capable of operating as a HQ JLSG in Small Joint Operations with the appropriate augmentation by Maritime and Air Forces CCs. Of course, as it was the first experience of this kind, mistakes were made and lessons have already been taken to improve procedures e.g. the streamlining of Joint level functions that had previously overlapping in several areas between JLSG/RSC and CSS division).

It is recommended the best use of

the RSC in SJOs is in lead of HQ JLSG. RSC has the standing expertise, structure and most of the appropriate CIS assets necessary to take command of the units and organisations within the JLSG and, further, it is a standing HQ that has the experience to take on all the HQ JLSG functions, including that of liaison to key players in theatre.



The training area



# The "Danger" of Social Media



Warrant Officer 2 ITA (A) Luca A. MODENA

In the past year social media has exploded into mainstream use, becoming a common feature of many workplaces and offices with the line between personal and business use often blurred. The military world has been no different with many nations' armed forces and organizations implementing their presence online with social media in the form of Facebook profiles and Twitter updates to name but two.

The advantages of social media, especially for military personnel, who often spend considerable time away from their loved ones, are numerous, especially with regard to keeping in touch with family, friends and colleagues and sharing all kinds of information. The main problem is: what are the side effects of everything we write, post, comment on, etc. online? Who else is paying attention?

There are as many dangers regarding social media as there are malicious users, but I will list just a few, starting in general and then focusing specifically on military personnel and their families.

## Identity theft

Stealing someone's identity online is much easier than you think. The sheer amount of personal information on ourselves that is floating around in the web is enormous. Remember, Google never forgets. All it takes is a little time and patience to get basic information, for example names, addresses, family members, workplaces, e-mail addresses and from there it is possible with some skill in computers (but less than you might think) to obtain credit card information, bank details and other sensitive data.

## Everything known about you can and will be used against you

How detailed is your online profile? Have you expressed your political or religious views or denigrated someone else's? Have you posted

your home or work address in your profile so you can be contacted by your friends and relatives? What kind of photos have you uploaded? Would you want someone you do not know seeing them? Would you want your boss or subordinates seeing them? Have you ranted about duty, superiors or subordinates? What are you posting about your current activities? "I'm leaving today for a two week vacation!" seems like a harmless post because it does not say where you are going, but it does say that you are leaving your house, the address of which is easily obtainable through your profile or a quick online search, empty for two weeks. Are you sure no one with bad intentions is reading?

## You have no control over your user data

Once you post something on the web, it is almost impossible to eliminate. Copies will be made by servers, profilers, advertisers and / or other users. When you allow an application such as a game on Facebook to access your data, they will use it for their own profiling of potential clients and will most probably sell it to other agencies as well. Your privacy settings may protect you from other users, but who protects you from Facebook

itself? Knowing how to use the privacy settings on Facebook is imperative. Users are advised to set their privacy settings so only their friends can see anything of their profile content. Pictures should also be set so that viewing is only allowed by friends and not a friend of a friend.

## Who are you talking to?

Social media is called that for a reason. It is not solitary media. Its main function is for you to create a network of "friends" you can interact with. For the service provider the network (number of users connected) is much more important than the individual users. For most sites it is quantity over quality and "friending" someone is easier than un-friending them, but who are these people? Have you met and had a conversation in the real world with each one? How many would you really consider friends in the physical world and show pictures of your children or discuss political and religious views? For impersonators or malicious users, the individual is more important than their network. Recently a fake Facebook profile of SACEUR was used to "friend" many high ranking British officers and MoD officials. All the information that these people had on their Facebook profiles was able to be harvested





along with any of their “friends” in the network that had low privacy settings.

#### Operations security ( O P S E C )

Social media is becoming more important in our daily interactions. Since it has become so commonplace and mobile, it is easy to become complacent when using these services. Sharing information that we may deem of little consequence may be dangerous to others. Especially if it pertains to movements, schedules, deployments, where you work and what you do. Family members should be briefed as well regarding what to avoid when posting online. Dangerous posts can be turned into safer ones simply by omitting a few details:

DANGEROUS	SAFER
My serviceman works in IJC at the airport in Kabul, Afghanistan.	My serviceman is deployed to Afghanistan.
My serviceman is leaving for Afghanistan from Malpensa airport on Tuesday.	My serviceman is deploying this week.
My serviceman is coming back from Afghanistan on the 23 June.	My serviceman will be back home this summer.
My family lives in Varese.	I live in northern Italy.

#### Beware of geotagging and location-based social networking!

Geotagging is the process of adding geographical identification to photographs, video and text messages. It is the equivalent of broadcasting your position whenever you post something online. For example, a picture of last Sunday's barbecue, taken in your yard, gives everyone the exact coordinates of your house. Geotags are often embedded by default in pictures taken with smartphones and many people are unaware that the photos they upload are geotagged.

Location-based social networking is quickly growing in popularity. The ability to “check-in” automatically when you are in certain places together with the GPS functions of smartphones are convenient for informing your friends where you are or see where they are and meet up, but in an operational environment it gives the enemy exact troop movements.

#### Conclusion

Social media is a tool and it is here



to stay. There are no good tools or bad ones; it all depends on how they are used. These tools are becoming an integral part of our lives and as a consequence they are changing the way we view and share information that used to be kept private. In today's social media-dominated environment privacy is losing ground to information sharing as the current business model considers sharing more important than privacy or security. Ultimately it is you, the user, who decides what to place online and what not.



From the Staff



# JTF HQ (L) Implementation

## A Logistic Prospective



Lieutenant Colonel DEU (A) Walter STADLER

### New NATO Command Structure (NCS) – versus Level of Ambition (LoA)

In June last year, the NATO Defence Ministers endorsed the new NCS presented by the Secretary General. The revised Allied Command Operations (ACO) portion of the NCS is illustrated in Figure 1. The numbers in brackets within each box are the total manning figures for the respective organisations; the numbers in brackets under the box portrays the deployable manning figures.

Of note and of possible impact on our HQ transformation process is the following:

The two future Joint Force HQs (JFHQ) in Brunssum and Naples will lose the Land Competency function. A Land Command will be created in Izmir to provide a LCC capability for Major Joint Operations (MJO) and a land competency capability. The two Force Commands in Heidelberg and Madrid will be disbanded. This automatically implies the closure of the current existing Joint Logistic Support Group (JLSG) Corps Staff Elements (CSE).

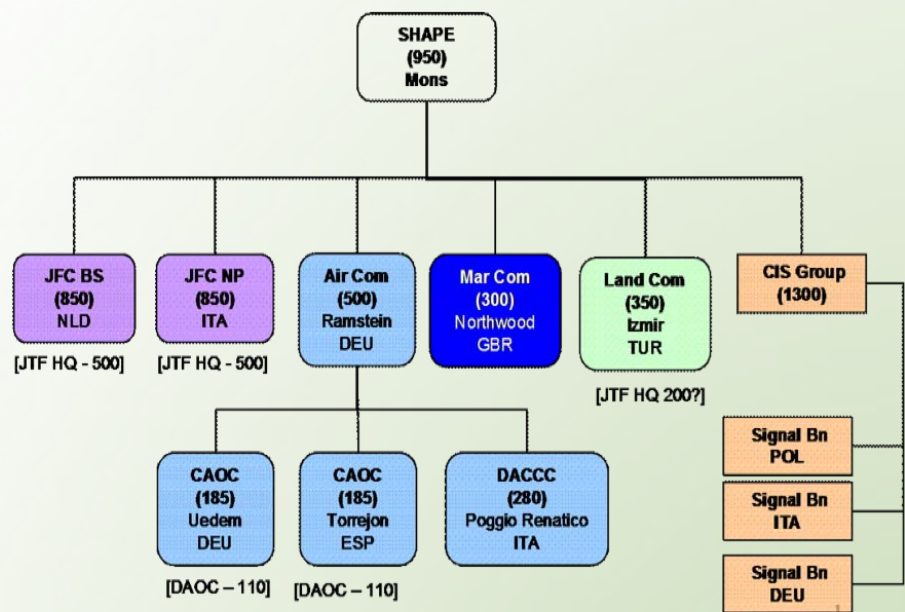
On the other hand, the NATO LoA to run two MJOs and six SJOs has not been changed and the key points are:

The two JFHQs provide the capability to conduct up the MJOs but equally they could run a Smaller Joint Operation (SJO), delivered through the NRF mechanism and is the default for emerging operations. The Air and Maritime Commands provide the ability to conduct their respective SJOs.

The JTF (L) HQs, provided by the NATO Forces Structure (NFS) are planned to execute the Div and/or Bde size SJOs in both the High and Low configuration. This includes also the provision of a JLSG HQ capability.

There is a view that the Land Command could provide C2 of a SJO mission. This notion has not yet been agreed. If agreed, the potential NFS C2 contribution to NATO LoA could be to support three

SJO.





## The "New" Role of the NFS



As a deduction of the above statements it has to be highlighted that the reductions in the NCS must be compensated by the increased reliance on the NFS capabilities.

subdivided into operational joint logistics and tactical joint logistics. The British Forces Joint Warfare Publication 4-00 describes the differences and highlight that "the interface between the joint operational and the joint tactical is not always clear cut". "It is operational joint logistics which plans the sequence, priority and general support objectives for elements of the Campaign Plan, monitoring the tactical level success, adjusting where necessary and ensure that the correct force

## JLSG HQ

Deploy to plan, coordinate and execute theatre level logistic support iaw JTF (L) HQ staff direction and guidance (mainly Annex R and S). Coordinate support with HN and NSEs. Command and Control organic and/or assigned units. Maintain the Recognised Logistic Picture.

Of course, this is not a comprehensive list, but it demonstrates that the functions, roles and responsibilities are different. Under some circumstances they may be complementary. If they can be combined and/or collocated is dependent on logistic SJO parameters (see para 4.1).

## Conclusion

In summary, much work remains to be done, but with the additional responsibilities placed on the NFS to take on the JTF (L) HQ and the theatre logistic roles in a SJO, we are very confident that there is a workable solution for JTF (L) HQ CJ4 staff and JLSG HQ tasks and responsibilities allocation and delineation. This should also include the assignment of the permanent CSE PE members in the respective division.

Furthermore, no longer are we hoping to source a full JLSG HQ with personnel thrown together at the last minute, in order to C2 units not able to follow their commands.

NATO has the opportunity to provide a Framework Nation the tools, flexibility and responsibility to accomplish a mission in the most effective way and SHAPE has to provide the necessary guidance to develop and implement a suitable logistic concept to accomplish this mission.

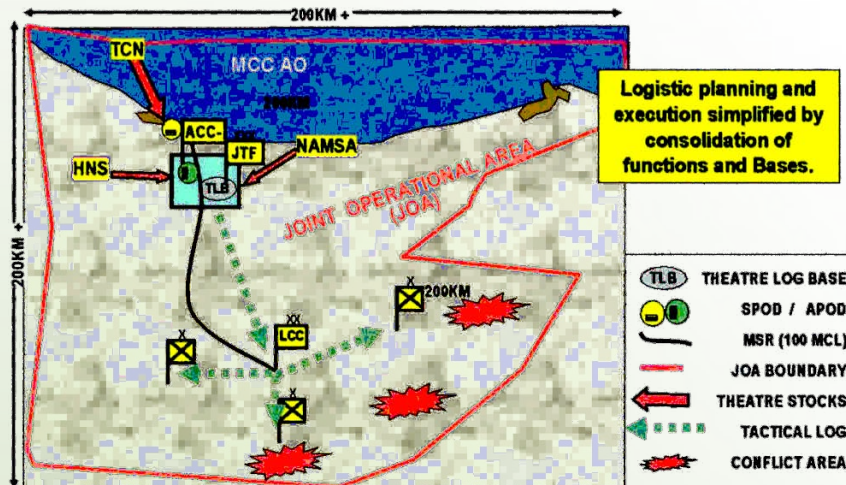


Figure 2

This principle was support the Brigades. This would reduce the overall transit requirement.

One main Logistic Location: If the location can permit a single base which may house the APOD, the TLB and the JTF (L) HQ, multinational and joint solutions as well as theatre level coordination could be easier achieved.

Amount of Troop Contributing Nations (TCN) and NSEs: If the SJO (L) is Division size, and the Framework Nation is one TCN, with a robust NSE, or two TCNs with an existing support agreement in place, then there is a smaller third line logistic coordination requirement.

Available in country logistic infrastructure: If the SJO has to be conducted in a permissive environment and the infrastructure and Main Supply Routes are favourable, that could extend the potential size of the JOA and reduce the pressure on logistic support.

Figure 2 below provides a flavour of how a simple SJO could look like from a logistic perspective.

## CJ4 versus JLSG – Delineation of Responsibilities

Joint logistics at theatre level can be

posture can be achieved for the operation" whereas "tactical level joint logistic refers to the detailed in-theatre execution of logistic plans".

It may be argued that operational joint logistics will be conducted by the JTF (L) HQ CJ4 staff and tactical joint logistics by an executing staff element and/or a JLSG HQ, if it is deemed necessary to establish such a HQ based on the assessed logistic SJO parameters.

The different functions can be outlined as follows (excerpt, taken from SHAPE/J4 briefing):

## JTF (L) CJ4



From the Staff





# Force Protection

## Basic notion and implementation in ISAF

Lieutenant Colonel ITA (A) Carlo Alberto MARABELLI

Force Protection and its actual measures of implementation is a crucial issue for any military force committed to any kind of operation. The definition of Force Protection, as provided by the NATO Publication AJP-3.14, is "Measures and means to minimize the vulnerability of personnel, facilities, materiel, operations and activities from threats and hazards in order to preserve freedom of action and operational effectiveness thereby contributing to mission success." It is vital to realize how vital this network of measures is for operational forces.

The use of the term "network" is not casual. Force Protection capabilities and measures are the result of a complex and perpetual multi-disciplinary exchange. From the beginning of the operational planning process stage, the identification of Force Protection procedures and tools requires the co-participation of numerous staff elements in order to set up an effective and efficient system of capabilities.

By analyzing Fig 1, it is possible to clearly detect the Force Protection's cross-functional identity and its need of contribution from all sectors of the staff.

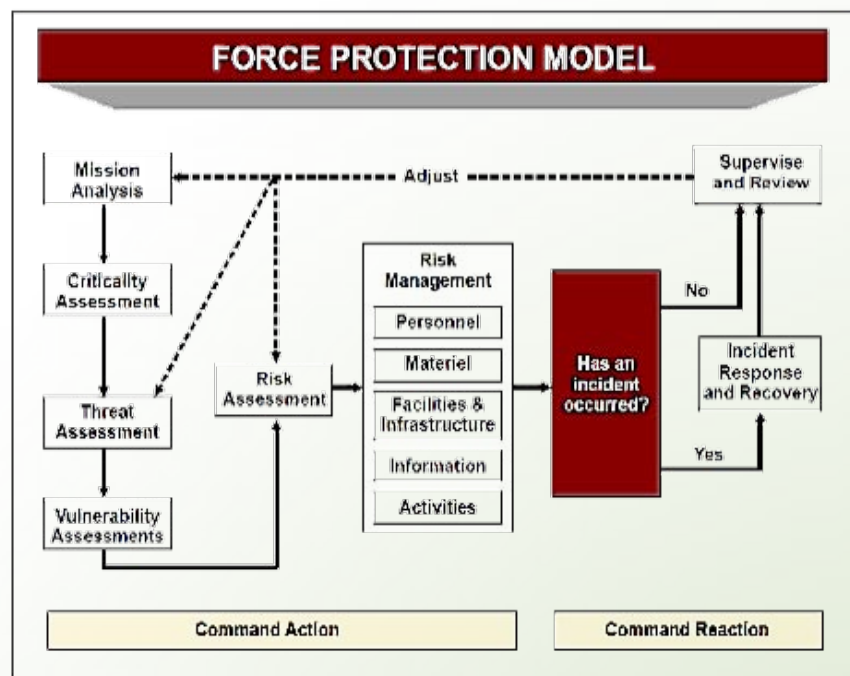


Figure 2-1. Force Protection Model.

Whilst this is challenging work for any Command Force Protection Officer, there are some useful tools in order to harmonize and coordinate such a wide spectrum of issues and operational needs. Certainly, one of these is the Force Protection Working Group, which is absolutely oriented to provide

planners with expertise, advice and know-how.

Furthermore, Force Protection is a living process, a cycle, a permanent assessment of threats and implementation of counter-measures that last throughout the entire duration of the operation. Especially nowadays, whilst conducting operations within very unstable and easily changeable environments, it is really unlikely to write the word "end" in the context of Force Protection planning. A steady revision of measures is required as evidently described in the AJP-3.14 (Fig 2)

In consideration of the above-mentioned characteristics of Force Protection (multi-disciplinary and a perpetual process), based on the evolution of the operations in which NATO is currently engaged, primarily in Afghanistan, and in relation to the necessity of achieving an overall Comprehensive Approach in the implementation of Force Protection, even from a doctrinal point of view, NATO is on the way of issuing a new version of the AJP-3.14, which is currently at a Study Draft stage.

NATO/PIF UNCLASSIFIED

AJP-3.14



Figure 1-1. Notional Force Protection Capabilities



Taking into consideration the framework within which Force Protection supports and preserves military forces it is important to understand the context in which we operate. With regards to the challenging NATO campaign in Afghanistan, the main aspects of the operational environment in Afghanistan from a Force Protection perspective are:

- Presence of direct attacks on NATO troops;
- IEDs as the main concern;
- Very active hostile propaganda targeting international Community, NATO and Afghan Institutions.

We might consider that at least medium threat Force Protection measures are required and they are actually implemented mission-wide.

From a doctrinal point of view (not only the AJP-3.14 but also ISAF SOPs 330 and 331) ISAF theatre Force Protection principles, procedures, responsibilities and measures are clearly established. Moving among four basic pillars (Protective Security, Active Defence, Passive Defence and Recuperation) COM ISAF is identified as the Officer of Primary Responsibility for Force Protection issues. He exercises his delegation rights to Regional Commanders for the implementation of measures within their respective Areas of Responsibility. However, he retains the prerogative of deciding the ISAF Security Alert State. Finally a very well manned staff support Force Protection planning and execution along the entire Chain of Command.

Nevertheless, from a different

perspectives, Force Protection in ISAF should keep a range of flexibility and balance between, one hand, the obvious and primary needs of security for personnel and assets and, one the other, the



considerations relating to the nature of this operation: Counterinsurgency. According to the USA Field Manual 3-24 on Counterinsurgency issued in 2006, one of the unsuccessful practices is the concentration of forces in large bases with focus of Force Protection rather than on securing the local population. Additionally, the same publication states that one of the main counterinsurgency paradoxes is the non-automatic coincidence between Force Protection and Force Security. It is said: "Sometimes, the more you protect your force, the less secure you may be". And, from recent analysis, it is observed that tactical methods focus on self-protection rather than on protecting local communities.

On one hand the philosophy behind these considerations emphasizes the same ISAF mission statement (protect the people of Afghanistan) and tries to reduce the impact of negative images of NATO troops on the public opinion (western invaders). On the other the emphasis is on soldier's lives and vital assets. Key messages continue being the main concern for all in-theatre Commanders, who are called by the Alliance and their respective Countries to conduct operations, achieve objectives, manage huge budgets and, at the same time, preserve and optimize resources.

Force Protection is a key problem for any Commander that must be analyzed and solved in the complexity of current operational environments.





# The Lessons Learned Process



## *The Most Formal Approach to Learning Lessons*

Major ITA (A) Luigi CORLIANÒ

### Introduction

The term *Lessons Learned* (LL) is broadly used to describe people, things and activities related to the act of learning from experience to achieve improvements.

The homonym process, also called “problem solving”, is indeed founded on the mentality to change things as a result of our knowledge, which derives from the expertise acquired by anyone through experience or education.

There is a fundamental distinction between the two different meanings of the term: when the term *Lessons Learned* is used as an adjective, it describes anything related to a *Lessons Learned Procedure* (e.g. LL process, LL staff officer, LL working group), whilst differently *Lesson Learned* is used as noun, which means the change in knowledge and capability resulted from the implementation of the *Lessons Learned* process.

### What is Lesson(s) Learned?

Before we discuss the reason why a functional organization needs a LL capability, it is important to understand what is a “lesson” and what is a “lesson learned.” A lesson is knowledge or understanding gained by experience. The experience may be positive (a best practice), as in a successful test, mission, exercise, or workshop, or negative, as in a mishap or failure. Successes and failures are both considered sources of lessons.

A lesson must be significant in that it has a real or assumed impact on everyday operations. It must be valid in that it is factually and technically correct; applicable in that

lesson is unique and distinct, and contains a recommendation for improvements in processes and procedures. Lessons arise from positive or negative differences



NRDC-ITA Staff members during the exercise “Eagle Meteor”

it identifies a specific design, process, or decision; and it reduces or eliminates the potential for failures and mishaps or reinforces a positive result. Basically, it is the knowledge acquired from an observation or an adverse experience that causes a worker or an organization to improve.

A Lesson is different from an opinion or an idea because it arises from factual experience and is a reflection on the results. Each

between what was expected and what actually happens. Lessons are derived from a review of what was supposed to happen, what actually happen, and the reason for the difference. A lesson is ‘learned’ when you can measure a change in behaviour. Obviously, this change in behaviour needs to be of a positive nature that improves performance.

### Why does any kind of organization need a lessons learned (LL) capability?

All organizations must learn to adapt and change. An enabler to this process is understanding the value of a lesson learned. The military has been a leader in understanding the vital importance of the LL capability. LL processes have been used in commercial, government, and military organizations since the late 1980s to capture, store, and share experiential working knowledge. In a successful learning organization, lessons are identified, their respective recommendations implemented to reach the expected outcomes and therefore to turn them into lessons learned, effectively and efficiently. Until then, we have merely identified an area where the organization is not living up its



The Operational Planning Course



potential. The Lessons Learned Process is part of the organizational LL capability, where the key elements are the tools and the structure. Purpose of this capability within the organization is to enable to reach its full potential.

When an organization applies such a theory through a formal approach, then it intends to reduce the risk of repeating mistakes. In a military organization this means reduced operational risks, increased cost efficiency and improving operational effectiveness.

As a methodology, it can be easily applied by anyone within any organization to mitigate deficiencies identified in whatever domain. The incentive to provide observations leads directly to lessons identified and eventually to the implementation of remedial actions. A second order effect is an increase in everyone's motivation through individual empowerment to effect the organisation and the desire to learn and improve.

In the military organizations, the LL process is designed to support the operational chain of command by learning efficiently from experience in order to improve performance and capability. It is a process that can be applied at any level of war, from a platoon's tactical patrol to the conduct of a joint operation and even to the strategic activities of a nation or alliance. Wherever applied, it functions best when initiated with strong leadership, clear guidance, defined focus areas and consistent engagement.

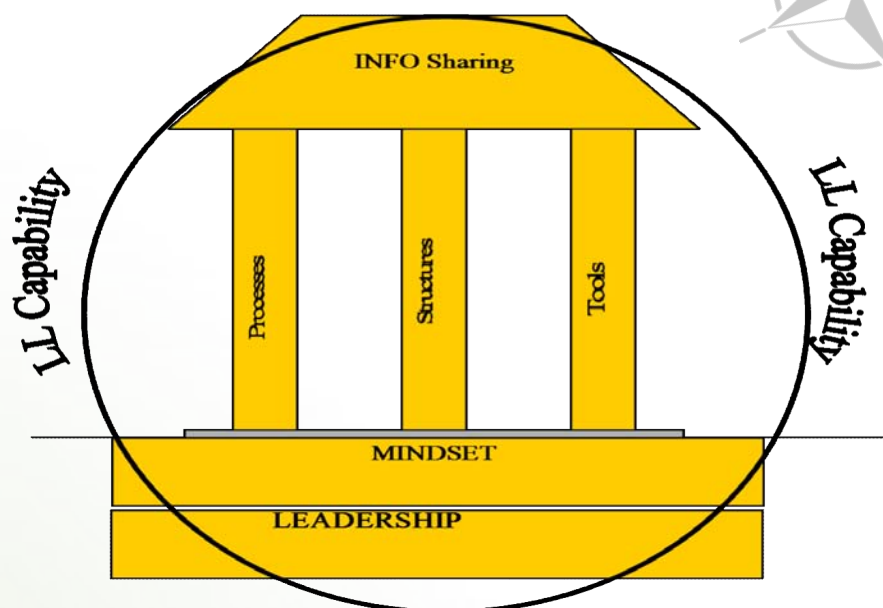
*In Nov 1943, US amphibious forces assaulted TARAWA ATOLL in the GILBERT ISLANDS. The result was 970 Marines killed, 3110 total casualties (17% of forces engaged), 90 of 125 LVTs destroyed.*

*Lt Gen Robert Richardson, Commanding General US Army Forces Pacific said: "The lessons learned from our battle on BETIO ISLAND [TARAWA] will be of greatest value to our future operations."*

*Three months later, in Feb 1944, during OPERATION FLINTLOCK, the US assaulted Kwajalein Atoll in the Marshall Islands which were more heavily defended and the enemy positions were better fortified. But 61% fewer US killed! (Total killed 372. Total casualties 1954, 50 of 276 LVTs lost).*

**The Lessons Learned community - Who needs to learn lessons.**

A lesson is not learned until



something changes in the way we operate, and the ones who need to change are the ones affected by an issue, the stakeholders. The LL Community are not the stakeholders in LL and a LL Staff Officer (LLSO) does not benefit from learning a specific lesson.

Likewise, stakeholders are likely the first, and often only, personnel who will be aware of potential lessons—observations and lessons identified—since it is they who are most closely involved with the issue. Unless these potential lessons are submitted via a LL Process, it is unlikely that LLSOs will be able to discover their existence in order to even begin the learning process. The stakeholders must share their potential lessons.

Everyone within an organization needs to be involved in learning lessons for the LL Capability to be successful. Yet often it seems that many personnel within NATO are under the impression that the presence of a LL Capability frees them of their own responsibility for organizational improvement and learning, an attitude exemplified by statements such as: "I don't have anything to contribute; I don't need to learn anything myself; it's not up to me to change the way we do business—the LLSO is here to do these things for me!" Yet nothing could be further from the truth.

When Commanders and Chiefs of Staff prioritize lessons, assign and track remedial actions, they follow up to ensure their organization has actually learned and, just as important, be the driving force for sharing lessons throughout the military community. A commander's

LL guidance and engagement must be evidenced not only by words, but also through prioritizing issues, endorsing, resourcing and tasking solutions as well as by driving the sharing of lessons. Leaders must hold stakeholders and LL practitioners accountable.

### **The NATO LL Capability - How to get started in Lessons Learned.**

Within any organizational structure, there are three common ways to learn from experience: the LL Process, LL Information Sharing and the LL Community:

The LL Process gathers, staffs, actions and communicates lessons to ensure learning from experience is converted into actual improvement via a formal process. Secondly, LL Information Sharing, through the use of databases, spreadsheets, websites, reports or other media, stores and communicate lessons. Finally the LL Community is the forum to bring together Subject Matter Experts (SME) at working groups, training courses, conferences and other events to share experience and learning.

The composition of the NATO LL capability (see diagram in Picture 1) with its key elements, is represented in the picture 1, see *the structure, the process and the tools* as pillars, founded on the appropriate *mindset*, including the desire to improve and the wiliness to change, and the *leadership* engagement and support. All of these elements are needed to support the *information sharing* process.



The foundations of Mindset and Leadership are the fundamental social and cultural climate the organization needs for an effective LL capability. The Mindset implies a desire to incorporate learning from others into all aspects of work as well as the confidence and trust to share one's own learning with others. The Leadership support facilitates timely and effective decision making throughout the LL process, the appropriate emphasis on the value of the LL capability to the organization and the creation of a safe environment where learning can flourish. Finally, Information Sharing provides the capstone that ensures the capability works.

NATO offers a number of resources and references to help get started in Lessons Learned, starting from the main documents such as the NATO Lessons Learned Policy, that is applicable to all NATO bodies, agencies and staffs, and which acts as a guide to Allies and non-NATO nations contributing to NATO-led operations. Subordinate to the NATO LL Policy are the two strategic Commands' (Bi-SC) Directives 80-6 and 80-1 Lessons Learned, applicable to all HQ,s and organizations within Allied Command Operations (ACO), Allied Command Transformation (ACT) and SHAPE Divisions. Finally the NATO Lessons Learned Handbook, the bedside book for the Lessons Learned Staff Officers, is a useful reference tool for everyone else to understand their own Lessons Learned responsibility.

In terms of education, NATO LL Staff Officer Training is the basic individual training that provides basic knowledge and skills for a NATO LL Staff Officer to perform his commitments.



NRDC-ITA Staff members

by the JALLC Advisory and Training Team (JATT), which provides advice, assistance and training to NATO commands, HQ,s and Alliance and partner nations upon request to aid development of LL capabilities.

### The NATO Lessons Learned Process.

There is one important implication to understand before implementing any LL program. This implication involves the "culture" or attitude of the organization.

Is the organization willing to openly discuss its mistakes and is it willing to share those mistakes across organizational lines to make everyone better? If not, it will be very difficult to implement an effective LL program. If the organization is willing to share those mistakes, can its staff does so in an atmosphere that avoids direct blame on those willing to bring problems forward?

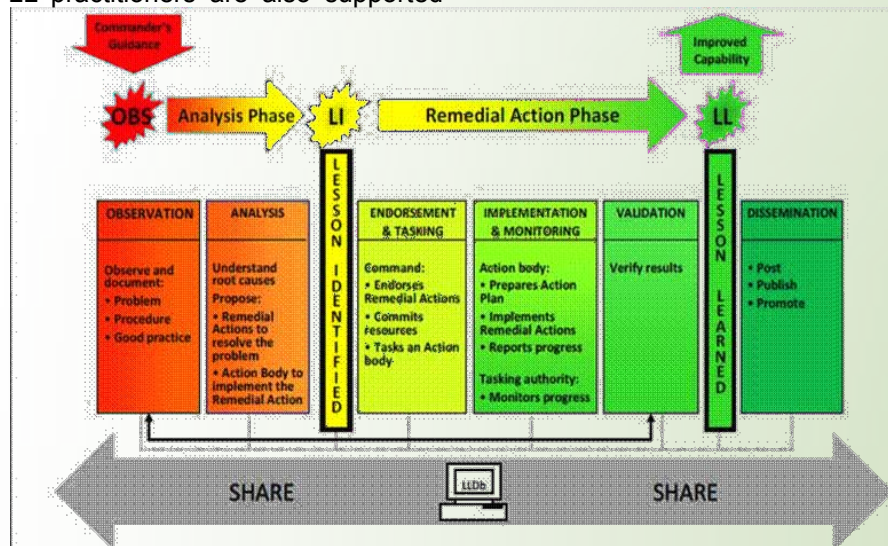
We must be able to do this to be a learning organization that facilitates knowledge sharing. Within some cultures, this is very difficult to do.

The act of "saving face" precludes individuals from admitting their mistakes. However, some armies have successfully overcome this cultural difference after understanding the importance of learning from their past. Again, being able to self-examine and self-criticize in an atmosphere where everyone can avoid blame is essential for honest and open discussion. This is an essential precondition for an effective LL program.

A good example of how the process can optimize the resource allocation and reduce the failure through the internalized experience is given by the LL process implemented by 'Knoco' a UK company operating within the oil sector. Such a process counts three steps: Identify, Taking Action, Transfer and Internalize.

On the other hand, the NATO LL Process does not go too far away from it, since it follows the three basic generic stages of learning: Identification, Action, Dissemination and Institutionalization.

Picture 2 - The NATO Lessons Learned Process diagram.



**1<sup>st</sup> Phase:** The Identification or Analysis phase allows the discovery of the root cause(s) of an observed problem or success and starts with gathering Observations. This phase needs to be routine, proactive as well as reactive, based on facts and dialogue and quality controlled. The output of the analysis is the Lesson Identified or a Best Practice.

**2<sup>nd</sup> Phase:** The Implementation or Remedial Action phase to 'fix the problem'. This is the phase in which actors apply the changes, update documents, procedures or the



processes whilst the issue is further investigated. This phase ends with a measurable result of the implemented action to compare to the initial expected outcome. Any recorded improvement that implies change in documentation and/or education and training have to be circulated for others to decide or action.

**3<sup>rd</sup> Phase:** The Dissemination and Institutionalization is the phase following the completion of the Remedial Action and successful validation. The LI is now turned into Lesson Learned and the formal LL process concludes. However, it is important that further dissemination and publication of the information occurs, through broadcasting the new lesson and the improved process into training materials and eventually incorporate the process review within the work process.

#### **The value of the Lessons Learned Process**

There are undoubtedly four critical factors for success for any LL capability. Firstly leadership engagement: leaders need to actively engage in their LL capability and prioritize resources to ensure that changes happen and lessons get learned. Secondly, the overall organization Mindset: a desire to improve and willingness to share information and take into account the information received from others. Thirdly: Information Sharing, the tool to communicating positive results and changes in knowledge and behaviour. A key element with

information sharing is the information assurance i.e. the LL information that we submit and receive from the LL capability needs to be trustworthy. Finally: the Stakeholder Involvement, all of us need the opportunity to influence how our organization will change in response to lessons identified.

In conclusion, the value of any LL process is only realized when the information generated by the process is available to the people who need it, when they need it. LL information sharing generates organizational knowledge and leads to an enduring improvement in organizational performance. Lessons are a valuable input to operations and exercise planning processes and training; the use of lessons in these areas should be routine.

"There is no reason to send troops into the fight and get them killed when a lesson learned the month before could have been used for training.

We're in the kind of war where an untrained man is a bigger threat to his shipmates than he is to the enemy."

General Mattis Former Supreme Allied Commander (Transformation) Jan 2009.

The NRDC-ITA Lessons Learned organization is centred on the LL Office, which belongs to the Central sStaff Division, and consists of a Spanish Army SO1 and an Italian Army SO2. Within the HQ staff, all Divisions and Branches have

formally nominated one LL Officer of Primary Responsibility (LL OPR), that together with the LL SOs implement the LL process in support of the Command Group.

**Structure:** Skilled and dedicated LL personnel allocated to adequate posts within the organization.

**Process:** A common LL process to develop a lesson, to include sharing and utilizing it appropriately

**Tools:** Technology to support collection, storage, staffing and sharing of LL information

A Lesson Identified (LI) is "a mature observation with a determined root cause of the observed issue and a recommended remedial action and action body, which has been developed and proposed to the appropriate authority"

A Best Practice is "a technique, process or methodology that contributes to the improved performance of an organization and has been identified as a 'best way of operating' in a particular area as compared to other good practice(s). Ideally, a Best Practice should be adaptive, replicable and immediately useable, but may require validation, and should be regularly reviewed to ensure that the practice is still "best""

A Remedial Action is "an activity or set of activities that corrects an issue identified for improvement or facilitates the implementation of a best practice."



NRDC-ITA Staff members



# Exercise Eagle Roster 11



## FCOORD & G3AIR Branches

The NRDC-ITA annual Land Component Command (LCC) level exercise was conducted from March to October 2011. It composed of three phases with phases 1 and 2 being conducted at Caserma Ugo Mara (Solbiate Olona) and phase 3 in several locations around Civitavecchia (Civitavecchia, Monte Romano and Bracciano).

The aim of the exercise was to rehearse and test the HQ and subordinate units in a progressive training environment that focused on the planning, refinement and application of Joint Fires and Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) elements.

### The structure of the exercise was:

**Phase 1:** Ex EAGLE ROSTER 1 (Ex ER1). Conducted 14-16 March 2011 with the aim to achieve a common understanding of the planning and application of ISTAR and Joint Fires in the context of a complex, hybrid environment. This phase consisted in a series of detailed briefings to the staff.

**Phase 2:** Ex EAGLE ROSTER 2 (Ex ER2). Conducted 6-10 June 2011 as a consolidation and development of EX ER1. This phase consisted of a Map Exercise (MAPEX) and Rock Drill exercise conducted to reinforce situational awareness and identified lessons across the HQ from the previous training. The scenario was based on predominately kinetic

operations, focusing on the defence of the Joint Operations Area (JOA), a counterattack/strike and offensive/stability operations. The focus was on the planning process in the execution of the deep battle and in particular the support of Joint Fires in shaping the battlefield for future operations.

**Phase 3:** (Eagle Roster 3 – ER3). Conducted 17-27 October 2011 with the aim of practicing the planning, refinement and control of shaping activity (the deep battle) in a war fighting scenario set in the context of a complex, hybrid operation. This phase consisted in a deployment of all the different echelons in the HQ to an exercise area more than 800 kilometres away from its home base.

### Experiences from the OPSCEN.

Joint Fires plays a crucial role in all exercises based around a war-fighting scenario like ER3. The Joint Fires mission during the exercise was to synchronize joint lethal and non-lethal fires, ISTAR plans and air-land integration in order to allow the maximum exploitation of available fire support assets to support the NRDC-ITA Commander's intent and plan. All Joint Fires assets during the exercise were operated in a complex, dynamic, and unpredictable environment with a large number of force elements concentrated into a small volume of battle-space and for that reason it



NRDC-ITA Staff members during the exercise

was necessary to exercise close control and coordination on all activities. The FCOORD Ops Section via OPSCEN monitored and coordinated the delivery of offensive fires in support of the operation as well as the de-confliction with all the other LCC operations in accordance with the assigned artillery tasks and responsibilities. These coordination activities were carrying out through the enforcement and updating of Fire Support Coordination Measures (FSCM) that had been defined during the planning process.

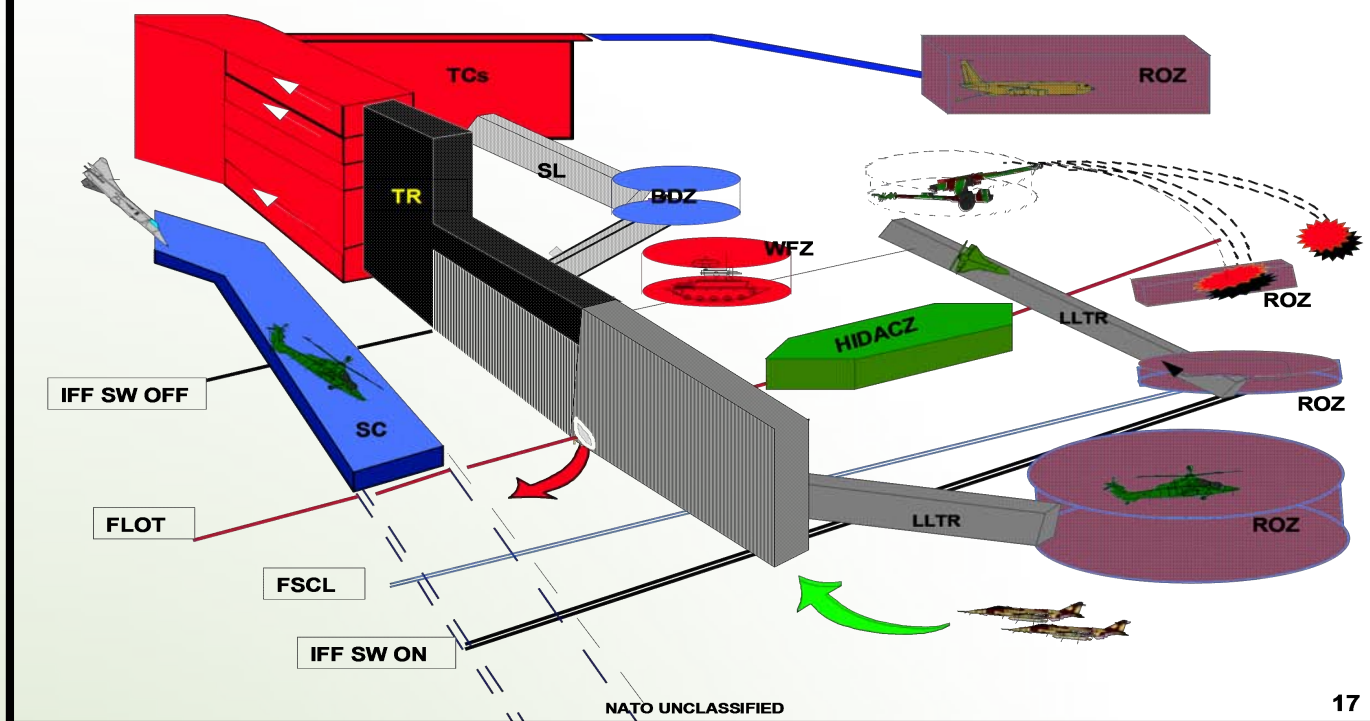
### Experiences from Targeting.

During Ex ER3 the Targeting Section was fully involved in the effective execution of the targeting process (Decide - Detect – Deliver – Assess). Despite some limitations in detection and Battle Damage Assessment (BDA), that unfortunately impacted on the realism of the delivery/strike and assessment functions, the processes were on the whole proven effective. In particular the Dynamic and Time sensitive targeting in this exercise scenario (including CDEM) were successfully practiced and proved and some useful lessons were learned. Of relevance was also the effective use of JCHAT (for passage of fire orders and coordination of operations). We contributed to make all the HQ aware of the need to have a more offensive spirit for which everyone can contribute to striking or effecting High Priority Targets (HPT). The High Priority Target List (HPTL) and execution matrix are the key documents in this regard and, as living documents, provide the framework for everyone in the to both support and contribute to strike/effect.



NRDC-ITA Staff members in the OPSCEN





In conclusion the exercise was deemed a great success and served to increase and improve the HQ's ability to execute the planning, refinement and execution of shaping and decisive operations in a complex, hybrid environment. In particular Ex ER3 was an opportunity to exercise command and control over the battle space to contribute to future multinational operations, wherever they might take place.



# ACO Medical Advisory Group



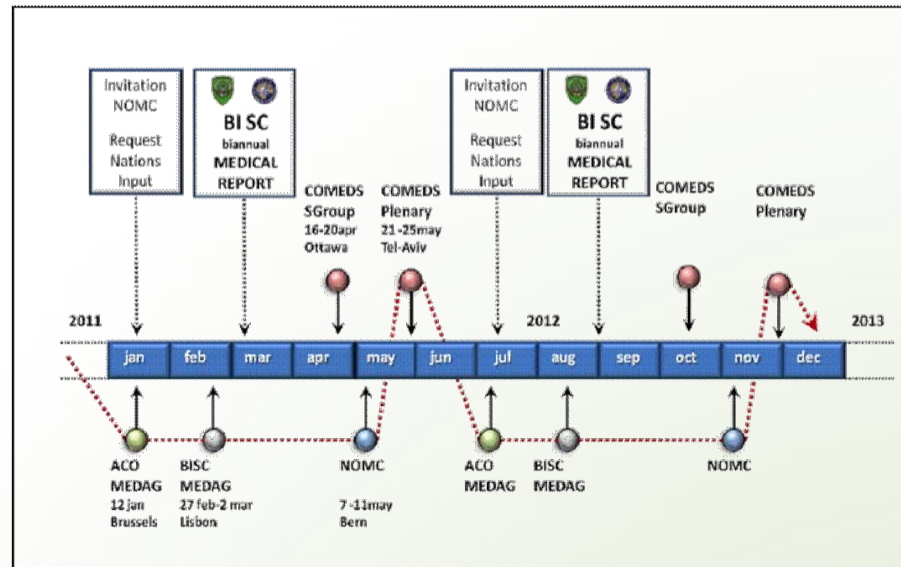
Colonel ITA (A) Giuseppe AZZENA

The ACO Medical Advisory Group (MEDAG) is a new Medical Group in NATO including all Medical Advisors (MEDAD) from the NATO Command Structure and also all of the MEDAD from the NATO Force Structure. It is supposed to be held twice a year with the purpose to allow ACO MEDAD to illustrate current medical issues and get a direct feedback from representatives of subordinate HQs. ACO MEDAG will be therefore part of the NATO Medical Battle Rhythm, as shown in figure 1. The first ACO MEDAG was hosted in

Brussels (NATO HQ) on the 12 January 2012 and included the following topics:

**Role and scope of Medical Advisory Group.** Being the first ACO MEDAG, the meeting tested the scope of the concept and its future structure. Compared to the NATO Operations Medical Conference (NOMC), the ACO MEDAG will be a sort of consulting board accessing all of the MEDADs rather than a thorough update of current medical operations. During the ACO MEDAG, MEDADs from across the NATO structure can raise issues for action at the ACO level.

**Impact of the New NATO Command Structure.** The reduction in the size of ACO HQ is unlikely to effect the actual medical structure. It is still unclear if the manning of the new Comprehensive Crisis and Operations Management Centre (CCOMC) will include medical personnel on permanent basis (fig. 2). There was also a push to fill all vacant medical posts by Brig. Schindelbauer, the SHAPE Medical Advisor, who remarked that Nations should consider the decision to fill these posts against the positive impact that the medical



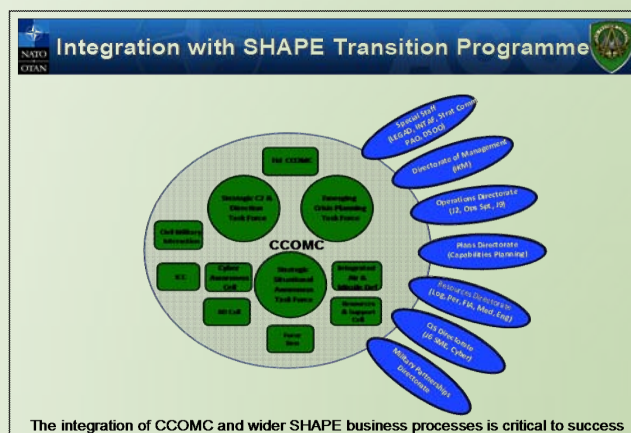
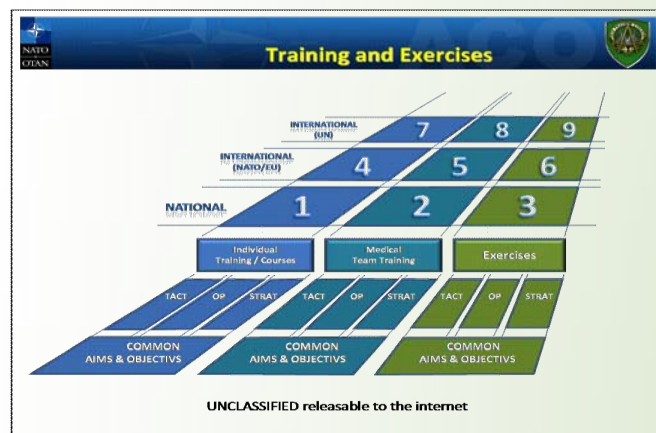
component has in saving lives on operations. In this regard, he stressed the fact that medical support should always be visible and reliable for Commanders.

**Training.** An overview of the current NATO medical courses was provided, highlighting the newly developed course on SABERS, the casualty rate estimation tool. ACO MEDAD required proposals for a new training program for medical staff workers (fig. 3) that should include the ideal steps of development and progression. By the end of February a dedicated subgroup lead by 1 GE/NL Corps MEDAD, Col. Ingo Hartenstein, reported specific proposals on this issue.

**Medical part of HQ exercise.** ACO MEDAD is considering the possibility of issuing guidance on how medical objectives should be linked to the main strategic aims of the HQ exercises. Due

to the lack of manpower within several HQ MED branches, it has been proposed that sister HQs could cooperate in the development of the medical aspects of exercises. The issue was considered during the NRDCs MEDAD meeting (Corps Surgeons Conference) on 28-29 March 2012 which was hosted by 1 GE/NL Corps.

In conclusion, the first ACO MEDAG proved to be an appropriate forum for information exchange between relevant medical representatives in NATO structure and a useful way to bring significant medical issues to ACO MEDAD for problem solving. NRDC-ITA supports initiatives of this kind that work to share and improve professional knowledge, decision making processes and effectiveness and as such COM NRDC-ITA has given approval for NRDC-ITA to host the upcoming ACO MEDAG on 25-26 June 2012 in Palazzo Cusani, Milan.





# Exercise Eagle Tour 2012

## *A Battle Tour in Crimea, From Lessons Learnt to Team Building*



Colonel ITA (A) Francesco COSIMATO

A battle tour is, on one hand, an Exercise intended to take lessons learnt from the errors made during historical campaigns and, on the other hand, a very good occasion to create a team building opportunity in a Headquarters in which a rapid turnover requires a continuous effort to plug in new people and their experiences.

The military campaigns that stormed Crimea in 1853 – 1856 and during the World War II were too crowded with battles, episodes and anecdotes about any area of the art of war and about any service and specialty of the armies involved to give a complete view of the problems experienced by both sides. The participants of the Exercise were provided with adequate information about the Country and the History of campaigns to be studied, but someone was so keen on details that he brought with himself even more material including a detailed plan of a coastal battery site that the airport security, while checking in for the flight back, didn't like very much, the face of guys in uniform looking seriously at a document dating back to the World War II was a funny flash back to the times in which that area was well guarded and was full of cold war secrets.

A city like Sevastopol that was under siege three times in a century provides historical examples about the strategic use of expeditionary forces, about the manoeuvre of



forces both at the operational and tactical level, about the use of firepower and about many other things.

The tour was quite a hard one, a sort of combat patrol among countless historical stands. Somebody was forced to purchase new shoes in the first day, after nine stands.

The group had the possibility to have a complete view of the two campaigns through the two dedicate memorials in which a 360 degree mural painted on a circular wall provide a clear view of the decisive events that, in both campaigns, occurred in the "Malakhov Hill" bringing to an end the siege.

### **1853 – 1856 Campaign**

We were impressed by the historian, Major-General Mungo Melvin, a retired officer from the UK Army, who was so critical of all the nationalities involved, but, in particular, of the British Army, and so keen on reading Tolstoi's prose known as "Sevastopol stories" under heavy rain, to think that he was somehow a fan of the Russian side. It has to be clear anyhow that his way of describing the operations was so accurate to have the look of a post mission report at any stand.

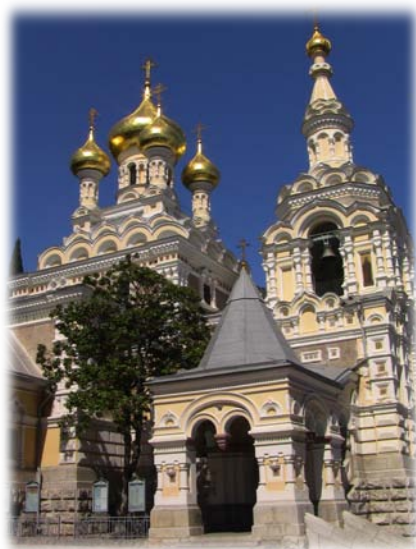
His reprimand about the "infamous fourth order" given to the Light Brigade at Balaklava was so loud and clear as to ignite a discussion about cavalry manoeuvre, poems on one of the most famous charges of military History and the artillery effectiveness against a suicidal attack, a never ending issue between gunners and the other specialties. The UK senior commemoration of the fallen soldiers was the only way to stop that.

The historian was indeed very lucky while describing the "fog of war" at the Inkerman battle because the weather was exactly the same, but with an additional complication, an old fashioned train crossing the area, so the audience got immediately the feeling of the problems experienced by both sides while looking for the enemy in a day of inclement weather.



**From the Staff**





The group had the chance to see the Balaklava Harbour, indeed interesting to understand the importance of sea lines of communication in the logistic arena, but also a nice reminder of the Italian sea republics when on the foot of the Genoese old fort ruins belvedere they were briefed about the supply lines in both campaigns. The Italians and the French representative were very curious to see the historical stand about the Battle of Chernaya River, the first battle fought by an expeditionary force composed of French and Piedmontese units, among which were the Bersaglieri, at that time a newly established specialty of Sardinia's Kingdom. The monument now in the position of the former piedmontese observation post was an occasion to remember our ancestors that fought there.

The Panorama Museum provided the group with a unique view of the bloody end of the first siege, described with an impressive number of details ranging from the fortune of the main characters, Admiral Nakhimov died there, to the unknown fallen soldiers lying without boots because they were given to the survivors.

### World War II

The long World War II campaign, with the Sevastopol city besieged by the Germans and, afterwards, by the Russians, was a perfect occasion.

On the way from the airport to Sevastopol the group did a survey on the site where the "Dora" gun, a monster 800 millimetres calibre, was deployed and that was the occasion to debate the role of firepower. Gunners were forced to remind the audience that use of fire continues to be a must in kinetic operations, regardless of the efficiency of "Dora", which was very low indeed. The issue of fire coordination was again considered in the visit to Fort Gorky, despite the fact that the local guide was giving the audience the historic version approved during the Cold War.

In the Belbeck Valley the team analysed the reasons why the German offensive was not decisive discussing the terrain, the seasonal weather influence on military operations and the level of preparation of the Russian defensive line, then the debate was over the possibility of airborne or amphibious operations. This issue was again considered at the Holland

Bay stand in which a small amphibious assault did occur. In the southern part of the surrounding area of Sevastopol, sometimes in the same site of the 1853-1886 campaign, the German offensive was analysed, with a particular stress on the extensive use of close air support together with the command and control synchronisation with land operations. A similar concept was the coordination between German and Rumanian forces.

### Yalta and Balaklava Harbour

The tour had two unusual moments in which other aspects of military operations were perceived.

The visit to the site in which the Yalta conference was held, Livadia Palace, has been an occasion to link military operations with the political level. It is to be noted the fact that while bloody fights were taking place all over the world, the world leaders were engaged in a sort of "future planning" to be later developed even at the military level. Part of the group was quite keen on getting photographic evidence of the famous meeting.

A different feeling was about the visit to the former submarine base in Balaklava Harbour, an impressive tunnel in which the submarines of the Soviet fleet were concealed during the Cold War. The site is now just a Museum, no security cordons are in place anymore and it is evident the contrast between those times and the present. Balaklava Harbour area is now an enjoyable site that got out from the iron curtain obscurity.





# Visits and Events



Chief of the Italian Army Staff,  
21 October 2011  
(Civitavecchia, Italy)



Eagle Eye Seminar, 9 February 2012



Exercise Snow Master, 20 - 27 February  
2012



Italian Parliament member visit  
(Mr. Pietro Marazzan), 2 March 2012



Stramilano City Marathon, 22 March 2012



Italian Army Chief of Staff visit, 3 April 2012



# Community Relations



NRDC ITA is fully committed to implement the NATO community relations policy, the interaction is in place not only with the Government officials and local Authorities, but also with those in

the educational system, especially at university level, and in the business world of Lombardy Region.

NRDC ITA is well perceived in

the Region and has the ability to contribute to the life of the territory. This mutual understanding is very important in enhancing morale, public trust and support.



Cattolica University.  
International studies seminar.  
Milan, 3 May 2012

Italian Liberation Day. Busto Arsizio,  
25 April 2012



"Arturo Ferrarin"  
School Visit, 8  
February 2012







NIWIC members at "Le Robinie" Golf Club



NIWIC members at the Officers' Club

## NIWIC

The NRDC-ITA Wives' International Club (NIWIC) meets once or twice a month. The aim of our informal group is to promote international friendships. With the forthcoming deployment, NIWIC would like to ensure that as many of the NRDC-ITA wives know each other, thereby establishing an unofficial support network.

The NRDC has 15 contributing nations and the majority of the headquarters is Italian. It would be wonderful if more wives felt able to participate. Moreover, many of the

foreign wives would really like to learn more about their host country (Italian language, culture, food, wine, arts etc). At the moment one or two Italian wives spend a vast amount of their time assisting other NIWIC members (through informal Italian conversation mornings, coffee mornings etc.) and I am sure they would welcome further Italian support. It is free to join NIWIC and ladies do not need to speak English or Italian.

If any readers have recently moved to Solbiate Olona and would like further information on NIWIC for their families please contact your Senior National Representative or

email:

[communitycoordinator@ymail.com](mailto:communitycoordinator@ymail.com)

Due to the heavy snow and dangerous driving conditions we had to cancel the February coffee morning. However the NIWIC ladies did meet at the Robinie Golf Hotel in Solbiate Olona on Thursday 1<sup>st</sup> March and at the Officers Mess on Thursday 19 April.

Photograph by Fiona Beckett, Katerina Moula, Bertie & Alex Fuller, Eva Csanadine Nemeth, Vania Fazon, Tanja Majcen, Roswitha Stadler and Emilie Mouille (at Robinie Golf Hotel)

The NATO Rapid Deployable Corps – Italy (NRDC-ITA) **Swimming Club** advocates, facilitates, and embraces the art of swimming. It hones its members' swimming skills and promotes community integration and involvement.

The NRDC-ITA Swimming Club is a proactive, non-profit organization that is voluntarily ran by its members. It consists of over 300 participants, approximately 160 military and 70 family members and is the largest sports club in NRDC-ITA. Membership fees account for approximately 45% of the club's expenses while the NRDC-ITA Morale Welfare Associate (MWA) contributions pay the remainder.

This past year the NRDC-ITA Swimming Club hosted numerous swimming lessons for advanced, intermediate and beginners, organised free entry to several swimming pools, rescue courses, diving courses, Acquagym, toddler swimming courses and a swimming trainer course. It is



NRDC-ITA Swimming Club members

currently associated with six external locations throughout the area (Busto Arsizio, Cassano Magnago, Tradate, Novara, and Oleggio) and three swimming associations (Societa Nazionale Salvamento, Nilo, and Pianeta Acqua). Transportation is offered throughout the year to Busto Arsizio swimming pool. During 2012-2013, the NRDC-ITA Swimming Club will continue to

offer the previously mentioned events. Costs include the yearly membership fee of 15 euros and pool entrances (approximately 2.30 euros per entrance).

For more questions regarding the NRDC-ITA Swimming Club please contact Lt. Col. Salvatore Tagliata at 033-134-5431 or Lt. Col. Caldarola at 033-134-5397.



# The Reader's Corners: "The Operator" by Michael Hastings



Courtesy of [www.latimes.com](http://www.latimes.com)

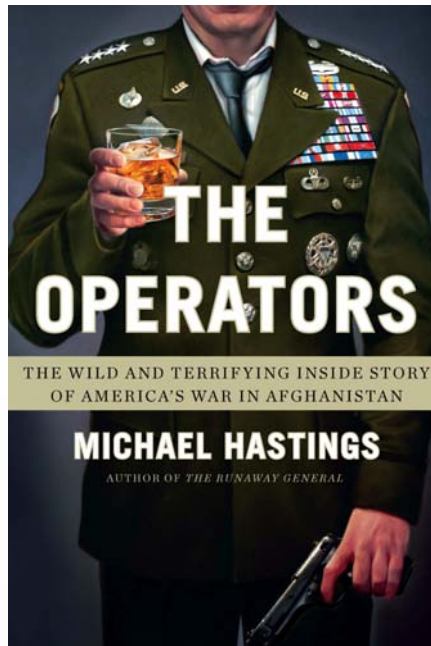
Michael Hastings' 'The Operators' provides a troubling, first-person narrative of the U.S. military's fight in Afghanistan.

Author Janet Malcolm once acidly wrote that any reporter who didn't agree that journalism was a "morally indefensible" act of betrayal was "too stupid or too full of himself" to notice what was going on.

Michael Hastings doesn't agree. He sees journalism, particularly when writing about media-greedy public figures, as being "like the seduction of a prostitute." In other words, publicity hounds who try to co-opt honest reporters get what they deserve.

That helps explain the mystery of why U.S. Army Gen. Stanley A. McChrystal, then the much-lauded commander of America's war in Afghanistan, gave Hastings nearly unfettered access for several weeks in early 2010. From the first night, McChrystal and his senior aides, the self-described "Team America," apparently were too arrogant or too reckless to care that Hastings had his tape recorder out as they trash-talked President Obama, Vice President Biden and others in the chain of command.

After Hastings' behind-the-façade account of drunken sprees and locker-room jibes appeared in Rolling Stone magazine that June, McChrystal was summoned to the White House and fired. Now Hastings has written "The Operators: The Wild and Terrifying Inside Story of America's War in Afghanistan," a troubling first-person narrative about that bizarre



episode in U.S. military history, as well as a trenchant analysis of the disaster in Afghanistan.

A generation of war reporters made their names in Vietnam by challenging inane Pentagon policies and propaganda. Hastings is no David Halberstam or Michael Herr, but he brings a fresh eye and a brutally authentic voice to America's decade-old misadventure in Afghanistan. In his view, Americans have squandered treasure and blood in what he calls the "Bermuda Triangle of

geopolitics," a place where outsiders disappear. A decade after 9/11, the U.S. has embraced a venal regime, the presence of U.S. troops is fueling the insurgency, and the war "has very little to do with protecting the United States from terrorists," he argues.

In the weird logic of the war, "we're there because we're there. And because we're there, we're there some more," he writes. Even worse, "The simple and terrifying reality, forbidden from discussion in America... [U.S. troops] were getting their asses kicked by illiterate peasants who made bombs out of manure and wood," presumably improvised roadside bombs made from chemical fertilizer.

Hastings' prose tends to hyperbole and profanity. He mocks or derides top diplomats, members of Congress, military commanders, White House officials and others with a biting mix of gossip, blind quotes and snarky asides. He aims some of his sharpest barbs at well-known journalists who, in his view, flatter and protect high-level sources to maintain access. (Some of this seems payback for media





attacks on Hastings' credibility after his Rolling Stone story appeared.)

But he has a point: Mc Chrystal was lionized in the media as a warrior poet, a snake-eating rebel, a super Special Ops mix of saint and ninja. Glossed over was his role in some of the worst military scandals of the George W. Bush era: detainee abuse and torture at prisons in Iraq, and the coverup of Army Ranger Pat Tillman's death by friendly fire.

For all that, Mc Chrystal comes off as a sympathetic if flawed figure. The Afghan war is like "raising a child," he tells Hastings. It's messy and you can't control the outcome. "You might want them to be a rock

the war. And he mostly stays in the protective bubble around Mc Chrystal, not with the soldiers and Marines doing the fighting and dying. When he goes to a combat outpost, he gets an angry earful. The troops he meets are frustrated by the rules of engagement. They hate the Afghans. And they think they're losing.

Hastings certainly thinks so. Even the killing of Osama bin Laden last May leaves him cold. The raid "revealed the biggest lie of the war, the 'safe haven' myth, Afghanistan's version of WMDs," he writes. Terrorist attacks or plots since 2001 have emerged not from Afghanistan, but from Yemen, Nigeria, Somalia, Pakistan, not to mention Connecticut and Texas. "The concept of waging an extremely

expensive and bloody counterinsurgency campaign to prevent safe havens never truly made sense."

Hastings shares so much extraneous detail that we learn he smokes Marlboro Reds and wears a Breitling Super Ocean watch. Breitling, by the way, calls it a Superocean. It's a minor error, but there are many more. Thailand and the Philippines are not "in Central Asia." Famed WWII correspondent Ernie Pyle was killed in 1945, not 1944. The 1991 Gulf War involved a massive invasion force, not "as few American troops on the ground as possible." The Pentagon budget is about \$700 billion this year, not \$600 billion. And drone missile strikes shot up under Obama, but they didn't double in his first year.

Part memoir, part polemic, "The Operators" is far from perfect. Those readers who believe the Afghan war is misguided and futile will enjoy it. Those who don't may find food for thought.

Drogin is Washington deputy bureau chief at the Los Angeles Times. He is the author of "Curveball: Spies, Lies and the Con Man Who Caused a War."



star, or a heavyweight wrestler or whatever, but at the end of the day, you have to provide the environment, and they have to be what's best for them."

Hastings has spent enough time covering combat to know he sees only a tiny fraction of







# NATO RAPID DEPLOYABLE CORPS - ITA



HQ - NRDC Staff

Solbiate Olona, 6 February 2012