



NATO
OTAN

THE THREE SWORDS

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YEAR OF THE NCO

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Cover Story_ Both strategic commanders, SACEUR and SACT, declared 2008 "Year of NCO" in NATO. Picture collage by Sgt. Chhoeun, USA A, JED, JWC.



Editorial

Welcome to our summer edition of The Three Swords magazine. It has truly been a busy spring and this issue is somehow reflecting that; both in the content of the magazine with reports from our exercises and other events, and by the fact that we again had to increase the number of our pages to a record number of 48! Still, we did not have room for all of the articles from our spring activity, so some will be reflected in the Fall issue.

NATO has dedicated this year as "The Year of the NCO", and in recognition of that our Cover Story is a tribute to the work of our NCOs and the important and valuable contribution they add to achieving the JWC and NATO tasks and mission. We hope by these articles that we can increase our readers' knowledge and respect for the important role and function of NCOs in NATO. In addition, we focus on how the Joint Warfare Centre goes about supporting the certification of the NRF/CJTF, including a short presentation of the many functions and people that are brought in to providing these exercises. As always you will also find a variety of minor articles and pictures covering local events at JWC and some special topics to broaden your knowledge and hopefully delivering some engaging reading.



This will be my last editorial after three years of service as the Chief of the Public Affairs Office at JWC and thereby the Editor of The Three Swords magazine. I have seen the magazine developing from a small 8-page newsletter in some hundred copies, into a professional magazine with a circulation of 2,000 copies, which is also published on JWC web-page. I would like to express a special thank you to Ms. Inci Kucukaksoy for her outstanding work in producing this magazine. It

has always been a great pleasure for me to be allowed to present this high quality products to our readers. I would also like to take this opportunity to thank all of my current and former colleagues and friends at JWC for three fun, challenging and memorable years. I have learned a lot, met many great interesting people and will take with me a lot of good memories and friendship to my new life in Brussels. I wish you all a wonderful summer and I wish JWC all good luck in successfully accomplishing its missions. Remember to take good care of the newcomers and create a positive helpful team spirit among you.

CDR (Sg) Helene W. Langeland, NOR Navy
Chief, Public Affairs Office
Joint Warfare Centre

PUBLISH AN ARTICLE IN THE THREE SWORDS!
We are always looking for good articles written by our readers. If you have got something to say, send it to us. We will be happy to consider it for publication. Email your articles, as well as your comments and feedback to JWC CG PAO Common (CRONOS) or inci.kucukaksoy@jwc.nato.int.

The Three Swords

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The Three Swords is the authorized unofficial publication produced by the JWC Public Affairs Office. It represents a compilation of articles, reports, news and general information related to JWC personnel and their families. The articles and opinions expressed in this publication are those of the authors and do not necessarily represent the official policy of NATO. The Editor reserves the right to edit or shorten submissions.

Front Cover by:

Sgt. Brandon Chhoeun, USA A,
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Lieutenant General Wolfgang Korte German Army Director, Joint Warfare Centre

IN the last issue of *The Three Swords* magazine, I promised you a very busy second quarter of the year - and I was right. April started off with Phase III, the execution phase of STEADFAST JOIST, our first three-level-exercise with SHAPE, Joint Force Command Brunssum and its Component Commands as Training Audience. The involvement of SHAPE as a main player caused intensive interaction between the operational and the strategic level, significantly increasing and supporting comprehensive thinking. All agreed that SHAPE should take its role in this kind of exercises as often as possible.

Back to back followed our eighth course for Iraqi Key Leaders as our contribution to the NATO Training Mission in Iraq. Again, we were able to provide an educating training event with interesting and challenging discussions.

Only two weeks later, Phase III of STEADFAST JUNCTURE, an NRF certification exercise for Joint Command Lisbon and its Components of NRF 11, followed. We saw a complete different and actually "transformational" exercise, because the Commander JCL had decided to structure his staff in accordance with the EBAO Concept, and also use respective procedures and processes. This was especially interesting for JWC, because JCL had provided the experimentation body for the Stand Alone Exercise on EBAO in February. The challenge was to make an EBAO organized headquarters working with traditional structured Component Command headquarters.

From 9 to 13 June, we provided the Phase 1B Academics to Joint Force Command Naples and its Components in preparation of STEADFAST JOINER 08, the certification for NRF 12. I think, we have been able to convince all participants once again how important it is to have the majority of all key leaders participating. The Academics were not only meant to provide the newest developments in the areas of concepts, staff procedures and Best Practices, but also to facilitate team-building between headquarters, which do not work together on routine business.

While I write these lines, ISAF 08/01 has just begun with



the training of members of the second rotation into ISAF XI. The Core Staff Element is being provided by NRDC-TU and JFC BS. In addition, 70 Individual Augmentees are participating. This number of participating augmentees out of expected 150 is as disappointing as the participation of only 107 CSE members out of about 170. All have been invited, but we can only train who shows up.

With Phase II, the planning Phase for STEADFAST JOINER AND JOIST ahead of us in June, and Allied Reach in July, we really can call it a busy quarter.

I really appreciate how all of you managed to meet all requirements, working long and additional hours without complaining and once again

delivering first-class training as our contribution to ACT service to NATO. Now, we are all looking forward to the Summer Holidays, and with an also very busy second half of the year coming, we will take as much time as possible to spend time with our families, enjoy ourselves and regain power for the challenges to come. When we come back, we will see many new faces around, which also means that we will miss some others.

After two years of dedicated service to the JWC, our Chief of Staff, Brigadier General Philip "Phil" Ruhlman will be leaving us very soon to head for his next assignment. He will take command of 36 Wing at Anderson Air Force Base in Guam. To take Command of a unit of what level ever is always something very special. To command is what being an officer is all about. It provides high responsibility combined with the opportunity to act, to shape, to bring things forward, to care for soldiers and their families, to train, to exercise all the satisfying aspects of being a Commander. I am sure I speak on behalf of all of you when I thank our Chief, not only for his excellent work, but especially for the way he performed his duties. With his reliability, his agility, initiative, ardent activity and humor, he was exactly the Chief the JWC needed, and it was a pleasure working with him. We all wish BG Ruhlman and his family all the best for the times to come, success and satisfaction as a Commander, and good luck and God's blessing for the fam-

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Brigadier General Philip M. Ruhlman

U.S. Air Force

Chief of Staff, Joint Warfare Centre

SEEMS like just yesterday (two years ago, really) that I was learning how to spell all over again. You know what I mean...learning how to spell out all those NATO acronyms we use - NRDC, MBC, IAT, ARRC, ACOS, SFJE, JALLC, CC, SCPI, JCL, NCSA, PXD, FER, ERT, CMB, TS-SOSB, etc., etc., etc. You should have seen how happy my front office staff was when I finally learned that in NATO, AAR meant "After Action Review" instead of "Air-to-Air Refueling". Clearly, they were very much relieved when I stopped asking when the jet tanker aircraft were going to show up at Ulsnes!



discussions was always professional and aimed at getting the answer correct for the good of all. In the end, complex discussions often resulted in better solutions once each side finally understood the other.

The Joint Warfare Centre itself is a phenomenal organization, with outstanding leadership, the highest of credibility across NATO, and I think an organization with the most professional officers, most outstanding NCOs and most exceptional civilians of any single military unit I have ever seen. What is really commendable about the JWC is that it never "rests on its laurels". Instead, it is constantly self-demanding internal improvement, higher efficiency,

The last two years went by real fast, and as the Chief of Staff of the Joint Warfare Centre, it was one of the most rewarding experiences of my military career. The reason why is quite simple: working for NATO has taught me how the strength of 26 Nations and Partners - when teamed together - works and succeeds towards a common goal with tremendous results. I clearly saw that the diversity of many nations working together provided a better answer, a more clear solution, and a much stronger and unified perspective by which to solve the most difficult problems. It became clear to me that in our world today, no nation can succeed alone without cooperation and partnership of other fellow nations.

The problems all of us worked together were not easy. In fact, many were extremely challenging. Add to that, our natural, cultural differences meant we had to make the effort to understand each other's personal perspective and each other's unique experiences in order to see the whole picture. Sometimes, we all did not agree. Yet the passion felt during those

and increased effectiveness so as to provide NATO the very best transformational concepts linked with exercise training. When it comes to AARs ... those are extremely important to us. We listen intently on what lessons are identified, what needs to be fixed ... and then we fix them!

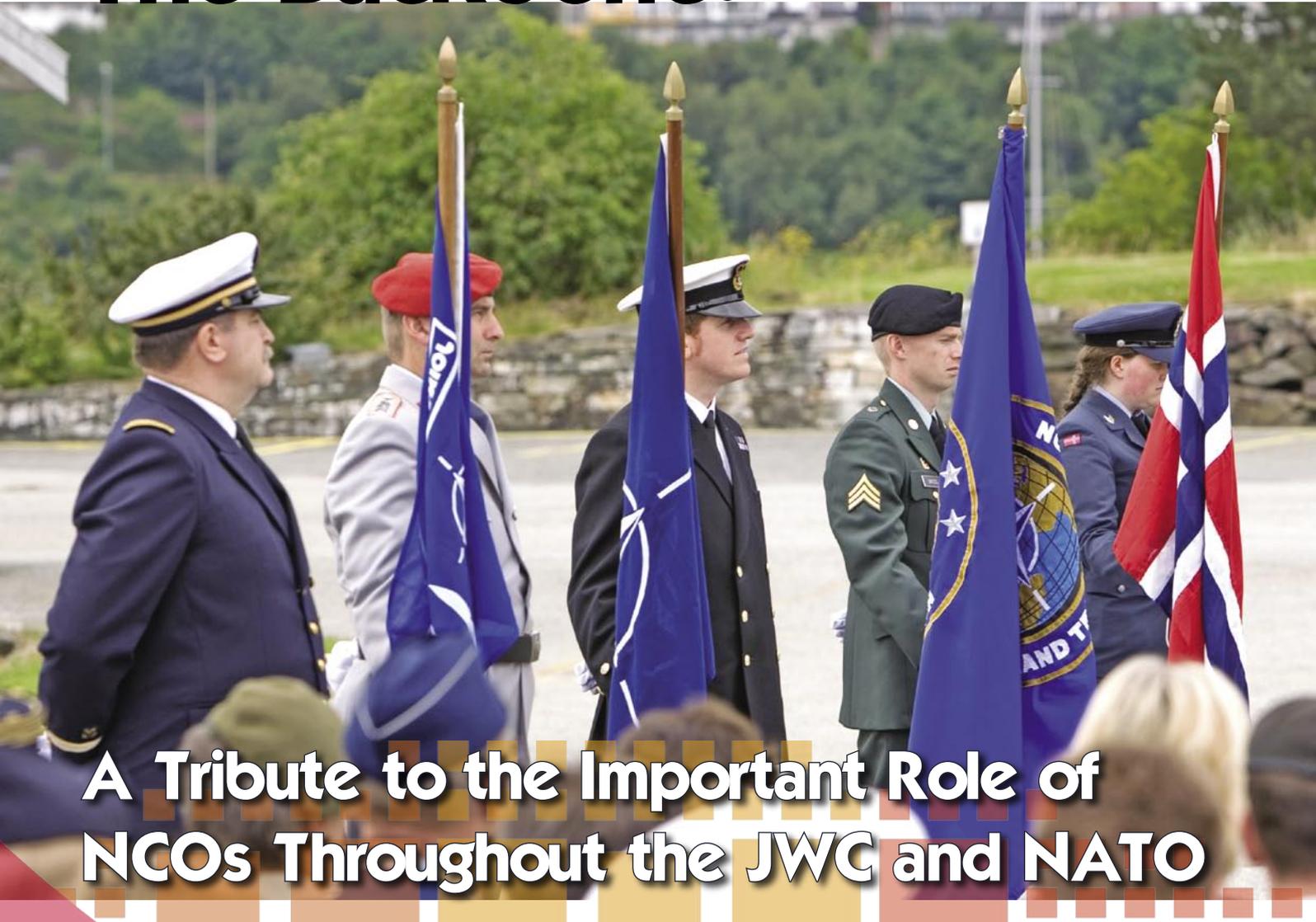
As I leave, I leave with fond memories and a strong satisfaction of having helped, in at least a small way, our NATO team forge new frontiers in this unpredictable and ever-challenging world environment. NATO clearly has proven itself as the world's most powerful and effective multi-national Alliance - an Alliance that won the Cold War and now has significantly transformed itself to deter and defend against new challenges that threaten its peace and freedom.

I am humbly honored to have served NATO on behalf of the United States and the United States Air Force. I salute each and every one of you and wish you all the very best of success and prosperity in all your future endeavors.



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The Backbone:



A Tribute to the Important Role of NCOs Throughout the JWC and NATO

By MSG Hashim Woodard, USA A,
Chief, JWC Central Registry

As a Senior Non-Commissioned Officer representing the US Army here at the Joint Warfare Centre (JWC), I am honored to have been given the opportunity to expound on a major transformation initiative; the development of a professional NCO Corps within NATO. NATO's two principle component commands, Allied Command Operations (ACO) and Allied Command Transformation (ACT), have both declared 2008 as the "Year of the Non-Commissioned Officer". By the time this magazine edition is distributed, we will be half-way through what I hope will be a historic

year for the Alliance. Befitting this historical declaration, this edition of the JWC Three Swords Magazine is dedicated to the significant and lasting contributions of NCOs assigned throughout the organization. What an exciting time to be an NCO assigned to NATO and empowered to demonstrate the leadership, professionalism, strength, dedication, and commitment to the core values of an NCO Corps!

Throughout the remainder of the year, ACO, ACT, and subordinate commands will continue to highlight past, present, and future contributions of NCOs, whose vital roles comprise the "backbone" of

NATO. In doing so, the Senior Enlisted leadership within NATO will also continue their efforts to address challenges surrounding the realization of a common "NATO NCO Development" program. Despite the significant challenges, this collaborative effort is a central focus of the 2008 declaration. The high military turnover rate within NATO organizations is particularly challenging, with personnel serving on average between two-to-four years before returning to their respective nations.

Before I showcase recent accomplishments of my fellow JWC NCOs, let me first provide a few historical facts sur-





rounding the term “NATO NCO Development.” To paraphrase a well-used quote that has stood the test of time, “in order to know our present and future, we must study and acknowledge our past.” When I conducted a little research into the history behind ongoing efforts to build a professional NCO Corps within NATO, I discovered the first-appointed Senior Enlisted

Advisor (SEA) to the Supreme Allied Commander Operations, US Marine Sergeant Major Alford L. McMichael, was the driving force behind the initial concept of developing a common standard for NCOs throughout NATO. This year’s initiatives will bring greater visibility to the value and contributions of NATO NCOs’ and continue to underline the need for a common standard.

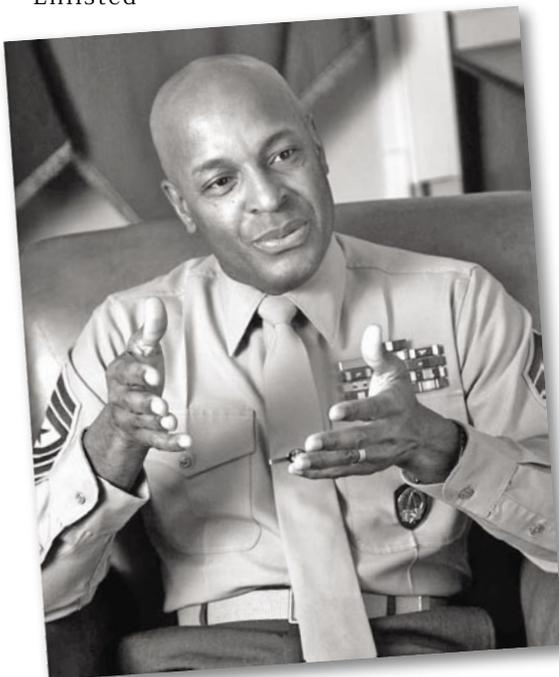
age everyone to visit the NATO website throughout the remainder of the year, www.nato.int/shape/ynco, which is dedicated to the contributions of NCOs serving across the Alliance’s operational footprint and sphere of influence.

During the past twelve months, the JWC SEA, French Navy Warrant Officer 1st Class Jackie Guichard and other assigned Senior NCOs worked together to create and gain approval for two new JWC Directives. The first, JWC Directive 40-18, established Terms of Reference for a JWC Enlisted Advisory Board (EAB). The second, JWC Directive 40-20, established processes for the JWC Outstanding Military Member of the Quarter (MMOQ)/Military Member of the Year (MMOY) Program.

2008 represents an important continuum of Sergeant Major McMichael’s earlier efforts; the torch now passed to US Army Command Sergeant Major Michael Bartelle, the current Senior NCO for ACO; and Czech Republic Army Command Sergeant Major Ludek Kolesa, Senior NCO for ACT.

With full support and backing from both the JWC Director and Chief of Staff, credibility of the EAB and direct-access to Senior Leadership for enlisted-specific issues was achieved. Additionally, JWC

Rest assured, these two accomplished and very capable Senior NCOs will continue this important endeavor for the sake of all NCOs within NATO. I encour-



◀ *Sergeant Major Alford L. McMichael, US Marine Corps, the first NCO in NATO’s history to represent the NATO Alliance’s entire enlisted force. Photo by UK Army Cpl. Jim Hennessey. “My priority won’t be with the nations that already have strong NCO Corps, but with the nations who want to make their enlisted force better.” Sgt. Maj. McMichael, 4 February 2004.*





What an exciting time to be an NCO assigned to NATO and empowered to demonstrate the leadership, professionalism, strength, dedication, and commitment to the core values of an NCO Corps!

Directive 40-20, established a MMOY nomination-process whereby the JWC nominee to ACT's annual MMOY program, represented the strongest candidate vetted and nominated by his/her enlisted peers. Implementation and continued adherence to these important Directives will continue to provide platforms to recognize the hard work, professionalism and dedication of NCOs here at the JWC.



Throughout the JWC, the many talents and contributions of its NCO population can be seen and felt. From Section Chiefs, to Graphics Technicians, to Information Managers for major exercises such as NATO's STEADFAST series of exercises, NCOs have and continue to showcase their teaching, mentoring, and adaptability skills. I extend a heart-felt "thank-you" for all you do! In so many ways, you truly are the "backbone" of this organization. As you read through the additional articles and excerpts in this edition, reflect on your individual and collective accomplishments with pride.

NCOs serving within NATO must actively seek training and continued development from the many opportunities that currently exist throughout the Alliance and its Partnership countries. There are currently forty-three NATO-School courses, which are

◀ *MSG Woodard,*
Chief, JWC Central Registry

open to NCOs in Oberammergau, Germany. Every NCO should have the opportunity to attend the NATO Senior NCO Orientation Course prior to, or shortly after assuming a NATO post.

Fellow NCOs; recognize the immeasurable value of communicating frequently with peers, sharing information, and highlighting the positive aspects of being an intricate part of a joint, multinational and multicultural operating and training environment.

Equally important is the role each of us has with respect to educating NATO officer and civilian personnel - through our personal on-the-job example of technical/tactical competence and experience. Get involved in community activities and events. Continue to support ongoing NATO initiatives by educating your successor and respective enlisted service personnel when you return to your nations.

As I near the end of my NATO tour, I am both proud and blessed to have been a part of a truly historic transformational period within the Alliance. †

The Year of NCO in

By Warrant Officer (WO1) Jackie Guichard, FRA N,
Admin Supervisor, DOS, JWC

AS the Senior Enlisted Leader of JWC, I am honoured to have the opportunity to talk about NCOs within NATO in our magazine. At the initiative of CSM (ACO) Michael Bartelle and CSM (ACT) Ludek Kolesa, both strategic Commanders, SACEUR and SACT, have agreed to declare 2008 "Year of the NCO" in NATO. We can all be proud of that decision, for this is a way to recognize that NCOs are an integral link in the chain of command for NATO; that they contribute in all areas of military activity by providing their leadership, inspiration, and motivation; that they have a key role in transforming the Alliance.

What is Transformation?

NATO's military transformation efforts strive for improved interoperability where fundamentally joint, network-centric, distributed forces, capable of rapid decision superiority and massed effects across the battle space, ensure

the Alliance's relevance, now and in the future. This will not be achieved without a clear vision, common aim and qualified personnel.

NATO's military transformation encompasses not only reorganization and re-equipping, but also a standardization of its military manpower. We will have to train and educate our people to common standards that underpin interoperability across all areas of Alliance operations and functions. In that role, NCOs can bring their efficient and timely advice and support that NATO Leadership needs to maintain NATO as the world's pre-eminent Alliance for stability and security.

In today's world global terrorism, potential use of weapons of mass destruction, regional instability, failing states, radical ideologies and unresolved conflicts are the greatest threats we face. NATO has to address new challenges in roles such as conflict prevention, crisis management, peacekeeping, disaster response and humanitarian relief.

In order to fulfil these new missions, NATO needs to be able to rely on people who are comfortable working together, deployable at short notice, flexible on length of stay, etc. That is precisely where the experience of NCOs is unmatched, for they are able to address different military cultures, capability levels, geographic and historic perspectives, as well as unique national security and domestic law issues.

For the professional development and leadership of our NCOs, we have to train and educate them to common standards that strengthen interoperability across the whole spectrum of the Alliance.

In that perspective, the Senior Enlisted Leaders (Command Sergeant Majors) of all NATO Commands and at national levels have gathered for bi-yearly symposia over the last three years and have drawn up the basis for what should become the NATO NCO Standards. These Standards have yet to be approved. They need to be finalized and promulgated as soon as possible to keep a chance to build a competent and effective NATO NCO Corps.

JWC: Transformation Tool

The Joint Warfare Centre assists in the training and evaluation of joint military staffs within ACO for certification by the Alliance's military commanders, based on NATO's operating standards and mission requirements. JWC is ACT's agent for promoting and conducting broad operational-level joint and multinational experimentation, analysis, and doctrine development, as well as for the collective staff training of Partner Nations.

The NCOs at JWC

Compared to the activities and responsibilities normally assigned to NCOs in their respective forces, the duties of the NCOs in the JWC are primarily to ensure support in positions as



Brigadier General Ruhlman, COS JWC, presented WO1 Guichard with a JWC plaque at the Farewell Breakfast for his dedicated service and devotion to duty, 11 June 2008.



NATO

administrative staff and technicians/operators. We, NCOs, work behind the scenes to provide essential support to JWC staff. JWC NCOs come from different horizons and cultures and had to adapt themselves to a new country, new mentalities and sometimes even new technologies. Nevertheless, they are men and women of today who share the same passion for their duties.

Their commitment and dedication must remain at a superior level, especially in these troubled times where the armed forces are much requested to serve peace. NCOs are a wealth of knowledge and experience that the entire organization relies on. They also are the driving force behind training, and role models and mentors for the junior enlisted. They demonstrate, through their open mind, expertise and loyalty, a standard of professionalism often imitated but seldom, if ever, equalized. But NCOs are not only experts or technicians; they also are responsible chiefs. NCOs have always been the soul of an army, the hyphen between the command and the execution. They are the ones by whom the mission either succeeds or fails. It is for them to have the responsibility of the last order, the decisive gesture. Thanks to the fighting spirit of the NCOs, NATO has fully entered the 21st Century. They are an important part of the organization that will allow JWC to fulfill its assigned missions, in order to improve NATO's effectiveness and interoperability.

Finally, I would like to add that I am nearing the end of my three-year posting to JWC. It has been an honour and a great experience to serve as the first appointed Senior Enlisted Advisor for JWC. I am proud of my fellow NCO comrades who work hard for the reliability and success of JWC and help hoist the "Three Swords" flag so high in the NATO Transformation sky. ✦

I am the Chief Graphics Production, and my Section is really international as staff comes from Norway, Poland, Turkey and Italy. We are producing all graphics designs and printing publications for exercises and everyday life here at JWC. Our main goal is to fulfill customer expectations and deliver high quality products. The Polish Army prepares very competent and professional NCOs. Every year, some of them complete their military education abroad. So, I cannot really see any difference between Polish NCOs and those of other nations; we are all truly International Non-Commissioned Officers, and we all have a true feeling of being integral members of the NCO-team, which is known as the "backbone of any modern military organization".

**Sergeant Major Leszek A. Wojtalik, POL A,
Chief, Graphics Section, JWC**



of people from the most diverse backgrounds and experiences. My fondest memory is the conversations that I had with various people - from a Private driving me to the airport to a three-star General telling an anecdote in the middle of the night as we were traveling from an exercise site to a hotel in Lisbon. Experiences like Allied Action 05 in San Clemente, Spain (and some 20 other exercises and major events), as well as my deployment to Kabul were extremely helpful and I feel that each day of my assignment I have learnt something from my fellow NCOs or Officers. My advice to my colleagues: Speak with each other, listen to each other and learn from each other!

**Sergeant Major Meelis Koger, EST A
Admin NCO, JED, JWC**



I am an Admin NCO working in the Capability Development Division (CDD) of the Joint Warfare Centre. I joined the JWC staff in 2006, after spending two years as an admin apprentice with the Personnel Office at Camp Madla. In CDD my work involves preparing and participating in exercises, experiments and post venue work. General administrative duties are also part of this role. The best thing about working in an international environment is the language experience and learning about the views of different cultures. I do enjoy learning from fellow staff members of various militaries and backgrounds. Have a nice NATO day!

**Petty Officer Linda Sletten, NOR N
Admin, CDD, JWC**





VIEWPOINT

Sergeant Major Ludek Kolesa,
Czech Republic Army
ACT Senior Enlisted Leader



Shortly after we began the New Year, both NATO Strategic Commanders declared 2008 "the Year of the NCO in NATO."

I was on my first visit to the JWC with my Commander, General Matfis, and after his tour, I was given the opportunity to address the NCOs with a brief. After which I was, and continued to be, engaged in very interesting and challenging discussions; they lasted throughout my stay. These discussions further convinced me that there are professional, qualified, enthusiastic, and motivated NCOs serving in JWC.

As in any other NATO institution or Headquarters I have heard that some of you may feel unutilized and not really challenged by the job, or that you are ready to take over more responsibilities and face bigger challenges. This approach of yours is exactly what keeps me and the other Senior Enlisted Leaders carrying on with our efforts to assist our Nations in their NCO Corps' transformation, which would naturally mirror into the NATO structures. You continue to give us new energy to develop and promote additional NATO NCO Development Programs and cooperation with NATO, PfP, and also contact countries' NCOs. Without your support, this initiative would not continue to progress. Still, this is NATO - soon to be more than 26 Nations - and everything takes time.

We have a vision, and we are working on several initiatives that are changing the history of NATO NCOs. "The Year of the NCO in NATO" is a great initiative and a tremendous asset in helping in our efforts.

(Recommended Reading: Interview with Sergeant Major Kolesa in ACT's Transformer Magazine, Spring 2008: "2008 The Year of the NCO in NATO Campaign", p:3)

"MMOY Ceremony formally recognizes NCOs for their achievement"

SSG Mark Ledesma represented the Joint Warfare Centre at the ACT Military Member of the Year Ceremony (MMOY)



As an NCO recognized for exceptional service achievement, what's your advice to NCOs serving in NATO?

My advice to NCOs serving in NATO is to continue working beyond what is normally expected of you. All of us bring different experiences to this organization. We have an obligation to show everyone

that NCOs are fully capable of contributing to the success of NATO's mission.

What makes NCOs the cornerstone of military?

The U.S. Army uses the term "backbone" to describe the NCO Corps. This is a perfect description of how NCOs are the support structure in any Military. We are required to carry out orders and to successfully complete the missions given to us. We are responsible for every Soldier's welfare and professional development. It is expected we will not shy away from accepting greater responsibilities.

Why is it difficult to describe the NCO ranks in NATO?

NATO has no set structure to describe the roles and responsibilities of the NCO. It is a very hard task to accomplish. Each nation has its own structure. The views can be very different. Take, for example, Norway. The NCO structure does not hold as many ranks as other nations. How do you create a structure without forcing another nation's ideals on one another?

Can you tell us about the 2007 ACT MMOY?

This year, the 2007 MMOY was held at ACT Headquarters in Norfolk, Virginia from 25-29 February. The competition started with each candidate giving an introduction about themselves to the MMOY Board Members. As the competition continued, I was required to give two presentations. The first presentation described the JWC command and responsibilities. The second presentation involved describing the NCO structure within the U.S. Army. The final part of the competition allowed each member of the Board to ask two questions, each about ACT. This was the most difficult part because we were not aware of what questions would be asked. It was an honor to represent JWC in the competition.

What is the importance of MMOY Ceremony?

The ceremony is significant in that it formally recognizes NCOs for their achievement. It is important for leaders to identify and reward individuals for portraying the characteristics we want to see in our organization. It shows the command cares and takes a personal interest in achievement.

In three words, how would you describe success?

Dedication, development and teamwork.



On the top floor of the E-Block there is the Command Group, including the Information and Knowledge Management Office, which is the office from which the JWC Webmaster works. SCPO Henning Kørvel (whose NATO last name is Koervel) has served with the Danish Navy since 1969, chiefly in the Faeroe Islands, - and is proud of it too! Manpower reductions in the Danish Forces, including the Island Command Faeroes, brought him back to Denmark in 2006. Shortly after, he applied for the vacant position as Webmaster at the JWC, where he arrived in July last year. So, that was my short introduction. As part of the in-processing procedure, newcomers stop by my office to submit their request for accounts on the NATO Secret and NATO Unclassified workstations. So, I am one of the few persons that get to say "hello" to almost all JWC members. My job as the JWC Webmaster also involves working on the SharePoint Server Portal and the WISE Portal, and more recently, also on the Windows SharePoint Services, which have just been implemented on the NU LAN. I have also contributed to the JWC external website (www.jwc.nato.int), ensuring that useful functionalities have been installed on the server where the website is hosted.

**SCPO Henning Kørvel, DNK N,
JWC Webmaster, IKM**



I want to start off saying congratulations to all NCOs within the Alliance, THIS IS OUR YEAR! We should be proud of ourselves. My daily job at the Joint Warfare Centre is to be an assistant on the Command Group staff. I work mainly in the DOS Office, though I also sometimes provide assistance as needed to the JWC Director and Chief of Staff, especially during exercises at Ulsnes. I enjoy working in a multinational environment, and I learn new things everyday about the different cultures in the JWC community. Every morning I look forward to a day at work, serving NATO.

**SGT Jarle Lønseth-Vidtun, NOR AF
DOS, JWC**



Since 2005, I have been a part of the CIS/Helpdesk, where most staff are NCOs. It has been a very interesting job, which carries its own challenges, though. Our job is to solve all kinds of computer problems that staff may have, and when we fix a problem, everybody is happy. That makes me happy too. That's my reward. I am very pleased with NATO's decision to dedicate 2008 to NCOs. Bulgaria set up a Professional College for NCOs in 2007, and I am glad to see such developments, which are a true recognition of our work.

**MST Iliyan E. Matanski, BGR A
Technician, JWC**



**Serving as a Non-Commissioned Officer in NATO vs. National Forces:
Where is the difference?**

Serving with NATO as a Senior NCO is one of the most challenging jobs there is. It is not the professional part that is the biggest challenge; but rather, the fact of doing business in a foreign language with colleagues of up to 26 different nations. While there is a common understanding of the role of all officer ranks, the approaches to that of the NCOs vary greatly with several different models being available within the forces of NATO's member nations. As a consequence, NATO is working hard to achieve a common understanding and a clear definition of NCO/SNCO role inside the Organization. To serve with NATO is nevertheless an experience I see as a mandatory part of the professional and personal development of every Senior NCO in NATO. I am proud for Germany being a part of NATO and honoured that the German Armed Forces gave me the chance to serve in the NATO/JWC Team.

**SMstSgt Juergen Eise, DEU F,
PAO, JWC**





JOINT WARFARE CENTRE



JWC's SUPPORT TO NATO's NRF/CJTF CERTIFICATION

By Captain Stuart B. Furness, GBR N,
Chief, Joint Exercise Division, Joint Warfare Centre

I first came across the Combined Joint Task Force (CJTF) concept when working in two maritime NATO commands in the middle and late 1990s. Those commands, largely national, have become part of the NATO Force Structure, and the CJTF concept has also evolved, or transformed, into the NATO Response Force (NRF) and Deployable Joint Staff Element (DJSE) concepts.

Joining JWC in August 2007, my previous appointment was as the Chief of Staff (COS) of the UK Maritime Component Command (UKMCC) in Bahrain. I also held the title of ACOS (Operations) in the Coalition Forces Maritime Component Command (CFMCC); a small coalition team co-located with the US Navy 5th Fleet in Bahrain. Two things stood out from that period in the Middle East: Firstly, that NATO's role in the region was far larger than the last time I had worked directly with the Alliance. There was obviously support to the complex ISAF mission, but there was also direct engagement with



regional countries, such as Bahrain, as part of the Istanbul Cooperation Initiative and secondly, that there was widespread day-to-day use of NATO procedures by countries as geographically far apart as Australia and Pakistan.

So, what would I find on joining JWC? How much of a challenge would it be to co-ordinate all the various nationalities within all the various Headquarters involved in any NATO exercise? How realistic would it be? Who would provide the direction?

Nine months later and in the middle of my fourth major NATO exercise, I have come to understand the roles that JWC holds in CJTF/NRF and future DJSE exercises, which are termed 'STEADFAST Series' exercises. Firstly, we do not certify anyone; the Joint (Force) Command-

ers, assisted by the Operational Planning Directorate (OPD) based in Lisbon, do that for future NRF commands. What JWC does is to project manage the exercise process, setting up and running all elements that are 'artificial' in an exercise, allowing the Operational Commander and his Component Commanders to concentrate on the operational aspects. JWC also has a public face that provides Observer/Trainers (OTs) to assist the staffs prepare for their periods on 'standby' for operations.

The NATO Exercise Planning Process is outlined in Figure 1 (Page 14), drawn from the Bi-SC Exercise Directive 75-3, which defines a four-stage NATO exercise process. That Exercise Directive also defines the roles and responsibilities of the various exercise Headquar-

ters; for STEADFAST series exercises, these are SHAPE as Officer Scheduling the Exercise (OSE), a Joint (Force) Commander as the Officer Conducting the Exercise (OCE), and JWC as the Officer Directing the Exercise (ODE). There is a considerable amount of detail to JWC's involvement in these STEADFAST Command Post/Computer Assisted Exercises (CPX/CAXs), primarily in the following areas in the table below.

So, to answer my own questions and firstly, how realistic is it? Going into each exercise I ask myself two main questions: How good is the Main Events List (MEL)/Main Incident List (MIL) and do I have enough augmentees? Speaking from my own experience the incidents that JWC has planned to challenge the various operational Headquarters



JWC role in NATO's STEADFAST series exercises:

Stage	JWC Primary Activity
Stage 1: Concept and Specification	- Advise the OSE on Exercise Design - Develop detailed scenarios and documentation <i>Note: Each new scenario takes up to two years to develop</i>
Stage 2: Planning and Product Development	- Lead the Exercise Core Planning Team (CPT) - Lead the development of exercise documentation, e.g. Exercise Plan (EXPLAN)
Stage 3: Operational Conduct 	<p>Academics (Stage 3 Phase 1)</p> <ul style="list-style-type: none"> - A five-day programme where JWC delivers a combination of academic briefs and syndicate discussions to the command groups and key staffs of a Joint Force Command (JFC) and its Component Command (CC) headquarters - ACT provides Senior Mentor support <p>Crisis Response Planning (Stage 3 Phase 2)</p> <ul style="list-style-type: none"> - During this two-week phase the JFC and its CC headquarters are tasked to conduct operational planning using the Guidelines for Operational Planning (GOP) - JWC Observers and Trainers (OTs) and Scenario personnel support and assist the training audiences as they conduct their planning together with Senior Mentors <p>Exercise Execution (Stage 3 Phase 3)</p> <ul style="list-style-type: none"> - During this Phase the operational plan developed during Phase 2 is executed, in a CAX environment, over an 8-10 day period - Phase 3 usually involves about 1,500 staff in a Training Audience composed of 4-10 headquarters deployed across Europe and an Exercise Control (EXCON) organisation of 300-500 staff, including an OT team of 50-85 staff <p>After Action Review (AAR) (Stage 3 Phase 4)</p> <p>Immediately following Phase 3, Director JWC delivers an AAR to the Commanders and key staff of the Training Audience</p>

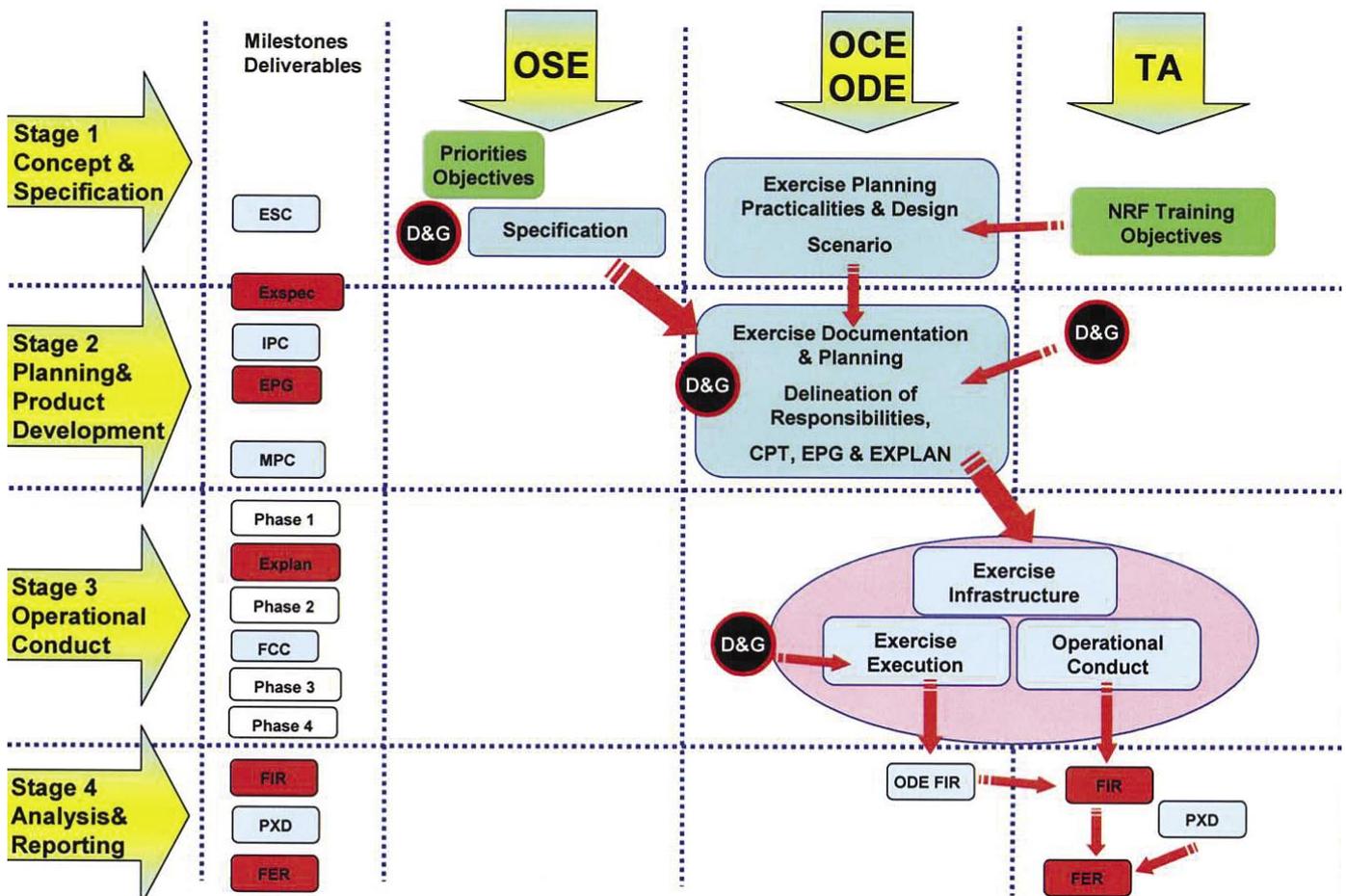
How much of a challenge would it be to co-ordinate all the various nationalities within all the various Headquarters involved in any NATO exercise? How realistic would it be? Who would provide the direction?

have echoed directly with the day-to-day events I experienced over the last few years in the Middle East: the higher level tasks of protecting the economic lifelines of a country in order to set the conditions for the success of an emerging state or striking the balance between pursuing intelligence leads and working with regional nations to the specific problems of piracy, maritime crime, human trafficking, narcotics smuggling and arms smuggling, which may be the enabling networks for terrorist movement of goods or people, or may be adapted to the purpose of some violent extremist group. All of these illegal activities are subject to various international protocols, treaties or agree-

ments that call for their suppression or repression. I attribute the ever increasing realism of the MEL/MIL to the direct engagement of the training staffs of the Headquarters about to be certified in the development of the MEL/MIL (they understand their operational plans and exercise training objectives) together with the experience gained by JWC over five exercises each year and the very welcome involvement of a growing number of International and Non-Governmental Organisations (IO/NGOs). The last CJTF exercise also had extensive SHAPE involvement, which provided a very realistic environment for the Operational Commander.

There are, of course, challenges con-

NATO EXERCISE PLANNING PROCESS



Bi-SC Exercise Directive 75-3 defines a four-stage NATO exercise process.





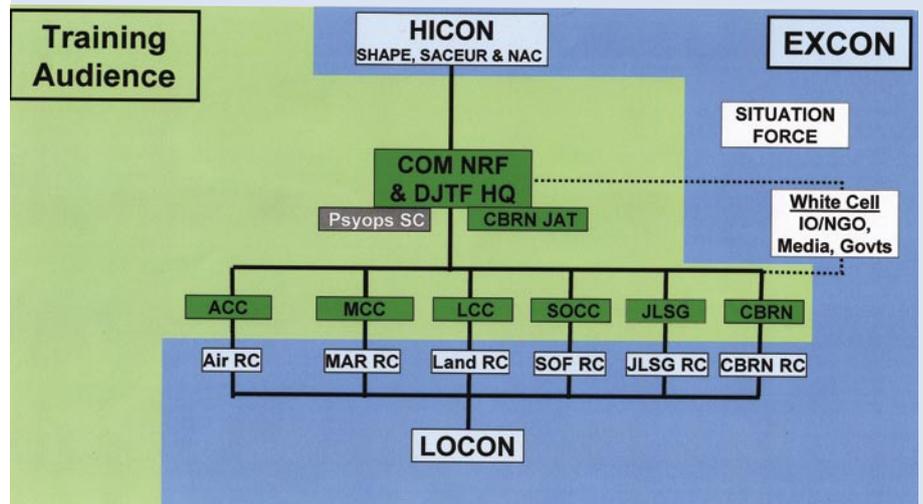
cerning the 'artificialities' and the availability of augmentees for EXCON has had the most obvious effect on our exercises. Figure 2 (right) shows the extent of what EXCON needed to provide for the current exercise STEADFAST JUNCTURE 08, and in the last three exercises the lack of augmentees has led to 'Extended Day' exercises rather than 24/7, and a lack of OT Subject Matter Experts in a number of areas (e.g. Targeting and Information Operations).

Finally, I return to my original question: how much of a challenge would it be to co-ordinate all the various nationalities within all the various Headquarters involved in any NATO exercise?

After nine months, including 1 x ISAF, 1 x CJTF and 2 x NRF exercises, I would say that day-to-day this is not a hard task, but it does require an investment in time, patience, understanding and above all an ability to find a way to accommodate each Headquarters' needs. The Exercise Core Planning Team (CPT), led by my Division does much of the day-to-day work that is needed to keep us pointing in the right direction, but it is my Director, in a recently expanded ODE role, in close discussion with the Operational Commander as OCE, who gives that direction. ↗



EXCON structure for STEADFAST JUNCTURE 08



Foreword Lieutenant General Korte, Director, Joint Warfare Centre, continued from page 3 »»

ily. At the same time, we welcome his successor, Brigadier General (S) Scott D. West and his family. We will introduce BG West in more detail in the next issue of *The Three Swords*.

Two other key leaders are leaving also this summer, Colonel Stephen Saulnier, DivChief of JTDD; and Colonel Paul Morillon, Chief SME Branch and DDivChief of JTDD. Colonel Steve Saulnier has led JTDD for three years. As Chief Training Team he was responsible for the conduct of no less than eight STEADFAST Serious Exercises. He became probably the most prominent face of JWC in NATO. Thanks to his outstanding performance, JWC was able to establish its reputation in the training environment.

The same can be said about Colonel

Paul Morillon. He became the synonym for excellent prepared and conducted ISAF training. Even confronted with a lot of problems he never stopped making the best out of it. And that was usually much more than what was to be expected. Both will leave a gap, which will be difficult to fill. This is not said to discourage their successors who will, I am sure, do the best they can. So, I would like to offer a very warm welcome to Colonel Chuck Attwood and Colonel Charles Sevin.

Of course it is not only the Chief, and Steve and Paul who are leaving. As always in summer there is an intensive rotating in and out of JWC. Every single one who is leaving deserves actually to be recognized for his or her contributions to JWC's performance and success the same way; many thanks therefore to all of them and a heartily welcome to all our newcomers.

The present issue of *The Three Swords* features Non-Commissioned Officers

in NATO, since ACO and ACT declared 2008 "Year of the NCO". You will find interesting perspectives by MSG Hashim "Woody" Woodard, and WO1 Jackie Guichard, along with views provided by many of the other NCOs we have at the Joint Warfare Centre, showing the breadth and depth they are working in. Captain (N) Furness, DivChief JED, offers a comprehensive overview of our support to NRF/CJTF certification and comes across with a really clear and concise abstract highly worth reading. There is an interesting interview with Commander John Coppard, Joint Training Officer at HQ SACT whilst LCDR Brian Marsh elaborates on CIMIC in Afghanistan and the ISAF PRT engagement. Highlighting these, but not deferring all the other contributors and articles, I am sure that you are holding a fascinating issue of our magazine in your hands. For the upcoming quarter, enjoy your deserved holidays and some time with your families, come back safe and sound!



“It is up to us to understand and adapt to the environment we operate in, not demand the environment adapt to us.”

Effective Communication Strategies in Afghanistan

Photo by NATO

Interview by Inci Kucukaksoy, JWCPAO

In this interview, Commander John Coppard, CAN N, Joint Training and Special Events Officer, Public Affairs Office, Headquarters, Supreme Allied Command Transformation (HQ SACT), explains the role of effective communications to maintain local Afghan and international support for helping rebuild Afghanistan.

Can you please tell us about yourself? When did you join HQ ACT?

I joined ACT as the Joint Education and Training Officer for Public Affairs in October of 2007. Prior to that, I served for a year as a Strategic Communications Advisor to the Afghan Government in Kabul, the highlight of a ten year career as a full-time PAO, (I was a surface warfare officer before then), including seven months as a NATO Spokesman and Chief PAO for MND (SW) in Banja Luka in 2002. In my current capacity I am responsible for military Public Affairs Education and Training Standards and Doctrine across NATO. It is a big job, but I am part of a larger team, which includes my ACT colleague, Ms. Andrea Eperjesi from Hungary, and the many

PAOs throughout NATO, including JWC, who support and deliver PA training within their organizations.

To begin, please explain what NATO's transformation means to you?

I like to start one of my PA lectures at NATO School (Oberammergau) with an image of the front cover of *The Economist*, November 2007 edition. It is entitled “Brains Not Bullets: How to Fight Future Wars”. That sort of sums up transformation for me. We, in NATO, must continue to “carry a big stick”, but we also need to be a thinking organization. Specifically, we need to harness the tremendous intellectual capacity resident in NATO to understand and constantly adapt to a complex and dy-

namic security environment. Many of the failures I witnessed during my time in Afghanistan were the result of international organizations applying boilerplate approaches - mostly Western ones - to an environment for which they were completely ill-suited. For example, if you are a communicator like me, and you are trying to help the Government develop better ways of reaching out to ordinary Afghans on subjects such as school and community protection, counter-narcotics, or corruption, the typical approach is to recommend a mass media advertising campaign. This is something we, in the communications business, are taught since it works well in a western context. But if you investigate a little, you realize that Afghanistan represents





a completely different challenge, where different approaches are needed. Newspapers, for example, do not reach most audiences, since newspaper distribution is extremely poor, and over 70 percent of Afghans are illiterate, particularly rural residents. Placing television ads is also not a panacea, since only about 30 percent of Afghans have access to television. But discounting these media entirely is also not the solution, since print media in Afghanistan often dictates what is being reported on the radio and television, and television itself is expanding rapidly, and becoming more politicized. As for radio, it is widely subscribed, but there are gaps in coverage and large variations between when, for example, women and men listen. Add to that significant regional and demographic variations in media credibility, and the fact that Afghanistan is a highly collectivist society where face-to-face contact is vital but often extremely difficult due to insecurity or the remoteness of communities, and you have got a real communications challenge on your hands. But these are the sorts of challenges which transformational organizations can, and must deal with. It is up to us to understand and adapt to the environment we operate in, not demand the environment adapt to us.

You spend a year in Afghanistan as a Communications Advisor to the Afghan Government. Could you please tell us about your work there?

I was the only Communications Advisor on a 16-person team comprised of field-grade staff officers and two civilians called the Strategic Advisory Team

(SAT). We were the product of a 2005 bi-lateral agreement between Afghanistan and Canada, that resulted from a request by President Karzai to then ISAF Commander, General Rick Hillier.

The President wanted advisors to work within his nascent ministries to help with basic planning, staff work, and capacity building, something desperately needed in a country whose civil service was virtually destroyed after close to 30 years of warfare. Since re-connecting the government to the people is a key element of post-conflict peacebuilding, and core to counter-

insurgency doctrine, General Hillier recognized the need immediately. The challenge for Canada, however, was that no other government organization was able to field people with the prerequisite strategic planning skills and experience in conflict zones, so it primarily fell to us in uniform to get the job done.

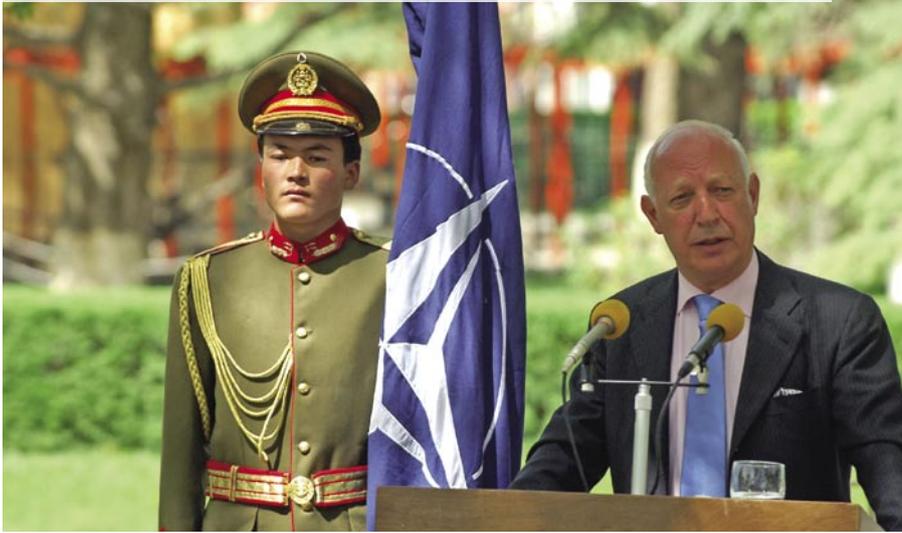
Our approach was unique, especially for a military organization. We worked in plain clothes and reported to work, day in and day out, individually, or in small groups, to the Afghan ministries we supported. We prided ourselves in



Islamic Republic of Afghanistan President, Hamid Karzai, photo by ISAF PAO.



NAC visit to Afghanistan: Joint Press Conference following meeting with Afghan President Karzai - Ambassador Minuto Rizzo (Deputy NATO Secretary General), photo by NATO.

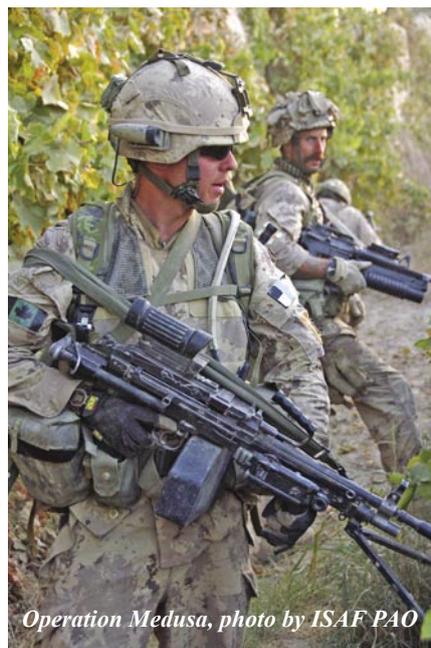


being integral members of the Ministerial staffs we supported, and did all we could to maintain their trust and confidence. During my time with the team, I mostly focused my efforts on the non-security sector, specifically Ministries that had national presence and impact on the lives of ordinary Afghans, such as the Ministry of Rural Rehabilitation and Development, the Ministry of Education, and the Civil Service reform body. I was also involved with the Strategic Communications working Group (SCWG), which coordinated the messages of the international community - including ISAF - with those of the Government of Afghanistan. Our goal was to counter the communications activities of the insurgents and ensure a positive and consistent government/international message to the people.

When you took that mission, what were your expectations and goals?

Like a lot of people who were inundated with television images of combat and roadside bombings in Afghanistan, I expected the violence and destruction to be a lot more pervasive than it was. In fact, the vast majority of Afghanistan is completely peaceful. I know this from personal experience since I travelled incident-free for weeks at a time throughout much of the country, including Kandahar where my colleague and I were

privileged to join about 80 community leaders from the Panjwayi District shura at a luncheon for the Minister of Rural Rehabilitation and Development and the Provincial Governor. What made this remarkable to me was that the event took place only a few months after OPERATION MEDUSA, where my countrymen fought - and several died - in a largely successful operation to dislodge the Taliban from that area. It was a somewhat unsettling experience since many of those present were undoubtedly Taliban sympathizers, but as



guests of their shura we were treated with the utmost courtesy and respect. Overall, the violence is certainly brutal and intense - just ask the troops who do the fighting - but it is largely localized in certain districts in the East and South.

My second expectation, based on some of my experiences in the Balkans, was that many Afghans would resent our presence and actively resist our efforts to assist them. Fortunately, nothing could have been further from the truth. Most Afghans I met were anxious to set about the (re)building of their country and grateful for any assistance in getting the job done. Indeed, having received so little from their state institutions over the years (the Taliban were particularly incapable of providing services to the people), Afghans have developed a strong sense of self-reliance and an entrepreneurial spirit to rival any I have seen in the world. I am confident that if given the 'breathing room' they need to rebuild their security institutions, and a helping hand to allow their state institutions to provide services to the people, Afghanistan is well positioned for success.

ISAF is the largest mission NATO has ever conducted outside its usual area. How big a role, in your view, should effective communications play for ISAF's success?

Currently there is a lot of focus, rightfully so, on communicating to the publics in Troop Contributing Nations about the nature of the ISAF mission and why it is important. But communicating with the Afghan population is also critical to mission success, because nobody, least of all a people who have suffered the deprivations of foreign occupation, wants armed foreigners on their streets. At the end of the day, to be effective, ISAF needs to be seen by the majority of the population as a force for good. Fortunately, most reputable national surveys show that ordinary Afghans, with certain regional and ethnic/tribal exceptions, continue to have a favourable view of ISAF. Conversely, if you have read anything about Afghan history, you will know that Afghans are



CDR Coppard, with Minister Ehsan Zia and his advisor and Kandahar Governor Khalid, Spring 2007, Kandahar, Afghanistan.



uniquely capable of making uninvited guests feel very unwelcome indeed. The fact that we are able to operate in most parts of the country - and achieve success - is a testament to the fact that most Afghans treat us as invited guests. It is something we forget at our peril.

Do you have any recommendations? How do you think this can be implemented in JWC's military training in preparation of NATO's operational commanders?

I had a unique but valuable perspec-



tive working with, but not for, ISAF. From my observations, I think the most important thing for ISAF officers and NCOs to understand that they work in a wider strategic context. There is an Afghan Compact, UN Millennium Development Goals, and an Afghan National Development Strategy, which are key parts of the roadmap to Afghanistan's future. They are documents, which must be understood by ISAF's operational commanders and staffs, so would form a logical part of JWC training.

A second but related point is that ISAF needs to know as much as they can about the other international and GIRA players - their agendas, capabilities and limitations. We, in the armed forces, tend to have a can-do attitude, something which earns us the (grudging at times) respect of those we work with, but which can be a help or a hindrance depending on who we are dealing with. Giving commanders and their staffs a theoretical background on the other players and their mandates is certainly something to consider for JWC training, but equally important is that - once in theatre - ISAF staff officers and NCOs get out of the compound regularly to meet and negotiate the people whose work impacts their's and vice versa.

That includes, most importantly, members of the Afghan Government,

but also International Organizations, NGOs, the private sector, and civil society, whether they are in Kabul or in the countryside where 80 percent of the population lives.

Afghanistan is a collective society where personal contact matters greatly, and the wider international community works more on negotiation and consensus than military structures are used to. Getting out of "the wire" and meeting our counterparts obviously entails increased risk, but that is part of the job, especially in transformational organizations. I personally believe that most Troop-Contributing Nations are willing to accept both the mission and the casualties that unfortunately come with it, but only if they believe that the cause is worth fighting for, and progress is being made. Both are true in Afghanistan, but we have got to keep communicating that fact.

Can you provide some examples of the impact of effective communications that you have seen in the time that you have been there?

The best example of effective communications I witnessed was the visit of His Excellency Mohammad Ehsan Zia, Afghanistan's Minister of Rural Rehabilitation and Development, to Kandahar in the spring of 2007. He was from a different region and ethnic/linguistic group from his hosts, but had worked hard to master Pashto and was clearly respected by everyone as a man of great substance and personal integrity. He spent several days travelling to projects and shuras, meeting face-to-face with elders and negotiating not just how his Ministry could help them - through initiatives such as the National Solidarity Program or Microfinance - but how communities could help themselves and their government by, for example, banding together to protect development projects and ministry workers.

I will never forget the long lines of village elders from all over the province waiting patiently in the hot sun to meet the Minister, or of the Minister himself sitting cross-legged amongst them patiently negotiating well into the night. It was the front lines of nation-building,



and an excellent example of effective, face-to-face communications.

Another example originated from the Ministry of Hajj and Religious Affairs. There was considerable concern at the time that those returning from the Hajj, the annual Islamic pilgrimage to Mecca, were being exposed to anti-government propaganda and encouraged to commit acts of violence against Afghan and international security forces. The Ministry arranged for informational pamphlets to be distributed on every seat in every plane carrying Afghans back from the Hajj. These pamphlets contained both text speaking of the Government's commitment to Islamic principles, and images of the President participating in the Hajj himself, for those who were illiterate. It was an example of using the right communications tool and the right time to do the job.

What are your views about cultural awareness? What is your advice to the upcoming ISAF rotation?

I was very pleased to learn that Joint Warfare Centre is adding cultural awareness to its training package because it is absolutely critical in so many ways. Particularly, if you are working in Protocol, CIMIC, Force Protection, Key Leader Engagement, Liaison, Contracting, Operational Planning, Psychological Operations, Intelligence, or Public Affairs, it is an absolute must. Fortunately, Afghan history and culture is fascinating, so learning about it should be a joy for the inquiring mind. There are many layers to what can be broadly described as 'cultural awareness' in Afghanistan. At its simplest, cultural awareness means learning at least some of the basics in the local language, which can be Pashto, Dari, Hazaragi or one of a host of others depending on where you are located.

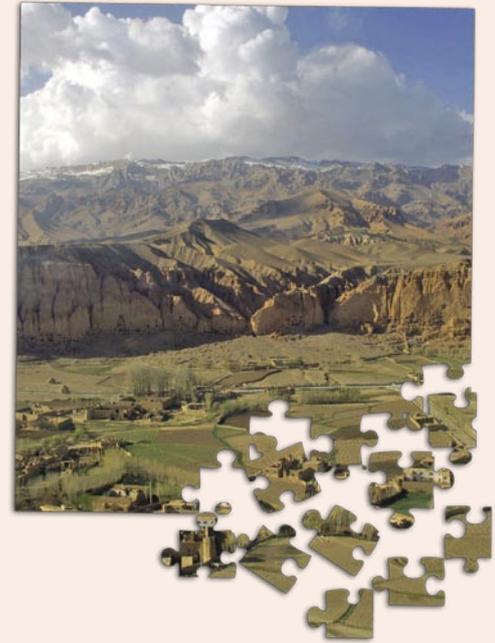
Dari, as the language of the national government, can be useful for those based in Kabul. It is essentially Persian, and is quite logical. It only took me a few lessons before I could have a basic conversation with our guards, much to their amusement. Cultural awareness can also be simple but important elements of protocol, such as showing

respect for elders, dressing modestly, entering a room in the right order of precedence, or showing sensitivity during religious observances such as Ramadan, when people fast and become tired and irritable. In a wider sense, it is tremendously useful to have a basic understanding of Islam, since there is no division of church and state - as we would understand it - in Islamic countries such as Afghanistan. But there are important variances in that too, for example, Wahabism as practiced in Saudi Arabia is completely alien to Afghanistan, where worship is practiced in a more individual way. Add to that ethnic and tribal differences, and there is enough to keep an army of cultural anthropologists occupied for centuries.

To get some insight into specific topics, I recommend a visit to the excellent library of the Afghanistan Research and Evaluation Unit (AREU); the staff are incredibly knowledgeable and helpful, and post a lot of good information on their website. There is also a relatively new Afghan-run think-tank called the Centre for Conflict and Peace Studies, which is doing some fine analysis in support of policy-makers.

For reading, there are infinite choices, but books such as Taliban by Ahmed Rashid were particularly helpful to me. The Dust of Empire, Kabul in Winter, The Kite Runner and The Places In Between were also worth reading for a sociological perspective, and all my friends highly recommended The Book-seller of Kabul, although I never got around to reading it. A Short Walk in the Hindu Kush is good fun, and Flashman is the ultimate guilty pleasure for someone who love history and political-incorrectness in equal measure.

Finally, if you want some insight into American politics and the defeat of Soviet forces in Afghanistan, I strongly recommend the wonderfully-written Charlie Wilson's War.



Recommended Reading:

Taliban: Militant Islam, Oil and Fundamentalism in Central Asia, by **Ahmed Rashid**

The Dust of Empire, by **Karl Meyer**

Kabul in Winter: Life Without Peace in Afghanistan, by **Ann Jones**

The Kite Runner, by **Khaled Hosseini**

The Places in Between, by **Rory Stewart**

A Short Walk in Hindu Kush, by **Eric Newby**

Flashman, by **George McDonald Fraser**

Charlie Wilson's War, by **George Crile**

“Fortunately, Afghan history and culture is fascinating, so learning about it should be a joy for the inquiring mind.”



Interviews by Inci Kucukaksoy,
JWC PAO



Scripting for Steadfast JUNCTURE

MEL/MIL Scripting and STARTEX Validation Workshop for Exercise Steadfast Juncture 08 (SFJE 08) took place at the JWC exercise facility in Ulsnes between 21-30 April 2008.

The aim of the MEL/MIL Scripting Workshop was to finalize the Incident development and to script all associated Injects for the actual exercise in May.

The specific objectives were:

- Familiarize all participants with friendly force and SITFOR lay-downs at STARTEX,
- Script all Injects within Incidents with a focus on adding realistic detail,
- Develop Actions to take place within the computer simulation to target specific Exercise and Training Objectives,
- Refine and develop expected out-

comes for Incidents and Injects ensuring they are observable and are focused on the Exercise and Training Objectives,

- Ensure sufficient functional area and Component-level play to meet Training Objectives and Training Audience desired level of ambition.

Exercise Steadfast Juncture 08 is a NATO Response Force (NRF) four-phase Command Post Exercise (CPX) in a NATO-led Crisis Response Operation (CRO) under Chapter VII of the Charter of the United Nations, beyond NATO's Area of Re-

sponsibility. SFJE 08 is a two-level Combined Joint exercise, utilizing NATO's land-based Deployable Joint Task Force (DJTF) Headquarters capability. SFJE 08 will focus on execution of an NRF stand-alone CRO, including Initial Entry.

The aim is to train, integrate and evaluate the NRF 11 command structure, including: NATO's JC HQ Lisbon (static, DJTF HQ and Reach Back); JLSG; LCC (RRC FRA HQ); MCC (SPMARFOR); ACC (UK JFACHQ); SOCC (IT JSFOC); MN CBRN Def Bn HQ (CBRN BN FR) and NBC Joint Assessment Team (FRA lead).

Wing Commander Alex Mason,

GBR AF,
Joint Training Development Division,
Joint Warfare Centre

"I am the Chief Main Event List/Main Incident List (MEL/MIL) for Steadfast Juncture 08, which means that it is my job to put together the whole plan in terms of how people react to each of the events and to make sure that the script we produce is coherent. The script has to produce a single, sensible storyline, which we can follow during the duration of the actual exercise. There are more than 70 people at the Workshop right now and a lot of effort goes into it. Also, we have a new exercise scenario, dubbed as CERASIA, which is created by the JWC Scenario team. Overall, I think the JWC makes a significant contribution to the NATO Response Force (NRF). We run NATO's NRF training and make sure that the Training Audience practices tackling the difficulties early; before the actual NRF deployment."



Peggy Mason,

Canada's former UN Ambassador for disarmament;
Canadian Peacebuilding Coordinating Committee
Executive Committee Chair

"The MEL/MIL Scripting Conference for Juncture 08 has been particularly challenging because we are dealing with a brand new scenario, as compared to the previous series of exercises based on a mature scenario in MADA. As a UN political and diplomatic Subject Matter Expert, I am particularly gratified that this exercise includes role play for key components of a typical UN Peace Operation: UN Civilian Police (UNPOL) and UN Military Observers (UNMOs), as well as UN Political Affairs officers at both the DJTF and LCC levels. Regarding UN Police, this will be the first time to my knowledge that a JWC-led exercise seeks to incorporate them into the active play. At Startex, the UN Military Observers and the UN Police are the only international forces able to operate on the Kamon-occupied part of the Tori Pocket. This will put a premium on effective coordination and information sharing between the UN mission (UNMEC) and NISFOR at both the operational and tactical levels."



Captain Rich Vogel,

US N,
Commander, NATO Deployable Operations Group

"Our syndicate has been working on International and Non-Governmental Organizations as well as host nation interaction with the scenario. Specifically, we have focused on detention; prisoners captured by the combatant forces, and human trafficking. We had a very good team. Our incidents were less complex than many, because they were single events. They didn't have far reaching, long durations. The teams pulled it together and we created challenging scenarios for the NATO Response Force. Currently, Headquarters ACT has 200 US Navy and one US Army Reservists assigned. When we do exercises we also receive augmentation from other nations from their reserves. Usually, each Steadfast Exercise receives between 20-30 augmentees for the actual execution. I am the only ACT Reservist now scripting the exercise. I think it has been very interesting to be involved in the first-time scripting of a new scenario. It will be interesting to see the impact of our scripting efforts."





Mark Blaydes,
Scenario Group, JWC

"My role during Steadfast Juncture 08 MEL/MIL is to make sure that everything that we do is compatible with the Exercise Scenario, and with the guidance from the Chief MEL/MIL. I also have the particular responsibility for the Humanitarian Event and work very closely with the IOs and NGOs, as well as the associated Event Manager to ensure that we give the appropriate level of information in the right level of play within the exercise. I think that each JWC exercise I have participated develops further and further in terms of what we provide especially in the humanitarian and political area. This exercise illustrates this, with the introduction of the UN Police as well as the UN Military Observers. In Steadfast Joist, we made a big improvement in the political area, boosted with the addition of SHAPE as part of the Training Audience. This gave further impetus to the development of the political interaction between Training Audience, IO, NGO, Host Nation, and UN in order to provide the correct level of play from the NAC to the Training Audience. If you don't exercise the political aspect as well, then you are not exercising the complete spectrum of an exercise with United Nations involvement. I have been intimately involved with writing the Cerasia Scenario for the last 16 months. It is significantly different from the previous Mada scenario because of the geography, climate, proxy forces, role for NATO forces, interaction with other military forces, as well as the sheer scale of the exercise. When we, in the Scenario Group developed this, we were aware of the



need for a significant level of detail in the scenario in order to cater for EBAO, but also balance that with a knowledge of just how little time the Training Audience has for preparation prior to the exercise. We believe that we have achieved this aim, but Phase III of Exercise Steadfast Juncture will highlight how successful we have been."



Commander Eric Baad-Heimer,
SWE AF,
Capability Development Division, JWC

"I am the Event Manager responsible for the Humanitarian and Political Event at Steadfast Juncture 08. As you know, this event includes many challenging incidents to respond to. The team is mostly made up of civilians. When we develop MEL/MIL incidents for the actual exercise, civilians share their knowledge and expertise with the military taking part in the event. Basically, what we do is we merge civilian thinking and military thinking, which I find quite interesting. Actually, I learn a lot from this exercise. Being a PfP officer in this post was not a problem during the Workshop, but exercises run on NATO Secret workstations or in Jättå are, because I don't have access to NSWAN. More generally, what I can say is that Chief MEL/MIL Wg Cdr Mason, and all four Event Managers are very well prepared for the actual exercise."



Read More: The September issue of The Three Swords will feature an extensive article about STEADFAST JUNCTURE 08, Phase III.

Graham Day,

Former UN peacekeeper from Canada who served in Bosnia and East Timor
(UN POLAD and Police Role Player at the Workshop)

"I spent the last 15 years either on Peace Support Missions or learning about them and training for them. You could say that I am an experienced practitioner. More than 15 years ago, I was actually associated with the Navy in both Canada and the United Kingdom. And, from what I remember of the exercises then, these current exercises are much more realistic and much more focused on actual possible events in the world, rather than a single great World War or catastrophic event. So, I would say that whilst exercises don't have to try to predict where the next problem will come, they should be of a size and style that will help those military men and women who will have to go to the next conflict. Realism is very important, and this is quite a realistic exercise.

I am playing a number of roles: I play UN Political Officer, UN Police and also UN Military Observer. That's because I have actually observed a little of these roles in the field. What is important about having the Police is the acknowledgement that the problems that the NATO force will be sent to deal with will be primarily political problems; they will be civil and social problems. This means that many of the problems will be law and order problems, not military problems. Therefore, inviting the Police to come to the Scripting Workshop and getting law and order issues correctly into the script are all very encouraging steps for NATO to take. The staff should always press for realism by involving as many people from the field as possible.

The thing about the training situation is that nobody gets killed. No actual planes fly, no actual bullets are fired, so it is the time to do experiments. When you get into a real field situation, the Commander should not experiment with soldiers' lives. It is the classroom that is the place to make experiments. So, as an outsider, I would encourage the JWC staff to seek as much realism as you can get and push your clients into adventurous and daring solutions, which they can experiment within the safety of an exercise, so that they may find out how to do the real thing in a different way when they go to the field for real."



Lieutenant Colonel Stale Ljoeterud,

NOR A,
Joint Exercise Division, JWC

"I am the Event Manager II for Steadfast Juncture 08, which is dealing with the Asymmetric Threats. Together with a team of 17 people we have been scripting injects for this event. To create coherent and successful injects it is essential to have professional knowledge about different functional areas. Basically, I have prepared the baseline of all the storylines and my team is providing their expertise. The challenge is to retain good track of those injects being created and to know the structure of the DJTF in order to make sure that they are injected in a realistic way. It is also a challenge to know about all the structures that are working outside the military realm. But, we have a good cooperation with the IO and NGO representatives who are providing their expertise for us when we have questions. As a result, my team and I together have created a lot of challenging injects for the exercise. It is also my observation that in order to continue providing good exercise play in the future, it could be an idea to create a library of incidents instead of re-writing all of them for each upcoming exercise. We can save a lot of time and further improve them."



Francesca Dell'Acqua,

Italian IO-NGO Subject Matter Expert

"I have been working with different international organizations, mainly UN in a number of missions including Bosnia, Nigeria, Indonesia and East Timor. I am here as Subject Matter Expert (SME) on IO-NGO work, and I have covered the humanitarian intervention in Eastern Cerasia in the capacity of Regional Humanitarian Coordinator. This exercise has been quite a challenging one considering the amount of coordination needed. I tried to do the best I could to coordinate with the different events in order to have work that is covered from every aspect. The more people I get to work with, the better I can contribute, and I do enjoy working with such an interesting group of experts. Each exercise falls into different phases, and if you happen to work with the same people, then it is easier because you don't have to go back to explain; and if the same people attend the MEL/MIL Scripting, then it helps make our work easier, because we can be consistent."

By Colonel Steve Saulnier, CAN A,
Chief Joint Training and Development Division, Joint Warfare Centre

REFLECTIONS on THREE YEARS at JWC...

If all goes according to plan (and we know how likely that is!) I will turn in my security pass on July 7th, as my last official duty following almost exactly three years at the JWC. In retrospect, it is really quite amazing to reflect on how much innovation and progress JWC has made in training over the past three years, although it has been a little like knowing your children are growing, but not noticing because you see them every day. Over the past three years we have developed and delivered an Advanced Distributed Learning capability; a generic, repeatable Academics package to prepare headquarters for NRF and CJTF operations; a deliberate “training effects-based” MEL/MIL development process that uses training objectives as its point of reference; an expanded scenario development capability that provides an incredibly rich exercise experience; a robust capability to role-play non-military actors; a deliberate training improvement process and a programme to deploy members of JWC to Afghanistan for familiarization with the ISAF mission. We have grown our exercise and training development capability from a cottage industry dependent on one or two single points of failure to a methodical, deliberate, almost industrially repeatable process with half a dozen major training events under development at any given time. Three years ago, we were preoccupied with building our credibility with training audiences, whereas now the JWC’s brand is recognized across NATO as the pre-eminent provider of joint, operational level training.

Of course, progress never comes easily, and JWC may in fact have been too successful in establishing its credibility,

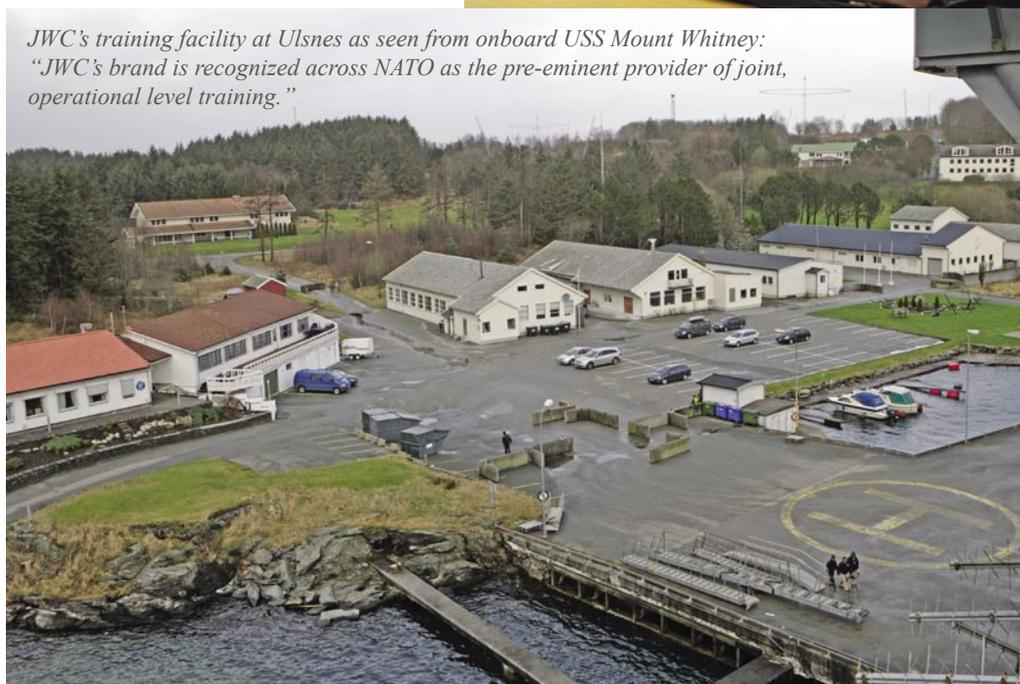
because we now struggle to deliver a Programme of Work that has become unsustainable given our current resources. Delivering three STEADFAST exercises, two ISAF training events, two Iraqi Key Leader Training events and one or two STEADFAST ENABLER experimentation exercises every year has many JWC members running from one training event or planning conference to the next. We have little opportunity to pause and reflect on Lessons Learned and almost no time to train ourselves.

But these grumbles are problems that will remain after I leave and will be for others to fix. As for me, I have collected a few “take-aways”, ideas that stick in my mind, on working in the NATO environment that I thought might be of interest to those who are staying on.

The first is the idea of the five C’s: communication, common sense, courtesy, comedy and *coffee*. It turns out that all of these (and lots of other things) are cultural. What someone thinks is good communication, common sense, courte-



Col. Saulnier with Lt. Gen. Korte, Director JWC, Ulsnes, Steadfast Juncture 08



JWC’s training facility at Ulsnes as seen from onboard USS Mount Whitney: “JWC’s brand is recognized across NATO as the pre-eminent provider of joint, operational level training.”





JWC Division Chiefs and Director of Staff (from left): Col. Edgren, Col. Saulnier, Col. Ronning, Capt (N) Furness, Col. Hellebust, Col. Peacock

sy, comedy or coffee depends on where he comes from. A successful NATO staff officer will probably recognize that there is no absolute right or wrong in these things, just a lot of differences, and try not to get too flustered or insulted when things are not exactly as he or she would expect in a national context.

My second take-away is that we, native English speakers, do not try hard enough to ensure we are communicating effectively with non-native English speakers. We tend to talk too quickly, use regional or national expressions and expect that our non-native-speaking colleagues will just have to try harder to keep up with us. We also tend to talk much more than we listen, often to our disadvantage. It would probably be a useful, humbling experience for all of us native English speakers to be required to learn Norwegian, for example, just to remind ourselves how difficult it is to learn and master a foreign tongue.

My third take-away is that acting as an Observer/Trainer (OT) on NATO exercises is a superb professional development opportunity. OTs see multinational NATO staffs grapple with complex joint, operational planning, coordination and execution problems, engage in enriching professional discussions on a daily basis, and have the opportunity to work directly with retired two, three and four-star NATO commanders (our Senior

Mentors). Officers who have served as OTs at the JWC are uniquely prepared to become successful staff officers in NATO and national headquarters.

I suppose my final take-away is that the patron saint of NATO staff officers is probably Saint Augustine, who famously prayed: "God, grant us the serenity to accept those things we cannot change, the courage to change those things we can, and the wisdom to know the difference."

It is also the prayer of Alcoholics Anonymous, and anyone who has worked with General Steve Croker and his notorious comment that training audiences have to "admit they're alcoholics" before we can help them will enjoy the irony!

Having got that out of my system, I am conscious that yesterday's innovative thinking becomes tomorrow's impediment to further progress, and it is time for fresh blood and fresh ideas in JTDD. Colonel Chuck Attwood of the Canadian Air Force and I will have completed about half of our handover by the time this edition of *The Three Swords* is published, and I am confident he will lead the Division forward with energy and insight.

I am grateful for the support of a long list of people, including all the past and present members of JTDD and many individuals across the JWC. A few stand out, and I am particularly grateful to Lt. Col. Thomas Steenberg, for taking me un-

der his wing and showing me the ropes in my first year at the JWC; to Lt. Gen. (Ret.) Steve Croker, for patiently teaching me almost everything I know about joint operations, and to StabsFw Thomas Wiegertner and Flt. Sgt. Stéphanie Macocco for providing superb administrative support and bearing my frequent last-minute requests for travel with patience and professionalism. Thanks too to Lt. Col. Steve Phillips for his creativity and steadfastly loyal support and to Wg. Cdr. Alex Mason for reminding me my family needed me, and for kicking me out of the office at the end of a long day more times than I care to remember. Finally, my wife Julie and my boys Eric and Louis have borne my long hours and frequent absences with patience and good humour. I suspect I might not show were our roles to be reversed.

We will miss Norway, with its rugged beauty and independent people, their crazy New Years' fireworks displays and the stirring national pride they show every year on the 17th of May. We wish JWC and all its members "ha det bra" and a fond "au revoir", because we will meet again.

Despite having spent three years at JWC, this is Colonel Saulnier's first article for *The Three Swords*! He is returning to Canada to take up his new responsibilities as the G6 and Director of Signals for the Canadian Army. †

Operational Countering Improvised Explosive Devices (C-IED) Seminar at the JWC

By Major Frank Tordeur, BEL A
SO Concepts, CDD, JWC

Introduction

Asymmetric threats are characterising the nature of current NATO operations and they will continue to do so for the foreseeable future. Improvised Explosive Devices (IEDs) are the prime example of such asymmetric threats and they continue to be the main cause of injuries and fatalities in Afghanistan, among not only ISAF forces and Afghan National Security Forces, but also mainly among the civilian population. NATO has recognised that

there is a critical requirement to enhance its ability to counter the IED threat.

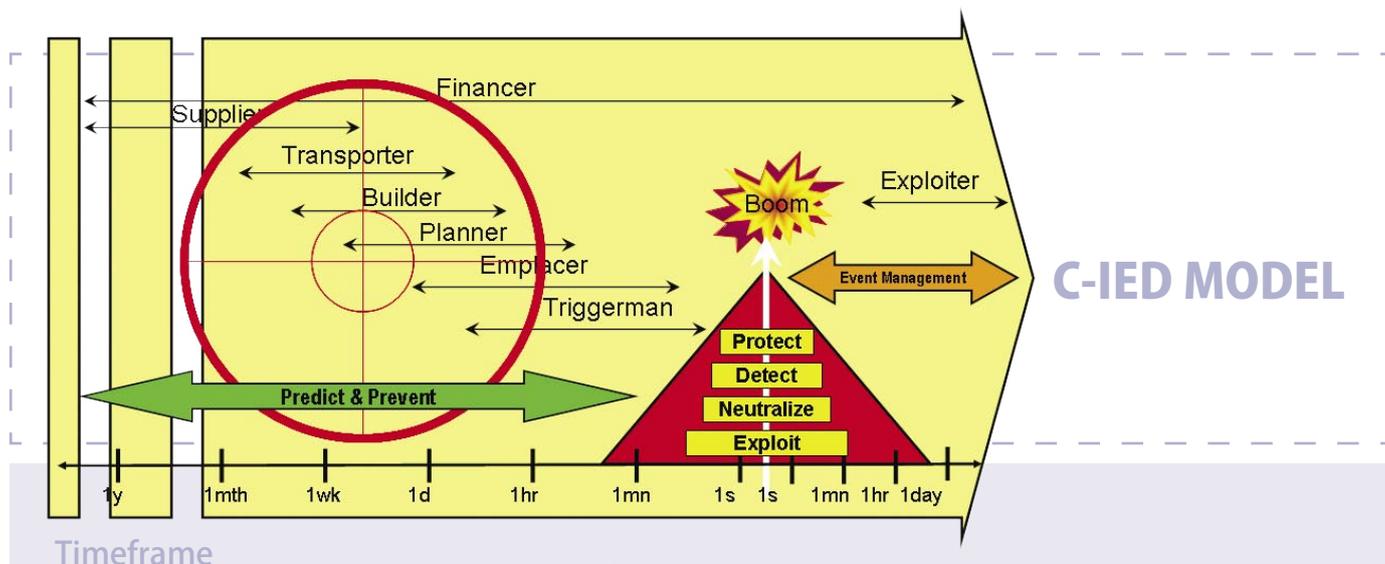
Countering IED Principles

The NATO Countering Improvised Explosive Devices (C-IED) doctrine (draft) sets up a defeat strategy and architecture that will lead to the development of a common operational ability to defeat current and future IED threats to support the NATO missions. The IED defeat

strategy is built on three principles, each with its complementary functions, as follows:

1. **Defeating IED System/Attacking the Network:** The aim of Defeating the IED System is to eliminate our opponent's ability and will to construct and employ IEDs. Defeating the IED System(s) requires a significant amount of proactive effort, cooperation among NATO and other nations, understanding





Timeframe

The C-IED Model above is developed by Dr. Eric Pouliquen, a French civilian working at HQ ACT. The IED event is broken down by time, and there are certain events that must occur over a period of time in order to get to the actual "boom", depicted by the red volcano. Time starts at the far left a year out in this example and proceeds down the time chain until the actual "boom" to a period of time to the right after the event. Obviously not every event is on the same timeline. Some may take longer, some may be shorter. As you can see, the financer may be engaged sometime out and possibly continue to finance throughout. You also have the supplier, transporter, builder, planner, emplacer, and finally triggerman and exploiter on the right side of the boom. It flows in a logical timeline. You cannot have the emplacer or triggerman do his job until the bomb maker has built the device. In order for an IED to be laid, this process has to be started. As with all processes there are always "critical points". Understanding this process will enable us to identify the "critical points" and then we can exploit it and disrupt it.

This graphic provides a brief overview of the C-IED defeat strategy. The offensive part involve all the tactical, operational and strategic activities to predict and prevent attacks days, weeks and months in advance of an IED attack. These proactive efforts focus primarily on attacking the network and breaking the IED event chain as early as possible and ultimately preventing the manufacture and/or emplacement of an IED.

Defeating the Device involves tactical and operational activities to locate IEDs, prevent detonation, mitigate the effects of detonation and render devices safe. Efforts here focus primarily on neutralizing emplaced devices and rely heavily on intelligence, TTPs & technology. But, after an event has happened, we need to manage the event and with the analysis of Technical, Tactical and Forensic intelligence we build a picture that will help us to Predict or Prevent. The aiming point indicates where we should focus our efforts at the Operational and Strategic level.



of the threat and the development and sharing of intelligence. This is best accomplished by 'Prediction' and 'Prevention' activities.

2. Defeating the IED: Defeating the IED consists of all activities related to 'Protection' against the effects, 'Detection' and 'Neutralization' of the device. It includes the identification of effective Tactics, Techniques, Procedures (TTP); the protection of friendly forces; and the development of technologies that detect, identify, classify, mark, and disrupt IEDs. It also includes the function of 'Exploitation' of rendered safe devices

or the remains of an event.

3. Training and Education: The C-IED Training and Education shall ensure that designated NATO forces, including those from Partner Nations, possess the basic abilities to successfully conduct C-IED operations. Key to reducing the effect of IEDs on ISAF is awareness of the threat, combined with thorough training in Counter-IED (C-IED) Tactics, Techniques and Procedures (TTPs) prior to deployment.

The C-IED model

Successful Countering-IED begins with a thorough understanding of the

opponent and the common activities associated with an IED attack. Similar to the classic Counter-Insurgency (COIN) or the Counter-Terrorist (CT) fight, these activities include leadership, planning, financing, IED designers, material procurement, bomb-making, target selection, recruiting, and attack execution. A holistic approach to understanding the requirements of an IED attack is vital for commanders and planners in identifying vulnerabilities in the IED event chain. These vulnerabilities can then be exploited to break the operational chain of events of the opponent.



As such it is very clear that at the Operational level, the C-IED fight is the responsibility of the entire Battle Staff with 'Operations' in the lead and heavily supported by the 'Intelligence' community.

NATO Operational C-IED Seminar

JWC is supporting NATO's effort to develop a common C-IED capability by mainly supporting the third pillar: Training and Education. Between 21-25 April, and for the second time this year, the JWC hosted, on behalf of ACT, the NATO Operational C-IED seminar at its HQ in Stavanger. This was the fourth time since its conception in 2006 that JWC was the host to this important training event. These seminars are intended to familiarize Staff Officers and Senior Non-Commissioned Officers assigned to Battle Staffs at Operational level Headquarters with an overview of the IED network and approaches to attacking it.

The lessons are specifically designed for J2/G2 and J3/G3 staff officers with emphasis placed on Battle Staff interaction. Another aim is to make the Battle Staffs aware that the Countering-IED

fight is not an 'Engineer' or EOD problem. It is a Commander's problem with the J3/G3 in the lead and heavily supported by J2/G2. The seminar covered three topic areas: Introduction to asymmetric threats and IEDs; responses to IED attacks and, attacking the system and defeating the device.

The seminar was fully subscribed with 44 Officers and Non-Commissioned Officers from 17 NATO countries attending. ACT plans to organise a total of four Operational C-IED seminars in 2008.

C-IED C2 experiment

As a next step in the further development of a NATO C-IED capability, ACT in conjunction with the JWC, is planning to execute a NATO Operational C-IED C2 Experiment. The experiment will be conducted between 16-26 September 2008 as part of the JWC Stand Alone Event (SAE) ENABLER 08-02 at the JWC Training Facility in Ulsnes.

The aim of the experiment is to evaluate the utility of prototype C-IED Organizations and existing C-IED Organizations and their Staff processes to meet re-

quirements of a NATO Operational Commander to conduct the C-IED Operations on attacking the network in a realistic operational scenario.

The objectives are to examine the ability of potential Prototype C-IED Organizations and C-IED capable Cross Discipline J1-9 Staff Elements of NRF size Battle staffs to effectively conduct: Prediction, Prevention, Detection, Neutralization and Exploitation of the IED network and the device.

Therefore, the Experiment in ENABLER 08-02 is designed to place C-IED teams from ACO subordinate HQs and National Corps HQs side by side with an ACT prototype C-IED C2 Organization Structure in order to observe, analyze and evaluate the C2 capability of those structures. Findings will determine if further experimentation with additional prototype organizations is required or whether it will provide a "Model C-IED C2 Organization" for inclusion in the NATO C-IED Doctrine. The Initial Planning Conference for ENABLER 08-02 took place in May, at the NATO School in Oberammergau, Germany. ✦



From left: MSG Woodard, WO Hilbert, MSGT Mazurczak, BG Ruhlman, Col. Hellebust, WO Bari, Lt. Ozdemir and WO Guichard

JWC FAREWELLS...

The JWC Command Group bid heartfelt farewell to six of its staff members on June 11, during an emotional ceremony at the Seven Shields. Brigadier General Ruhlman thanked the outgoing staff members for their dedicated service to the JWC. Ruhlman said, "What you have done here has been a tremendous service to this Centre."

CIMIC in AFGHANISTAN

A long, hard look at ISAF's PRT Engagement

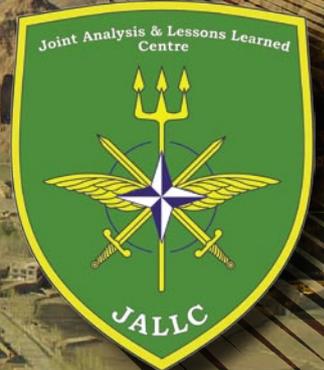


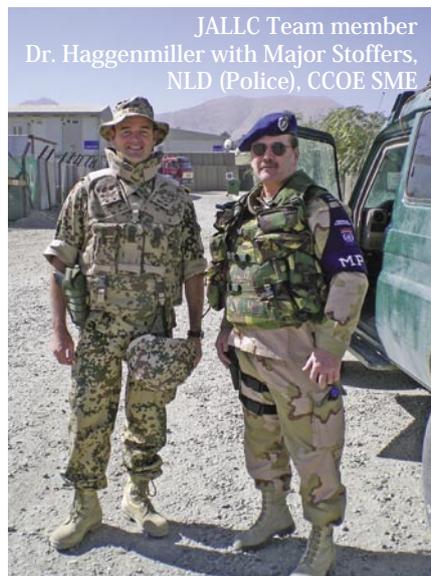
Photo by: NATO

By LCDR Brian Marsh, GBR N,
JALLC Staff Officer for CIMIC

IN April of this year, NATO's Joint Analysis and Lessons Learned Centre (JALLC) published its report on Provincial Reconstruction Team (PRT) and Civil-Military Cooperation (CIMIC) Operations in ISAF. This report was the culmination of an analysis project that took nearly a full year to complete. Initiated by ACT to satisfy requests from SHAPE and JFC Brunssum, the analysis was designed to address the core issues affecting the success of CIMIC and PRTs in Afghanistan and the report focuses on providing an overview of current PRT activities and approaches.

The analysis began with a study of relevant OPLANS, NATO and UN documentation together with a great deal of open source information. Members of the project team also attended numerous related conferences and NATO training events in order to develop a background knowledge and awareness of the PRT

and CIMIC issues affecting ISAF. Subsequently, all PRTs were invited to complete a survey. The survey information and background study was used to in-



JALLC Team member
Dr. Haggenmiller with Major Stoffers,
NLD (Police), CCOE SME

form the in-theatre collection process, which took place over three-months. An analysis team of three JALLC staff officers augmented by a Subject Matter Expert (SME) from the CIMIC Centre of Excellence (CCOE) visited a total of nine PRTs covering the spectrum of the Afghan security and development environments ranging from the relatively benign security environment at Kunduz in the North, to the much higher risk area of Lashkar Gar in the South. Interviews were also conducted at all five Regional Command locations, HQ ISAF and the offices of various International and Non-Governmental Organisations. The opinions of key leadership figures were sought, including those of NATO's Senior Civilian Representative, members of the ISAF Command Group, the UN Assistance Mission to Afghanistan's (UNAMA) Civil-Military Coordinator and Military Liaison Officer and the Director



of the Agency Coordinating Body for Afghan Relief.

The nature of CIMIC operations means that the effects of PRT operations are mostly measured qualitatively and subjectively. Therefore, much of the data collected depended upon the perspectives of the contributing individuals. To encourage a frank and honest exchange of opinions, much of the data collected was done so on a non-attributable basis. Advice from CIMIC SMEs - military and civilian - from both the CCOE and from within theatre, was used to establish a balanced and authoritative baseline for the analysis.

Presenting a total of 29 recommendations, the report is intended to not only inform a NATO-wide audience, but it is hoped to be valuable for non-NATO reconstruction and development stakeholders. The report's findings have been widely disseminated, not only to the principal commissioning customers, but to a wider audience both inside and outside of NATO.

One of the major findings of the report is that the key coherency mechanism applicable to ISAF, the Afghan Government and to international contributors is provided by the Afghan National Development Strategy (ANDS). This strategy requires the full support of ISAF contributors to enable the ANDS process by ensuring that local Afghan leaders abide by the central priorities within the strategy and by encouraging Troop Contributing Nations (TCNs) to implement policies that are consistent with and address the whole of the ANDS.

Another finding is that NATO needs to work towards better enabling UNAMA to effectively assume its role as the UN mandated development coordinator. The ISAF-UNAMA relationship is not yet mature.

The balance between civilian and military capabilities with PRTs should be regarded as fluid in order to reflect the prevailing security environment and the development needs and means available to the local population. This has not always been the case with force levels at some PRTs more dependant upon TCN policy than the security environment within which the PRT operates.



The author (right) on field collection with PRT Engagement Team South members LCDCR Cliff Stroud, CAN N, and Sgt Nilesh Ladd, CAN A

This can have a negative impact upon the development of local security forces and hampers the establishment of an indigenously sustained stable and secure environment.

Improved Information Exchange and sharing could be used to improve interaction and coherency between reconstruction and development actors. ACT's ongoing CIMIC Fusion Centre/Civil-Military Overview (CFC/CMO) experiment is a promising initiative in this area. Subject to the success of the experiment, means should be investigated to permit the transition from experiment to operational product.

JALLC's PRT and CIMIC report is just the latest in a series of analyses into a broad range of NATO activities that facilitates informed decision-making within the Alliance, both in support of current operations and NATO's transformation process.

The full report can be downloaded from the JALLC's NSWAN website (nww.jallc.nato.int). In addition, the conclusions and recommendations are included within the NATO Lessons Learned Databases - both classified and unclassified. These databases are also accessible through JALLC's websites. †

In Memoriam

Major Fernando Alberto da Silva Santos
Portuguese Air Force

On 21 April, JALLC lost our good friend and colleague, Major Fernando Santos, our Admin/Registry Chief, when he suffered a heart attack that afternoon. He was immediately attended to by on-base medical personnel and quickly taken by ambulance to hospital, but sadly nothing could be done. He was 45. Major Santos had been with JALLC since January 2005, and during his time here was a valued and cherished member of our JALLC team. He is survived by his wife Celeste and two teenage children, son Tiago and daughter Filipa. We hope the entire JJJ community will share with us in our thoughts and prayers for him and his family.





General McKiernan assumes command of ISAF

General McKiernan assumed Command of ISAF from US General Dan McNeill during a handover ceremony held on 3 June 2008 in Kabul. The President of the Islamic Republic of Afghanistan, Hamid Karzai, the Supreme Allied Commander Europe, General John Craddock and the Commander of the Joint Forces Command (JFC) Brunssum, General Egon Ramms, attended the event.

"I am honored to serve alongside our Afghan hosts and brothers to work toward a common comprehensive set of goals," said General McKiernan. "While today marks a transition in the commanders, the mission must continue without missing a beat," he added.

President Karzai welcomed the new ISAF Commander. "Together with the Afghan officers, Ministry of Defense and the Chief of the Afghan Army you will work to promote the standards to the Afghan Army, you will equip them better and eventually enable them to serve and defend this country themselves," he stat-

ed. The Commander of JFC Brunssum, General Ramms, who presided over the change of command, stressed: "Although I recognize insecurity cannot be overcome by military means alone, I believe ISAF is now better placed than ever to facilitate the necessary stability for economic and social development and to cooperate with the Government of the Islamic Republic of Afghanistan and the UNAMA with an integrated approach."

General McNeill relieves his command of the ISAF Headquarters after a 16 month tour of duty. After 40 years of commissioning in the US Army, he is due to retire in July.

"It has been my privilege to have the honor to serve in this Alliance and to

serve the people of Afghanistan," he stated. "I offer the people of Afghanistan, many of whom are my friends, my gratitude for the generosity and hospitality that they have shown me. My gratitude also goes to the Allied soldiers, sailors, airmen, Marines and civilians for what they have done and what they will continue to do for the people of Afghanistan."

The new ISAF Commander, General McKiernan, has been in the US Army for 36 years and has served in every capacity from platoon leader to numbered Army commander in Europe, United States, Korea and Southwest Asia. His deployment experience includes, but is not limited to, Sarajevo, Bosnia-Herzegovina, Albania and Kosovo. (Text by ISAF PAO) †

Above: Islamic Republic of Afghanistan President, Hamid Karzai stands alongside outgoing International Security Assistance Force (ISAF) Commander, General Dan K. McNeill, Commander of Joint Forces Command Brunssum, General Egon Ramms, and incoming ISAF Commander, General David D. McKiernan as they pay respect to both countries' national anthems at the ISAF Change of Command Ceremony. NATO-led ISAF is operating under a UN mandate aimed at improving security, governance, reconstruction and development. (NATO photo by Senior Master Sgt. Andrew E. Lynch, US Air Force.)

By Lieutenant Colonel Simon Dewing, GBR A, CDD, JWC



This is a story in the annals of British Military History and Boys Own imagination. It encompasses nearly two centuries of comradeship and hardship, spanning the Asian, African and European continents. It is about an alliance between two independent sovereign nations, Nepal and Great Britain, who went on a journey and stood together through the Indian Mutiny; the Great Game (Russian Expansion into South Asia); two World Wars; the break up of the Indian sub continent (becoming India and Pakistan); South East Asian post colonial growing pains; The Falklands War to the current day of Iraq and Afghanistan. Although I have concluded with the current day, the names Afghanistan, Kut-al-Amarah, the Euphrates and Tigris Rivers and Baghdad were already known as battle honours earned by the Gurkha Regiments in previous campaigns.

My journey to this point in time started

when my Grandfather joined the Indian Army in the 1890s. I am the third generation of my family to serve either with the Indian Army or the British Brigade of Gurkhas, but I understand that it is perhaps difficult for many to conceive of service with people of another nation, but in the British Army of old this was considered a prize worth achieving.

» THE BEGINNING - GURKHAS, NEPAL AND THE EAST INDIA COMPANY

The Gurkha story began when General Robert Clive won his decisive victory at the Battle of Plassey, against England's old adversary, France, in 1757. This firmly established British supremacy in India thereby opening the door for expansion of the Honourable East India Company. Some 10 years after Plassey, the British started to encounter a unique and vigorous power on the northern borders of its newly won territories in Bengal and Bihar. This power was the city-state of

Gorkha led by its dynamic King, Prithwi Narayan Shah. Gorkha was a feudal hill village in what is now western Nepal, the village from which the Gurkha takes its name. Prithwi Narayan Shah and his successors grew so powerful that they overran the whole of the hill country from the Kashmir border in the west to Bhutan in the east (about 2000 kms). Eventually, as a result of boundary disputes and repeated raids by Gurkha columns into British territory, the Governor General declared war on Nepal in 1814. After two long and bloody campaigns, a Peace Treaty was signed at Sugauli in 1816.

During the war a deep feeling of mutual respect and admiration had developed between the British and their adversaries, the British being much impressed by the fighting qualities of the Gurkha soldier.

Picture above shows Tulbahadur PunVc flanked by serving British and Gurkha officers, 2007.



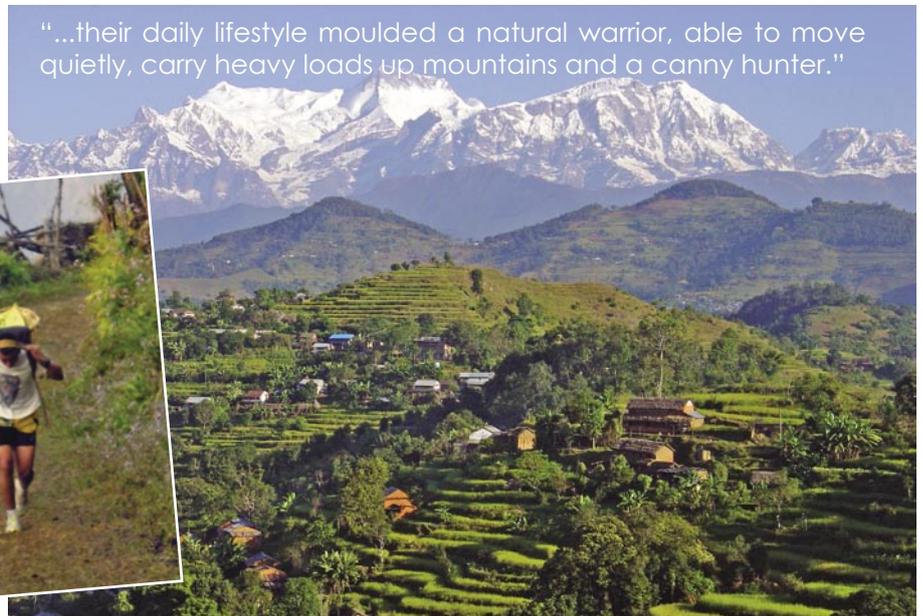
Under the terms of the Peace Treaty large numbers of Gurkhas were permitted to volunteer for service in the East India Company's Army. From these volunteers were formed the first regiments of the Gurkha Brigade. From this time stems Britain's friendship with Nepal, a country which has proved a staunch ally ever since and has become our 'oldest ally' in Asia. Never has the trust that was then placed in the Gurkha soldier ever been in doubt. Alongside his British comrade in arms he has fought in many parts of the world and has proved himself to be of the closest of friends and bravest of allies that Britain has known.

To digress for a moment, Nepal is found squeezed between India and China, with 14 of the world's highest mountains: 'Himalayas (Abode of Snow)'. The land is harsh with over 75% hills and mountains and it is unforgiving, the climate ranges from sub tropical to arctic, with up to 3000 mm of rain annually. Essentially made up of a highland people, their daily lifestyle moulded a natural warrior, able to move quietly, carry heavy loads up mountains and a canny hunter – the desired attributes of an infantryman. Nepal is also the home to Buddhism and Hinduism, which institutionalised the social hierarchy from which the farmer/warrior emerged. A philosophical attitude to life, death and karma, the Nepali is able to accept the highs and lows of life in a way that the West finds difficult to understand.

Whilst Europe enjoyed 40 years of peace, the British expanded its presence in India and under the British flag, the Gurkha soldiers began to serve the British Crown. The two senior regiments distinguished themselves in the hard fought battles of the 1st Sikh War in 1846. During the Indian Mutiny of 1857-1858, the 2nd Goorkhas showed striking proof of their loyalty at Delhi where, together with the 60th Rifles (now part of the Light Regiment), they held Hindu Rao's house, the key to the British position which was under continuous fire from the mutineers

for over three months. During this period the 2nd Goorkhas suffered 327 casualties (including 8 of their 9 British Officers) out of a total strength of 490. 12 Nepalese Army Regiments, a force of 8,000 men, under the personal leadership of the Prime Minister of Nepal, took part in the final relief of Lucknow. It is worth pointing out that native regiments (including Gurkhas) would have between 5 and 10 British officers in command positions, leaving control under command of native officers who had proven themselves in the regiment and risen through the ranks. This bond of trust was under severe strain during the Indian Mutiny, known as the First War of Independence

ing the tribal warriors of the North West Frontier from their favourite game of shooting, stealing and smuggling from their enemies and the rich 'Angresi' in the south. But, ironically, when the British Officers organised a polo match or wild pig hunting day, the tribes would take a day off shooting at the 'Angresi', instead take their place as spectators, still carrying their personal weapon. Subduing the tribes was a lengthy process, the normal form was to show the flag, the Brigade would deploy, one battalion forward, one battalion to the rear and the guns and cavalry centre. The third battalion would dominate the heights, taking commanding positions to ensure the



by present India, but no Gurkha joined the mutiny and Britain's presence in India remained for another 100 years. Whilst the British Raj continued to govern alternatively from Calcutta (Winter) and Simla (Summer), improving trade and governance, it was the north west borders that constantly needed taming. Gurkha Regimental Centres were formed in cities now in Pakistan, to protect India from both tribal influences and Russia who were looking to obtain a warm sea port. This era was dominated by the so called 'Great Game' which lasted until 1912, where both London and the Raj played a cat and mouse game to prevent Russian expansion south whilst subdu-

smooth progress of the brigade through the passes. The art was never in taking the heights but the speedy withdrawal down the hill without getting killed by the tribes who were always waiting for this moment to capture a rifle! Whilst these tribal games were taking place, young officers were out negotiating with tribal elders to keep the peace and to help improve life for the hardy tribes. One can see that times have not changed and much of what is currently taking place in Afghanistan would be clearly recognized by a Victorian Army Officer.

So, what makes a Gurkha Soldier have the reputation he holds as a warrior? A Gurkha is the term used to describe a



Nepali citizen who enrolled into the British Army and on completion of training has achieved a military ethos combining the natural, cultural attributes of a Nepali and the military education and training of the British Army. This will have been hard earned, to be recruited would have required family sacrifices, determination, motivation and a basic education. In a country where becoming an adult means you have already beaten the odds, to achieve service in the Indian Raj or British Army produced a life of undreamed of manhood. But it is the combination of leadership and command from British Officers and the natural warrior of the Gurkha that has proven to be a winning combination. This takes time and commitment but above all trust.

From 1857 the Gurkha Regiments saw much active service in Burma, Afghanistan, the North-East and North-West Frontiers of India, Malta, Cyprus, Malaya, China (the Boxer Rebellion of 1900) and Tibet (Younghusband's Expedition of 1903).

» THE FIRST WORLD WAR

At the outbreak of the First World War the whole of the Nepalese Army was placed at the disposal of the British Crown. Over 16,000 Nepalese troops were subsequently deployed on operations on the North West frontier and as garrison battalions in India to replace troops of the British Indian Army who had gone to fight overseas.

Some one hundred thousand Gurkhas enlisted in regiments of the Gurkha Brigade. They fought and died in France and Flanders, Mesopotamia, Persia, Egypt, Gallipoli, Palestine and Salonika. A battalion of the 8th Gurkhas greatly distinguished itself at Loos, fighting to the last, and in the words of the Indian Corps Commander, "found its Valhalla". The 6th Gurkhas gained immortal fame at Gallipoli during the capture of the feature later known as "Gurkha Bluff" from the Turks. At Sari Bair they were the only troops in the whole campaign to reach and hold the crest line and look down on the Straits, which was the ultimate objective. To quote from Field Marshal Sir William Slim:

"I first met the 6th Gurkha Rifles in 1915

in Gallipoli. There I was so struck by their bearing in one of the most desperate battles in history that I resolved, should the opportunity come, to try to serve with them. Four years later it came, and I spent many of the happiest, and from a military point of view the most valuable, years of my life in the Regiment".

There was little respite after the First World War, with fighting in the Third Afghan War in 1919 followed by numerous campaigns on the North-West Frontier, particularly in Waziristan.

» THE SECOND WORLD WAR

In the Second World War there were no fewer than forty Gurkha battalions in British service, as well as parachute, garrison and training units. In all, this totalled some 112,000 men. Side by side with British and Commonwealth troops Gurkhas fought in Syria, the Western Desert, Italy and Greece, from North Malaya to Singapore and from the Siamese border back through Burma to Imphal and then forward again to Rangoon. In the two World Wars the Gurkha Brigade suffered 43,000 casualties.

» THE PARTITION OF INDIA AND TRANSFER TO THE BRITISH ARMY

After the Second World War, conflicts in Palestine, the Dutch East Indies, French Indo China, Borneo and the troubled partition of India claimed the attention and often the lives of officers and men of the Gurkha Brigade. This was to be a very sad time for the Regiments and Regimental Officers. Having fought in the war together they witnessed the wholesale destruction of peace, watched thousands die because of partition creating Moslem Pakistan (East and West) and Hindu India, the time for decision was at hand. It was not unusual for Gurkha troops to assist a Hindu village suffering a massacre by Moslems on one day and go to a Moslem village and assist after a Hindu massacre the next day. My father having survived a Japanese prisoner of war camp was constantly overwhelmed with the emotion of Indians massacring each other having lived in mutual harmony for so long.

At the time of the partition of India there were ten Gurkha regiments in the

Indian Army, each regiment consisting of a number of battalions. As a result of negotiations between the Nepalese, British and Indian Governments, four of these regiments, each of two battalions were transferred to the British Army, the remainder staying with the new Indian Army. Thus on 1st January 1948, four Gurkha regiments became, for the first time, an integral part of the British Army, forming the Brigade of Gurkhas. These regiments were: 2nd King Edward VII's Own Gurkha Rifles (The Sirmoor Rifles), 6th Gurkha Rifles (later Queen Elizabeth's Own), 7th Gurkha Rifles (later Duke of Edinburgh's Own), 10th Gurkha Rifles (later Princess Mary's Own) chosen because of their location in India close to the Burma border allowing an easier move to Malaysia.

These four regiments happen to represent East (7 & 10) and West (2 & 6) Nepal. In a country like Nepal where communications are difficult, the division was similar to the difference between a Scottish and Welsh regiment. I served predominantly in an Eastern Gurkha battalion (7th Gurkhas) and they had a fearsome reputation. Quick to argue and temper, it was important to handle them carefully. During the great Hindu festival of Dashera, the fighting knives of the Gurkha (The Kukri) were locked away for the duration of the festival as disputes over girls and money would often lead to severe repercussions. Western Gurkha Regiments never seem to have that problem. Although it is currently the view there is little difference, my experience is of a considerable cultural difference, which emanates in all tiers of life, religious, family and characteristics.

» THE MALAYAN EMERGENCY

For twelve years (1948 to 1960) communist terrorists initiated an insurgency in Malaysia. During the British counter-insurgency operations, it was the Gurkha soldier who proved himself to be, as he has previously done in Burma, a superb jungle fighter. Whilst the majority of the rest of the British Army was fighting in such trouble spots as Korea, Cyprus, Kenya and Aden and maintaining a presence in the UK, Germany and other garrisons in various parts of the world, the Gurkhas were providing the backbone,



the expertise and the continuity for the campaign in Malaya. Many British units fought in the Malayan Emergency with distinction, but never for more than two or three years before moving on to other theatres. Gurkha battalions on the other hand served on year after year, providing the decisive ingredient for victory in this vicious war of stealth and attrition.

» **BORNEO – THE BRUNEI REVOLT AND ‘CONFRONTATION’ WITH INDONESIA**

Gurkha troops were the first to be used again in an operational role on the outbreak of the Brunei Revolt in December 1962. The battalion was alerted at 11pm on 7th December and the first company was air-landed in Brunei, nine hundred miles away, at 9 am the following morning. There followed four years of continuous operations against units of the Indonesian Regular Army in Sabah and Sarawak in which every unit of the Brigade of Gurkhas took part. As they did in the Malayan Emergency, Gurkha units again provided the bulk and the continuity of the British Army’s contribution to this campaign. This entailed, for example, 1/7 Gurkhas (consisting of HQ, Sp and four rifle companies) to tame an area of primary jungle in Sarawak bounding onto the Kalimantan (Indonesia) border covering north west to south east 700 miles (1120 kms). The British Government did not sanction, officially, cross border operations but under the codename of Op Claret, these did occur. On one occasion, a company of 10th Gurkhas crossed and raided a camp, leaving behind a copy of Playboy. Several weeks later the Indonesians crossed and after the incursion, left a perfect wood carving of the Playboy centrefold – proving that although war is a serious business there are the light sides that demonstrate soldiers will be soldiers. It was in November 1965 that Lance Corporal Rambahadur Limbu of the 2nd Battalion, 10th PMO Gurkha Rifles won the Victoria Cross rescuing two wounded comrades under direct enemy fire. The Gurkha Brigade has won 26 Victoria Crosses – 13 by Gurkhas and 13 by British Officers.

» **CURRENT HISTORY**

Post Malaysia, the Gurkhas predomi-

nantly served in UK, Hong Kong and Brunei. In 1981, 1/7 Gurkha Rifles took part in the Falklands War. Their reputation proceeded them and the psychological effect of Gurkhas in theatre was sufficient to disrupt Argentinean harmony, even before a shot was fired. This may sound arrogant but if you read the Argentinean reports, morale was affected by reports of what Gurkhas do to their captives, all fiction but to the conscripts of the Argentinean forces, very real.

Gurkha troops have now taken part in operations in Bosnia, Iraq and Afghanistan. Afghanistan is in many ways home from home, harsh, mountainous requiring natural infanteers to read the lie of the land and conduct operations. Gurkhas, mainly inherit their Mongolian looks, similar to Uzbeks; Hindi and Nepali are similar to Urdu (one of the many languages on the frontier lands). The life of an Afghani villager reflects the poverty and hardship of life in the hills of Nepal. Enduring long periods of isolation on operations and carrying heavy loads are second nature to a Gurkha. Although of very different religions, Gurkhas have little animosity against people of other religions, but they have a strong family bond, an inherent and fundamental part of Asian culture. The two Gurkha Battalions have been almost continuously on operations in Afghanistan. “They are the loveliest people in the world,” Commanding Officer 2 RGR said, “But when the switch is flicked, it gets very nasty.”

In 1994, the four Rifle Regiments disbanded and were reformed into a large Regiment, The Royal Gurkha Rifles (RGR), which initially consisted of three battalions. His Royal Highness The Prince of Wales is the Regiment’s Colonel in Chief. The Gurkha Corps Regiments (Engineers, Signals and Logistic) have reduced in size to a Regimental Headquarters and squadrons. There are currently some 3,300 Gurkhas (effective strength) in the British Army.

Since 1969, the Gurkha Welfare Trust, a charity, has worked to improve the pensions and welfare of ex Gurkhas in the hills of Nepal. Over 10,000 welfare pensioners are

provided with a charitable pension whilst the remaining 25,000 service pensioners retain a pension from the British Army. Providing community projects allows an improvement in the economic life of ex Gurkha soldiers, their spouses and their communities.

I have written about a lifestyle that is now swallowed up into history. But the Gurkha remains the epitome of a natural warrior best placed in the light infantry role. I can speak for three generations, it was never a job, it has been a way of life that few are privileged to experience. But perhaps these words written by the late Sir Ralph Turner in 1931, give a hint of the true feelings of both sides:

“As I write these words, my thoughts return to you who were my comrades, the stubborn and indomitable peasants of Nepal. Once more I hear the laughter with which you greeted every hardship. Once more I see you in your bivouacs or about your camp fires, on forced marches or in the trenches, now shivering with wet and cold, now scorched by a pitiless and burning sun. Uncomplaining you endure hunger and thirst and wounds; and at the last your unwavering lines disappear into the smoke and wrath of battle. Bravest of the brave, most generous of the generous, never had a country more faithful friends than you.” †



SNOW, SWEAT AND BRUISES



Photos and Story by CDR Rick Stead, GBR Navy
Joint Training Development Division Medical SME, JWC

THE JWC UK ELEMENT ADVENTURE TRAINING AT THE NORWEGIAN SCHOOL OF WINTER WARFARE, ELVERUM

Sunday 10th February saw an early start for the small group of British Officers and Other Ranks, led by Colonel Rob Peacock, the JWC British SNR, heading for Elverum for a week of adventure training. The coach was quiet as we made our way South through Christiansand and then onward to Oslo, before turning North for Elverum, the location of the Norwegian School of Winter Warfare. Perhaps this may have been just tiredness from the early start, or was it perhaps a quiet apprehension of what was to come?

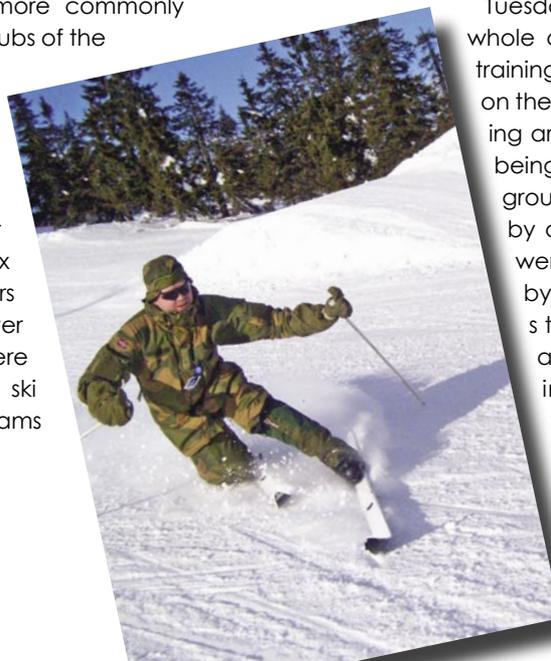
On arrival, we were met by our group of four instructors and provided with our accommodation, a very smart, newly built block with individual, en-suite, rooms; small but very comfortable and, it has to be said, exceptionally warm. In order to make the best of the limited available daylight, an early start was called for each day. Meals were taken in an all-ranks mess and so we walked slowly down the icy road on the Monday morning to breakfast be-

fore being taken to a classroom within the school complex for both introductory and mandatory lectures, before we were to be allowed to venture out onto the training area.

Following this we were issued Norwegian military kit for the week's activities. This was supplied by the school and thus saw a group of Brits temporarily taking on a vague resemblance to Norwegian military personnel. The kit issue brought some smiles as we were given net underwear, which one of our circle commented would more commonly be seen in the night clubs of the UK! However, as the week went on we found out how first-rate this kit actually was. It is actually possible to ski in only net underwear and gortex - no matter what others might think of you! After an early lunch, we were driven out to a local ski area, divided into teams

and tasked with playing children's games on skis. This was largely for us to gain confidence in our talents (or lack of them) and to assess us for the later split into groups by ability. Here came the first bruises, and many spectacular falls ensued, chasing each other round while attempting to play hockey and rugby. Upon return and another early meal, we were given further survival and first aid lectures before settling down in our accommodation for the night.

Tuesday was a whole day of ski training spent on the unit training area. After being split into groups of five by ability, we were taken by one instructor and given individual training.



"...Following this we were issued Norwegian military kit for the week's activities. This was supplied by the school and thus saw a group of Brits temporarily taking on a vague resemblance to Norwegian military personnel."



Though largely done on prepared tracks this allowed us to develop our abilities through gaining an understanding our areas of weakness and then subsequent employment of the correct techniques. After spending the whole day on the training area and probably covering only a limited distance, we all returned to the camp very tired. Following our meal, we were once again back into the classroom and given an introduction to ski waxing and each had the opportunity to prepare our skis for the following day's activities.

Wednesday dawned and we were taken further out into the training area for survival and navigation training. Despite many of us being quite used to navigation in the greener climes of Southern Norway and the UK we found navigation in the snow extremely difficult. The lack of features and disguises presented by the snow cover made it all-but impossible for us inexperienced Brits. In addition, we began to realise



how much more difficult and energy sapping it was to ski or walk on snow shoes when there were no tracks prepared. During the break for lunch we were also privileged to be visited by the Norwegian Chief of Defence General Sverre Diesen and a number of the Defence Attaché's to Norway as part of their planned visit to the school. Though informal, it offered an opportunity to interface with individuals with whom we would not normally meet.

The afternoon saw us struggle with fire lighting and the creation of survival shelters. To see one OF4 (unnamed) becoming so excited by his creation of smoke and flames was a revelation!

Thursday was a day devoted entirely to skiing. We were taken to a local ski area and let loose with the natives. Stunning scenery and beautiful sunshine pervaded. In this area there was the opportunity to ski on both prepared tracks and unbroken ground. Many of us covered large distances (for us at least!) and returned from the day completely exhausted. The evening allowed for final preparation of skis for the Friday race and a small social event with our instructor team.

Friday saw the culmination of our training with a 10k ski race. Nerves were evident with final frenzied waxing of skis and checking of kit before the countdown to the start and the horn sounded. Lieutenant Colonel Stu "Watch my tracer" Morgan shot off





into the distance leaving the rest trailing in his wake. Four of the group made it round the undulating course in under the hour though all, no matter what their time, came in with a great sense of achievement.

We then had the joy of returning our kit; though we were allowed to keep the string underwear and some other small sundry items for later use. The return coach journey was even quieter than on the previous Sunday with many sleeping throughout the 10 hour journey.

Adventure training is meant to be both arduous and fun. This week had fulfilled both of those criteria with ease. The C.O. of the Winter Warfare School, Lieutenant Colonel Harald Østbye and his staff had pitched the training at exactly the right level providing us with an experience that, whilst physically demanding, was also fun. All of us came away as better skiers with the bumps and bruises to prove it. The bruises may fade but the memories will undoubtedly linger. It is hoped that we may repeat this training next year to allow a larger group to experience the

snow, sweat and bruises of a week in February in Elverum.

Training events of this nature are never easy to organise and our thanks must therefore also be extended to Lieutenant Commander Gerry Edmonds and SSgt Brian Flynn, both of JWC, for arranging the week so seamlessly. †



"...During the break for lunch we were also privileged to be visited by The Norwegian Chief of Defence General Sverre Diesen, and a number of the Defence Attaché's to Norway."



Visit by German General Staff College



By Major (GS) Michael Schaezlein, DEU A SME Ops & Plans, JTDD, JWC

Between 8-11 April 2008, a delegation of German General Staff College, on a whirlwind trip through European NATO headquarters and agencies, visited the Joint Warfare Centre in Stavanger for the second time.

The programme started with the welcome ice-breaker on the first evening. The next morning, JWC Director of Staff, Colonel Trond Hellebust officially welcomed Colonel Jörg Dronia and the 17 students of the national German General Staff Course, which also



included staff officers from Canada, Great Britain and Lithuania.

Following the Joint Warfare Centre Command Briefing, subsequent briefings under the headline of current aspects of NATO's operational concept introduced the delegation to the mission and current structure of the JWC. Therefore, all relevant topics like NATO's CD&E Process, Doctrine Development, Lessons Learned Process, EBAO Concept and last but not least, JLSG Concept were covered by JWC's briefers from Joint Training Development Division, Joint Exercise Division and Capability Development Division.

The afternoon started with an historical overview of Stavanger's role during the Second World War starting with the invasion of Norway in 1940 and ending with the capitulation of the fortress Stavanger in 1945. This event was enriched by the following visit and a guided tour through the Flystorisk Museum in Sola. A guided cultural tour through Stavanger downtown followed by a reception dinner rounded up the first official visiting day.

On 10 April, the cultural part of the

visit continued with a fjord tour by boat to Lysefjord. During the afternoon, the students were introduced to Joint Warfare Centre's exercise preparation and execution in Ulsnes Training Facility. The execution of Phase III of Exercise Steadfast Joist 08 gave the students a unique opportunity to get a deep insight into the extent and complexity of Joint Warfare Centre's exercises at the operational level. EXCON role, structure and manning, as well as the respective CIS and CAX support were intensively explained to the students in order to underline JWC's role as a world class training centre of NATO.

For the last day, a visit to the Norwegian National Joint Headquarters was scheduled for the delegation, where they received a briefing by Major General Roar Sundseth, Chief of Staff NJHQ, on the mission and current Norwegian Joint Operations. A walk through the bunker accompanied by detailed briefings of the respective cell chiefs enlarged the understanding of the mission and tasks of the headquarters and rounded up the visit by the German General Staff College to Norway. †

THE JALLC GOLF CHALLENGE TROPHY

By Andrew Eden, JALLC



Perfect conditions greeted the teams from the Joint Analysis and Lessons Learned Centre and their rivals for the day, Joint Command Lisbon, at Aroeira Golf Club on the holiday of May 1st, for the first of an annual JALLC Golf Challenge Trophy. Brigadier General Jørgen Hansen-Nord, Director

JALLC, had challenged Vice Admiral James Winnefeld, COMJCL, to a competition combining an 18-hole stableford competition with a skills contest, incorporating putting and chipping.

Playing through the heat of the day, the teams slugged it out, with some memorable shots including Jan Wilken's pitch

out of a lake onto the green for par. Helmut Schelchshorn's legendary accuracy won him the first closest to the pin competition on a ballsy par three surrounded by water, with Bruce Brunelle confirming JALLC's accuracy supremacy on the other closest-to-the-pin hole, undaunted by more water than a Stavanger

summer! Marvin Thorsden secured the longest drive with an unforgettable 310-metre launch, handily finding both a Next Tee sign and a sprinkler-head on the way. At the final count, JALLC squeezed ahead of the stableford competition with Andrew Eden securing Highest Score at 32, courtesy of a handicap error. Nevertheless, JC Lisbon won the day overall with a margin slimmer than an anorexic whippet: 220 points to 218. After a tightly fought competition played over a very challenging course under a blazing sun, the flag officers retired for post-game massages and relaxation therapy while the teams headed back to work for a few hours before the prize-giving at the Palm Tree Inn in the evening.

JC Lisbon graciously accepted victory and the impressive Golf Challenge Cup, and kindly accepted a repeat challenge on the same May holiday next year.

CDR Ommedal powers his ball in the swimming pool on the 5th as Admiral Winnefeld, Major Johansen and General Hansen-Nord stand in awe of his wicked hook.





PICTURES FROM JWC NATIONAL DAYS



30 April: The Netherlands National Day
25 March: Greek Independence Day
3 May: Polish Constitution Day
9 May: Europe Day
17 May: Norwegian National Day
2 June: Italian National Day
5 June: Danish National Day
6 June: Swedish National Day





The newest Central Cellar staff member now has a name: Gulbjørn!

The judges in the "Name the Bear" contest, sponsored by the Central Cellar, had a very challenging task with 47 submissions from children across the JWC Community in our naming contest. Between "Sweetie Bear", "Harry Beau", "Eddy the Teddy" and more great suggestions, our staff member has been named "Gulbjørn", which means "yellow bear" in Norwegian. The Shop Supervisor, Ms. Daniela Scheuner, is seen congratulating the winner, Elizabeth Ramsay, age 9, with the winning prize: a large assortment of Haribo treats!



Mr. Ramsay, Chief Community Support Branch, presents Lt. Col. Steve Phillips, JTDD, with two tickets to the **Sandnes Classic Rock Festival** show of May 23, featuring headline act Rod Stewart. Lt. Col. Phillips was the winner of the May monthly draw prize from the Central Cellar!

Read about Community Support Branch's "Teenager Bowling Evening" and "Family Boat Cruise" in the September issue of The Three Swords!



Saturday, May 10, 2008 saw JWC host its first Community Yard Sale. With over 30 tables during a beautiful sunny day, we think that it can be said that all vendors and shoppers had a very pleasant day. The JWC Diving Club grilled brat and currywurst, while the JWC Rod and Gun Club made fresh fish burgers, each to immense enjoyment of attendees. We were also fortunate to have one of our Community members, Veronique Mignot-Bari, on hand to sign copies of her recently published book entitled, **"Stavanger and its Surroundings"**. Thanks to all who made this event a success! (Text by G. Ramsay, CCSB)



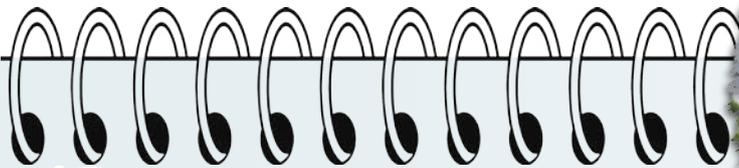
NEW ASSETS FOR SUPPLY!

On 22 May, Supply Branch received a brand new forklift via Transportation Branch. The picture on the right shows SGT Christian Buer (new Stock Management Assistant as of May), Ms Gerd Inger Granheim (new Stock Management Assistant as of February), Mr Aksel Tangerås (Transportation Branch) with the license plate and Ms Birgitta Gifte (new Property Accounting Assistant). The forklift will provide safer loading and more effective handling of heavy equipment



at Soma Camp whilst the new personnel will reinforce Supply Branch's ability to support customers at Jåttå and Ulsnes.

(Text by Major Jørgen Ellingsen, Chief Supply Branch)



The Civilian Staff Association at JWC

By Lars Stokka, CDD, JWC
Chairperson, CSA



All the NATO Civilian employees at JWC are, by default, members of the local Civilian Staff Association (CSA), which in turn is a member of a larger CSA community for all of NATO. The JWC CSA also includes members from JFTC in Bydgoszcz, Poland and NEC CCIS at Kolsås, Norway, as these organisations do not have enough civilian employees to justify the establishment of separate CSAs.

The Staff Association can in simple terms be thought of as an interest organisation for the NATO Civilian employees at JWC, providing a channel through which their opinions can be expressed to the Human Resource Manager and Command Group of JWC. It is officially charged with:

- a. Protecting the professional interests of the staff
- b. Making proposals relating to the collective interests or conditions of employment of the staff
- c. Giving advice on matters submitted to it by the competent administrative authorities
- d. Promoting social, cultural and athletic activities

The JWC CSA is represented in a number of committees at JWC, like the Health, Environment and Safety Committee and the Community Council. Another important function of the Staff Association is to act as an independent observer on all NATO Civilian recruitment at JWC. Our mandate is to ensure that the recruitment process has been conducted fairly and that no single candidate has received any preferential treatment.

It is not all about business in the Staff Association. Twice a year, we arrange lunches for all of our JWC members, with one of them normally taking place somewhere in the Stavanger region. In the past hikes and other short trips have been arranged for the benefit of the staff. (Photo: The current leadership of the JWC CSA, from left: Vice Chairperson Mr. Uwe Sprenger (SMC4), Chairperson Mr. Lars Stokka (CDD) and Treasurer Ms. Ragnhild Husby (CDD). Mr. Mario Oliveira, Secretary, was not present at the photo shoot.)

By Inci Kucukaksoy, JWC PAO; and
Gordon Ramsay, Chief Community Support Branch



The more you know about Rogaland, the happier you shall be living here!



Inger Tone Odegård, Director INN

Living and working in a foreign country is an exciting challenge, because every country is different. They each have their own laws and customs. Preparation and information gathering are the key ingredients in planning for a successful move to a new country. Expatriate networks offer good sources of information as many questions will run through your mind before you proceed on an international assignment. You try to learn a bit about the country, and search for advice, tips and information. It is only natural that such a change can be highly stressful, but at the same time it can be one of the most rewarding experiences of your life!

In large part due to the oil and gas industry, Norway enjoys a unique blend of people from numerous countries,

creating a true melting pot. There are immeasurable opportunities for people to meet folks from other parts of the world and experience parts of their culture. There are many expatriates living in Oslo, Stavanger and Bergen. According to United Nations Human Development Index 2005, "Norway is the best place to live in the world", especially if you like the outdoors life. One other interesting piece of news is that 10 percent of the population of Stavanger is made up of expatriates.

The International Network of Norway (INN) - Stavanger Region is a division of the Stavanger Chamber of Commerce and Industry. Its role is to make moving to the area as smooth as possible for its members and their accompanying dependents. In their web site it says, "moving to Rogaland should be



simple, safe and an adventure." The Chambers of Commerce in Oslo, Bergen and Kristiansand have similar programs in their regions.

The Director of INN - Stavanger is Inger Tone Ødegård, who moved from Oslo to Stavanger in 1985. "My husband and I didn't plan to stay for long, but we liked Stavanger a lot," she said. Her two children were born and raised here. "They speak Norwegian completely in the local dialect," she says with a smile.

She explains that the Stavanger Chamber of Commerce and Industry recently set up a Service Centre for the expatriates, which aims to "offer Orientation program for newcomers, workshops for spouses applying for work, coffee morning seminars, individual counseling, a helpline for ques-

tions, a monthly newsletter in English, and an arena for networking and social events." The Stavanger Chamber of Commerce and Industry has 3,100 members from 1,450 businesses in the Stavanger Region. "We have meetings where we discuss issues that are key to make Stavanger and Rogaland vibrant locations to work and live. We have many projects to meet the region's needs. The Service Centre is just one of them," she adds.

The Orientation program for the "newcomers" is a full-day class that provides information about settling in the region: geography, history, daily life, safety, nature, traffic and more. Mrs. Ødegård points out that by learning as much as possible about your move and the issues that will impact accompanying families up front, associated challenges of moving can be decreased. "We built up the Service Centre together with the Stavanger Chamber of Commerce and Industry to make sure that its members really enjoy living in Stavanger," she said.

The Joint Warfare Centre has been a member of the International Network Norway - Stavanger since 2007. What this means is that all JWC personnel and their dependents can participate fully in all activities of the network, including extraordinary trips and social events. You can visit the Tryggyi Farm

in Sandnes for horseback riding. You can learn how to make a very traditional Norwegian cake, Kransekake. Or you can take a hike to Dalsnuten, and then meet again for an evening social at The Irishman pub. The possibilities are endless and the connections you may make with other expatriates in the area may be priceless.

Norway absolutely has wonderful outdoor recreation opportunities. The outdoor experience in Stavanger and Rogaland is totally unique with some of the stunning attractions here such as Preikestolen (Pulpit Rock), Flor og Fjaere (Flower Garden Island near Stavanger), Kjerag and Jaeren (the historic village). Inger Tone Ødegård encourages expatriates to get outdoors and have fun.

"I think the most important thing in Norway is to enjoy the nature," she says, "You have to forget about the climate sometimes and take the opportunity to spend as much time outdoors as possible."

Asked about some tips about adapting to the lifestyle in Stavanger, she highlights the importance of family. "Norway is a family-oriented country and we want to preserve that. It is the parents that ensure kids participate in a lot of activities, sports, music and culture and they volunteer as coaches, leaders and facilitators in these. I recommend all the expatriates to sign their kids up for different kinds of activities, because that's the best way to get integrated. The more you know about Rogaland, the happier you shall be living here."

If you would like to learn more information about INN activities, please check the Internet at www.stavanger-chamber.no.



Photo by Tove E. Berg (Stavanger 2008)





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