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COVER PICTURE
by OR9 Francesco Civitelli



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Officers, Non-Commissioned Officers, Carabinieri, Aviators, Sailors, As Commander of Headquarters NATO Rapid Deployable Corps – ITA (NRDC-ITA), I want to share my thoughts and feelings and provide you with guidance on what our future commitments will require from us in terms of team effort, professionalism, and achievements. I am sure you all will share and support my vision on what the Alliance expects from us! As you well know, I have spent long months as Chief of Staff at Headquarters ISAF, and I have never stopped focusing on how I could better understand issues and matters concerning my personnel and their daily life back at NRDC-ITA. This guidance has the ultimate aim of conveying how important team work is and how your commitment to improving the effectiveness and efficiency of NRDC-ITA will make us even better. I am sure that you all will embrace my thoughts, my concerns, and my advice and let them reflect in your personal commitment to draw some very important and basic principles in whatever you do. Additionally, this will allow us all – in my opinion – to define every role and responsibility in a very flexible way, addressing all matters concerning the Corps' current and future activities, and challenges. Let me once again emphasize the crucial role everyone of you plays in developing NRDC-ITA as a Joint Task Force Headquarters, Land Component Command Headquarters, and Corps Headquarters. My expectations heavily rely on the need to make sure that we all are doing our level best to achieve our common goals. What we are doing is a very important step and I expect that all Contributing Nations embrace our challenging goals. I also expect that national representatives share their good ideas as we must use our diversity to strengthen our organization. NRDC-ITA is established

on comprehensive and proven foundations including well-resourced training, an expeditionary attitude, and readiness. Readiness and celerity are those abilities we need to preserve, along with our affiliated units, and we must work hard to retain those skills which enable us to rapidly deploy wherever the Alliance needs our prompt support. NRDC-ITA, as part of its transformation process into a Joint Task Force Headquarters, is now approaching the main exercises representing the milestone of its enduring development. I want you all to make sure that NRDC-ITA perfectly integrates into the new HQ Core procedures and processes. My final goal is to see Headquarters NRDC-ITA recognized as the premier force amongst the High Readiness Forces, a Headquarters

where promptness is central to everything we do and drives our training, manning, and equipment readiness. I want our Headquarters to be always ready to support both collective defense Alliance wide and crisis response operations wherever they might occur. I want our Headquarters to be relevant to NATO, to its Contributing Nations, and to the Framework Nation.

Please, consider my address as a starting point for our common future endeavors!

Whishing you... All the best! »

« Lieutenant General Giorgio Battisti,
Italian Army »

Commander NRDC-ITA



Deputy Commander NRDC-ITA

It was with excitement and anticipation that I arrived in the Headquarters in July, having just finished what was a fascinating 2 years as General Officer Commanding London District, a period that included responsibility for the ceremonial aspects of the Queen's Diamond Jubilee and command of the British Army's contribution to the 2012 Olympic Games in London. I have now assumed Deputy Command of a Corps both proven and reliable in a multinational environment, characterised by professionalism and expertise, and I am looking forward to it hugely.

I know that you would want me to take this opportunity to thank my predecessor, Major General Tom Beckett, and his wife Fiona, for the superb contribution and commitment that they made to the NATO Rapid Deployable Corps-Italy. General Tom is currently on the last lap of a 12 month tour as Chief of Staff at ISAF Joint Command in Kabul, and I know that he will have enjoyed the opportunity to renew acquaintances with our staff members who deployed to Afghanistan this year.

NATO is changing rapidly, and this Headquarters has embraced a role in the latest transformation process. The Lisbon Summit, in October 2010, announced a new Strategic Concept that placed greater reliance on the need to provide deployable Joint Command and Control

capabilities. For us, this means a restructuring that is already well under way and which will see us provide a stand-by Joint Headquarters for 12 months between July 2015 and June 2016, in addition to our existing tasks. You will find in this magazine reports of some of the work that has already taken place, as well as discussion of a 'roadmap' that will take us to July 2015. With the talent that we have in NRDC-ITA, I am confident that we will succeed in this new challenge, and enjoy it as we do so.

Finally, I would like to extend a warm welcome to the new arrivals and their fami-

lies who have joined us over the summer. My wife Lexi and I look forward to getting to know you and taking part in this great community of nations. The Autumn/Christmas period promises to be full of opportunities and highlights and I urge you to embrace them all and make the most of your participation in one of the premiere rapid deployable corps within NATO and, of course being stationed in this wonderful part of Italy. »

« *Major General Sir George Norton,
British Army* »



Joint is coming soon!

NRDC-Italy on its way to becoming a Joint Headquarters

by LTC (GS) (DEU A) *Michael Reinkunz* and MAJ (ITA A) *Dario Paduano*

Photo by: PAO NRDC - ITA

Introduction

"Continuing to evolve our structure and procedures - striving for a more cost-effective organization that is adaptable, deployable and ready to successfully conduct operations across the full military spectrum; in light of the NATO JC2C(D) / JLSG HQ Concept".

With these words our Commander describes his first priority for the next two years within the new Commander's vision. The few lines give a strong and self-assured response to the current challenges NATO is facing and in particular the changes in the NATO Command Structure (NCS). This implies a stronger engagement of the NATO Force Structure (NFS). NRDC-ITA will - in addition to the existing tasks as Corps Headquarters (HQ) and Land Component Command (LCC) - acquire a Joint Command and Control Capability - Deployable (JC2C(D)) in order to provide a stand-by Joint

Headquarters for Smaller Joint Operations (SJO) for 12 months between July 2015 and June 2016. To accomplish this task our HQ is moving from the Tactical level to the Theatre-Operational level by providing a Joint Task Force (JTF) HQ. In the build up to this commitment the Headquarters needs to restructure and train to be at Initial Operational Capability (IOC) by June 2014 and Full Operational Capability (FOC) by the end of 2014.

This article provides an overview about NRDC-ITA's approach to this ambitious aim.

Background

At the Lisbon Summit, in October 2010, the NATO Heads of State and Government announced a new Strategic Concept. Central to the concept was a reform of the NCS which, consequently, placed greater reliance on the NFS to provide deployable Joint Command and Control Capabilities required to meet the Alliance's Level of Ambition. Military Committee (MC) promulgated the policy required to develop the NFS

changes needed to meet the LoA.

Based upon the new Strategic Concept and MC policy, the NFS is now asked to provide deployable joint command and control capabilities alongside the capabilities within the NCS. Furthermore, the NFS must be able to initially provide deployable Joint HQs (JHQs) for command and control at the commencement of up to four Smaller Joint Operations - Land heavy (SJO(L)), as well as the means to sustain all deployed headquarters. The generation of follow-on Joint HQs for Major Joint Operations (MJO) is assumed to be a secondary step that will require additional augmentation, supported by NATO force generation and training. However, it is considered that a HQ already prepared and trained to meet the demands of an SJO(L) could be used as the "seed" for this secondary process. The detail and nature of this process will depend on the nature of the MJO and the headquarters offered to follow-on the NCS JTF HQ.

Primary responsibility for the coverage

¹ The Alliance Level of Ambition (LoA) established in the Political Guidance is represented as the forces and capabilities, including non-military capabilities, required to cope with two Major Joint Operations (MJO) and six Smaller Joint Operations (SJO) concurrently, outside the area of responsibility. This pool of military forces and capabilities will itself provide the Alliance with the flexibility to mount a joint operation larger than an MJO (MJO+).

² "Smaller Joint Operations - Land Heavy" are operations, up to division size, with a land focus while the involvement of other services and agencies may vary significantly.

of the full spectrum of possible NFS JHQs missions lies with the nations offering the JC2C(D). While the primary candidates for the role of NFS JHQs are the Graduated Readiness Forces Land (GRF(L)) community, this is seen as additional to their existing requirements to provide Corps HQ and the LCC. Consequently, an NFS JHQ is not necessarily permanently established, noting that it may be required to be scalable and capable of expanding to undertake operations up MJO in size. However, to conduct a SJO(L) will be the most probable task for the GRF(L) community. Although there are different models on how to conduct an SJO(L) which is driven by framework nations policy, availability of HQs, environment and scale of operation, in all cases the Commander JTF HQ will own the Joint Effects and will be the Joint Force Commander or Joint Theatre Commander.

In 2011 Italy as the framework nation offered NRDC-ITA as a JHQ for SJO(L) that, with additional augmentation and training, is also able to generate the follow-on JHQ to replace an NCS JTF HQ in command of a MJO. SHAPE accepted this application in 2012 and committed our HQ on the Long Term Rotation Plan (LTRP) roster with the impact to provide a stand-by JHQ for a period of 1 year beginning in July 2015.

NRDC-ITA Approach

The offer of Italy to provide a JHQ for NATO was the starting point for NRDC-ITA to make the "JC2C(D) Project" happen. A JTF HQ Working Group (WG) with representatives from all HQ branches was established with the aim of initiating and steering the

process until the end of 2014.

Due to the absence of explicit direction and guidance from our higher HQs, at the very beginning the challenge for the JTF HQ WG was to develop an action plan which was in line with the upcoming "joint" requirements. Furthermore, given the fact that JHQs provided by NFS are without precedent NRDC-ITA could not rely on or refer to lessons learned or any expertise within the GRF(L) community.

But these factors were recognized also as a chance by the WG to develop in close cooperation with the ITA Defence General Staff its own approach. During the mission analysis it became clear that NRDC-ITA has to generate a fully operationally capable Joint HQ, including the Joint Logistic Support Groups (JLSG) Headquarters Core Staff Element with a possible mission range from a low intensity

brigade size operation to a high intensity division size operation. Additionally, the HQ must have the capability of being the JHQ and the LCC simultaneously. Although the operation will always be Land heavy, the focus and intensity of supporting elements (Air Component, Maritime Component, Special Operations Force (SOF) and Logistics) may vary significantly and will be provided following a force generation process. It is important to highlight that NRDC-ITA will not permanently establish a JHQ. JC2C(D) and the generation of a JHQ have to be seen as complementary and in addition to the already existing capability requirements (LCC and Corps).

Initial Study

On this basis an initial study was conducted between November 2011 and March 2012. The overall aim of this study was (1) to identify the joint functions required to be performed by a

ARCHIEVEMENTS on MANNING	
16 NEW OF's POSITIONS	
NAVY: 4 x position to include:	1 x J2 OPS 1 x J3 OPS 1 x J5 PLANS 1 x J6 PLANS
AIR: 8 x position to include:	3 x J2 OPS 1 x J2 PLANS 1 x J3 OPS 1 x J7 1 x J6 PLANS DEPUTY DCOS OPS AIR
CIV: 4 x position to include:	3 x J2 ANALYST 1 x WEBMASTER

Figure 1: JC2C(D) Staff Reorganization

³ The respective Commander will act as Joint Force Commander if the Operation is commanded directly from SHAPE or he will be the Joint Theatre Commander if a NCS HQ is nominated as an intermediate headquarters.

JHQ, (2) to compare these functions with the capabilities already present within the current NRDC-ITA organization and (3) in conjunction with the ITA Defence General Staff to make recommendations on how to structure and man (Peacetime establishment (PE) and Crisis Establishment (CE)) the HQ so that it can effectively command and control Land-heavy SJOs. Following considerations determined the study work:

- Whenever possible existing manpower must be used to populate the future JHQ.
- Careful analysis of existing Core Processes (Plan-Refine-Execute-Assess) taking into account the Joint and Operational aspects would ensure that additional Joint posts are identified and appropriately placed.
- Where possible, any additional posts should form part of the Crisis Establishment.

The final result identified 16 additional Joint PE officer posts and 13 existing Army officer positions to be changed to other services. Additionally, a further 55 additional CE posts were identified. For the PE augmentation see Figure 1. It was necessary to start this process in order to be able to offer the new posts to Troop Contributing Nations; to deliver a JTF HQ by June 2015 the majority of posts must be filled by January 2014. Therefore, nations had to be in a position to bid for these posts during the November 2012 Plenary.

Roadmap & Campaign Plan

In the meantime, the JTF HQ WG complemented the Roadmap and developed a Campaign Plan to deliver the project.



Along the Roadmap there are different phases with different points of efforts. 2013 focuses on the conceptual, structural, and procedural prerequisites for JC2C(D). Taking into account that currently nearly 50% of the staff are deployed to Afghanistan working on the operational level at ISAF Joint Command (IJC) in Kabul and the fact that ISAF is still the point of reference for doctrinal and conceptual issues within organizations at both the national and NATO level, the intimate knowledge and experiences of these soldiers will also contribute to the development of the NRDC-ITA concept. In accordance with the conceptual framework a suitable set of Standard Operating Procedures/Standard Operating Instructions (SOP/SOI) has to be developed which will be tested and if necessary adjusted in 2014 – the “training year”. Finally, the main focus of the first semester of 2015 is successfully completing a

NATO certification of our Joint capabilities before the stand-by phase as a JHQ begins in July 2015.

Derived from this general roadmap it was necessary to develop a detailed Campaign Plan. NRDC-ITA is moving from the Tactical level to the Theatre-Operational level and as a result, multiple areas/functions of the HQ will have to be re-looked or enhanced. In addition, some new capabilities will have to be created to meet the ever changing threats in today's environment. It is imperative that staff members conduct a detailed analysis of their particular area of responsibility; identifying possible knowledge shortfalls and seeking educational opportunities or identifying available courses to fill these gaps - ensuring we can meet our future challenges. If the expertise to transform the HQ was not available, then the staff were encouraged to reach out to external agencies.



the JHQ in barracks (until 2016) started last year. Moreover, the training requirements for individuals (i.e. Joint courses) and seminars, workshops and exercises for the whole HQ had to be identified and the main joint capability areas we want to be evaluated against during the NATO certification in 2015 had to be determined. Consequently, pivotal to the success of the whole project that a joint mindset will be created with both the "plug-in" of Air, Maritime and Civilian expertise in the Peace Establishment (PE) and with specific joint training/courses, supported by NCS and allied countries.

But becoming a JHQ does not only mean embedding personnel of other services in the existing HQ. The staff must be prepared to conduct comprehensive and operational campaign planning and provide the commander with comprehensive situational awareness in order to identify and employ the most effective instrument to achieve the desired effects. The Joint level has to deal with topics such

As a consequence eight Lines of Development (LoD) of different areas of interest were identified with a deep involvement of nearly all branches of the HQ. Around the "Objectives" IOC and FOC a series of "Decisive Points/Decisive Conditions" have to be accomplished to reach the "End

State" of JC2C(D).

In addition to manning the procurement process for new effective Communications and Information Systems (CIS) and Command Post equipment to achieve Joint interoperability standards and the infrastructure project "HQ enlargement" to enable



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as Comprehensive Approach (CA) as interaction with non-military partners or Knowledge Development (KD) which is more than traditional military intelligence. Army officers have to learn how to synchronize Air requirements within a JTF HQ or how to interact with maritime task organisations. In order to find the right answers to this new quality of challenges and to develop our own subject matter expertise HQ NRDC-ITA conducted three studies on CA, KD and Air Operations over the last four months. Considerations concerning other issues like Strategic Communications or Cyber Defence are taken into account and could lead to other studies.

Way ahead

The results of the studies will now be embedded in an additional study which delivers the final operational structure by the end of June 2013. This structure will be developed using a "double deck" approach. The CE will allow the deployment of a "pure"

Joint HQ (theatre operational level) but with the capability of concurrently deploying an LCC (high tactical level). By avoiding, wherever possible, redundancy of expertise between the two levels this approach will allow the required flexibility to propose an efficient C2 structure tailored to the mission.

For service support the logistic C2 structure may, where required, employ two separate entities: (1) the JTF HQ functional staff (Logistics, Medical, Engineers, etc.) - mainly responsible for operational level planning and assessment, staff advice, prioritisation and synchronisation of functional support and (2) the JLSG HQ, responsible to the operational commander for coordinating and executing theatre level multinational logistic support. The JLSG HQ Core Staff Element (CSE) - based on the NRDC-ITA Rear Support Command (RSC) - has already been offered to NATO by the Framework Nation for support of an MJO, and accepted. This option with

the two entities is in line with the existing NATO JLSG HQ Concept but covers only MJO. However, the JTF HQ logistic C2 may also take the form of a single logistic C2 entity, using personnel from both the JTF HQ functional staff branches and the JLSG HQ, if required. This is the most likely option for operations of lower intensity and scale. The NRDC-ITA logistic staff are now developing and implementing a consistent and effective concept which reflects the two deployment options. This logistic concept will be included in the NRDC-ITA JTF HQ concept by Sept. 2013.

Once the concepts and structures are approved the complete set of SOP and SOI has to be developed and must be finalized by February 2014 before the joint training with the integrated additional personnel starts. In this phase it will be helpful to share experience and best practice with other GRF(L) HQs pursuing similar joint ambitions. Staff visits, exchange of personnel during exercises or other



cross functional activities are good opportunities to learn from each other and to create a synergy of effects.

Conclusion

From the Roadmap and the Campaign Plan we can ascertain that the HQ is on track, but there is still a long way to go to reach our ambitious aim. The desired end state of the JHQ project is a well trained and fully equipped HQ, evaluated, certified and at readiness to conduct operations across the full spectrum of operations. This requires, above all, a fundamental change in the "old" army mindset. All NRDC-ITA personnel have to understand that joint operations require an attitude of mind and a culture in which servicemen and women, at all levels, are encouraged to develop a sense of interdependence, mutual respect and trust. This is enhanced through the increased knowledge and appreciation of each service's capabilities, requirements and sensitivities. In a few months we will incorporate Air and Maritime core elements as well as civilian personnel. All of them will provide us with their specific capabilities and knowledge and therefore it is paramount to successfully integrate them into the JC2C(D) framework before the joint training starts. All staff members currently deployed



in ISAF will also deliver an important contribution to a change in our attitude; we should mindfully listen to them.

Nevertheless, with all the enthusiasm for this new task we must not forget our normal business. A considerable amount of resources are going to be invested in order to acquire JC2C(D) and enable NRDC-ITA to be ready to deploy as a JHQ for SJO(L). However, the development of the new structure and the overall HQ organization must take into consideration that whilst the HQ is committed in the LTRP as a JHQ from July 2015 to June 2016 it is also to provide an LCC to the NRF in 2018. Therefore, and this is the biggest challenge of the entire project, it is para-

mount to be able to adopt a new structure, a new HQ organization and procedures that have the flexibility to act on different levels and to switch within a short time between JHQ, LCC and Corps HQ.

By assuming higher responsibility on behalf of the NCS NRDC-ITA is one of the first GRF(L) HQs to embrace the future requirements of NATO. A JC2C(D) capable HQ will not only be the model for other NFS HQs to emulate, it will also become a key NATO asset and a centre of reference for doctrine, training and procedures for the Italian Army.

For further information see the JC2C website. ►►

JTF HQ Transformation - Logistic Support Concept



by Lieutenant Colonel GBR (A) *Adrian Parker*, J4 Ops »

Photo provided by the Author

Logistic Principles for Joint Operations

Logistics has always been an essential element of any military operation and more often than not it has a direct bearing on its success or failure. To stay current, logisticians have had to adapt to the changing environment and the shift away from linear logistics to supporting asymmetric operations. This is characterised by expeditionary operations, often with long lines of communication, sometimes crossing national boundaries and invariably operating in an environment with limited host nation support.

The logistics mindset has also changed over the years. This is reflected in a number of documents and is summarised in the overarching principle of collective responsibility for logistic support for NATO's multinational operations (MC 319/2

refers). "This collective responsibility encourages nations and NATO to cooperatively share the provision and use of logistic capabilities and resources to support the force effectively and efficiently". Optimising logistic assets has always been important but as resources become scarcer greater emphasis is being placed on increasing the efficiency of logistic processes, outsourcing to civilian companies and sharing national capabilities with others.

Joint Task Force HQ

In preparation for its role as a Joint Task Force (JTF) HQ from 1 Jul 2015 to 30 Jun 2016, HQ NRDC ITA has issued a JTF HQ Conceptual Framework¹ and in line with that document the J4 branch has drafted a logistic support concept, which at the time of writing is being staffed within the headquarters. This article summarises the JTF HQ Logistic Support Concept.

Roles and Responsibilities

Operational level logistics focuses on establishing and maintaining in-theatre Line of Communications (LoC) and sustaining a force in theatre. It encompasses force Reception, Staging and Onward Movement (RSOM) of units and personnel, support base development and force level supply, maintenance, movement and transportation services and medical support. Engineering support at this level includes security engineering aspects of force protection and infrastructure. The JTF HQ will be responsible for initiating and maintaining bi-lateral or multi-lateral agreements that could include the Technical Agreement, Status of Forces Agreement and Memorandum of Understanding – all of which will have a logistic element.

The interface between the (joint) operational and tactical is not always clearly defined. It is normally the scale and nature of an operation which determines the boundary between opera-



tional and tactical joint logistics. The role of the operational logistic staff, represented by the JTF HQ Support Division, is to plan, identify the likely (logistic) constraints to the JTF Commander's concept of operations and issue direction to (logistically) support the mission and maximise freedom of action. The Joint Logistic Support Group (JLSG) HQ coordinates and executes these plans at the operational level.

The JTF HQ Support Division is responsible for operational level assessments, staff advice, risk analysis, planning, prioritisation and synchronisation of functional support and provide, on behalf of COM JTF, functional direction and guidance to subordinate units/formations. Furthermore, it provides COM JTF with all relevant information and recommendations regarding the logistic aspects of the operation, thus allowing him to task COM JLSG. The Support Division encompasses the full range of support activities and in addition to the normal functional elements of J1, J6, J8, J Eng, and J Med, includes Support Ops and Support Plans. Support Ops and Plans are predominantly drawn from the JTF HQ J4 branch and reflect the processes required to Plan, Refine and Implement logistic support.

Support Ops is further divided into the Fusion Cell, Coord Cell and Enabling Cell. The Fusion Cell provides the immediate focus for all operational level support activities and is closely aligned to J3. The Coord Cell develops, integrates and synchronises the



overall effort of Spt Div and is aligned with J3/5. The Enabling Cell is formed if the JLSG HQ is not deployed and comprises of personnel from the JLSG HQ Core Staff Element and J4 personnel. It is responsible for the coordination of RSOM and theatre level movement control and transportation.

Support Plans is responsible for comprehensive "support" planning and consists of a planning Core Support Element (predominantly from J4) but reinforced with Subject Matter Experts from other Support Division branches. It is closely aligned with J5.

Logistic Planning

In determining the type and level of logistic support required for an operation, the "Four Ds" is a good place to start and although not formally recognised by NATO it is logical to consider these factors in the planning phase and to revisit them at every stage of the operation. They can be defined as follows:

Destination. Destination encompasses the overall environment in which the operation is taking place. It typically

includes the geographical region, climate, culture, logistic infrastructure and host nation capabilities.

Distance. Distance is the length of the LoC and also the distance between locations that require to be supported.

Demand. Demand is the size of the force that needs supporting and the type and level of activity it is engaged in.

Duration. Duration is the expected length of time each phase of the operation is likely to take. It will determine the volume of material required and concentration of supplies.

Logistic Parameters

Using these logistic planning factors, 2 scenarios of a potential deployment are outlined. The first scenario is logistically easier to support and is referred to as the "easy option" whilst the second scenario is the "hard option". Both scenarios consider how logistics is conducted in theatre, including the C2 arrangements and specifically the employment, or otherwise, of the JLSG HQ.

SJO Easy Option. The Area of Operation (AOO) is relatively small, 200km x 200km and the delivery of supplies takes 1 or 2 days. The main



logistic nodes are grouped together in the Theatre Log Base (TLB) and include the APOD where the Air Component Command (ACC) HQ is co-located, together with the JTF HQ, NATO Support Agency (NSPA) and one or two Troop Contributing Nations National Support Elements and Host Nation Support elements. Moving inland the 3 brigade HQs are from the same division and use their own integral logistics at 2nd line. The Divisional Support Group, co-located with the LCC HQ will pull supplies from the TLB, thus negating the need for 3rd line support. In this scenario it is a humanitarian aid mission, with a clearly defined end state and the duration is for a finite period. The environment is permissive, the local infrastructure is good, which both help to reduce the logistic burden. Given the above factors a separate JLSG HQ is not required and instead the JTF HQ Support Div is reinforced by personnel

from the Corps Staff Element of the JLSG HQ to form a single logistic C2 entity in the JTF HQ, as depicted in the slide below.

SJO Hard Option. In this scenario the size of the AOO is smaller². However, the level of host nation infrastructure, geography and non-permissive threat levels do not permit the centralisation of logistic stakeholders with a single logistic area, resulting in dispersed units and HQs. The JTF HQ and ACC are separated from the TLB with the SPOD further away. Each base requires life support and because they are dispersed, places greater demands on the logistic system. Each brigade is from a different nation and is unfamiliar with the LCC HQ, resulting in potential difficulties with procedures and logistic complexity. With a Peace Support Mission the end state is less easily defined and so too the length of time the force is in theatre,

thereby creating the temptation to in-load more than is necessary on the “just-in-case” principle. Not being a permissive environment places a greater strain on logistics with additional troops required for force protection and the risk of the supply chain being interrupted, necessitating the requirement for built-in redundancy stock levels. Given all of the above factors, there is a requirement for a separate JLSG HQ responsible for conducting the execution of third line logistics, as depicted in the slide below.

Conclusion

The JTF HQ Logistic Support Concept will be implemented as part of the JTF transformation process and will be tested and evaluated during a series of training exercises. As with all new concepts, it will be reviewed and amended as required. ▀▀



² Alternatively the AOO may be in a different country that is landlocked such as Afghanistan, resulting in longer LoC from the SPOD eg Karachi in Pakistan, requiring a stand-alone logistic executing HQs to manage convoy support centres and coordinate onward movement of logistics.

Kabul, November the 4th, 2013.

“National Unity and Armed Forces Day”.

« Lieutenant General *Giorgio Battisti*, Italian Army »

Photo by: CPL ITA (A) *Veronica D'Alena*



Each country identifies some of the most significant dates outlining the salient phases of its history.

For Italy this date is the 4th of November.

Ninety-two years ago, on November the 4th, 1918, on the Italian front, after more than three years of bitter struggle, World War ONE came to an end. Italy, unitary state only since 1861, at a crucial time in its history, knew how to show its capacity to become a nation, to make a momentous contribution to the ultimate victory of the Great War and to gain a leading role in the triple Entente before, and on the international scene after.

But the victory was not painless. The Italian troops fought tenaciously for 41 infinite months against a fearless adversary on a front of about 650 kilometers, mainly mountainous, with peaks of more than 3000 meters and characterized by harsh climatic conditions, where minimum temperatures could reach minus 30 degrees Celsius.

The Great War represents a historical moment in which the Italian Armed Forces were massively engaged on a large scale, fighting alongside the Allies, even on the French, Balkan and Palestine fronts.

For the whole country, the evocative dimension of the “4th of November” embodies the ideal of cohesion. It tells

of a collective impetus the young Italian nation had never accomplished before and by which its national identity had significantly increased.

Today's celebration should not only be time to remember the historical events related to the implementation of National Unity. Today, after nearly 100 years, the “4th of November” has an even more meaningful connotation. Nations with different languages, different cultures and traditions, once opposed, have cooperated shoulder to shoulder (Shohna Ba Shohna) for years now, fighting international terrorism with strength and determination, so ensuring the essential values of democracy and freedom and the lasting stability of Afghanistan. »



everywhere rapidly

The Angels of Kabul

« by Lieutenant Colonel ITA (A) *Stefano Sbaccanti* »

Photo by Autor

Sister Fortunata from Rwanda, Sister Mary Bette from the Philippines, Sister Alberta from Bangladesh, Sister Suzel from India and Sister Judy Clarisse from Kenya. These are the names of the nuns of Mother Teresa of Calcutta who have been working in Kabul since 2004 to support sub-normal children and about 280 families in extreme poverty. The total number of people benefiting from their help reaches about 1800 persons.

Local citizens in Kabul call them the "nuge" meaning "the angels of heaven" that look after the abandoned, the least important, the poorest. With their constant and humble work the sisters have become an integral part of the local population.

We arrive at their location early in the morning, the temperature is close to zero but the sun is promising. Their place is in the center of Kabul, in a block along a semi-paved road, with stalls full of things on both sides. Sister Fortunata greets us at the door with a beautiful smile, she invites us to enter and introduces us to the sisters.

It's a two-story house with very small

rooms. Some quarters are cold because the nuns heat them only when needed, to save gas. Near the entrance there is a slightly larger room where the sisters gather the children to tell them about our visit. There are some toys and pillows on the ground to create make the environment a little more comfortable.

"These are our children," said Fortunata. "We do not know who their families are. They were found on the streets and brought to us." She is referring to 8 children with a history of

abuses and violence in their young lives. With an IQ below 50 they are completely dependent on the loving care of Sister Fortunata and the others.

As if taking care of the kids was not enough, every 15 days the sisters pay a visit to some local families, bringing a food pack consisting of rice, flour,





sugar, beans, tea and oil for each. If the family has more than 5 members the amount doubles.

We continue our visit upstairs. There's a sleeping area, a small kitchen and a room-warehouse where the nuns are storing the materials they receive and eventually distribute to those in need. The beds are made of wood and some have additional protection to prevent children from falling off or getting hurt. It is not easy to get new bedding and many have been modified to accommodate the growth of children. "We can do what we do thanks to the generosity of public and private institutions and to the funds that we receive from the Order of Mother Teresa in Rome," said Fortunata. In the storage-

room there are a few boxes of used clothes, paper towels, slippers, shoes and little else. "We need whatever people can give us," says sister Fortunata, "clothes, diapers, cleaning supplies and for personal hygiene, food and, of course, money. Nothing is

superfluous and everything is important to bring some relief to those in need."

Even the Italian soldiers that have spent their tour of duty in Kabul have become aware of the importance of these "women of God", and contingent after contingent have donated something to the Angels of Kabul. The soldiers know that through the nuns they can help the most suffering part of the Afghan population.

The clock shows we have been visiting for half-hour. We do not want to intrude further and head towards the stairs to exit. When we reach the ground floor some of the children who have grown accustomed to our presence wave us good-bye with their hands. Before exiting their premises we noted that outside there is a swing, the only available entertainment.

Sister Fortunata and the others thank us for visiting and invite us to come back soon. We leave with watery eyes and feel a little richer inside. ▀▀





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Exercise CAPABLE LOGISTICIAN 2013

the exercise CAPABLE LOGISTICIAN 2013 took place in the military training area of Lest, in the airbase of Sliac and in the Training and Kynology Centre of the Military Police in Hronsek-Vlkanova in Slovakia from 8 to 26 June 2013.

It was a Logistic Standardization and Interoperability Field Training Exercise. The Multinational Logistics Coordination Centre based in Prague, Czech Republic, planned and organized that exercise in coordination with the Host Nation, Slovakia.

This was a very important logistics exercise that involved 35 countries among members and partners of NATO. Around 1,800 people and 600 different kinds of equipment were involved during the exercise. The aim of the exercise was to test and to develop collective logistic solutions and to assess the interoperability of equipment, systems and procedures.

The scenario designed for the exercise was the deployment of NATO-led forces in the fictitious country of Fairyland. The reason of the deployment was due to the harsh conflict between Westalia and Eastalia that provoked a huge migration of refugees and internal displaced persons resulting in a humanitarian emergency.

The scenario consisted of two parts: one part as Crisis Response Operation – Peacekeeping operation under Chapter VI of the UN Charter facilitating the implementation of the peace agreement and another part as a Humanitarian assistance scenario resulting from a variety of natural disasters affecting the region.



sters affecting the region.

The following Functional Areas were tested during the exercise:

- Ammunition;
- Asset tracking;
- Electric power production;
- Fuel;
- Helicopter operations;
- Infrastructure engineering for lo-

gistics;

- Joint Logistics Support Group (JLSG);
- LOGFAS;
- Logistics services;
- Maintenance and recovery;
- Material handling;
- Movement control;
- Movement and transportation;
- Operations Logistic Chain Management;
- Reception, Staging, Onward Movement;
- Smart energy;
- Water.

NRDC-ITA participated in this important exercise with eight people, seven Staff Officers and one NCO, six belonging to the Joint Rear Support Command (JRSC) and two to the Combat Service Support Division. They were employed in key positions, such as COM JLSG HQ and Chiefs of sections, providing very qualified and critical support for the entire exercise.

At the beginning 2013, Joint Force Command Brunssum (JFCBS) asked



Contributing Nations and NATO Force Structures to provide personnel to fulfil the JLSG HQ manning for the NATO Reaction Force (NRF) 2014 because there were insufficient personnel to do it.

Well, it was at that time that the idea to be part of this important evolution inside NATO drew our attention. The RSC of NRDC-ITA took the chance to propose itself to become the Core Staff Element of the JLSG for NRF 14. From that moment it started a strong collaboration with JFCBS.

We had the first e-mail exchanges, the first meetings in Brunssum and in Solbiate Olona. NRDC-ITA took responsibility of the Core Staff Element

of JLSG HQ for NATO Reaction Force (NRF) 2014 in support of the JFCBS. Due to the importance of the issues, the Italian Defence General Staff (IDFGS) widely supported our participation.

All the JRSC personnel are involved in "catch up" with training, conferences and exercises that are necessary to be ready to perform as a functioning JLSG HQ. In recent years NATO developed the JLSG concept to improve for NATO Commanders the capability of planning, synchronizing and coordinating the deployment of a force and logistic support to operations. The JLSG concept was tested during the Exercise CAPABLE LOGISTICIAN 2013.

The JLSG had a total manning of 1611 people, formed by 717 people from attached assets, 785 people as part of the Multinational Integrated Logistic Units (MILU), and 109 people as JLSG HQ. Significant was the possibility, for the first time, to evaluate the reality of interoperability and command and control among JLSG, sub-units as MILU and higher Command levels.

It was the first time that personnel of the JLSG participated in such a large exercise, with the effectiveness of the staff work gradually improving as team cohesion grew. Some weaknesses were noticed as well. For example, adjustments should be made regarding the planning process and consequently there is a need to produce new SOPs. Improvements are required in the use of LOGFAS. Not all units and agencies implemented the LOGFAS and this led to some adjustments that caused delays in information management.

Despite some other weaknesses due to the complexity of the exercise, the large number of Nations and HQs participating and the lack of definitive doctrine, we can state that this exercise was a real success. The lessons learned during this period will lead to several improvements and adjustments that will give the JLSG Commander and his staff better tools to carryout their role. NRDC-ITA agreed to participate in Exercise CAPABLE LOGISTICIAN due to the fact that it represented a unique opportunity to train and prepare the JRSC to afford the transformation of our HQ in a Joint Task Force Command. ►►



Knowledge Development - A New Capability Dimension Within NATO

« by Lieutenant Colonel ITA (A) *Antonio Romano* »

Photo by: CPL ITA (A) *Marina Dore*

Starting from the month of September, 3 civilian Subject Matter Experts on economic, social and political matters will be joining NRDC-ITA staff. Such assignment follows a new paradigm within NATO which is a consequence of the latest Strategic Concept of the Alliance, announced by the NATO Heads of State and Government during the Lisbon Summit, in November 2010.

On such occasion NATO officially recognized that the military alone cannot resolve a crisis or a conflict and at the Lisbon Summit was decided that *"The Alliance will engage actively with other international actors before, dur-*

*ing and after crises to encourage collaborative analysis, planning and conduct of activities on the ground, in order to maximize coherence and effectiveness of the overall international effort."*¹ As such, the military is only one of the many different dimensions of an overall international effort in any kind of operation. The military component has to be considered as complementary to other non military dimensions such as the political, economic, social and so on, whose relevance will vary according to the specific situation in Theatre. The interaction between these dimensions has to be regulated by the so called "Comprehensive Approach" which needs to

characterize all the functions performed by the military at any level and especially at the operational one and above.

In the light of such new operative environment and of the concurrent revision of NATO Force Structure, NRDC-ITA (and likewise all the other NATO equivalent HQs) is in the process of acquiring the capabilities necessary to assume the lead of a Small Joint Operation, meaning to be able to perform the "Operational" level of command & control. Consequently, the acquisition of a "comprehensive" mentality becomes of paramount importance.

One of the means through which the

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¹ NATO's Strategic Concept – Lisbon, Nov 10

“Comprehensive Approach” will be implemented is the integration of the above-mentioned civilian Subject Matter Experts (SMEs) within the Headquarters. The SMEs will enable the HQ to look at an operational environment not only through our conventional military lenses but to have in house a non-military perspective that will allow us to better meet the complex nature of contemporary security challenges and to better understand all the shades of the operational environment itself.

This is all the way more important considering the predominant nature of most recent Theatres, which proved to be Asymmetric and low-intensity; in such Theatres, the establishment of a sufficient degree of stability is often the most critical success factor.

The new Knowledge Development concept

These civilian SMEs are encompassed in a totally new functionality, only recently introduced in NATO, which will be tested for the first time within NRDC-ITA as of September 2013: such functionality is the so called Knowledge Development (KD).

After a first reading of the available NATO documentation on Knowledge Development, it appears clear that a precise and consolidated doctrinal body to refer to is far from having being established.

The easiest way to approach KD is to avoid looking at it as a totally new “beast” or as something radically different from the organization and procedures already existing within NATO. Actually, the KD concept is actually not a revolution but more of an evolution of the thinking and a rationalization of processes already existing within

NATO, with a few elements and functions added and/or renamed for consistency.

Under this view, KD does not intend to replace existing processes/techniques already carried out by the traditional staff elements, but its goal is to complement them, by providing an added value to the existing processes in order to enable the Commanders at all levels to acquire a truly comprehensive understanding of the operational environment, so far approached only in strictly military terms.

Knowledge Development definition

While an agreed definition of KD does not exist within NATO so far, KD itself can be tentatively defined as *a Staff-wide process across all command levels, aimed at developing a comprehensive situational awareness and understanding of the engagement space (including the relationships and interactions between systems and actors within it) and, consequently, making it available to military leaders and civilian officials in order to support decision-making.* Such process is activated both in response to indicators and warnings of an emerging security problem, as well as during the planning, execution and assessment phases of operations.

KD enables the decision makers to better understand the possible effects of Military, Political, Economic and Civil (MPEC) actions on different systems and actors within the engagement space.

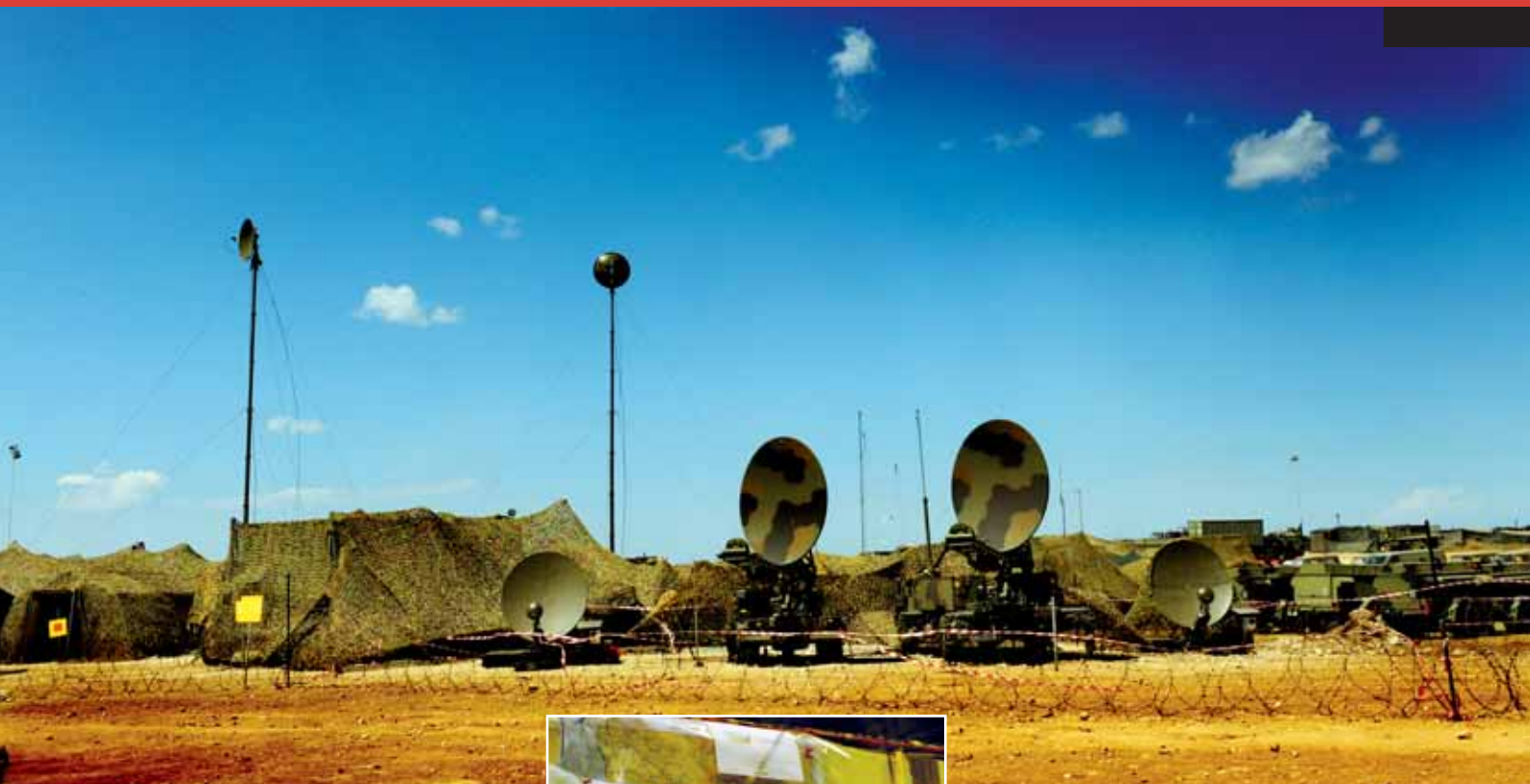
The greatest challenge is to make relevant information available in a form that can be used in near real time and to develop a level of shared understanding that supports timely and

effective decision making.

Knowledge Development as a supporting entity

After having clarified the KD concept, it is necessary to understand how it should be applied and identify the functionalities and tasks that the KD organization must be able to perform. According to what has been stated so far, a KD organization requires the following inputs and functionalities:

- *direction and coordination of the Knowledge Development process.* The KD process needs to understand the informative requirements of the decision makers, essentially to receive directions and guidance in order to enable an effective coordination amongst the functional experts and SMEs that will be producing the Knowledge and a working prioritization of the knowledge objectives;
- *acquisition of Information.* This moment foresees the deliberate use of all (comprehensive) sources of information, complementing what already acquired through the classic military Intelligence gathering process;
- *production of Knowledge.* This moment requires the interaction of numerous analysts, functional experts and SMEs with different background, expertises and competences, organic or not to the KD-proper structure, which shall be granted the required access and instruments to acquire, analyse, develop and consolidate their products. It is important to point out that KD Analysis (intended as a part of the KD process that includes the production of knowledge) is not only car-



ried out inside the Knowledge Centre by its organic personnel but requires the contribution of all branches;

- *Knowledge transfer.* This phase is aimed at ensuring that the acquired data are made available at the required time to the right people in the appropriate format;

- *links to external organizations* ("Knowledge brokerage"²). External relationships are a fundamental tool for the collection of quality information. Access to these sources requires different levels of validation, verification and potentially the exchange of own products;

- *management of the Knowledge Architecture.* This function allows for the produced knowledge to be stored in dedicated databases in order to guarantee it's duly transfer when required. A sound Knowledge architecture will maximise knowledge distribution without overloading staff with unnecessary and superfluous information. Experience shows that



well designed search engines, accessible to operational planners and other end users, reduce the number of unnecessary requests for already existing information or analysis products. Therefore, a good structural organization of information is of paramount importance for make the existing information available to users for decision making purposes. Analyzing the above mentioned

points, it becomes evident how a KD Structure needs to articulated along two main sub-structures ("Sections" in military jargon):

- *Knowledge Acquisition and Production (KAP)* is the overarching functionality that encompasses the first three sub dimensions, meaning: Direction and coordination, Acquisition and Production. Such functionality determines what knowledge is required, produces a KD Collection Plan, coordinates the acquisition process and transforms acquired Information into actionable Knowledge;

- *Knowledge Management (KM)* is the overarching functionality that encompasses the last three of the above listed functionalities: Knowledge Transfer, Link to External Entities, and Knowledge Architecture Management. KM is the mean by which the organization manages the acquired Knowledge.

Whatever the level (strategic, operational or tactical) of the organization

² Knowledge brokerage is the function related to the link and exchange of information with external organizations.

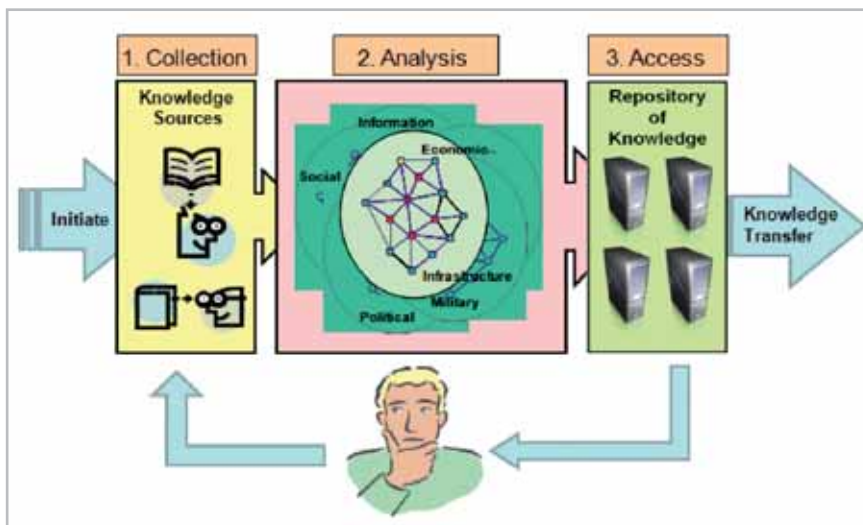


Figure 1: The Knowledge Development process overview

that has to perform KD, and however KD will be implemented within the organization, the “acquisition and production” (KAP) and “management” (KM) functionalities need to be carried out by dedicated people in two different organizational elements. In particular, the element that conducts the KAP function, after having received appropriate guidance, will work on specific areas of interest and, consequently, on one side, will task the various KD SMEs but, on the other, must be able to receive contributions from the military analysts and experts of the different Branches. It is important to emphasize how, in particular, KD must be able to work in close collaboration with the classic Intelligence production elements.

Knowledge Development process

Knowledge Development is a process that includes collecting, analysing, and consolidating previously isolated data into useable bodies of knowledge, and formatting available Knowledge so

that it can be shared and - finally - used. A simplified overview of the KD process is shown in the figure 1.

The primary purpose of KD is to satisfy information and Knowledge Requirements³ (KRs) relating to potential areas of interest in order to support decision making on one side in response to specific indications and warning of an emerging security problem and, on the other, during the routinely planning, execution and assessment of operations. The challenge is to make the relevant information available in a form that can be effectively used in near real time and to develop a level of shared understanding that supports timely and effective decision making.

Conclusions

The KD capability represents for NRDC-ITA a complex problem since it constitutes a brand new functionality that needs to be deeply integrated within the existing processes. Being complex by nature, such functionality

requires appropriate structuring in terms of clearly defining its underlying processes that need to be appropriately tested in peacetime before being implemented in operations.

The challenge for the future is related to the evolving nature of the KD concept within NATO (let's not forget we don't even have an agreed definition of it so far) and to the consequent necessity to be able to readily adapt the KD functionality to possible different requirements coming from the higher echelons of Command. For the same reason, the study J2 has conducted within NRDC-ITA on KD, of which the main outcomes are summarized in this article, cannot be intended as a final milestone but, actually, it represents a starting point on which to build the KD capacity. ▀

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³ A specific need for understanding about a situation in order to make a decision.



Strategy, Sensitivity and Vulnerability

by Lieutenant Colonel ITA (A) *Vittorio Lipari*

Photo by: OR9 ITA (A) *Francesco Civitelli*

As sensitivities and vulnerabilities become threats to national security, the ability of strategy to comprehensively respond to global issues will turn into issue of concern to planners.

although in G5 Plans and Policy talks of increasing globalisation and interdependence are now clichéd, non-traditional security issues have begun to influence strategy and defence priorities in ways that were not fully anticipated by advocates of the new agen-

da for security in the early 1990s. Even though Malthusian scenarios have not materialized, low politics are having an impact on real-world conflicts and are shaping national security strategies. Just to remind, in the eighteenth century, Thomas Robert Malthus took a dim view of utopian philosophies using data supplied by none other than Benjamin Franklin on the population growth rates of American villages, where population grow in a geometric fashion while food supplies only increase by merely an arithmetic ratio. In other words, if these trends continued, the human

race would inevitably out pace the food supply leading to a cataclysmic social collapse. Two factors might hold off this effect: efforts to reduce the birth rates, which were termed preventive measures; and war, disease, and starvation, which were developments described as positive measures. Albeit, the misnomer did not consider that trends rarely continue indefinitely into the future, some countries are becoming increasingly sensitive or even vulnerable to developments in the realm of low politics. Sensitivity and vulnerability are terms drawn from Robert Keohane and

Joseph Nye's work on complex interdependence (2001). Sensitivity refers to the ability of developments outside national boundaries to influence domestic events in other countries. An outbreak of a disease in one country, for example, might cause officials in a second country to alert domestic public health officials to monitor hospital admissions for patients who might be exhibiting signs of the infection related to the disease. Such a precautionary measure would entail some costs and be a matter of potential public concern, but it would not pose a fundamental disruption to life in any of the two countries. By contrast, vulnerabilities can cause significant disruption to domestic economic, social, or political activity, if the emergence and spread of the infection crosses the line from sensitivity to vulnerability because it significantly affects international travel and then the economies of the countries involved.

Since the 1990s, several non traditional security issues have moved from being best considered as hypothetical scenarios, to creating sensitivities in some countries, to creating significant vulnerabilities in other nations. For instance, commons issues related to environmental degradation, while unlikely to produce Malthusian consequences, are emerging as sensitivities in countries whose policy-makers worry that environmental restrictions could hamper the exploitation of local natural resources. The tragedy of the commons is an example of the tyranny of small decisions, a situation in which unintended and negative consequences are produced by individuals following their reasonable, albeit nar-

row, self interest. The tragedy of the commons is generally produced by an international failure to undertake collective protection of the environment or to conserve resources. Similarly, the world is in no immediate danger of exhausting its petroleum reserves, but the continued growth in the world economy has tightened world energy markets. Industrial economies around the globe can now see domestic economies threatened by oil markets that are highly sensitive or vulnerable to foreign interest. Resources issues are not sparking wars, but the threat of war or war itself is no poised to have significant impact on the supply of raw material and the global economy.

Demographic trends, especially the so called youth bulge, are also having an impact on strategy and national security. Armies of disaffected youth are not massing in the mega cities of the world, but young people are being recruited by terrorist networks to undertake nefarious schemes. Cases in point revealed that operatives from disaffected youth were recruited from different countries and have organized themselves more or less spontaneously to undertake attacks on urban transit systems. Demographics alone have not created a specific threat, but they have helped to alter the general security environment facing police and military forces. In response to the inter-



national terrorist threat, many countries have altered their domestic security and foreign policy strategies and policies. Ideology, disease, politics, economics, and demographics have interacted to produce significant threats to national security.

A critical point of including resource, environmental, or population issues on national security agendas might suggest that many of these global developments threaten the health and welfare of both individuals and states and therefore should be considered as threats to security. They might suggest as well that the fact that military forces or strategists require to be adapted to deal with emerging problems demonstrates

that traditional ways of thinking about security are simply not up to the challenge of dealing with emerging twenty first century issues. A decision not to treat the emergence of a new drug resistant strain of influenza as a threat to national security for example, would thus be viewed as an effort to minimize the importance of the issue. But the fact that something is a threat to health and welfare can not automatically make it a security problem in the sense that strategy or military force can minimize it. Hundreds of thousands of people every year are killed in automobile accidents, but no one would suggest that military force should somehow be used to improve highway safety.

By contrast, the purpose of this thought was not to dismiss these global trends and transnational issues as threats to national or individual security or to minimize the gravity of the challenge created by environmental damage, disease, or population growth in the developing world. Instead, it offered a mixed assessment of the ability of strategy or military force to respond to global issues. On balance, there was a significant and growing interaction between strategy and many of the items on the new agenda for national security. While not a security issue per se, demographics or resource issues (tight energy markets) are interacting with other trends to shape the global security environment and influence strategy. The spread of infectious disease also might play a greater part in the making of strategy and defence policy in the years ahead.

Environmental damage caused by the manufacture, maintenance, and disposal of weaponry is also an issue of concern to strategists. Indeed, the issues that appear to be beyond the reach of strategy are the environmental, resource, and commons problems that generated interest in a new concept of security in the first place. Those who see these issues as important should be relieved by the assessment presented to this matter. Defining these issues as engineering, public health, or educational problems is far more constructive than somehow trying to resolve them by the threat or use of force. But in an increasingly globalized and complex world, issues of low politics appear to be capable not of creating conflict, but of exacerbating the effects of political and military disputes. ▮



STEADFAST COBALT 2013 (SFCT 13) EXERCISE - The right venue for new CIS solutions

« by Captain ITA (A) *Domenico D'Alò* »

Photo by: PAO NRDC - ITA

SFCT 13 has been the NATO Response Force (NRF) CIS Interoperability exercise for Commanders in preparation of NRF

2014. Main objective of the exercise was to assess the level of interoperability between headquarters and commands and prepare future NRF

supporting transformation, towards new concepts as the Comprehensive Approach or Cyber Defence. More than 19 Countries were represented





and involved, either as training audience or observers and convened in WALCZ, a nice village in POLAND.

Their Deployable Communication Information System (CIS) Units supported both NATO COMMAND STRUCTURE and NATO FORCE STRUCTURE and at the same time the Joint Force Command Brunssum acted as JTF HQ due to its role to be played if NRF 14 is activated.

Under the lead of SHAPE J6, NRDC-ITA gave its contribution to the success of SFCT13, installing and running communication systems and all Functional Area Services (FaS) that were required for the Joint Task Force headquarters. This training was mainly focused in three key areas:

1. *Communication (COMMs);*
2. *Information Systems/CORE SERVICES (IS/CS);*
3. *FaS.*

NRDC ITA played the exercise active phase from 09 to 21 May, but it was prefaced by a successful planning

phase which allowed us to rent and acquire last generation equipment using funds shrewdly.

The deployment was really complex and G6 Branch had the full lead of the operation, deploying abroad containers and Command Post shelters, fully equipped to provide all CIS support including satellite links, Video Teleconference, Voice capabilities and all NATO networks.

1st Signal Rgt deployed a very well trained platoon and the exercise was a paramount opportunity to share CIS backgrounds and know how with all other National CIS Units.

NRDC-ITA deployed G6 personnel and Subject Matter Experts for each Functional Area Systems which normally is implemented on the NATO Networks. Such Staff worked closely with all NATO CIS and Operational community, having the chance to see and test C2 tools normally exploited in a JTF context, which contribute to populate the NATO Common Ope-

rationnal Picture (NCOP), which, as soon as the experimental phase is concluded, will represent the new platform for all NATO FASs.

Particularly significant the NRDC ITA contribution to the Testing phase, which was interesting because experimental solutions and tools were showed to support brand new NATO concept as Comprehensive Approach and Cyber Defence.

At SFCT 13, NRDC-ITA, once for good demonstrated its ability to support exercises and future operations. Moreover, SFCT13 was a venue that perfectly demonstrated how NRDC ITA can interface with NATO Command/Force structure, NATO CIS Groups and belonging units. »





Three old glories

by Lieutenant Colonel ITA (A) *Pietro Scinardo*

Photo by PAO NRDC - ITA

When they arrived from Grosseto, we could not believe our eyes. We had in front of us three guns, three pieces of artillery of great value. Different in history and past, but with a common destiny, saved from scraping to become a symbol of ancient glories of war.

It was the end of 2011 when the Commander of NRDC-ITA, Lieutenant General Giorgio Battisti, told us that in the Grosseto Artillery Deposit there were some pieces of old guns, available to build an open air museum in

the Ugo Mara Barracks. Through the Historical Office of the Army General Staff and the Logistic Command of the Army, we received three beautiful pieces: an British cannon 5.5 inches BL Mk. III 140/30 (U.S. 140/30), and two Italian cannons, a 105/28 caliber and a 90/53 caliber.

All those pieces were in a pitiful state, rusty and ruined by time, so we started to work on them. I first began to collect information about the history of the three pieces and at the same time a team of mechanics and painters started

to clean up the cannons. After two months, they were ready for display.

The 140/30 was an artillery piece used by the British Army. It was designed to replace the Howitzer 6, and started to be used in 1941, during the battle of El Alamein. It was eventually replaced by the 155 mm FH70 NATO in the early 1980s. The British Artillery Regiment during World War Two had eight of these guns in their Batteries. Even in Italy from the late 1940s and throughout the post-war period, this piece was used. The 149/19 was used



- Ravenna Division, 11th Artillery Regiment.
- Sforza Division, 17th Artillery Regiment.
- Cosseria Division, 37th Artillery Regiment.
- Ariete Division, 132nd Artillery Regiment.
- Centauro Division, 131st Artillery Regiment.
- Littorio Division, 133th Artillery Regiment.
- Celere Division "Emanuele Filiberto Testa di ferro", 134th Artillery Regiment.

in Heavy Artillery Regiments, before being replaced by the 155/23 USA. The Heavy Artillery Regiments that still used, in the mid- 50s the 140/30, were the 3°, 4°, 6°, 8°, 22°, 27° and 41°.

The cannon 105/28 was an artillery piece used by the Royal Army during the First and Second World Wars as heavy artillery. The production of the gun 105/28 began in September 1914, but it was only used in September 1916. At the end of the year, 14 armed groups with this gun were lined up on the front. On 10 June 1940, when Italy entered World War Two, there were 956 pieces of 105 /28. These artillery groups operated in different units:

In Cyrenaica there were 8 groups and 4 batteries, forming around a hundred pieces. Unfortunately all the pieces were lost during the British counter-offensive in December 1940 - January 1941. In the following months it is unknown how many pieces were saved and delivered to Italy, because of the attacks of the British naval ships. In Tunisia the number of 105/28 was only 33 pieces, but none came back to Italy. In June 1943, the cannon 105/28 was also used in the area of Anzio, in a unit of the 3rd "Colleoni" Artillery Regiment, "Barbarigo" Battalion.

There is no specific information about the pieces available in areas already occupied by the Allies, apart from 32 pieces in Sardinia. After the Second World War, it was dismissed post-1951.

The 90/53 is another old glory of the Army, similar to the most famous German 88 mm. We are currently in the process of restoring it. ►►



Journey of 187 days...

by *Baiba Silicka Sechi*

If I say that the news on TV can be my best friend and fiercest enemy, would you believe me?

If I tell you that I don't live by the solar calendar but by my very own, would it be true?

At the moment my calendar is 187 days, which for ordinary situations would be nothing. This period would fly by. But now – every single day feels like one year long. The only good thing is that I still look the same as when those 187 days begun!!! =)

We who stay home must be strong for our kids and our husbands. There is no time to relax really – even though, now and then, we women get together and talk, laugh, travel, cook lunch together. And it's all wonderful, because none of us need to say what we feel inside. It is all written in our eyes. We ALL are on duty.

We have to have an extremely good sense of humour – to cheer up our men and kids when they feel down. With smile. With loving word. With anything we can do for them.

Do I see it as my husband's job. No, I see it as a sacrifice that he makes for others,



even if for him it means to leave his closest and loved ones behind. But just physically – his heart is at home. And this is something that not everyone could do. This is why I admire and I am so proud of my Man. He is able not only to save lives, but also to keep his family happy – from far away!

Do we Mothers and Wives have our dark days? Oh, yes!!! Of course we do! There are days when every single thing seems to spin out of control! What do we do? Well it depends, how difficult the situation is! =) (or we think it is difficult! As we are women, we can have our little drama moments too!) So there are few options – we think, we cry, we find a back door, but we always get up and move on smiling like if sun is shining brighter than ever! =) Mostly probably for the sake of our family and kids. You don't want to upset anyone. Because our kids don't understand Why mammy was smiling 10 minutes ago and now she is being upset. Even more, no matter how many calendars with stickers you put on the walls around your house, how much you talk to your children – they don't understand yet, why it is Babbo (Daddy, Papá) who has to go and save someone? Why can't he just go to work and in the evening come home again? What has changed? Why? Have I done something wrong?

And this is the reason why the usual games are not so fun anymore. Why the bicycle is catching dust. Why the football

game is not exciting when played with mammy. She is a girl after all! Doesn't have a clue how to kick the right goal! Why the favourite food tastes different, not like when Babbo is preparing it. As I joke – I am on natural diet. (Can't complain about that! Especially when your waistline gets slimmer! Haha!) Many, many more day-to-day situations are completely different.

It is difficult. And no one said it Will Be easy! But we adults can understand it and bare it. However, kids will tell you exactly what they feel. Either tell - either ignore you! =)

There are moments when kids are not talking or talking very little with their father. Moments that are difficult for all of us. For young kids it is because they can't explain why they don't want to talk right now, however, after 15 minutes they run back to you crying that they want to talk to Babbo. For my husband because he knows that at the moment he can't change anything and feels a bit guilty because of his helplessness. And for me – well, I have to keep calm both sides – kids and father. =) As I said before – we all are on duty! =) And this is one of the situations. =)

But we all look to the bright side! One of the little benefits is that while Babbo is not home, we can prepare so many nice surprises for him, without being caught!!! =) We can win the games of football, we can learn something new about life and in some sense to grow up a little. We can learn alphabet and numbers, and count until 20 (in English and Italian), rhymes, stories, paint so many nice paintings. Learn songs for the big day when Babbo comes home! The day when they can show to their father how well he has

cared for them and loved them – they have grown into these wonderful persons. To show that all the hard work was not just a waste of time and health.

Our lives are full of challenges, tears, joy, respect, understanding, pride, longing, laughter, and many more emo-

tions that words or helping hands can't say and give.

We are thousands of miles apart, but closer and stronger than ever.

We are extremely proud of our Babbo and we are always there for you, like

you are always here for us!!!

Message from kids:

*"Ti vogliobeneBabbo!"
iSeki =)*

To the all families – stay strong and tomorrow you will be even stronger. »

Stramilano and the Milan City Marathon

by Captain ITA (A) [Paola Gori](#)

Photo by: CPL ITA (A) [Marina Dore](#) e CPL ITA (A) [Federica Bello](#)

the rain does not stop 900 soldiers at the Stramilano 2013, Milan

24th March 2013 - Sunday usually is a day of rest, but despite a gloomy and rainy day the soldiers of the NATO Rapid Deployable Corps – Italy, and their subordinate Units flooded the streets of Milan for the 42nd "Stramilano" running marathon, dedicated to the world running champion Pietro Mennea.

The legendary cannon shot of the Horse Artillery "Voloire" Regiment, accompanied by the notes of the

Bersaglieri Fanfare, kicked off the three races: "Stramilano dei 50,000", "Stramilanina" for kids and "Stramilano Agonistica Internazionale" for top athletes.



Among the participants of the NATO Command HQ, represented by General Rosario Castellano, Chief of Staff of the NRDC-ITA, about 900 Officers, NCOs and Volunteers of the 15 Allied Nations, with their families, spent quality time together participating in the "Stramilano dei 50.000" over 10 km, through the city centre of Milan, from Duomo Square to the Civic Arena.

A special award, for the largest military group with 351 athletes, was won by the 1st Signal Regiment. The prize, received by the Commander, Giordano Eusepi, was dedicated to the memory of the Italian Army Captain Massimo Ficuciello, who died 10 years ago in Nasiriyah.

A new challenge for the heart!

7th April 2013 - Marathoners and relay runners joined the thirteenth edition of the Milan City Marathon 2013, to run for SOS Children's Foundation, supporting the association and becoming ambassadors for a day. The major



COMMUNITY



international marathons have established a real Charity Program, to allow participants to combine a passion for travel with solidarity.

Five thousand athletes, among them a large NRDC-ITA military presence, took part in the Milan City Marathon 2013. The race started from Milano Rho, through the symbol of Milan San Siro stadium, the Arch of Peace, the Parco Sempione, the Duomo, the

Navigli, the Civic Arena and the classic streets of Porta Venezia, the fashion district, Piazza Scala and Foro Bonaparte, to the finish in Piazza Castello.

Three relay teams and two athletes from NRDC-ITA, competed in the full marathon distance of 42,195 km, in support of the "Bambini Cardiopatici nel Mondo", a non-profit and independent organization that helps care

for children with heart problems in Ethiopia.

Every year the sporting events for the NATO Command offer an opportunity for communication and fundraising; military personnel pick up their running shoes and start out on a sporting journey, with the aim to reinforce the mutual respect and goodwill that exists between these NATO nations in an atmosphere of friendly partnership. »





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Family Support Centre: Here we are again

by Warrant Officer Class One ITA (A)
Antonio Spinelli

Nine months has passed since the last news from the Family Support Centre, more or less the same period spent by our soldiers in the ISAF Mission in Afghanistan. During this time, the Family Support Centre worked very hard in collaboration and coordination with the NATO International Wives Club, and organizing families' events, to stay together like in a big family. The relationship with the municipalities of Valle Olona, and Solbiate Olona, helped the staff to go on.

Thanks to the assistance of the City of Solbiate Olona, we had the opportunity to make a computer course for beginners, with exciting results from participants who have requested an update in the future. The kindergarten, inside the HQ, once again, raised the percentage of enrollment, in particular amongst civilians.

The Family Support Centre, being the first point of contact for all newcomers, has provided a very big contribution in terms of housing inside and outside the Barracks, trying to facilitate the integration in the area. We can say that the Centre, however, is open to any suggestions because the motto is and always will be: "We will never walk alone!"

Happy to be a NIWIC member!

by E.Mouille

Photo provided by the Autor

When I first arrived in Italy I was anxious for two reasons. Firstly because I had left, not only my country, but more importantly my city where I knew everybody and everybody knew me. I had my routine, and even though I had precious little free time, I managed to juggle my work, my family and my friends. The second reason related to



the first, was that I was worried that I might be alone, without friends and thus have nobody with whom to chat, to share a coffee or spend time together.

Obviously these concerns have been quickly swept away. Today I did indeed spend time with some friends and share a coffee! I have to





tiative to go join in and get involved that they have welcomed me. It is this experience that makes me want to be part of NIWIC and help organise fun and interesting activities whose success relies on your participation.

Come and give it a go. We would love to meet you at our next meeting.

Testimonials

Moi j'aime aller à la rencontre de vous toutes... J'ai besoin de contact, de découvrir d'autres cultures et passer de bons moments de rigolades.
THERESE

Io ho cominciato a partecipare al NIWIC, perchè non conoscevo nessuno appena arrivata e volevo incontrare persone che avessero qualcosa in comune con me, per fare nuove amicizie. GIANCARLA

Tomo parte de las actividades de la NIWIC porque cuando te quedas en el extranjero todo lo que te va a pasar es una experiencia genial. BELEN

I like participating in NIWIC activities as I feel it is a good way to meet and socialise with an international community. I like learning about other nationalities and enjoy the learning opportunities that NIWIC affords with regard to Italian language courses. I also enjoy taking part in the varied activities that are organised!
LEIGH »



say that it is partially thanks to NIWIC and its dynamic members. From my arrival I was welcomed and judged for what I am, a French lady who speaks English and Italian very badly but who tries. In fact all this trying means that I can now communicate much better in both languages. Thanks to my dear friends and their patience.

But it is necessary to say the whole truth: it is because I have made the ini-



The NRDC-ITA celebrates Family Day 2013

by Lieutenant Colonel ITA (A) *Tommaso Martello*

Photo by: CPL ITA (A) *Giusy Sorgente* e CPL ITA (A) *Federica Bello*

One of the features of NRDC-ITA is to be a multinational organization, which takes advantage of staff experience from 15 different countries, from both the professional and cultural point of view. For that reason it is necessary that different cultures come together in order to celebrate the best of each other, united by a sense of participation and belonging, complementing each other, in the social environment of the host country in order to gain maxi-

mum benefit from the multinational experience.

To strengthen interpersonal ties and promote these cultural exchanges, once a year all the HQ organizes a special day, when families are the protagonists and where all can enhance synergies with institutions, associations and organizations of the neighboring territory. On 28th September, NRDC-ITA celebrated the Family Day in Solbiate Olona, organizing a day of





celebration and social interaction, but also an opportunity to talk about the traditions and culture of the professionals in uniform. Moreover, this year the event had a special meaning, because many colleagues are deployed in Kabul, engaged in the ISAF mission in Afghanistan.

Immediately after the spectacular air-drop of ANPI paratroopers (Italian National Paratroopers Association) who landed in the middle of the event with Italian flag in hand, the NRDC-ITA Commander, Lieutenant General Giorgio Battisti, greeted the 2,500 participants present through a video-conference message from Kabul, Afghanistan.

General Battisti stressed the importance of family for the military personnel: "Behind every great soldier there is always a great family, families are called to deal with enormous sacrifices, suffering patiently and in



silence all the missions abroad and our absence from everyday life."

Particularly popular during the event was the opening parade, organized by the Club veicoli militari storici sharing their passion for military vehicles, followed by the fabulous Cava dei Tirreni flag-wavers, who captivated the attention of the crowd. A unique event was the spectacle of the Hungarian Special Military Parade Group, with their weapon display, followed by La Baldoria, the historical Italian Alpine Military Band, famous worldwide for



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their historic uniforms taken from the Cacciatori delle Alpi unit. And what better place for this "melting pot" of cultures than the food stand, with the taste of different national specialties all masterfully prepared by

Campagnari staff, in which Italy was represented by selected products from the Agricoltura District and Food Quality of the Valtellina.

A day definitely atypical compared to

those of the staff of NRDC-ITA, used to living in the "Ugo Mara" Barracks, but a much appreciated event to strengthen the spirit of cohesion of the families and different cultures present amongst us. »





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