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STARS JULY 09 INFORMER

South Eastern Europe Brigade Review



“One team, One mission.”



Nation 1



Nation 2



Nation 3



Nation 4



Nation 5



Nation 6



Nation 7



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Brigadier General Virgil BALACEANU



For everybody it is obvious that having a magazine ready to inform the public is at the same time a reward and a burden on the shoulders of no matter what type of institution ready to open itself to the eyes of people.

Therefore this new initiative to have a SEEBRIG dedicated magazine open new opportunities for our organization to show everybody what is all about SEEBRIG.

Our SEEBRIG Stars Informer is a media tool at the same time with being a real expression of SEEBRIG staff officer feelings and understanding of what for real is or should be SEEBRIG as a part of MPFSEE initiative and process.

The decision was made, so SEEBRIG Stars Informer will be our magazine on annual basis under a coherent approach revealing my intent as SEEBRIG Commander connected to the past, present and the future of SEEBRIG. My assessment is that, the PMSC Public Diplomacy should be the core of all SEEBRIG

Stars Informer outcomes, which derived after all, from the successful story of SEEBRIG and at the same time promoting it.

As you will discover inside of it, SEEBRIG Stars Informer is created by our very skilled officers and Non Commissioned Officers (NCOs) and soldiers which proudly represent their countries as long range ambassadors. It is an important result of our mind and soul ready to prove the importance and the role of our brigade.

We hope from the bottom of our hearts that our struggle to produce an attractive and useful magazine will enable us to stay objective and give all of you a short idea about the SEEBRIG way ahead. Our purpose to become well known in the international community will be the bottom line of this magazine. And if the people that are reading it understand at least our intention and common wish to promote and acknowledge SEEBRIG in public eyes our goal will be reached.

I can consider the issuing of this magazine as the peak for PMSC Public Diplomacy strategy as a collar of all our media initiative embedded in our well established action plan. Also, I am thankful for the hard work of two very skilled officers LTC A.Mircea ROMOCIA, Chief of Civil Military Cooperation (CIMIC/G-5) section and his planning officer Major Serdar CAGLAYAN who have initiated and produced from the scratch this outstanding magazine.

Thru our magazine SEEBRIG Stars Informer I welcome all of you among us to be ready to understand us, our annual role and our desire to develop and to continue the successful SEEBRIG story.








Finally allow me to tell you how honored I am to be the first COMSEEBRIG who signs the foreword for SEEBRIG magazine STARS INFORMER!

LONG LIVE STARS INFORMER!

Virgil BALACEANU
Brig. Gen. NA. 6 Army
Commander



MEANING

South Eastern Europe Brigade is a regional, multinational and military organization, made up by 7 European countries : Na 1 , Na 2 , Na 3 , Na 4 , Na 5 , Na 6 , Na 7 .

The purpose of this multinational structure, according to the Constitution Agreement, is to contribute to the regional security and stability and to foster good neighborly relationships among the countries in South – Eastern Europe, in the context of South – Eastern Europe Defence Ministerial (SEDM) process, under the auspices of Euro-Atlantic Partnership Council (EAPC) and in the spirit of Partnership for Peace (PfP). Also this multinational brigade represents an instrument in crisis solving by its participation in peace-keeping operations and humanitarian assistance. In this respect, SEEBRIG and implicitly the entire SEDM process, represents a dialogue and cooperation partner with the European and Euro-Atlantic structures of cooperation and security. From the regional point of view, SEDM process and SEEBRIG is a politico-military instrument, but also a symbol. They were created to promote regional stability and security, to foster political and military trust, as well as

to develop the military cooperation in the area. It is a great accomplishment for this region so “troubled” historically and divided for a long time, to be part in this regional European effort.


HISTORY

Believing that cooperation and dialog among the countries of South-Eastern Europe must be further developed and considering their commitment to contribute to regional security and stability, and to foster good neighborly relations, among the countries, an Agreement on Multinational Peace Force South-Eastern Europe (MPFSEE) was signed by the Ministers of Defense of the seven participating countries in Skopje on 26 September 1998.

The location of Headquarters (HQ) SEEBRIG will be on rotational bases, for a four-year period, and will be hosted by the following cities:

Plovdiv, Na 2 , (1999-2003),
Constanta, Na 6 , (2003-2007),
Istanbul, Na 7 , (2007-2011),
Larissa, Na 3 , (2011-2015).

SEEBRIG most important events from political and military point of view are:

Set up and activation. HQ SEEBRIG was set up and activated with a permanent Nucleus Staff on 31 August 1999, in Plovdiv, Na 2 .

Operational readiness. On 1st of May 2001 PMSC Chairman declared to United Nations (UN), Organization for Security and Cooperation (OSCE), North Atlantic Treaty Organization (NATO) and European Union (EU) that SEEBRIG is operationally ready to be deployed for operations.

NATO Evaluation process. Initial Operational Capability was declared on 30 April 2004 and Full Operational Capability on 29 October 2004, respectively.

HQ SEEBRIG relocation from Plovdiv, Na2  to Constanta, Na 6 , June 2003.

SEDM Meeting in Washington, USA, 6 December 2005. During this meeting was taken the decision for SEEBRIG participation in mission in Kabul, Afghanistan.

Mission in Kabul, Afghanistan, February – August 2006. SEEBRIG as Kabul Multinational Brigade IX (KMNB IX) take over the mission in Kabul for a period of 6 months. In political point of view this mission increased the role and reputation of SEEBRIG contributing for peace and stability in the world.

HQ SEEBRIG relocation from Constanta, Na 6  to Istanbul, Na 7 , July 2007.

HQ SEEBRIG will stay in Istanbul until 2011.



SEEBRIG HQ Building Ayazaga / Sisli / Istanbul / TURKEY

**By Colonel Selami CINBAT
Chief of Staff, NA 7 Army**

We believe in the SEEBRIG future

This publication, STARS INFORMER, is the first one since the establishment of SEEBRIG. I believe that this magazine is a good opportunity to keep in touch with you. You will find news about SEEBRIG activities. In this first publication of the magazine, I want to make a brief consideration instead of overall assessment about SEEBRIG.

SEEBRIG is one of the unique multinational political and military organizations in the region consisted of seven South Eastern Europe Nations. This initiative enhances the cooperation between South – Eastern Europe Defence Ministerial (SEDM) Nations in the regional stability and security. I believe by heart that this initiative will enlarge with the new other Nations in the region.

Working together as a team and sharing experience

SEEBRIG has already created its own culture, which is the synthesis of these seven Nations' cultures. Therefore this SEEBRIG culture fortifies our relationship with strong binds of brotherhood. Each day in SEEBRIG we have an opportunity to breathe this atmosphere that gives us power when we have new challenges.

During the years that we left behind us, SEEBRIG staff played great roles to achieve very difficult and challenging missions. We always felt the great support of our Nations during mission and all other activities.

Hereby, I have chance to express my best respects. As a Chief of Staff (COS) of SEEBRIG, I always encourage my staff to work together as a team and as a SEEBRIG family. With its multi-national structure, and by his rapid learning process, it is obvious that SEEBRIG is a good example of learning organization. The teamwork in SEEBRIG plays a vital role to handle the situation with an effective brainstorming. Besides we create a good teamwork conditions, SEEBRIG offers us good opportunity to share our experiences and develop our mutual understandings.

SEEBRIG conducted exercises, seminars, meetings and hosted official visits each year. We last conducted Exercise Seven Stars-08 in November. Some of SEEBRIG staff participated in Combined Endeavour – 2008. In addition to these exercises the High Level Experts Meetings (HLEMs) and some official visits are hosted by SEEBRIG last year in Istanbul.



Furthermore 5th Additional Protocol is still on the way of its approval.



Meeting conducted by COS during HLEM

Consequently, it is time to focus on the future of SEEBRIG and SEEBRIG vision. Day by day, we are proceeding to achieve our goals. We are all aware of that new challenge brings more responsibilities. That is why we always should be ready mentally and physically for the forthcoming missions. There is no negation or doubt that SEEBRIG staff worked devotedly to reach the brigade goals and objectives. And also I believe that they will keep on working as they did before.

Looking forward to making our SEEBRIG "family" bigger

Also, we never forgot that SEEBRIG is really a big family, the nucleus staff personnel extended with wives and children. We always felt the great support of our families. It is a good opportunity for me to thank them one more time. In addition, as I mentioned before, SEEBRIG is a very big family consisted of SEVEN STARS, and now we are looking forward to having new Stars on our flag, new members for a bigger SEEBRIG family promoting peace in the region and in the world.



A view of Chief of Staff weekly meetings.



**By Colonel Christos MAVRIKOS
DCOS Operations NA 3 Army**



My appointment in SEEBRIG as Deputy Chief of Staff Operations (DCOS OPS) in summer 2007 was a great challenge for my military career, since not only I had the opportunity to implement my theoretical knowledge in an actual multinational environment, but I could also exchange it and interact with the respective knowledge and military mentality from colleagues belonging other Nations. The question that I will try to answer in this article is: Was it productive and worth taking?

Undoubtedly, the SEEBRIG potential was substantially decelerated from the massive simultaneous personnel rotation which also reached approximately 80% of its strength. The initial shock gave cause for apprehensions on the recovery of the Headquarters (HQ) operational capability.

The resurgence of the corporate performance and competence emerged through a spectrum of well designed, concerted and targeted actions taken to the dimensions of: manifold utilization and interactive exchange of individual knowledge and experience; continuous update on operational developments worldwide; in-depth analysis of HQ current organization and legislation in force; so as, to unveil structural constraints and to identify feasible, applicable and sustainable solutions, systemic consolidation of the results reached from the aforementioned actions by editing and implementing them in an operational approach.

Along the period from 2007 up today several major activities added value on the HQ operational capabilities. Not only our HQ mixed, enhanced and spread the accumulative experience from the exercises conducted by SEEBRIG, but additionally precious experience was acquired and embedded from participating in exercises conducted by other organizations. Moreover, the High Level Experts Meeting dealing with the 5th Additional Protocol, and working group with the development of the Disaster Relief Operations Concept, gave the staff a special opportunity to scrutinize the current functionality along with possible corrective proposals, and to actively involve in any possible future re-orientation of SEEBRIG.

One of the most palatable ascertainties was the exceptional level of professionalism and the eagerness demonstrated by all the operational personnel, who constantly striving to perform the most prolific way in pursuit of the common goals.

The lack of on the spot Peace Support mission, within this period, didn't depreciate at all the SEEBRIG potential and operational capability. On the contrary, it reaffirms that one team consisted of different Nations' officers and non commissioned officers, sharing one common vision to support Peace in the most effective way, may be an excellent platform, to promote in an unprejudiced way our international cooperation.



Operation Section members: G-2 Intelligence, G-3 Operations ; G-5 CIMIC and PIO ; G-7 Engineer



Perspective on Real Life Support – a Rhetorical Argument



By Colonel Dimitar VELCHEV
DCOS Support NA 2 Army

Is Real Life Support (RLS) determinant in SEEBRIG main activities?

RLS is one considerable factor determining successful implementation of all activities in SEEBRIG. The importance of this matter comes from the fact that it is a real activity and every single mistake or unpunctuality could jeopardize or at least reduce the success of the entire action. The best example is Command Post Exercise (CPX) Seven Stars – 2008 which was quite challenging for us in respect of RLS.



We had to prepare the building of SEEBRIG Headquarters (HQ) for the exercise, creating good working conditions. During the SS 07 which was conducted in “Ataturk War-Gaming and Cultural centre” we got high standard training facilities and the challenge after that was to keep this standard in the following training activities as well. Furthermore one of our main objectives was to test the SEEBRIG CIS Equipment, regardless of the formal type of the exercise – CPX. Thanks to the excellent work done by sections in Support Division and the good cooperation with HNS Group we accomplished successfully our tasks providing effective logistic and RLS before and during the exercise.



Looking for the best approach for improving the RLS we are working on three main issues:

- Effective usage of financial and material resources
- Effectiveness of the procedures concerning RLS and HNS
- Correct storage and accounting of SEEBRIG property

Team Work in Finance

By Athanasios KAPOUKRANIDIS
LTC, NA 3 Army

Financial management practices within the SEEBRIG HQ, involves all the Sections, Host Nation Support, Board of Senior National Representatives from the seven Nations, to ensure that execution of the Common Budget reflects the principle “Value for Money” and covers first of all the needs and requirements of the Real Life Support of the HQ.

The premise on which budgetary management and control and also contracting, accounting treasury and auditing is founded in “Team Working”, cooperation and coordination among the members of the staff.



Sharing our team experience will continue with the SEEBRIG Support success story; I’ll “give the floor” to G4, G6 and G1 Sections to present their views in the following 3 pages:

What are the challenges concerning support management in multinational environment?

Being responsible for Personnel, Logistics, Communication and Information System (CIS) and Finance matters in multinational environment is obviously an important and challenging job. I consider that in these circumstances, Team Working is the best approach and a decisive point for successful management of all these activities.



The good supportive attitude among people is a key characteristic of an effective team. After one and half year in SEEBRIG, I can state that we have built a good team in support branch. We are working side by side as a group to accomplish our tasks and finally together everyone is achieving more. Coordination and cooperation among the support sections and Host Nation Support (HNS) Group are two main prerequisites for successful accomplishment of our tasks, giving the staff freedom for asserting their opinions. Here, I would like to underline the high motivation of the section chiefs. Because of their willingness to work in the best possible way, we succeeded to create good relations among the sections. I appreciate very much LTC Kapoukranidis’s approach to financial issues, and Maj. Astuto’s punctuality. Every time when we are faced with some sensitive or complicated matters they always look for the right way to get the job done.

SEEBRIG Logistics



**By Panagiotis KARKANTIS
CPT, NA 3 Army**

"We must take a powerful armament with us from home to distant land... Here a friendly country is always near, and you can easily obtain supplies. There you will be dependent on a country which is entirely strange to you..."
Nicias of Athens (discussing the planned expedition to Syracuse, Sicily in 415 BC)

Introduction

Logistics is of vital importance for any military operation. Without it, operations could not be carried out and sustained. Logistics are being defined as the science of planning and carrying out the movement and maintenance of forces. Under this agreed definition, logistics covers the following areas of military operations:

- Design and development, acquisition, storage, transport, distribution, maintenance, evacuation and disposal of materiel;
- Transport of personnel;
- Acquisition, construction, maintenance, operation and disposition of facilities;
- Acquisition or provision of services;
- Medical and health service support.

These areas involve a wide range of services and responsibilities subdivided into the input and output sides of logistics:

- Production or acquisition aspects of logistics (research, design, development, manufacture and acceptance of equipment). This is primarily a national responsibility. However, cooperation and coordination take place in many areas.

- Consumer or operational aspects of logistics concerned with the supply and support functions of forces.



Medical personnel played an important role during Exercise "Seven Stars 08"

Concept of Support

The concept of support for SEEBRIG Forces is that national units will be self-sustaining and that sustainment is a National responsibility.

However, where possible, Multinational arrangements, Lead Nation (LN), Role Specialist Nation (RSN) and Host Nation Support (HNS) will be used, by common consent of all Participants, to provide an efficient logistic support system. SEEBRIG Commander will have the coordinating authority to plan logistic support for SEEBRIG Area Of Responsibility (AOR).



G-4 chief, Maj. Salvatore ASTUTO, coordinating logistic activities

The SEEBRIG Logistics (G-4) staff will assist in the actual execution of logistic support (through coordination and procedures) and will recommend to the Commander the best reallocation of logistic assets and resources, under the direction of their National Authorities, in order to better support the Commander's priorities.

The purpose of logistics operations is to ensure that all assigned units will preserve their logistics sufficiently to both execute their assigned tasks and to ensure their survivability.

Exercise "Seven Stars 2008"

Based on one the basic objectives of the exercise, which was the comprehension of logistic system within SEEBRIG structure, G4 staff was deeply involved in planning process during the preparation phase. The redaction and implementation of the necessary Memorandums of Understanding (MOUs), Technical Agreements (TAs), as well of the Logistics Annex of Operation Plan (OPLAN), was the beginning for a team work and coordination in Support Division.

The integration of Combat Service Support (CSS) Battalion into SEEBRIG logistics structure, was the fire-lighter for thought, exchange of ideas and study of different aspects during the exercise.

The vital role of HN for efficient logistics support during Peace Support Operations (PSOs) was also proved, through a variety of incidents, where close coordination with local authorities was needed. Furthermore, during lessons learned procedure, it was clearly identified the vital importance of logistics for a successful conduct of PSOs. Real life support issues were also a challenge, since G4 staff dealt with all necessary contracts (satellite communications, transportation, personnel services, etc.) with civilian companies. It could be considered a good simulation of the pre-deployment contracting procedures. Due to the fact that Deployment phase was not tested during Exercise "Seven Stars 2008", SEEBRIG staff has already initiated a study period for the improvement of the Generic Deployment Plan, based on the experience gained during the Afghanistan mission in 2006, and the cooperation with other military organizations.



A contract with a satellite communication provider, increased the CIS capabilities during Exercise "SS 08"

Afterword

SEEBRIG's organizational structure and multinational character, demands from all Support Division staff to deal with various logistics issues (contracting, material procurement, payments, real life support services provision, transportation etc) on a daily basis and in close cooperation with HN, in order to ensure the smooth function of the Brigade. It is just another confirmation that logisticians are fighting even during peacetime and of course "in war, logisticians determine who will win, then... the operators go forth and make it official" (Field Marshall Erwin Rommel).



SEEBRIG CIS Main Exercise

By Lachezar PETROV
MAJ, NA 2 Army



Last minute instructions for the next test

COMBINED ENDEAVOR (CE) is an annual, United States European Command (USEUCOM) – sponsored, “in the spirit of” Partnership for Peace (PFP) Command, Control, Communications, and Computers (C4) integration and interoperability exercise. CE achieves interoperability between North Atlantic Treaty Organization (NATO), multinational organizations and PFP military C4 equipment – developing operational joint multinational networks. It accomplishes this by building a large cadre of nations, then operationally testing, documenting and exercising technical and procedural solutions.

Combined Endeavor improves partner nation’s ability to conduct stability, security, transition and reconstruction operations. Emphasis is on testing widely accepted NATO and commercial standards, where nations and organizations learning from one another in open exercise environment and gain wide exposure to interoperable tactics, techniques and procedures. CE helps prepare nations and organizations to rapidly project expeditionary forces that are prepared for joint, combined and multinational operations. CE gives the participating countries and organizations the ability to keep pace with emerging technologies and equipment.

The CE program continues to set the international standards for providing solutions to both procedural and technical obstacles to communications and information systems interoperability. CE prepares participants for leadership roles in combined and multinational operations as well as for crisis response operations around the world.

The first focus of CE is interoperability testing of tactical Communication and Information System (CIS) equipment for both NATO and commercial standards. The second focus is to develop tactics techniques and procedures for integrating national and multinational assets into an effective network architecture that facilitates command and control of a coalition communication network.

A long lasting and enduring relationship established with counterparts from participating nations and multinational organizations is a critical element because the human interoperability provides the mechanism for addressing and resolving real-world interoperability issues and challenges as they arise.

Each year’s CE build upon lessons learned and interoperability demonstrated during previous exercise. Currently the event involves 43 nations and 2 multinational organizations (NATO and SEEBRIG). Over the years CE products and experience have been used to develop operational networks supporting coalition and multinational forces in military actions in Afghanistan, Iraq and many places.

As a result of participation many national and multinational organizations have modernized their CIS equipment, reducing the technology gap between potential partners.



Planning is crucial for conducting the “Combined Endeavour” exercise

SEEBRIG started to participate in this exercise from 2004 and during these years we got more experience and built a strong connection with CE family. We had been represented with Chief CIS (G-6) section, G-6 Frequency Management Officer (FMO) and personnel from Signal Company. Also our equipment which was deployed demonstrated there capabilities and interoperability between SEEBRIG and other nations. Moreover, we succeed to increase the image of SEEBRIG.



Satellite equipment tested for interoperability



*A leader is a man who can adapt principles to circumstances.
General George S. Patton*

**By Kostadin GEORGIEV
LTC, NA 2 Army**

Are you a leader just because you are assigned in international regional organization? It's not having subordinates that define leadership. It is stated that a real leader plans, he has a vision and share it, he takes charge and inspires through example. Leadership involves not only identifying potential problems and solving them before they reach crisis proportions but also the ability to identify and reap potential windfalls. So good leaders analyze and plan and adapt their plans to new circumstances and opportunities.

Does SEEBRIG Headquarters (HQ) have a proper system for measuring leadership abilities of personnel? Let me try to analyze results from evaluation of some SEEBRIG HQ personnel that took place in the beginning of 2009.

Evaluation of personnel is an essential means of ensuring quality in all SEEBRIG HQ activities. As everybody knows, performance evaluation is considered to be one of the most important key functions of Human Resource Management. However, evaluations of personnel have often been divisive and counterproductive. Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings working in a productive team. Therefore, different standards for evaluation of personnel have been developed. SEEBRIG HQ is no exception. Legal framework for evaluation of personnel in SEEBRIG is Standing Operating Procedures (SOP) 109 "International Efficiency Report", which is written taking into account relative North Atlantic Treaty Organization (NATO) documents and procedures. The successful accomplishment of the task of SEEBRIG depends largely not only on maintaining full manning but also on each member assigned receiving at least satisfactory performance. The International Efficiency Report (IER) System is a method by which a formal written assessment of every SEEBRIG HQ member is made. It is important to underline that IER is independent of any national ranking requirements, although national ranking officials are encouraged to take it into account for completing national evaluation reports.

All commanders and chiefs of offices have an obligation to maintain the ongoing monitoring of their subordinates' performance to advise them of their strong points and weaknesses and assist them in improving their performance and effectiveness. The performance of each member of the international staff of the HQ SEEBRIG is to be formally assessed in accordance with SOP 109.



The procedure for completing IER is simple. Firstly, the performance of each member could be done, whenever a Commander of SEEBRIG or respective chief of office deems IER is desirable, particularly concerning inadequate performance or when requested by national authorities. For all other SEEBRIG military members (i.e. for sub units' members) performance reporting is a national responsibility.



Secondly, all IERs have to be prepared by 2 officers, a rater and a reviewing officer. The rater is to be in the rated person's chain of command/supervision and senior in rank to the person being rated. Reports must be reviewed by a commissioned officer who has to be senior in rank to the rater who has knowledge of the person being rated and who is in the rated person's chain of command. In order to be done impartial and objective assessment of the SEEBRIG personnel every evaluator has to discuss with the evaluated person before completing his work.

Finally, the completed IER has to be shown to SEEBRIG member and signed by him. In case any disagreement occurred, a special commission for complaints should be established. The value of the report is dependent on the care with which it is compiled and the honesty of its contents. Particular care should be taken to ensure that the individual's attributes are not overstated or his shortcomings disregarded. The IER's to be kept by the Senior National Representatives (SNRs) and if it is required by Nations to send them.

To conclude, evaluation of personnel has proved that we have excellent Officers and Non Commissioned Officers (NCOs) and soldiers.

By H. Erdiñç DINÇ
COL, NA 7 Army

As contemporary terms of operation, peacekeeping is that much different to other military operations, because there is no opposing “enemy” or no need for warfare to gain the objective. Even so Peacekeeping Operations (PKOs) may have very fluctuated environment, sometimes it could be conducted in relatively stable but occasionally it could be unstable and insecure. The well-organized collection and processing of information, after that the dissemination of intelligence, is critical to the success of PKOs and the safety of SEEBRIG personnel. Without efficient intelligence efforts, there would be no the right forces with the right equipment at the right place and time, in that case; the number of casualties can rise unavoidably. Desire to prevent the possible casualties increases the role of the counterintelligence and intelligence efforts during the preparations and execution of PKOs.



Interaction between intelligence and operations personnel is important.

Though considerations of “Threat Capabilities” are usually the first step of the PKOs’ preparations, at the same time, mental orientation of personnel involved in the operations should start at preliminary stage. During planning phase of PKOs, the Intelligence (G-2) Section seeks to bring together all available information in order to create a country profile. A big amount of information is looked-for completing this effort and it depends on open sources, fact-finding missions and intelligence from the national intelligence agencies of troop contributing nations. A reasonable time before, SEEBRIG has to establish a secure connection with superior command or organization, in order to reach updated information from the theatre.



Debriefing sessions is essential to update information.

The country profile should include a wide spectrum of information, strategic overview of the country, such as geography, climate, demography, transport network, infrastructure, armed forces and belligerent groups, prominent people and role-players involved in the conflict. In order to get the ability to act faster than a belligerent, Intelligence Preparation of the Battlefield (IPB) system must operate from the beginning to the end of the operation. The IPB concept and process should be understood and implemented at every level, so as to increase threat awareness, which is the best form of force protection.

During the execution phase of PKOs, SEEBRIG should be able to use all available collection assets to ensure timely and predictive intelligence. The structure to cope with this challenge includes not only the higher and lower echelons as well as the neighbors, but also sources such as the National Intelligence Cells (NICs) and information exchange via North Atlantic Treaty Organization (NATO), European Union (EU), or other International Organizations.



G-2 Intelligence Section brings together all information to create a country profile.

Intelligence assets at SEEBRIG level include; all the SEEBRIG Units, especially reconnaissance units, human intelligence team. Available intelligence assets from subordinate units might be armored reconnaissance units, signal intelligence (SIGINT) elements, wheeled reconnaissance platoons, military intelligence (MI) – elements when allocated. Moreover NICs would be associated with the SEEBRIG Headquarters (HQ) provided by contributing nations on a voluntary basis, to act as gateways between the national intelligence agencies and the intelligence staff of the HQ. During the operation, constant interaction and feedback between intelligence and operations personnel are critical to achieve focused support and mission success. To ensure the safety of assigned forces, SEEBRIG must have the capability to disseminate critical indications and warnings to all echelons quickly. This connectivity must extend among individual services as well as among other nations or international organizations involved to provide accurate and timely all-source information to the user. During the redeployment phase, debriefing sessions is essential to obtain information from the SEEBRIG members to facilitate updating the country profile. In conclusion, intelligence and counterintelligence has been key to success in PKOs. They require continuous and complicated planning and execution efforts to focus on intelligence for force protection and conducting operation in area of responsibility.



By **A.Mircea ROMOCIA**
LTC, NA 6 Army

"Be not simply good, be good for something".
H.TOUREAU

CIMIC is growing up

The governments of the affected states, with their local authorities, are overlapped in almost all countries challenged by asymmetric situation and different humanitarian circumstances. This is basically the reason of Civil Military Cooperation (CIMIC) need for flexibility, and at same time is the engine for CIMIC importance growing up.



Monitoring the civilian situation and working together with IOs and NGOs.

CIMIC structure in SEEBRIG is a flexible one, reduced in the nucleus staff component, multiplying 6 times during exercises, and at the same time this is the minimum structure needed for a possible mission. In both situations this staff is seeing each other for the first time when they engage the work, and it is very possible the new members to be challenged with a CIMIC job for the first time in their military career.

CIMIC Training During the Exercises

The CIMIC training is a real challenge in this framework and situation, and only enthusiasm of the nucleus staff together with Contingency Establishment (CE) CIMIC member's concurrent could compensate and come to a successful end during SEVEN STARS Exercises. It was possible for two times, in 2007 and 2008, when we concentrated our effort to train the participants with the CIMIC short-term aim "to support the commander's mission"; and with the long-term aim, "to help creating and sustaining conditions that will support the achievement of the end state decided by the commander".

Our intent was at the same time to train the staff and the subordinated units with the main principle of CIMIC, *cooperation and coordination* as the main factors to achieve maximum efficiency.



Sharing information with civilians in CIMIC Centre

All the participants understood that the CIMIC missions will be assumed only with an accurate and complete assessment of the resources, and considering the vital importance of continuous monitoring the civilian situation.

CIMIC cooperation and coordination is reflected during the Military Commission

The most important progress noticed during the Exercise Seven Stars 08 is the Military Commission activity which succeeds to become a real forum for stakeholders working together.



Coming up with an agreement is an enduring and long process

CIMIC success was reached also by the civilians from important Non Governmental Organizations (NGOs) and International Organizations (IOs) which gave their double contribution as role players and evaluators during the exercises. The experience with civilian role players we hope will be used in the future exercises with the same results.



Decision making process require permanent situation analyzing

The conclusion is crystal clear. We carry out an excellent training in Headquarters (HQ) SEEBRIG for CIMIC in last two years which should be at least maintained at this level.



Getting local population "Minds and hearts" is a task for CIMIC and the CIMIC centre is important tool for reaching this objective

**By Serdar CAGLAYAN
MAJ, NA 7 Army**

In a few short years, the political dynamic has evolved, the operational environment has changed, and the media industry has transformed. Effective public affairs support to field and permanent Headquarters (HQ) commanders in the face of these developments requires that the function be resourced and fully integrated into the decision-making process for military operations, policy development, and program design and service delivery. As such, a capacity to manage and deliver public affairs programming is expected at all multinational and military HQs.



Multinational HQ activities is an appealing subject for mass media.

North Atlantic Treaty Organization (NATO) Public Information (PI) was limited to media relations. The name change to Public Affairs (PA) is in recognition that community relations and internal information are two other core elements of work. Additionally, sharing half the same name with Information Operations can lead to the presumption that PI is a subset of Information Operations, when it is not. It is critical that the functions remain separate but related both in theory and in practice.

The three basic functions of NATO military PA are :

Media Relations activities designed to provide information through all mass communication means to NATO audiences.

Internal Communication efforts to facilitate communication with and among NATO military personnel, civilians working for those organizations, and their families.

Community Relations programs usually associated with the interaction between NATO military installations in NATO member states and their surrounding or nearby civilian communities.

The principles of NATO military PA are :

- Tell and show the NATO story,
- Provide accurate information in a timely manner,
- Ensure that information provided is consistent, complementary, and coordinated,
- Practise appropriate operational security,
- Conduct work mindful of multinational sensitivities, and respectful of the local and regional cultural environment.

Guided by its PA principles, NATO defines three military PA approaches :

Very Active- Significant and deliberate effort will be invested to promote awareness, visibility and to "push out" information.

Active- Routine effort will be invested to promote public awareness; the range and scope of information products or support activities are generally limited.

Reactive- Efforts are not made to promote wide awareness, but a public affairs plan and media lines may be developed in anticipation of media or public queries.



Ceremonies are part of SEEBRIG Public Diplomacy activities.



Real life media viewing the fictitious media created for the exercises.

In SEEBRIG the media relations activities are designed to provide information through all mass communication means to Multinational Peace Force South Eastern Europe (MPFSEE) audiences as well as is for a NATO HQ. Commander and staff, through their Public Information Offices (PIO) are prepared to, for example; respond to media inquiries; issue statements; conduct briefings and interviews; arrange for access to permanent and operational units; and distribute information including imagery, all as a means to develop relations with the purveyors and the consumers of news. In addition to the successful work done in the past, it is felt now the need to be more active and comprehensive by preparing new PA products like CDs, magazine and developing our website regarding SEEBRIG activities.



Media is interested in SEEBRIG exercises.

Public Diplomacy is the new concept, which also inspires the needs for increasing our initiative, MPFSEE, visibility. In this new context, after approval of that new concept last year, PIO for SEEBRIG is integrated in the Public Diplomacy activities and the immediate goal should be to develop into Public Affairs like in NATO. To make possible this, it is a challenge for Political Military Steering Committee (PMSC) and our staff but also for the member nations' specialists in this field.



Virgil BALACEANU
Brig.Gen. Na 6 Army

Crisis sometimes happen to be turning points in history, serving as eye-openers that a fundamental reversal of behavior. The Chinese language has created a symbol uniquely reflecting this reality: the ideogram for “crisis” is composed of two characters which separately mean ‘danger’ and ‘opportunity’.

Certainly at the beginning of 3rd millennium, Europe has reached cross-roads. Decisions taken by this generation will determine whether all people of Europe are able to breathe during the new century an unprecedented period of stability, peace and welfare, or whether this generation will simply experience a painful *déjà vu** of European history starting the new century as last one ended with crisis.



NATO school guest speaker

In retrospect, it might be viewed the date of September 26, 1998 in Skopje when The Agreement on the Multinational Peace Force South-Eastern Europe (MPFSEE) was signed and later on when South-Eastern Europe Brigade, shortly SEEBRIG, was established in accordance with MPFSEE Agreement, and activated in Plovdiv, Nation 2, on 31 August 1999 as such turning point in history of South Eastern Europe (SEE), thus making the start of a new phase in international SEE politics. The last 10 years since establishment marked the history of SEEBRIG, proved that... and transformed the brigade itself into a successful story.



Well done Na 6 training evaluation

Thus, SEEBRIG surely is no *deus ex machina*** instantly solving all problems that have plagued the region for centuries. Its design is long term, and to have an effect all participants will need patience, resolve and persistence. At this point of time it is paramount to have this Brigade established and representing the common aim of seven nations, standing as the peace centre of our region, getting military personnel from seven nations closer and creating a very friendly atmosphere.

It demonstrates that countries of South Eastern Europe had taken unmistakable progress in terms of democratization, good neighbourly relation and tolerance having a real chance to escape from the claws of history.

SEEBRIG establishment proved that MPFSEE process is not pure activism is real substance, and vindicate the fact that Nations went beyond the declaratory policy and have added more essence to the process.

The declaring of SEEBRIG as operational for North Atlantic Treaty Organization (NATO) and the European Union (EU) in May 2001 and the first offer of participation in a peace support operation came from Supreme Headquarters Allied Powers Europe (SHAPE) in November 2002 was the necessary start for SEEBRIG certification. The evaluation was developed in two phases:

The establishment of the Initial Operational Capability - IOC (April 2004) and the Full Operational Capability level – FOC (October 2004).

SEEBRIG was declared operational with limits in October 2004. And finally, SHAPE certified the SEEBRIG participation in PSO led by NATO or the EU under the United Nations (UN) or Organization for Security and Cooperation (OSCE) mandate.

* *Déjà vu* is the experience of feeling sure that one has witnessed or experienced a new situation previously, although the exact circumstances of the previous encounter are uncertain.

** *Deus ex machina* (literally "god from the machine") is a plot device in which a person or thing appears "out of the blue" to help a character to overcome a seemingly insolvable difficulty.



SEEBRIG deployment in International Security Assistance Force (ISAF), for six months, starting February 2006 and ending at August 2006 proved to all Nations the huge steps in proving the real substance of SEEBRIG as turning point for SEE history.



SEEBRIG public diplomacy implementation, in presence of Na 4 LG Gian Piero RISTORI

Knowing the history and developments in the world very well, and also, most importantly, knowing the value of the peace and definitely we are doing our best to achieve our objectives given by our nations, and to meet their expectations.

I believe in the future of SEEBRIG because I believe in the future of our region, South Eastern Europe.



Gratefulness to NRDC- T COMMANDER LG Yalcin ATAMAN

I am very honoured to have such predecessors as the Generals Hilmi Akin Zorlu, Andreas Kouzelis, Giovanni Soulis and Neyko Nenov and every time I have considered that my work as SEEBRIG Commander couldn't be above their accomplishment.

Only when you respect and trust the people before you, you can go further achieving new and desirable results. Nothing is done for eternity however by contrary we are feeling to be far ever. But nothing is wrong to hope as for eternity. Under these circumstances my time as SEEBRIG Commander must be the time of hopes and great achievements. I am very proud of my comrades, very proud of our spirit and believes and no experience in my life is looking so consistent and complex as the tour of duty here in Istanbul.

Learning from you my dear colleagues I have learnt the real meaning of tolerance and acceptance, of permanent education improvement and I have caught the conditions and the rules of trust.

After these outstanding years I have not the feeling of being aged, I have the feeling of fresh and strong request to do more for our lovely region, for our neighbourhood, for our common culture and history.

SEEBRIG Commander duties have offered me the possibility to see and to "touch" the Balkans and the region is part of my heart and mind. I will be very pleased to tell the people the real stories coming up from my experience, telling them how wonderful the landscapes and the people living on them are.



Well done training Na 5 evaluation visit

And I have appreciated the cohesion of my staff despite of a lot of challenges, the high quality of staff work and determination to do the best. I will hand over my job keeping in mind one truth: Whatever you are doing don't forget that you are not doing for yourself, you are doing for your people. And your people will make you the winner, the winner of their hearts and minds.



Powerful capabilities Na 1 evaluation visit



**By Antonios PLATIAS
LTC, NA 3 Army**

One of the biggest challenges in a multinational military environment is to capture the individual knowledge and experience, to reshape it to a commonly understandable and acceptable form, to transform it to organizational knowledge and to pass it to the rest of the employees and to their successors. Since the organizational knowledge which is produced with the aforementioned procedure is systematically managed from a formation to support the mission accomplishment, it is converted to Knowledge Management (KM).

The necessity for SEEBRIG to establish a KM system was apparently identified in summer 2007. The 2007 Headquarters (HQ) relocation absorbed a significant effort of HQ personnel to functional

areas of real life issues and -in addition with the same year replacement of approximately 80% of the 2006 Afghanistan mission experienced human capital- didn't leave space for detailed elaboration of the accumulated mission experience. The following two major exercises in 2007 and 2008 were used by SEEBRIG with a systematic KM approach in order to:

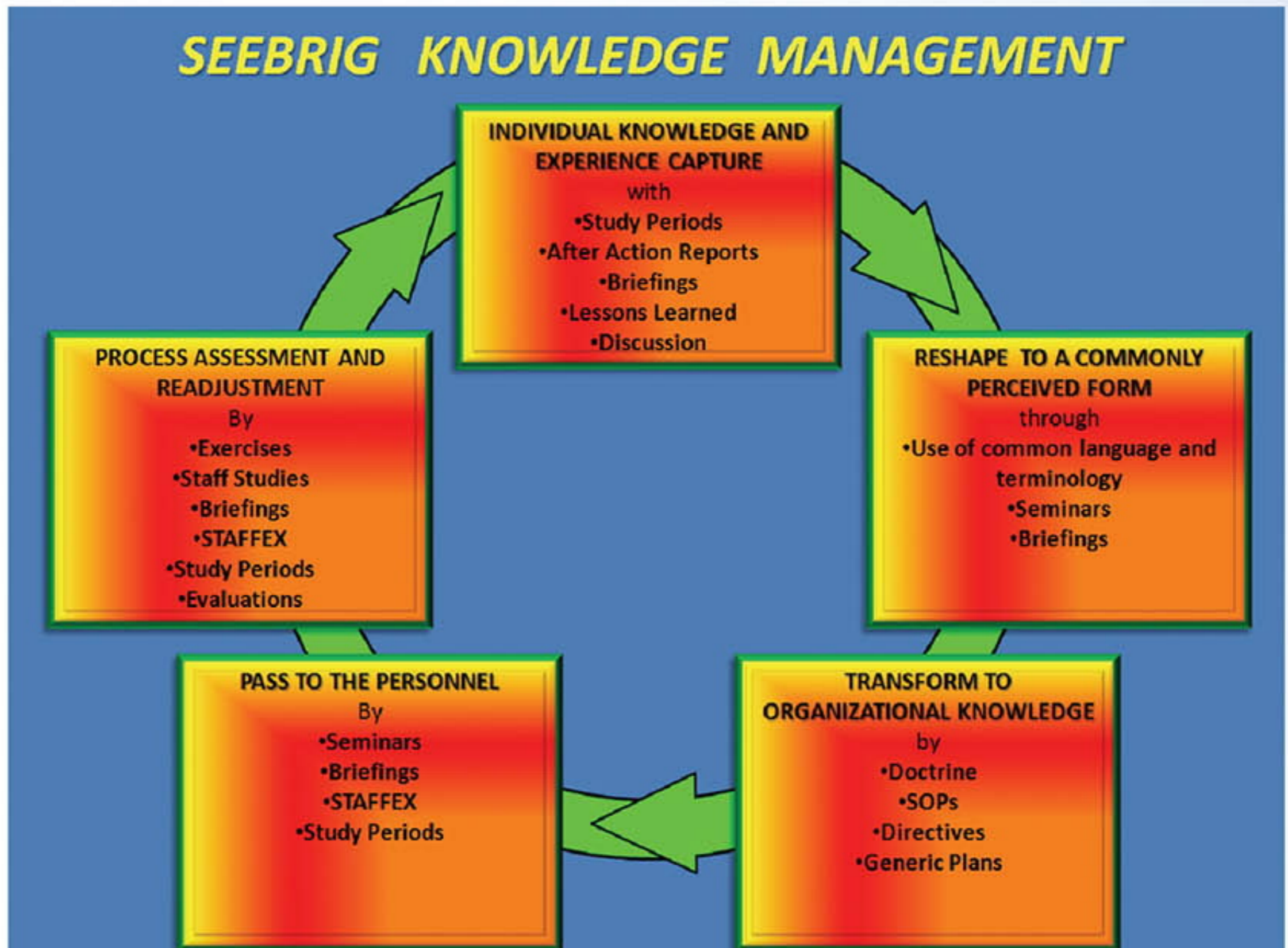
- Identify the knowledge and experience shortages through Command Post Exercise (CPX) "SEVEN STARS 2007"

- Prepare, plan, direct, conduct and evaluate the execution of CPX "SEVEN STARS 2008" in order to eliminate waste of resources, enhance the HQ performance to the direction of Peace Support Operations (PSOs), optimize personnel interaction,

implement staff interaction, capture the personnel experience, embed it in HQ documentation making it available for all HQ members and prepare a solid knowledge database for forthcoming activities.

Moreover, it was of a great importance not only to capture the collective experience of the Nucleus Staff but also these of the augmentees. This 360-degree feedback approach policy was also followed for the exercise evaluation and resulted to receive and incorporate the assessment of all participants in the most objective way.

The way ahead for KM in SEEBRIG HQ shall include the embodiment of future developments in PSOs in terms of doctrine, insight and experience exchange.





Tactical Operations Center (TOC) The Operational Nerve Center

By Domenico TOMASIELLO
MAJ, NA 4 Army

"Sometimes it's a thankless job, it's not sexy, and you're not kicking in doors, but the whole staff is critical in everything that happens or fails to happen in Area of Responsibility."

The Definitions

TOC is a Command installation in which the communication facilities and personnel are centralized to control and coordinate current tactical operations. TOC expedites staff reaction by providing the appropriate personnel with the means to gather, process, receive, analyse, and display data rapidly in a readily usable form by placing coordinating elements in close proximity, and by providing responsive communications between such elements and the higher, adjacent, and subordinate commands. The purpose of the TOC is to provide the Commander with current evaluated information and recommendations concerning mission operations and the use of available resources. TOC is a Commander's vital tool to Direct, Control, and Coordinate current mission and mission support operations of organic, assigned, and attached forces.



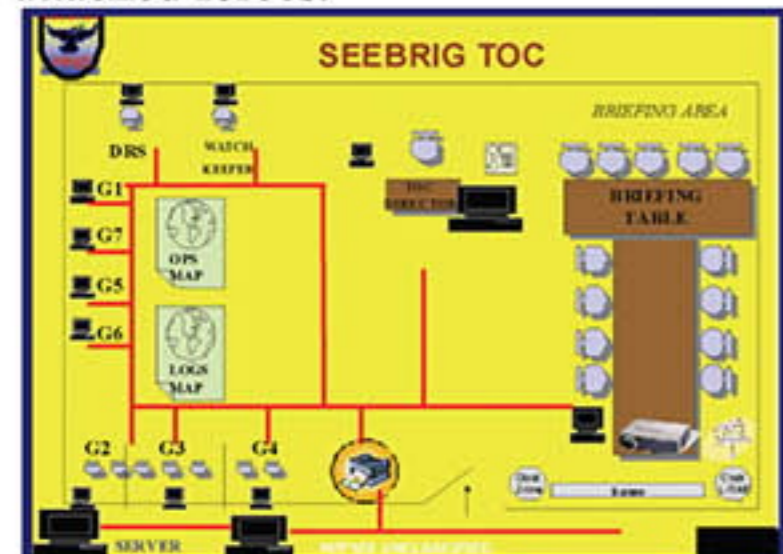
Mapping and terrain modelling capabilities are also fielded at these echelons, to support operations, analysing terrain and mobility to support operational planning. Equally important is the tracking and location of all friendly forces presented in the brigade's area of responsibility, provided through dedicated systems or as by-product of modern Global Positioning System (GPS) enabled communications equipment.

The direction for the improvement and the way ahead

Current Command and Control (C2) systems offer common office automation services, template based forms, project-based planning, simulation and evaluation tools to plan, brief, control and debrief operations in an effective and timely manner. Large paper-based wall maps are replaced with video walls, capable of displaying real-time information of large images, facilitating effective display to a large audience during briefings and conferences. Yet, more commonly, conferencing services are used to establish frequent discussions, routine collaborations between commanders and staff, taking part in planning, or periodical briefings and assessments.

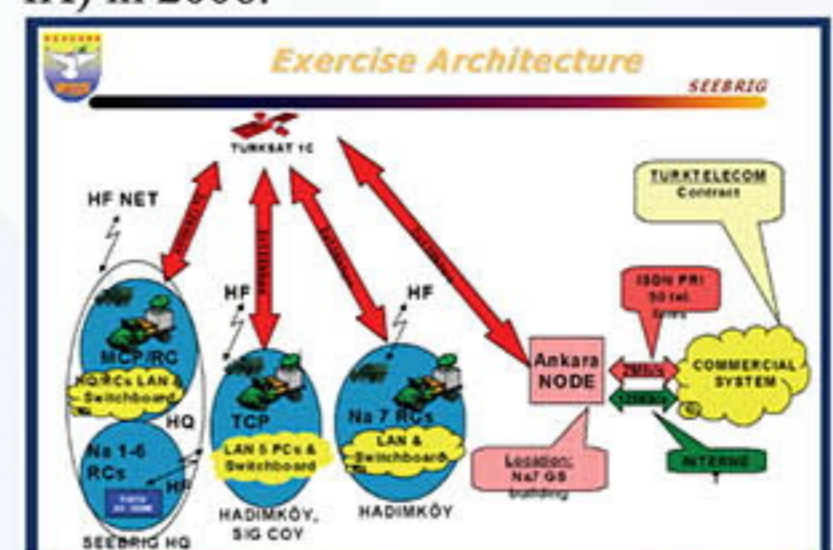


Activation of SEEBRIG TOC during Exercise Seven Stars 08 (SS-08) had the aim (amongst the others) to measure SEEBRIG personnel skills and SEEBRIG available technologies with the models mentioned in the previous lines. Along the seven-day exercise and throughout an *ad hoc scenario*, all the phases of the operational management and all the incidents (injections) have been processed in TOC following North Atlantic Treaty Organization (NATO)/United Nations (UN) current procedures under SEEBRIG Operations (G-3) Section responsibility. Within the limits imposed by SEEBRIG current technological capabilities, a large introduction of data processing, video and radio long-distance-connections and the activation of satellite technologies (thanks also to NA 7 and Turk Sat support) were successfully tested throughout daily performances and by the real deployment of the Brigade Tactical Command Post (TCP). The contribution of all the functional branches responsible on case-by-case basis and the involvement of the Planning Group- when simple cases turned into complex operation Fragmentary Orders (FRAGOs)- were the most gratifying aspects to remark. Inside SEEBRIG TOC each case has been subject of fast and constructive analysis amongst a pool of experts, a composition of SEEBRIG HQ Permanent Nucleus Staff and the *on-call* contribution from different Countries. As a result, once again, it was successfully proved that SEEBRIG is functional amalgamation of human experience and technological support additionally emphasised by the still alive proficient feedback originated by SEEBRIG participation in International Security and Assistance Force (ISAF) mission (Afghanistan) as Regional Command Capital in Kabul (KMNb IX) in 2006.



Brigade and regimental level have become the principal manoeuvre level of the modern air/land combat. These formations require special Command, Control, Communications and Computers (C4) systems to enable flexible connectivity, information flow and data processing.

While the brigade is responsible for a growing array of tasks and units, integral or attached ad-hoc, it has also evolved to become an information hub mediating information to and from tactical, operational and strategic levels. Within the frame of the ongoing multinational Peace Support Operation (PSO) and Disaster Relief Operation (DRO) missions brigade Command Posts (CP) empowered by modern C4 tools, expanded their authority to control larger areas and more flexible and diverse forces. Growing demand for information and real-time intelligence requires the development of intelligence collection and battlefield surveillance means, and access to divisional and strategic intelligence assets.





Engineer Concept in SEEBRIG

**By Dede PRENGA
COL, NA 1 Army**

SEEBRIG and DRO

The South-Eastern Europe Brigade is established by seven participating nations to contribute to regional security, stability and to foster good neighborly relations among the South Eastern Europe (SEE) countries.

During the last years several disasters have occurred in the region of the South Eastern Europe. The presence and the roles of the different national and the international organisations are vital factors for the successful and effective engagement in the present and the future disaster relief operations.



Experience share will be the Milestone for the future



Cooperation and Coordination key factor during the Exercise

Units allocated to SEEBRIG remain at their permanent home base locations and will be committed under a task force principle for exercises and operations upon the direction and coordination of the Politico-Military Steering Committee (PMSC). The SEEBRIG Commander assumes the command of the subordinate units after the transfer of authority.

SEEBRIG Engineers' participation in Exercises

South Eastern Europe Simulation (SEESIM) Network is designed as a mechanism to integrate several related South Eastern Europe Defence Ministerial (SEDM) initiatives through a series of simulation-based Exercises.

Every two years SEESIM Exercise hosted by one SEEBRIG member country is organized. The aim is to train and develop our capacity to be ready for any activation case in Peace Support Operation (PSO) and Disaster Relief Operation (DRO) in our region.

Broad Scenario of nearly simultaneous earthquakes in multiple nations, terrorist attacks and man-made or natural disasters in our region was and will be in the nearest future the main objective of SEESIM Network.

The necessity of better and bigger cooperation and coordination between the key players in the possible disaster relief operation has already become one of the crucial factors for the success and its importance will increase in the future.

In order to find new ways ahead for developing our South-Eastern Europe Disaster Relief Operations (SEDRO) Concept and to establish new perspectives for SEEBRIG possible involvement in Humanitarian Operations, our Brigade organized two main activities; SEDRO Concept High Level Expert Meeting and DROSEE Seminar.



Team-Work brings the best result



Military Support to Disaster Relief Operations

By Panagiotis LYMPEREAS
MAJ, NA 3 Army

Defense forces have had to become more and more adaptable as the world's politico-military environment has changed. Until recently troops from North Atlantic Treaty Organization (NATO) countries had to spend the vast majority of their time, effort and resources on practicing to confront the Soviet threat, but now they have to train to meet a wider variety of roles and missions. So, as we have witnessed during the last decade, there is a trend for the armed forces around the world to go beyond traditional war-fighting and to take on missions like Disaster Relief Operations (DRO).

Armed forces have been always available for DRO, but today these kinds of operations seem to be one of the main missions that our armies are going to undertake. The military support to civilian authorities has become a well known phenomenon, nationally as well as internationally. There is therefore the requirement for the armed forces to be prepared to deal with this form of operations, in order to support the civil authorities in responding to a range of various contingencies.

Civil emergency planning is first and foremost a national responsibility. However, countries can no longer rely on purely national solutions for large-scale emergencies, particularly given the complex nature of the disasters and the unpredictable environment. In this context, NATO during the last years has been more and more involved in DRO, after natural or man-made catastrophes. NATO's Euro-Atlantic Disaster Response Coordination Center (EADRCC) has coordinated to date many DRO, conducted mostly by NATO forces. Although not the most important task for the alliance, NATO's role in DRO has been progressively defined and developed.



While the United Nations (UN), specifically the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), retains the primary role in coordinating international disaster relief, NATO provides an effective forum in which the use of civilian and military assets can be dovetailed to achieve a desired goal.



In addition, NATO and European Union (EU) have complementary interests and comparative advantages in improving civilian-military responses to a wide range of areas, including DRO. The two organizations have established a generally good record of cooperation, avoiding overlapping mandates for NATO and EU military activities.

There is therefore, the need for SEEBRIG to have an identical attitude of the challenges as NATO has, in a very smaller of course scale, in order to adjust to the new conditions and international environment. Needs are changing, so do we. SEEBRIG should increasingly focus on the question how the military can be used in the wake of major disasters for the cleanup and for all the humanitarian and relief efforts.

Whereas the main mission for SEEBRIG is the participation to Peace Support Operations (PSO), the Brigade as a multinational, military organization, has been transformed in order to be ready, apart from PSO, to intervene and execute DRO, after natural or man-made catastrophes such as floods, earthquakes and landslides, with its on-call forces. The end state of this effort will be the increased and manifold role of SEEBRIG in South Eastern Europe, promoting regional security, stability, cooperation and interoperability among the nations.

SEEBRIG's role in this area is only secondary and subsidiary to civil organizations. When the scale of the disaster in our region is so great that local authorities and interior ministry forces are overwhelmed SEEBRIG can and should be involved. The available forces for these kinds of missions are primarily the Engineer units that consists the Engineer Task Force (ETF) which was established in 1999 and was attached to the Brigade. The aim of the ETF is to provide emergency relief and humanitarian intervention capabilities.



The ETF can conduct, small cooperation projects in the field of:

- Road construction and repair
- Bridging and bridge repair
- Rail repair
- Earth moving
- Drainage
- De-mining and unexploded ordnance clearance.

In order to establish new perspectives, the Brigade has organized various activities like seminars, high level expert meetings and working groups. These steps have been taken in order to improve the ability of SEEBRIG to cope with DRO, defining its concept, training requirements, doctrines, standard operating procedures and directives.

One of the challenges for SEEBRIG will be to plan effective cooperation with civilian authorities for an efficient response. SEEBRIG participation to the series of the South Eastern Europe Simulation Exercise (SEESIM), as an international response cell for DRO, contributes to this direction. Increased coordination and cooperation could help saving lives and minimize human suffering.

With all the aforementioned efforts, SEEBRIG tries to optimize the existing capabilities without requesting additional means and resources. The support to national authorities in times of civil emergencies will be conducted on an ad-hoc basis and after approval of the Politico-Military Steering Committee (PMSC). The outcome of this ongoing process will be the transformation of the Brigade to an effective tool in the disposal of our Nations, in case of need.

SEEBRIG, Is It Successful Story of Regional Cooperation?



By Zlatko GJORGJIOVSKI
LTC, NA 5 Army

The question that I will try to answer in my short article is: SEEBRIG, is it really a successful story of regional cooperation?

Coming here in Istanbul, in January 2008, I was sure that I would face with one of the biggest challenges in my military carrier, at least because of two reasons: firstly, although I have previous experiences in some international activities such as meetings, exercises, courses it was my first assignment in multinational environment and secondly, my new post was slightly different from the work of signal officer, which I had done before. In that time, I was sure, that it would be also big opportunity for me to improve my military knowledge working together and sharing the experience with my colleagues coming from 6 other nations.

I know that it is very difficult to give more elaborated answer in such a limited space, but I will try to do my best just mentioning some of the biggest achievements since the foundation of the SEEBRIG:

- In 1999, when SEEBRIG was established by signature of the Multinational Peace Force South-Eastern Europe (MPFSEE) Agreement by Ministers of Defence from seven member countries I suppose that there were people who were suspicious or at least pessimistic about success and future of this new born multinational unit. Despite the suspicions and doubts, we are preparing the 10th Anniversary proving to everybody that SEEBRIG succeeds to survive, increasing continually its politico-military back-ground.

- Searching trough SEEBRIG archives we will that more than 150 officers and non-commissioned officers (NCOs) from our countries have been members of SEEBRIG family. They live and work together promoting SEEBRIG slogan "ONE TEAM-ONE MISSION".

- After declaring SEEBRIG "Mission ready and available for peace support operations" SEEBRIG HQ, with considerable support given by all seven countries members (especially from Na. 6 - Host nation between 2003-2007), accomplished successfully all requirements during Certification and Evaluation process which was conducted by Joint Force Command (JFC) Naples. This process was conducted in 2004, and it is worth to mention Initial operational capability and Full operational capability.

- After gaining full operation capability first deployment of SEEBRIG in International Security and Assistance Force (ISAF) mission was logical event in the chain of events. The mission was a definite success.

- SEEBRIG mission in Afghanistan showed the determination of all MPFSEE member countries to make their own contribution, not only to the regional security and stability, but also to the global security and stability in order to protect peace and the universal values where it is needed, because they understood very well the global nature of the challenges and the threats of the 21st century.

- In addition, it is important to mention that 14 nations (including 7 MPFSEE nations) provided more than 170 officers and NCOs to fill up the slots in the manning list of Kabul Multinational Brigade IX (KMNBI). The core of the KMNBI HQ was SEEBRIG HQ and "new comers" were successfully integrated. SEEBRIG HQ showed up its reliability, and in the best possible manner justified the confidence which had been given by North Atlantic Treaty Organization (NATO).

- After initial set up in Plovdiv, in August 1999, HQ SEEBRIG succeed to conduct first exercise, in the format of Field Training Exercise (FTX) in 2000 with participation of assigned units from all 7 member countries. Since then HQ SEEBRIG has successfully conducted or has participated in more than 35 exercises.



SEEBRIG has participated in ISAF mission in Afghanistan from 06 February to 06 of August 2006 performing the role of Kabul Multinational Brigade IX HQ



SEEBRIG, Is It Successful Story of Regional Cooperation?

- According to the provisions of the MPFSEE Agreement and the Additional Protocols, SEEBRIG HQ was set up and worked in three different locations, successfully accomplishing two relocations with all personnel and common property equipment, almost without having interruption of their normal daily job.

- Experiences gained with participation in SEEBRIG were very useful for the countries which have done all necessary reforms in the defence and security sector on their way to accomplish all requirements for NATO membership.

- We should be realistic and do not speak always in superlative. If we want to develop our initiative, we should recognise that there have been some shortfalls during the years of the existence, but shortfalls were understood like challenges and additional motive for improvement. Having signed four Additional protocols and waiting for signature of the Fifth Additional Protocol is outstanding proof of the tremendous effort made by our countries, their continuous support given to SEEBRIG and their commitment to improvement of its operational capabilities.

- We are aware that mutual benefit of being part of this initiative was recognised by countries, and we know that the observer countries number increased from 2 to 4. In 2007, during the South Eastern Europe Defence Ministerial (SEDM) meeting in Kiev, one of the observer countries, Ukraine was welcomed to be full member of SEEBRIG. Procedures of accession are still on going. I would like to add that Bosnia-Herzegovina (member country of SEDM process) expressed its interest for bigger and deeper involvement in SEEBRIG issues.

I think it is easy to understand that SEEBRIG has been and will continue to be successful story of the regional cooperation. Waiting for new stars on the flag, SEEBRIG will continue to contribute to security and stability in the region and beyond, and to foster good neighbourly relations among the countries in South-Eastern Europe.

On the occasion of 10th Anniversary I wish happy birthday and long successful life for SEEBRIG!!!



According to the provision of the Agreement and Additional protocols SEEBRIG HQ is deployed in Istanbul, Na. 7 from 2007 to 2011



SEEBRIG completed evaluation process successfully and gained full operational capability on October 2004

SEEBRIG; An Open Organization for Peace



**By Yusuf SEKER
MAJ, NA 7 Army**

In history, the words for the region named as South Eastern Europe many times were used with friction and conflict terms. Because of its ethnic and religious variety, South Eastern Europe is thought with disturbances. This is the reason that explains the importance of existence of SEEBRIG.



This is also the place nearly consists of geographical presence of Moldova, Ukraine and Ciscaucasus. So the name of organization itself explains current and potential members or partners. But as an organization for peace SEEBRIG is not limited with geographical borders. It is an open organization with open minds for peace, corporation and humanity.

SEEBRIG is a military organization. But, in its agreement it is declared that SEEBRIG is neither directed against any third state nor intended to form a military alliance of any form against any country or a group of countries.

So, for a stable and peaceful region, stable and peaceful world is required. In this respect through his concept, SEEBRIG is a peace organization, which use a multinational military force.

The peace idea is the most important thing beyond the historical frictions and all political matters. The maintaining idea depends on humanitarian aspect. Because of this, up to the agreement, in principle SEEBRIG will be available, commensurate with its capabilities, for employment in conflict prevention and in other peace support operations, including peacekeeping, peace-making, peace-building and humanitarian operations.

Going deeply with this ideas, SEEBRIG, of course, is an open organization. In agreement the parties declared that SEEBRIG is transparent and open to the North Atlantic Treaty Organization (NATO) and Partnership for Peace (Pfp) nations in the region, "able and willing" to contribute constructively, at any later stage. At that point Ukraine's integration or membership is important.

After establishment of SEEBRIG, Ukraine's membership will prove that, SEEBRIG and in deep the maintaining peace idea in the region will be more effective and successful. With its military technical and manpower capabilities Ukraine's integration will increase SEEBRIG's efficiency in its way for peace, corporation and humanity.



Military organization of SEEBRIG has a humanitarian aspect as well. This aspect also requires being effective in Disaster Relief Operations. For this reason, in 1999, Second Additional Protocol to the Agreement was signed. But because of the nature of Disaster Relief Operations, it is not easy to engage multinational military forces in the affected country. It requires being fast and interoperability in every phase, and more than that legal aspect to be solved.



Depending on the importance of the subject and ineffectiveness, South Eastern Europe Disaster Relief Operation (SEDRO) Concept is in discussion. If SEDRO Concept can be changed into objective and applicable structure or plans depending on capabilities of the parties, after the parallel changes in Second Additional Protocol, SEEBRIG can become successful to implement this concept. With this positive result, as being a sample, humanity also can step in a new breakthrough.

I hope by the role of SEEBRIG South Eastern part of Europe continent will be much more secure for people of SEEBRIG countries in the future.



MPFSEE member countries are in orange color



Ceremonies and Anniversaries

**By Cumhur EKEN
MAJ, NA 7 Army**

SEEBRIG Ceremonies as a part of our Public Diplomacy activities, are specially planned, organized and conducted related to specific events. Ceremonies are conducted when a significant event takes place at HQ SEEBRIG or when it has a great impact on activities planned, or on the morale of personnel. Such events might be different exercises, anniversaries, promotions, changes of the command, etc.

SEDM-CC / PMSC Chairmanship and SEEBRIG Commandership Handover-Takeover Ceremony / 12.07.2007 / ISTANBUL



SEEBRIG Anniversaries are celebrated each year with the same soul since the first one. Through these Anniversaries, it is a wonderful opportunity to emphasize once again that SEEBRIG is a strong and big family.

8 th Anniversary of SEEBRIG

04.09.2007 / Istanbul



29.08.2008 , Istanbul

9 th Anniversary of SEEBRIG





By Murat DOGAN
CPL, NA 7 Army

Boat Trip in Bosphorus , 31.08.2008



New Year-Christmas Dinner, 16.12.2008



New Year / Christmas Party for Children, 14.12.2008



Sakip SABANCI Museum Tour

30.03.2008



Tree Planting Festival

14.12.2008

By Varol TAMER
SGM , NA 7 Army

Tree is one of the most important thing for human and his life. In Turkey there is a word which explains this situation : “ we are in need of tree from crib until grave.”

With the purpose of teaching children the importance of saving environment and contributing to the nature, all SEEBRIG members and families met between two SEEBRIG blocks and planted trees somewhere available.



Host Nation Support Team's aim is to make your life better...




SEEBRIG Social Activites

Soccer Role in SEEBRIG Team Building




Uludag Trip 23.02.2008

SEEBRIG personnel enjoyed a trip to Uludag. It was a great experience for SEEBRIG personnel and their dependents to explore the beauties of the host nation, NA 7 .



Altinkum Beach Trip

29.07.2007

SEEBRIG HQ personnel enjoyed a trip to Altinkum Beach. It was a great opportunity for SEEBRIG HQ personnel and their dependents to have a good time at one of the best beaches of the host nation, NA 7 .



A view at Lunch.



Study Trip to Izmir

29.04.2008 - 02.05.2008

SEEBRIG personnel made a study trip to Izmir including the visit to CC Air HQ Izmir.



Our Congratulations for Their Accomplishments



First Chief of Staff in Istanbul and the 4th SEE BRIG COS



COL, Ali EKER NA 7 Army

Two years in Istanbul for SEE BRIG HQ, it was a great accomplishment and that was possible for the reason that host nation representatives did their job outstanding. It was a chance from the very beginning to meet here an experienced Chief of Staff (COS) , Colonel Ali EKER, when SEE BRIG HQ relocated to Istanbul in 2007. His well-built experience with SEE BRIG coming from his appointment as Chief of Operations (G-3) Section in Constanta between 2003-2005 made him help SEE BRIG HQ staff as well as host nation representatives to integrate the team and make functionable this multinational military unit.

COS Colonel Ali EKER finished his tour of duty in January 2009 and left SEE BRIG for attending an important course in War College Command. All of his SEE BRIG fellows wish him success and the promotion he deserves.

It is presented here all colleagues finished their tour of duty in the last two years in Istanbul.

Georgios MAKRIDIS
Brig.Gen. NA 3 Army
DCOS SUP

Kazim DALKIRAN
COL. NA 7 Army
DCOS OPS

Panagiotis MARDANIS
LTC. NA 3 Army
Chief G-2 Section

Neno HRISTOV
LTC. NA 2 Army
Chief G-1 Section

Fatmir ZYFI
LTC. NA 1 Army
Political Adviser

Giorgio PANTARELLI
LTC. NA 4 Army
Chief G-4 Section

Stojan ANDONOVSKI
LTC. NA 5 Army
Chief G-7 Section

Evangelos TSILIGARIDIS
LTC. NA 3 Army
Chief G-8 Section

Ziya YILDIRIM
MAJ. NA 7 Army
SECCOS

Andrea BROZZETTI
MAJ. NA 4 Army
G-3 Ops Officer

Georgios KOSTIDIS
MAJ. NA 3 Army
G-3 Training Officer

Andreas DOULIS
MAJ. NA 3 Army
G-7 Eng. Officer

Ventsislav KALINKOV
MAJ. NA 2 Army
G-6 FMO

Angelos BARDAKIS
CPT. NA 3 Army
G-4 Mov. Officer

Vlasios MYLONAS
MSGT. NA 3 Army
G-8 Clerk

Panagiotis MORFIDIS
MSGT. NA 3 Army
DCOS SUP Clerk

Petros KOUNOUKLAS
SGM. NA 3 Army
G-6 Clerk

Dimitrios KALLIONTZIS
SGM. NA 3 Army
G-2 Clerk

Blagoja TONESKI
SGT. NA 5 Army
G-7 Clerk

Nadezda ETOVA
SGT. NA 2 Army
LEGAD Clerk

Hristina GENOVA
SGT. NA 2 Army
G-3 Training Clerk

Emre YUCEL
CPL. NA 7 Army
G-5 Clerk

Erdinc ISLAM
CPL. NA 7 Army
G-5 Clerk

Serhat ARGİ
CPL. NA 7 Army
COS Clerk

Fatih BAYRAKTAR
CPL. NA 7 Army
DCOS OPS Clerk

S.Murat YILMAZ
CPL. NA 7 Army
G-4 Clerk

Veli KARACAN
CPL. NA 7 Army
G-2 Clerk

Burak GUNGOREN
CPL. NA 7 Army
G-4 Clerk

Cagatay MAHMUTOGLU
CPL. NA 7 Army
G-2 Clerk

Completing tour of duty in SEE BRIG makes us stronger and more skilled, but more than that, this accomplishment gives each one of us the right to continue to be a member of SEE BRIG family.



SEEBRIG Flag Symbolic



The symbol of SEEBRIG Flag is given by the elements engraved inside.

The Blue color from the coat of arms signifies piety and sincerity, loyalty and truth and Yellow signifies generosity.

The Seven Stars represent the Seven Nation members of SEEBRIG, moreover the Star is considered a symbol of truth, of the spirit and hope. The symbol of the Star embodies the concept of divine spark within each of us.

The White Dove has long been the symbol of peace. It thrives on the mutual sharing of aspirations in building a peaceful society, a peaceful world.

The Dove is visionary, forever looking forward, forever in a flight-motion towards a hopeful future of peace.

The last symbol, the olive branch is a heraldic emblem of peace.

www.seebrig.org

STARS JULY 09 INFORMER

South Eastern Europe Brigade Review

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JULY 2009



We are ready to support the peace.



South Eastern Europe
Brigade Review



“One team, One mission.”

