

STARS INFORMER

JULY
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ISSUE II

SOUTH EASTERN EUROPE BRIGADE REVIEW



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“ONE TEAM, ONE MISSION”



NATION 1



NATION 2



NATION 3



NATION 4



NATION 5



NATION 6



NATION 7



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FOREWORD OF SEEBRIG COMMANDER



A year ago, just on the threshold of SEEBRIG 10th anniversary, I had in my hands the first edition of the magazine "Stars Informer". The content of the articles and the variety of issues exposed there, gave me the impression that SEEBRIG HQ personnel are able to conceive and advertise in a very good way their efforts and to unfold the high level of professionalism. Based on the quality of this product, I quite normally was in favour of the idea to keep on the continuity of this review.

Since the publication of the first edition, it has been a busy year. Many events and activities have successfully been organised and conducted by SEEBRIG HQ. Our personnel are now more experienced, more efficient and capable to professionally perform their duties and stand ready to participate in any Peace Support Operations, if our nations require.

The efforts made by all staff members with no distinction to the ranks, have significantly contributed to the enrichment of SEEBRIG background and experience and we should feel proud for what we have achieved together.

With that in mind, all SEEBRIG HQ personnel commenced to work hard within their sections in order to prepare in time and give the best for the second edition of SEEBRIG "Stars Informer", which I hope to be an open window to the outside world.

The following year will continue to be a very busy and eventful, offering new challenges, but I am fully confident that with the knowledge and experience gathered so far, SEEBRIG HQ will successfully meet all objectives. Following the rotation policy, SEEBRIG HQ personnel are always changing, some officers and NCOs are leaving and some others are coming, making the farewell and

welcome ceremonies as part of our life. For more than a decade, SEEBRIG HQ is serving as a place, where the strengthening of friendship among the nations' representatives always grows up.

I would like to express my gratitude and appreciation to all those who leave the HQ for their outstanding performance and contribution given to SEEBRIG. Meanwhile, I would like to extend a very warm welcome to the newcomers.

May I wish all, you and your families good health, prosperity and success in your future endeavours!

Zyber DUSHKU
Brig. Gen. Nation 1 Army
SEEBRIG Commander

SEEBRIG AIMS HIGH TO ACHIEVE ITS GOALS

Selami CINBAT
COL, Nation 7 Army
Chief of Staff

We have already left 2009 and half of 2010 behind us with full of success. By continuously gaining experience year by year SEEBRIG became an important and very well-known organization capable to participate in Peace Support Operations (PSO) wherever and whenever is needed.

Our desire to improve never stopped or decreased. On the contrary, with the hard work of our personnel our desire to work increased day by day in 2009 and 2010. Our aim is to keep this way ahead and hold SEEBRIG Flag always high.

Before presenting the activities of second half of 2009 and first half of 2010, I would like to focus on two important events:

➤ SEEBRIG, together with Host Nation authorities, successfully conducted the Handover-Takeover Ceremony for SEEBRIG Commandership as well as for Chairmanship of SEDM-CC/PMSC on 15th of July 2009 in Ayazağa / Istanbul / Nation 7.

➤ Second one is 10th Anniversary of SEEBRIG Establishment which was celebrated with a great enthusiasm on 10th of October 2009. We were pleased to have distinguished guests from all our nations in this important activity.

Hereby I would like to thank all of them one more time. With no doubt, SEEBRIG gets its power from our Nations' support. Using this opportunity, on behalf of SEEBRIG personnel, I would like to express a deep respect to all our nation authorities for their continuous and valuable support.

Then, SEEBRIG also conducted other important activities such as

meetings, symposiums, conferences, official visits, etc. It is certain that this kind of endeavor plays an important role to represent SEEBRIG in the international arena and doing so, I believe we made SEEBRIG Flag known better.

Besides these events and activities, the evaluation visits to the units allocated to SEEBRIG were conducted with the aim of maintaining the overall PSO capabilities of those units. All these evaluations showed us that the units are capable and ready to take part and achieve all objectives in any PSO. The success in the results of evaluations honored us as well as our nations.

Regarding exercises, SEEBRIG, as a response cell, participated in "Combined Endeavor 09" organized by Bosnia Herzegovina and United States European Command (USEUCOM) between 04-17 September 2009 in Banja Luka / Bosnia Herzegovina and in "Anadolu Şahini 09" conducted by NRDC-T between 08-20 November 2009 in Iskenderun / Nation 7. Furthermore, SEEBRIG also conducted "Staff Exercise 09" at our HQ building on 17-18 December 2009 with a combination of lectures and discussion groups in order to introduce the staff procedures in an operational / exercise environment. SEEBRIG also participated together with NRDC-T in Exercise "Noble Jewel-10" conducted by NATO JFC Naples between 27 May - 01 June 2010.

In the second half of 2010, SEEBRIG will participate in "South Eastern Europe Simulation Network 10 (SEESIM-10) Exercise" between



17-26 October 2010. Besides all, we are going to conduct our main exercise "Seven Stars-2010" with the participation of the augmentees from all seven member Nations, representatives from international organizations and some of Nation 7 units allocated to SEEBRIG between 31 October - 11 November 2010 in Istanbul / Nation 7. Initial Planning and Main Planning / Final Coordination Conferences have already been concluded and all preparations have been done with great care, eagerness and efforts. I am sure that we are going to achieve the objectives of this exercise successfully.

As a result of a diligent work, SEEBRIG personnel successfully accomplished all assigned tasks in a professional and highly dedicated manner. SEEBRIG achieved its goals for second half of 2009 and first half of 2010 and increased its training level and capabilities and promote the brigade as an active organization within international security environment.

Consequently, we had a fruitful period since the first publication of Stars Informer last year. Now, it is right time to show what we have gained up to now, our experience and skills in order to achieve our goals for 2010.

By showing our determination and achievements, I strongly believe that SEEBRIG's dove of peace will continue to fly higher in the sky.


SEEBRIG COMMANDERSHIP AND SEDM-CC & PMSC CHAIRMANSHIP HANDOVER/TAKEOVER CEREMONY




The Handover/Takeover ceremony for SEEBRIG Commandership and Chairmanship of SEDM-CC & PMSC was conducted on Wednesday 15 July 2009 at General M.Mazlum ISKORA Barracks in Ayazaga / Istanbul / .


High ranking political and military representatives from MPFSEE countries, NATO and other international organizations were present, as well as high ranking host nation officials, local authorities, SEEBRIG HQ personnel and their families. Additionally, one platoon

from each SEEBRIG member nation participated in the ceremony.

In compliance with MPFSEE Agreement, the Commander of SEEBRIG as well as the chairman of SEDM-CC & PMSC are appointed for a period of two years and the positions are rotated among the member nations. This ceremony marked the 5th such Handover/Takeover since the foundation of SEEBRIG on 31 August, 1999.

At the ceremony, Brigadier General Virgil BALACEANU ()

transmitted the command of SEEBRIG to Brigadier General Zyber DUSHKU () and Mrs. Radica GAREVA (), the chairperson of SEDM-CC & PMSC, handed her post to Mrs. Rositza DIMITROVA, representative of  Ministry of Defence of SEDM-CC & PMSC Chairmanship.

During the ceremony, H.E. Vecdi GÖNÜL, The Minister of Defence of  delivered a speech underlining the importance of the event.



BGen. Virgil BALACEANU



BGen. Zyber DUSHKU



H.E. Vecdi GÖNÜL



Mrs. Radica GAREVA



Mrs. Rositza DIMITROVA



CHALLENGES FACING SEEBRIG ENGAGEMENT IN PEACE SUPPORT OPERATIONS (PSO)

Gabriel T. BUCEAC
COL, Nation 6 Army
DCOSOPS



The current security environment, as growing manifests of unpredictable while rather severe risks and threats, further increases the importance of international military cooperation.

Nowadays, our nations are struggling together against many asymmetric challenges.

It is no doubt that the foundations of our joint endeavors of common participation in crisis management process around the world have been laid by SEEBRIG establishment, more than a decade ago. The brigade has successfully passed the test of time throughout its ten years of existence, participation in ISAF mission in 2006 and so many other important activities, becoming stronger along the years and constituting an important dimension of trustful relations between our countries. In addition to these, we should underline the significant role of SEEBRIG as regional stability factor aimed at fostering good neighborly relations among our countries in region as a prerequisite of Euro-Atlantic integration.

With this background in mind, it is important for us to identify and discuss some of the principal challenges facing SEEBRIG engagement in Peace Support

Operations (PSO).

In this regard, SEEBRIG needs to adapt itself and become more efficient for better addressing the new realities. In the same time, increasing international community expectations require taking fundamental decisions to enhance organizational and operational capacity of SEEBRIG in order to facilitate an effective and efficient participation in PSO.

The main challenges of SEEBRIG engagement in PSO should be approached referring to the two main categories:

- Operational challenges
- Politico-military challenges

Operational challenges generally cover the practical issues as *standards, certification, training and deployability*.

A set of performance measures - known as standards - is used to gauge

whether an organization meets some specific criteria or not.

SEEBRIG standards are based on member nations' guidelines depicted in MPFSEE Agreement, NATO standards and military requirements for a particular mission. These standards are flexible enough to provide SEEBRIG with the appropriate tools for a future participation in PSO. SEEBRIG standards are well known and used in training process by all assigned national units. Moreover prior to any future mission the level of interoperability within and among force packages will be significantly increased based on realistic criteria. This will allow our nations to better address any operational challenges that may arise when deploying SEEBRIG in a specific Theatre of Operations. Also, the existing



PSO Training of national units allocated to SEEBRIG



standards give the opportunity to assess SEEBRIG performance during their participation in exercises and other training activities.

On the other hand, the existing SEEBRIG standards may lead to some situation in which these criteria are difficult to assess and integrate in national spectrum. One example could be different approach to Command and Control process that tends to be more national than multinational.

The *certification* process allows military planners to evaluate whether the assigned troops have the required background, equipment and training to fulfill mission objectives.

After being evaluated by JFC Naples in 2004, during the "SEVEN STARS - 04" Exercise, SEEBRIG attained Full Operational Capability (FOC) with some limitations, to deploy to a NATO-led Peace Support Operation. The certification process constituted a very important moment in SEEBRIG development being followed by first SEEBRIG employment in a mission, in Afghanistan. In the last years, SEEBRIG HQ took the appropriate measures in order to overcome the identified shortfalls and to increase its readiness for a new mission although some of them still exist. In the near future, in order to enhance the operational capability, it is deemed necessary to have a new evaluation for SEEBRIG HQ.

Training could be considered as a strong point over the SEEBRIG preparedness to deploy in a PSO. Within its current capacity, SEEBRIG HQ is capable to plan, coordinate and conduct collective, functional and individual training of Nucleus Staff (NS) and Contingency Establishment (CE) personnel. Member states are responsible to train the assigned units at their home base location and free to



Commander's Update Meeting, SEEBRIG HQ personnel participating in multinational exercise

shape the training process according to their particular needs as long as it leads to fulfillment of the SEEBRIG standards. The regular training needs are accomplished during the exercises conducted by SEEBRIG while the specific requirements for a particular mission could only be met during mission-oriented training and cross-training between NS, CE and augmentees personnel. In case of short-notice missions, the training process may be affected by time constraints and the training program should be accordingly adapted thus requiring additional sustained efforts by both SEEBRIG HQ and nations, as well.

Ensuring adequate *deployability* is one of the main challenges facing SEEBRIG potential engagement in PSO. Factors such as distances, destination, volume of equipment, number of personnel and mission duration represent key elements that determine specific requirements. Even if it is more related to logistics, deployability has an important impact over the SEEBRIG operational capability in terms of: identifying the

most appropriate Aerial / Sea Port of Debarkation (APOD / SPOD), securing the respective areas, coordinating with different agencies and organizations dealing with transportation, etc. Both airlift and sealift are taken into consideration when planning SEEBRIG deployment, but the brigade should rely on contractors since there are no own strategic deployment facilities. Other solutions to address this challenge could be identified by member nations, each of them bringing specific advantages and disadvantages. Nevertheless, it seems that deployability requirements represent the biggest hurdle both for SEEBRIG HQ and nations and needs appropriate and timely decision by high-level national officials. The second set of challenges regarding SEEBRIG engagement in PSO refers to **politico-military challenges**. Even if there are many challenges related to this topic we will address only two of them: the likelihood that SEEBRIG be employed in a new mission and decision-making process.



Nations cannot take part in each and every PSO, so they should decide where and when to participate. SEEBRIG employment in PSO is approved at ministerial level upon a proposal by Politico-Military Steering Committee (PMSC). To participate in a PSO, consensus by seven nations is needed. This implies that all nations agree to employ SEEBRIG, as a whole or part of it, in a specific Theatre of Operation taking into consideration their own national interests, political implications, geographic proximity, possible impact to other ongoing crises and peace processes, etc. In this respect it seems that probability of SEEBRIG employment could be hardly estimated. On the other hand, we have the ISAF experience, which has clearly showed that if there is a strong determination there will always be a way for a new mission for SEEBRIG.

Decision-making process is the most challenging feature related to SEEBRIG participation in PSO. It is important to note that decision-making policies and procedures are clearly stated in MPFSEE Agreement. At the political level, the main challenge is to ensure that the decision-making process is streamlined to enable a rapid deployment. Based on lessons learned and previous experience, we may say that the decision for SEEBRIG employment in PSO should be taken at least 12 months prior to deployment. These will give enough time for preparation and will allow SEEBRIG HQ to plan and conduct all the preparatory activities in a timely effective manner.

Another factor that may influence



SEVEN STARS Exercise Planning Conference

the decision-making process is related to internal legal procedures of any SEEBRIG member countries that could impact on the deployment schedule. This issue is likely to delay SEEBRIG deployment, as constraints by one or more nations may impede the entire decision-making process. Among the more obvious elements to be considered are domestic legal requirements, national caveats, type of national mandate and duration of other legal procedures. Some nations require more parliamentary inputs than others. However, by intensifying dialogue and consultation prior to deployment, synchronizing activities at multinational and domestic levels and accelerating planning procedures, the decision-making process can be shortened enough not to hamper SEEBRIG deployment in a future PSO.

Based on the previous experience and lessons learned so far, our nations have to identify the best solutions and ways for a SEEBRIG further deployment in PSO. Participation in a new mission will increase SEEBRIG

international profile, will deepen the political solidarity and stimulate cooperation among MPFSEE members. Furthermore, the experience acquired in ten years of SEEBRIG existence, will be capitalized at a higher level and with obvious benefits both operationally and in terms of visibility.

Taking into account the need to address and resolve the above-mentioned challenges, it is obvious that only common efforts and strong willingness of all our nations could lead to a new successful engagement of SEEBRIG in PSO. A new mission for SEEBRIG will be possible by considering also reasonable resources allocation and conservation of functional costs to the minimums. It is of our belief that SEEBRIG will continue to play a key role in the development of regional cooperation facing actively the challenges of the new realities.

We, as SEEBRIG HQ, can say we are willing, ready and capable to undertake any mission assigned by our nations.

LOGISTIC DOCTRINE

A MODEL FOR SEEBRIG



Massimiliano PERROTTA
COL, Nation 4 Army
DCOSSUP

The HQ nucleus staff confrontation / brainstorming related to the Study on SEEBRIG Capabilities have given a great opportunity and the basis to start a process, that will allow this HQ to maintain its actual operability, skills either improve, upgrade its tools and readiness. The analysis of the current operational capabilities is a milestone* for any further step this Multinational Unit is going to take in the future. The hottest topic on the spot, not a great surprise indeed, is logistic. Where to go?

Going through the doctrine:

Logistics as described in AAP-6, NATO Glossary of Terms and Definitions is defined as: The science of planning and carrying out the movement and maintenance of forces. logistics covers: Supply, Movement and Transportation, Maintenance, Medical Support, Personnel Administrative and Field Services, Infrastructure Engineering and Real Estate Management.

This definition of logistics in peacetime as well as the logistic support of operations encompasses the broad range of sustainment activity. It includes the personnel, administrative and field services which support the morale aspect of combat.

Logistic Principles. MC 319/1 and AJP-4 describe the logistic principles that apply to logistics in all operations. Although the procedures and terminology used may differ among NATO nations, these

principles provide a common frame of reference to commanders and their staffs which should be observed in the planning and execution of logistic operations. These principles are: primacy of operations, responsibility, authority, co-operation, co-ordination, provision and sufficiency, flexibility, simplicity, timeliness, economy, transparency and visibility and synergy.

In the layout of the battle space, there must be a clear understanding among the nations that national logistic organisations exist in a multinational framework in support of combined joint operations. Combined logistics was traditionally described within the context of the various zones of the battlefield.

The land component support concept is designed to ensure the support of either national or multinational forces, taking their different structures and multinational composition into account. Logistic support will be based on national provisions and may include degrees of multinational support as agreed by those nations. While each nation takes ultimate responsibility for the provision of support to its forces, Host Nation Support (HNS) if available, lead nation, role specialist nation, mutual assistance, and use of Multinational Integrated Logistic Units (MILUs) and/or Multinational Integrated Medical Units (MIMUs) may be employed when considered to be more advantageous.

Military operations are conducted at three levels: strategic, operational

and tactical.

Tactical level logistics sustains the tactical commander's ability to execute the mission by providing the tactical support. At this level, the essential functions of supply, transportation, maintenance, medical and health service support and personnel, administrative and field services are provided to soldiers to allow them to accomplish their specific mission. Successful tactical level logistics provides units with the right support at the right time and in the right place. The basic logistic support options are:

National Responsibility. In this option, each nation takes full responsibility for providing support to its own forces in the force package. Short-notice deployments involving hurriedly assembled forces may dictate that the only 'safe' logistic support option during the initial stages of an operation is a national stovepipe system. However once a 'steady state' has been attained and the national cost and manpower implications (of a protracted deployment) have been considered, the opportunity to switch to multinational options should not be ignored.

National Support Elements (NSE). Regardless of the level of multinational or national logistics a nation employs, it is likely to employ a NSE to support the forces it contributes to an operation. The level at which these are employed will depend on the nation's commitment to the multinational force.

*Milestone: A very important stage or event in the development of something. (Oxford Dictionary)



Host Nation Support (HNS). HNS is civil and military assistance rendered in peace, crisis and conflict by a host nation to allied forces and organisations which are located on, operating in or in transit through the host nation's territory.

Contracting. Typically, in non-Article 5 Crisis Response Operations (CRO), local resources might be scarce, host nation support agreements limited or even non-existent and there may be only limited co-ordination and authority at national and local government level. A deployed force may well be required to set up contractual arrangements with local (and non-local) contractors negotiated individually with vendors to make use of whatever resources are available.

Multinational Integrated Logistic Units (MILU). A Multinational Integrated Logistic Unit is formed when two or more Nations agree, under operational control (OPCON) of a NATO Commander, to provide logistic support to a multinational force.

Lead Nation (LN). A Lead Nation for Logistic Support has agreed to assume overall responsibility for co-ordinating and/or providing an agreed spectrum of logistic support for all or part of a multinational force, including headquarters, within a defined geographical area. This responsibility may also include procurement of goods and services. Compensation and/or reimbursement will then be subject to agreements between the parties involved.

Role Specialist Nation (RSN). One nation may assume the responsibility for providing or procuring a particular class of supply or service for all or part of the multinational force. A Role Specialist Nation's responsibilities include the provision

of assets needed to deliver the supply or service. Compensation and/or reimbursement will then be subject to agreement between the parties involved.

Third Party Logistic Support Services (TPLSS). This logistic support enabler is defined as: 'The use of preplanned civilian contracting to perform selected logistic support services'. Its aim is to enable competent commercial partners to provide a proportion of deployed logistic support, so that such support is assured for the Commander and optimises the most efficient and effective use of resources.

TPLSS is most likely to be of use in a non-Article 5 CRO, and especially once the operational environment has become more benign.

Mutual Support Agreements (MSA). In addition to HNS, contracting, RS and LN concepts, participating nations have the option to develop mutual support arrangements, bi-, and multi-laterally to ensure provision of logistic support to their forces. This is especially useful when nations have small force contingents collocated with the forces of another nation that have the capacity to support them. By working together and sharing resources (especially services capabilities), nations can achieve economies of scale in their logistic operations. MSAs have the advantage of being simple to implement when they have been agreed in advance and can take place on an ad hoc basis.

Among the above mentioned basic logistic support options a multinational reality like SEEBRIG should focus on the following support logistic options *National Support Elements, Contracting*, and exploit on case by case basis *Multinational Integrated Logistic Units, Third*

Party Logistic Support Services (TPLSS), Mutual Support Agreements (MSA).



Soldiers prepare to sling-load a vehicle via CH-47 Chinook helicopter

Contractor Support on Deployed Operations

There are several areas or logistic functions available for contracting, covering a wide spectrum of logistic support. Possibilities include: strategic lift, building of infrastructure, maintenance, laundry services, water purification, supply of power, water, fuel, accommodation, meals. In fact, all logistic support tasks can be contracted, taking into account the following restrictions:

- Tasks directly related with combat or involving the use of weapons.
- Direct support to engaged forces and their weapon systems.

Contracting is a generalised and supported process. Nations have a high level of autonomy to select the way to do it and there are a number of different types of contracts:

- Multinational contracts, when the initiative is taken by a multinational force;
- National contracts, when derived from the individual initiative of a nation;
- Contracts that permit support to other contingents.

Who can be contracted?

Contracting is subject to competition laws. In general, this fact should benefit the contracting entity, decreasing the prices and



improving the quality of the services.
→ It enables better control over the contracted services;

→ And the reduced number of contacts and relationships will make the process easier.

No specific restrictions limit the use of local contractors. The employment of local workers should be considered on a case-by-case basis, because it depends on the operational framework, legal questions, the security situation, and the cultural / socio-economical situation of the population.

However, in most cases it is a solution with advantages for those who apply it, improving the good relationship with the population and promoting the development of local economy.

The main difference between the concepts of HNS and Contracting is the commercial nature on which the latter is based, while the former is a formal agreement established among the nations or between the international organization and the HN. HNS should not interfere in the contracting activities. However, it may have an advisory and supporting role between the different contingents, and in their relationship with the local companies available to supply their services.

Force's support to the contractors: The needs of contractors vary from company to company and they depend, among other factors, on the type of operation, on the evaluation of the risk level, and on the means and resources available in the Joint Operation Area (JOA). The support to be given to contractors must be analysed during the negotiation process. The entity responsible for establishing the contract must guarantee that the needs will be satisfied, according to the agreement. Any support to be given by the force

to contractors must not compromise the mission or the security of the force.

Protection and security: The force is responsible for providing local area security to ensure the safety of civilians in the local area. Contractors must be included in this protection. The possibility of close protection may be considered in very specific cases. Logistic contractors must not be in possession of weapons, military uniforms or any kind of military symbols. However, they may possess equipment to give them a higher level of protection.



Transportation escort done by SEEBRIG soldiers during KMN Mission in Afghanistan.

In general, there is no need to establishing geographic boundaries where contracting activities will not be permitted. However, such boundaries might be considered for security reasons. There will always be security risks associated with the use of contractors. These risks can, however, be minimised by a rigorous selection process, through the imposition of penalty clauses, and through the close supervision of contractors' activities. The supervision may include cooperation with other military forces, local authorities and the police.

Command and Control: In general contractors should not be integrated in the operational command chain of the force, but should be integrated in the logistic chain of command.

The link between the parties must be of a contractual nature, defined by

clear rules, previously agreed between the parties and expressed in the contract.

There may be some scope to provide life support (food, laundry, accommodation) to contractors. This clearly has benefits for the contractor and will also allow closer supervision of his activities. However, this solution must be analysed on a case-by-case basis, clearly expressed in the contract.

Multinational Issues

Level of authority and responsibilities: The responsibilities of all parties must be defined in the text of the contract. The level of authority given to a commander of a multinational force should be the same, regardless of who is providing the logistic support. The contractors primary responsibility is to support their contract partner according to the terms written in the document. This partner is either a national contingent or a multinational force. Additionally third parties may benefit from the services of a contractor; this support would be easier if it was foreseen in the contract.

Sharing information: Under the principle of visibility and transparency, nations agree to transmit to their allies information related to the contractors. This sharing of information may occur by direct request from allies or during multilateral meetings.

Funding: Costs are covered by the contracting agency responsible for the contract. In case other nation(s) benefit from the contracted services, costs can be reimbursed either directly to the contractors or the contracting agency, as appropriate and to be agreed with the latter. Contracted services may be common funded. The decision to fund contracts lies with the nations involved.

INTELLIGENCE CONCERNS FOR FUTURE OPERATIONS

C. Topel MERMER
COL, Nation 7 Army
Chief G-2

Nature of War in 21st Century

The nature of war has changed in 21st century. Conflicts between symmetric force structures seem to remain a thing of the past. "Asymmetric warfare" is assessed to be the most appropriate term to define this new type of warfare. Newly added dimensions such as the impact of terrorism on civilians, (multinational) organized crime structures, mass media pressure, and perception management for public opinion are not easy to tackle with conventional warfare means. Because of this new asymmetrical quality, there is a wide range of unpredictable threats and a massive influx of diverse intelligence augmentees in today's battlefield.

Today's NATO operations are peace enforcement or peacekeeping operations under the mandate of the United Nations. The common theme behind the various peace support operations is not only to use military force, but also to support the peace process in accordance with diplomatic efforts. Diplomatic efforts refer to grey areas between black and white spheres; there are no more friendly and enemy forces. Therefore we use the term "opposing forces" to define the enemy.

These grey areas are the biggest challenge for the military and this is the most critical issue for intelligence personnel. Perhaps the most striking sample is the definition of enemy. Previously, "Who is the enemy?" was the easiest question for the conventional warfare. For today's

peace support operations, it is the most challenging. Today the enemy is one which does not comply with the peace process. As peace is a process, an enemy may become an ally or vice versa by the time.

New Concerns for the SEEBRIG G2 Intelligence Branch

The dynamic change in the structure of "opposing forces" has pushed the G2 intelligence branch to update intelligence analysis to find new relations between different parties to clarify the enemy at that particular moment. Experience has highlighted that intelligence personnel's real task is to determine the changes in the grey areas either into white or black in order to support the Commander's decision-making process in a timely manner.

Threat assessment is another challenge for the intelligence branch. The attacks of 9/11 have shown us the point terrorism has reached via off-the-shelf technology. In such an operational environment where threat intentions are more complex and difficult to assess, the importance of Counter Intelligence (CI), Human Intelligence (HUMINT) and Force Protection is likely to increase. It is natural for the SEEBRIG Commander to be concerned with his troops' casualties, especially under national and international media pressure. In order to avoid this pin, the SEEBRIG Commander's first priority is force protection in almost all missions. Armed forces have the ability to take precautions to avoid this wide range of threats. These include jammers against remote bombing systems, surveillance and



Intelligence assessment during Exercise Anadolu Şahini '09 Iskenderun - Nation 7 / SEEBRIG



reconnaissance capabilities such as those provided by Unmanned Aerial Vehicles (UAVs) and satellites, barracks controlled 24 hour bases with laser cameras, and so on. But what about the threat against nonmilitary targets? What about the security of Non-Governmental Organizations (NGOs), press, friendly forces, police and local security, and most importantly civilians?

Conventional reconnaissance and Surveillance (SR) systems are not assessed to be appropriate for achieving that kind of awareness for NATO's actual Command, Control, Communications, Computers and Intelligence (C4I) structure. NATO's SR system, with UAVs that fly over hours, Electronic Warfare systems that have the ability to catch all electronic communication, radar and sonar systems, even spy satellites are unable to prevent a determined suicide bomber or a simple Improvised Explosive Device (IED). How can we define connections between terrorists or organized crime organizations? How can we predict

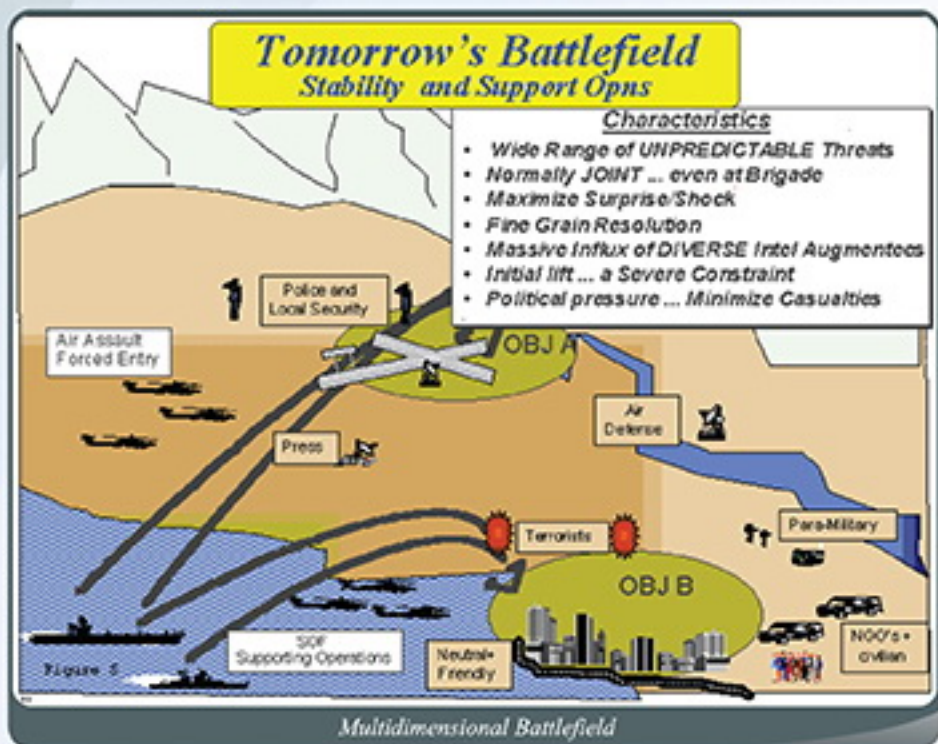
the public support for a warlord or a terrorist organization and how can we determine the intentions of the terrorists and the warlords? All these concerns emphasize the centrality of HUMINT in peace support operations. Is HUMINT, with its limited manpower, flexible enough to be proactive for those threats? Unfortunately, HUMINT is a limited source of power to create a preventive force against terrorism and organized crime. The questions are endless while the answers are not. So how can we be more proactive rather than reactive against those threats?

Psychological Operations (PSYOPS), Information Operations (INFOOPS), Civil Military Cooperation (CIMIC) and Media are newly added branches to NATO military structure in order to gain momentum within public affairs. The coordination between these critical branches has created a new concept: "Effects-based operations". As the initiator, intelligence branch is critical in effects-based operations from the targeting perspective. In conventional warfare, it is easier for intelligence

personnel to provide Battle Damage Assessment (BDA) and effectiveness feedback for reengagement. Because most of the means are lethal, it is easier to assess the desired effects on the selected targets.

As a result, the outputs of G2 intelligence branch are essential for the Commanders' decision-making process such as Intelligence Preparation of the Battlefield (IPB), defining Commander's Critical Intelligence Requirements (CCIR), which will in turn trigger the HQ's planning for the execution phase. It is equally important for G2 branch that all other branches should support intelligence collection efforts to support the decision-making process. Intelligence collection is a collective responsibility for everyone, especially in peace support operations.

We should always keep in mind all these concerns for possible future Peace Support operations and exercises with which SEEBRIG will be challenged.



WHAT IS THE CAPABILITY OF SEEBRIG UNITS IN PEACE SUPPORT OPERATIONS

Filippo VEGLIA
LTC, Nation 4 Army
G-3 OPS

The International community may respond to complex emergencies by deploying assets to crisis zones that have multiple functions. Such crisis response operations are generally described as Peace Support Operations (PSOs) and may be co-ordinated under the auspices of the UN, OSCE and NATO.

The term "Peace Support Operations (PSOs)" describes organized international assistance initiatives to support the maintenance, monitoring and building of peace and prevention of resurgent violent conflict. PSOs are usually conducted in the context of a larger effort to reform and rebuild a nation, which can include confidence-building measures, power-sharing arrangements, electoral support, strengthening the rule of law and economic and social development.

United Nations peacekeeping is a unique and dynamic instrument developed by the organization as a way to help countries torn by conflict to create the conditions for lasting peace. The first UN peacekeeping mission was established in 1948, when the Security Council authorized the deployment of UN military observers to the Middle East to monitor the Armistice Agreement between Israel and its Arab neighbors. Since then, there have been a total of 63 UN peacekeeping operations around the world.

The term "peacekeeping" is not found in the United Nations Charter and defies simple definition. Dag Hammarskjöld, the second UN Secretary-General, referred to it as belonging to "Chapter Six and a Half"

of the Charter, placing it between traditional methods of resolving disputes peacefully, such as negotiation and mediation under Chapter VI, and more forceful action as authorized under Chapter VII.

With the end of the Cold War, the strategic context for UN peacekeeping dramatically changed, prompting the Organization to shift and expand its field operations from "traditional" missions involving strictly military tasks, to complex "multidimensional" enterprises designed to ensure the implementation of comprehensive peace agreements and assist in laying the foundations for sustainable peace. Today's peacekeepers undertake a wide variety of complex tasks, from helping to build sustainable institutions of governance, to human rights monitoring, to security sector reform, to the disarmament, demobilization and reintegration of former combatants.

Specifically and in accordance with the provision of the MPFSEE Agreement SEEBRIG allocated Units are able to carry out Peace Support Operations and nations are responsible for their training in their permanent locations in accordance with jointly established standards.

Most of the Units have been already deployed in missions and some of them are currently serving under ISAF in Afghanistan, mainly in Herat district. Nations are showing all their willingness supporting the missions abroad and all of Units allocated to SEEBRIG are capable to undertake and carry out any mission that will be assigned to them. During last 11 years SEEBRIG has become a

very useful tool in the hands of MPFSEE participating nations. Of course the rapid changes of the security and operational environment require that SEEBRIG has to adapt itself in order to remain more efficient.

The experience gathered by SEEBRIG allocated units participation in operations is of course of a great importance. What remains as a major task for SEEBRIG HQ is to collect and combine this experience through an interactive fusion process, along with the HQ experience and updated awareness on the ongoing operations. As it happens in all multinational organizations, it is expected that the collective politico-military impact of allocated units through SEEBRIG Command and Control as a whole, will be multiple from the aggregate efficiency of the units acting individually in a PSO environment.

As a result we may express in brief our strong belief that when an end-state is desired in PSO Operations, SEEBRIG HQ along with the allocated units may accomplish it easier and throughout a more resource-saving way for the constituent Nations.



*PSO and humanitarian assistance in
Theatre of Operation*

OPERATIONAL TRAINING DISTINCTIVENESS PRIOR TO A SPECIFIC MISSION

Antonios PLATIAS
LTC, Nation 3 Army
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One of the challenges of a multinational Brigade dealing with Peace Support Operations such as SEEBRIG, is that the generic nature of its mission as described in the institutional agreement leave almost no space to direct the operational training to the requirements of an actual operation. The aim of this article is to describe the method through which operational training efficiency could be optimized, prior to the notice of undertaking a specific mission. It has to be lucid that there will be no reference in what the constituent Nations can do to improve the HQ performance, but only what the HQ can implement to that goal.

The crux of the matter is that the decision on the time, place, type of an operation that SEEBRIG could be involved in, can be taken in a short notice in relation to the fact that no readiness status is neither designated nor feasible, because mainly of the low HQ peace establishment manning. But it is also imperative to understand that any cause –even reasonable– is not allowed to diminish the effort to the direction of achieving the maximum possible level of operational training.

The resultant of attaining the acme of the personnel operational training prior to a specified mission could be based on the following methodology: *Defining the Maximum Common Operational Requirements*. This means that certain collective and/or

individual tasks are commonly present no matter of the type of an operation. For example, an HQ should be always familiar with when, why, who and how a Fragmentary Order (FRAGO) should be issued regardless of the type of operation. This procedure is the core of the method used and can be initiated after common staff analysis, which will result to the setting of flexibly structured, edited and frequently updated Standing Operating Procedures (SOPs). The outcome of the analysis will be used on the following steps.

Training Personalization, to the direction of providing what is necessary to whom it concerns.

Exercises Customization, by setting tangible aims and objectives to the desired result.

Waste Elimination, which has to do with excluding all unnecessary actions from the training and daily routine.

Duplication of Operational Reality, in the daily routine. Layouts, procedures, processes and routines should be kept to the closest distance from the operational needs.

Frequent Operational Updates, from ongoing operations (e.g. NATO or EU) could provide HQ with all available conceptual and operational developments that may influence.

Internal HQ Evaluation Process, which will be used to identify deficiencies or/and shortfalls throughout the aforementioned steps.

Continuous Feedback and enrichment of the pre-described procedure.



A CIMIC* STANDARD FOR SEEBRIG

A. Mircea ROMOCIA
LTC, Nation 6 Army
Chief G-5

*"He, who will not take care of the needs of the population in the area of his combat, will never see days of peace again."
Sun Tzu, Chinese General and military scientist*

When I was appointed chief of the CIMIC section in SEEBRIG, it was after a mission as liaison officer with IOs / NGOs ** in SFOR (Stabilization Force) and another one as Civil Affairs Specialist within Combined Forces Command in Afghanistan. With these responsibilities I was challenged with many different issues in the civil/military field. Although it wasn't difficult to do my job after my CIMIC training and experience; evaluating the brigade capabilities for civil military activities and operations proved challenging, until I was able to get the correct perception of the force, specifically which we could project into an operation. This was accomplished only after Exercise Seven Stars and the Evaluation visits I took part.

Populations at the Heart of Military Concerns in the PSO

The historic roles of military structures have been to defeat an enemy and bring stability to an area. Successful armies can be very efficient at overwhelming their foe and controlling a territory in a physical conflict, but are then faced with the challenge of dealing with the social aftermath. There are always civilians on the battlefield who have nothing to do with the conflict but whose lives are significantly impacted. When the military takes control of an area, these civilians become the responsibility of the military, both individually and collectively. More than ever, specifically in regard to PSO missions, military forces should be focused on considering the civilians' situation and concerns. Dealing with the individuals is a relatively simple

process in which the military addresses the rebuilding of assets destroyed during the conflict. Collectively it is a real challenge, because there are complex community-level governance issues to address, as well as national-level governance needs which may even have been the original source of the conflict. Dealing with these responsibilities often requires political answers to social issues and the political arena is not a primary role for the military. Civilian populations affected by conflicts can consist of both opponents and allies. Both actors participate and hold stakes in the conflict. The objective is to influence both sides of the population, affecting change in order to contribute to the final result in all PSOs.

What is SEEBRIG challenge regarding CIMIC?

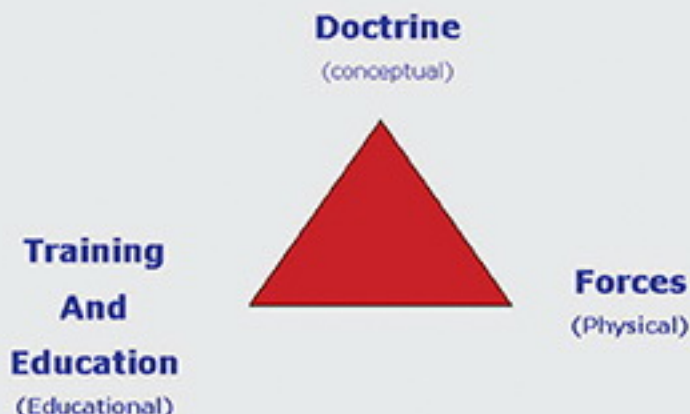
The first priority of conducting the

PSO is the stabilization of the environment. The goal of the SEEBRIG in this regard is to contribute to the return of a stable social and political system in the country where the brigade is operating. This requires the introduction and provision of support from all members of our multinational force. SEEBRIG needs to adapt comprehensive CIMIC doctrines, structure and the personnel abilities in order to respond to this challenge.

The current SEEBRIG CIMIC capabilities consist of the following three components: **Conceptual, Training and Physical.**

The CIMIC doctrine for the brigade is implemented similarly to NATO structures; by issuing specific SOPs and directives and the use of the procedures developed during the Seven Stars exercises. Civil Military Cooperation is not a new concept, but

Components of the CIMIC Capability



AJP 9 is designing the CIMIC capabilities triangle: conceptual, educational and physical; Answering to the question: There are SEEBRIG CIMIC structures, doctrine and specialists ready for engage CIMIC activities in to a PSO mission?

* CIMIC – Civil Military Cooperation and Coordination; ** IO / NGO - international organizations / non-governmental organizations.



CIMIC itself is relatively new. The doctrine is still developing and constantly adapting to the situation on the battlefield. Based on lessons learned from NATO experience (ex. MC 411/1 and AJP 9) and considering the different level of expertise and capabilities for NATO armies, we convene CIMIC courses and seminars and use the result to update the current doctrine.

The NATO CIMIC Center of Excellence (COE) is challenged with finding solutions for improving CIMIC capabilities considering the new doctrine, experimenting with comprehensive approaches, and evaluating their results. SEEBRIG should keep in line with the newest NATO approach by creating and maintaining a close relationship with this CIMIC COE.

The physical structure for CIMIC consists of HQ CIMIC staff, CIMIC Center personnel and CIMIC units. Selecting personnel for CIMIC SEEBRIG structures and basic training is national responsibility. The training of nucleus HQ is a planned process, which includes NATO facilities in order to keep the CIMIC SEEBRIG staff at the required level of expertise.

The CIMIC capabilities for SEEBRIG are building, renewing and modernizing through:

- the nations military contribution;
- training plans;
- institutional adaptability;
- readiness to project the suitable CIMIC structure for the approved mission;
- constant monitoring in order to be aware of the alterations and improvement occurred in a IOs/ NGOs environment and ready for an enduring cooperation with them;
- evolving NATO approach and strategy in CIMIC capability packages building;
- SEEBRIG CIMIC staff providing professionalism in the development of CIMIC approaches.

Instead of a conclusion, a new beginning

Technology does not do away with the fundamental role of the individual in solving conflicts. Rather, there seems to be a paradox of strategic modernity in which technological progress reinforces personal responsibility across the military spectrum, especially relation to civilians.

To address the immediate needs of the local population, the military has



SEEBRIG's activities in support of civilians are fair illustrated with a CIMIC project *Wich Fulfill in Kabul*

established the CIMIC structures as a part of the command staff in order to engage in Civil Military operations and has designated CIMIC units to execute the main tasks in coordination with other units from the brigade as needed. These operations involve direct interaction with civilians and local leaders to ensure the civilians have the necessary support to sustain themselves individually and collectively. CIMIC professionals are the bridge between the military and civilians and coordinate the eventual transition of the area of operations from military to civilian control as part of the desired mission end state. During the transition period, CIMIC personnel work closely with the international community, to ensure IOs/ NGOs are involved; their valuable talents and expertise effectively utilized.

Senior military leadership now includes CIMIC professionals from strategic to tactical levels. CIMIC is incorporated in the planning stage of military operations to ensure that the overall battle plan properly addresses the humanitarian and ethical considerations of civilians on the battlefield and the necessary rebuilding of a responsible civilian government in all the types of military operations. This is the SEEBRIG view regarding CIMIC, and paves the way ahead for successful transition in all operations in which we are ready to be engaged.



CIMIC SEEBRIG personnel participation in the HQ NRDC-T CIMIC seminar "Istanbul 2010" held on 27 - 29 April 2010

SEESIM EXERCISES - A USEFUL TOOL FOR SEEBRIG TO IDENTIFY AND EXERCISE RAPID PROCEDURES FOR INVOLVEMENT IN DROS

Ioan Dan POPA
MAJ, Nation 6 Army
G-7 ENG

SEESIM (South Eastern Europe Simulation) Exercises are a series of Computer Assisted Exercises (CAX) under the umbrella of the South Eastern Europe Defense Ministerial (SEDM) process. The purpose of the exercise is to promote cooperation, coordination and interoperability of civil-military operations and reinforce real world crisis response within and among the SEDM nations and the SEDM initiatives through effective use of computer modeling and simulation (M&S). The specific aim is to develop the capabilities and procedures of national and regional coordination, cooperation, and mutual assistance among the SEDM nations in the face of devastating emergencies, such as natural disasters or terrorist attacks.

SEDM Ministers agreed in October 2000 to a US proposal to create SEESIM and to begin with an exercise based on a civil emergency scenario. The first exercise in the series was SEESIM 02, hosted by Nation 3. The broad scenario for this exercise was based on nearly simultaneous earthquakes in multiple nations. It began with a capabilities demonstration using an earthquake scenario in October 2002, followed by an exercise in December 2002. SEEBRIG participated in this exercise as a Response Cell situated in its Headquarters (HQ) in Plovdiv (Nation 2).

The second exercise in the series was SEESIM 04, hosted by Nation 7. The scenario was based on multiple terrorist attacks. Remote sites were established in Nation 1, Nation 2, Croatia, Nation 3, Nation 4, Nation 5, Nation 6 and Slovenia. SEEBRIG

participated as a Response Cell in Istanbul. The United States was the support nation and Sweden (not a member of SEDM) provided Subject Matter Experts (SMEs). Bosnia and Herzegovina, Montenegro, and Serbia were invited as special guests to observe the exercise.

SEESIM 06 was co-hosted by Nation 6 and Nation 5. The exercise was conducted with two Main Exercise Control (EXCON) groups, one located in Bucharest and the other one located in Skopje. The geographic area and participating



nations for the exercise were Nation 1, Nation 2, Croatia, Nation 3, Nation 4, Nation 5, Nation 6, Slovenia, Nation 7 and Ukraine. SEEBRIG HQ also participated from Constanta, Nation 6. Each nation exercised its National Emergency Operations Centers (EOCs) manned by civilian and military agencies. The United States was the support nation and Sweden provided subject matter experts. Bosnia and Herzegovina, Moldova, Montenegro, and Serbia were invited as special guests to observe the exercise.

SEESIM 08 execution phase took

place between 20–31 October 2008. This exercise was hosted by Nation 2 and was based on a broad scenario of multiple terrorist attacks throughout South Eastern Europe. Remote sites were established in Nation 1, Bosnia and Herzegovina, Nation 2, Croatia, Nation 3, Nation 4, Nation 5, Nation 6, Nation 7 and Ukraine. SEEBRIG HQ participated as a Response Cell from its Headquarters in Istanbul (Nation 7). The United States and Sweden were supporting nations. Georgia, Moldova, Montenegro and Serbia were invited as guests to observe the Exercise.

SEESIM 10 will be held between 17-26 October 2010 in Nation 1, based on scenario of terrorist attack, natural and manmade disasters. The United States is continuing to provide executive assistance and technical support throughout the planning process and execution. Sweden is providing technical and operational expertise in the areas of civil-military cooperation.

In the context of approval of new South Eastern Europe Disaster Relief Operations (SEDRO) Concept, SEEBRIG HQ will develop all related documents for a possible involvement in Disaster Relief Operations (DROs) having in mind the experience and lessons learned from SEESIM Exercises.

Due to the fact that participation of SEEBRIG in this kind of exercises is highly valuable and beneficent for our headquarters, in the future we have to enlarge our participation in SEESIM involving, in addition, some subordinate units, especially from Engineer Task Force (ETF).

EOD TEAMS: CONFRONTING THE CHALLENGES OF THE MODERN BATTLEFIELD

Panagiotis LYMPEREAS
MAJ, Nation 3 Army
G-7 ENG

The way the war is conducted today has changed. The conventional warfare era has ended. Therefore, it is unlikely to see again two or more countries to be engaged in an armed conflict using their militaries in full swing. Instead, it is more likely to witness various wars of attrition, as it happens in Afghanistan and Iraq.

Nowadays, the militants have become extremely resourceful and take advantage of the technological means to make elaborated strikes at the adversary. They prefer to confront the rival military indirectly, using for instance improvised explosive devices (IED) which on the one hand are safe for them and on the other hand cause a lot of damage to the enemy forces and to their morale.

Mines, explosives and booby-traps have been used in the past but not very extensively and never before as the main weapon of the defender. Moreover, the task of disarming the modern ammunitions is very demanding because apart from their vast variety, they are also loaded with high-tech detonators.

In order to cope with this gloomy reality the modern armies have developed special techniques and have assigned to specialized personnel the mission to deal with the Explosive Ordnance Disposal (EOD) and the IED Disposal.

EOD operators have to adapt to the rapidly evolving methods of constructing improvised explosive

devices ranging from simple shrapnel – filled bombs to sophisticated and powerful IED charges. The prime concern of these teams is the early detection of the traps, the blockade of the dangerous area and the evacuation of the population from it. Later on depending on the situation, the location and the importance of the installation that the suspected device is planted in, the EOD teams proceed either to the device destruction or to its disarming.

Since improvised explosives are generally unreliable and unstable they pose great risk to the public and especially to the operator, trying to render them safe. As a result, new methods like greater reliance on remote techniques, such as advanced remotely operated vehicles, evolved and special equipment and uniforms are used.

More specifically, the following equipment may be used from the EOD teams:

- Vehicles with mine protection armor.
- Remotely operated vehicles (robots), mounted with cameras, arms, claws etc.
- Bomb disposal suits, protective vests and EOD helmets with bulletproof visors.
- CBRN equipment, mine – explosive detectors and special EOD tools (non-sparking).
- Radios and radio – jammer devices.
- First aid kits.

SEEBRIG has not been deprived from up-to-date units and equipment. Regarding the matter in discussion, Nations have allocated to SEEBRIG two EOD teams: one from Nation 3 and another from Nation 7. These teams are part of the multinational Combat Service Support Battalion (CSS BN) of the Brigade. Currently they are stationed in their respective home bases where they follow all the established international standards regarding the procedures, the equipment, as well as their training.

In a future possible mission SEEBRIG's EOD teams are expected to play an active role in the Brigade's Area of Responsibility (AOR), supporting the HQ and all the units in this crucial part of the operations. Their aim will be to neutralize all the explosive devices set up to cause casualties and undermine the morale of SEEBRIG's personnel.



CHALLENGES OF INTERNATIONAL COMMUNICATION

Kostadin GEORGIEV
LTC, Nation 2 Army
Chief G-1

Working in any international organization is a complex entity and challenge. However, one fundamental principle of success remains constant - the need for successful communication.

Communication manifests in various forms, both verbal and non-verbal. One area of increasing concern for leaders is how to establish and maintain effective intercultural communication between military personnel from different countries.

As personnel become increasingly multicultural and international cooperation continues to expand, the homogenous personnel have become a thing of the past. Having diverse nationalities, languages and cultures in the workplace can provide a valuable pool of resources that benefit everyone. It can be achieved only by proper communication. For instance, SEEBRIG HQ has personnel from seven different nations, with various backgrounds, religion, culture, etc. So everybody have to ensure that he/she is understanding and being understood across cultural boundaries.

The following ten tips on intercultural management are meant to provide a starting point to managers dealing with culturally diverse teams.

Respect and courtesy is a fundamental pillar of all intercultural communication. Showing your appreciation of and consideration for others breeds a culture of openness and civility. If colleagues request special treatment due to cultural or religious circumstances ensure these are met (within reason).

Tolerance is a key to intercultural communication. Not only are tolerance needed in terms of respecting people's views and beliefs but also tolerance for different working practices and mistakes. If an atmosphere of non-tolerance is created within an organization, it is more likely that you will not be getting the best out of your personnel. **Identify Problems:** if cross-cultural differences are proving an obstacle to communication within the workplace, try and analyze where things are going wrong. Take a step back and look at who is involved, the context, the situation, the means of recognizing communication (i.e. face to face, email, phone) and the outcome.

An intercultural leader should therefore be aware of the major **cultural taboos** of his/her staff to ensure offense or misunderstandings are not caused.

Legal Advisor (LEGAD) Office and Host Nation Support Group can help a lot making us **familiar with legislation** and to ensure you comply with it. Cultural insensitivity can and does lead to unnecessary legal problems.

It is a good idea to **encourage frequent and positive interaction** within culturally diverse personnel. This leads to stronger interpersonal relationships and a greater awareness of one another.

Simplify Language: although in accordance with MPFSEE Agreement and respective Job Descriptions certain English language proficiency level is obligatory for selection of personnel, this does not mean we are fully

competent. It is better to avoid using slang, colloquialisms or idioms.

Make Sure People Understand: always make sure a message has been processed and understood. Although initially frustrating, it negates having to chase up on colleagues for missed deadlines or returning pieces of work due to incorrect format or content. When giving instructions, you may diplomatically ask to be repeated back to you.

Written Instructions: it is always a good idea to write instructions down to ensure that a message or request is fully understood. Some personnel may not feel confident enough to state they have not understood instructions out of fear of looking incompetent. Writing down instructions allows them to re-read requests and is also a good back up to show that instructions were relayed properly.

Be Flexible: the good intercultural manager is a flexible manager. Understanding where potential obstacles lie in communication and adapting is good practice. For example, graphics are sometimes a more useful way of presenting information. So, rather than use text to explain some complex issues, it is better to use illustrations that can be easily understood across cultures. In presentations, rather than providing staff with tables of statistics, visual aids as charts and diagrams will have a lot more impact.

In conclusion, the role of the intercultural leader is not an easy one; however it does offer the art of leadership another dimension and a different challenge that must be met in order to succeed.

SEEBRIG COMMUNICATION AND INFORMATION SYSTEMS (CIS) FUTURE DEVELOPMENT

Rodin LAZAROIU
LTC, Nation 6 Army
Chief G-6

The Signals community often finds itself desperately trying to keep up with the influx of new technology into the Armed Forces' collective arsenal. What we often forget is that new ideas arrive with similar frequency, and must similarly be incorporated before our Tactics, Techniques and Procedures (TTPs) become obsolete. Nowhere has this been more apparent than in the exponential growth of SEEBRIG. The last operation in Afghanistan has revealed the idea of an all-singing, all-dancing Command Post (CP) closely following the battle.

During the years SEEBRIG nations has made big efforts for improving CIS capabilities of the brigade in order to accomplish the requirements for deployment and conducting PSO. In consequence of the excellent nations contribution SEEBRIG HQ has own CIS property.

Increasing complexity

When SEEBRIG was tasked in 2006 to provide a Brigade level HQ, HQ company and Signal Company for the KMNB IX operations, the needs of the brigade staff will began to grow exponentially with respect to both communications and ergonomics. Significant upgrades to Information Technology assets within the CP were required so as to maximize the use of modern communications, especially tactical radio assets. The demands of such a complex rapidly outstripped what could practically be achieved with existing CIS. The dramatic step taken was the acquisition of Terrestrial Trunk Radio (TETRA). Once the new system was acquired, the Brigade CP began to expand to incorporate several previously disconnected entities. The configuration of the CP changed regularly, with approximately 4-6 changes. The end result was a suitable CP, complex laden with computers,

map boards and Plasma/LCD screen monitors with approximately 30-40 staff on duty at any given time.

CIS development opportunities

The purpose of the communication and information support of command and control is creation of sufficient information potential to support the command and control process. Support of information processing, searching and presentation is also a part of the communication and information support. It is vital for utilization of CIS potential that staffs (teams) change their working practices in the command and control process and utilize the integrating capacity of Information and Communication Terminals (ICT).



Server Room
The gate against cyber attacks

The following is a list of the essential trends whose development the defense research in the CIS-area should concentrate on:

- Command and control processes and their information requirements,
- Synergic integrated concepts of Command and Control (C2) system,
- Military missions experience formulated in Military Operation Requirements,
- Operation architecture research (CIS in operations and actions),
- Support of information processing/retrieval by artificial intelligence,
- Visualization of actions, suitable forms of information presentation,
- Techniques of learning CIS users

communication and information literacy,

- Sensors: technology and systematic development as a branch,
- Military prognosis research (combat models),
- Man - machine interface.

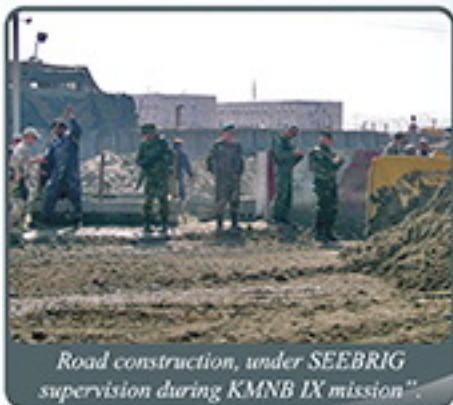
Conclusion

The logistical, ergonomic and technological demands imposed by the sheer volume of information consumed by the operations and planning staff cannot be adequately processed in a forward area given the current limitations of technology and manpower. Furthermore, there appears to exist little need for such a capability, as the most important C2 means forward have proved to be fundamental tools such as secure voice and data, rather than the planning applications available through computer networks. As a Signals community, responsible for providing this crucial support to Commanders and their staffs from Brigade level upwards, we must react in a proactive manner to these developments. Where traditional war fighting is not involved, Brigade Main CP's should become static assets. For either domestic operations or deployments to combat an asymmetric enemy, the Signal Company should focus on a forward CP capability. This rapid-deployable asset should concentrate on tactical C2 assets such as Combat Net Radio, Satellite Communication and secure voice and data through means such as the Tactical Satellite Kit (TSK). As a responsible for SEEBRIG CIS, we exist only to provide the capability they need, along with sufficient redundancy. We have a duty to the staff we support and the soldiers we command to provide useful capabilities, and to not hamstring ourselves with outdated or irrelevant procedures.

HOST NATION SUPPORT: A KEY FACTOR IN SEEBRIG LOGISTICS SUPPORT CONCEPT

Panagiotis KARKANTIS
MAJ, Nation 3 Army
G-4 MOV

Host Nation Support (HNS) as defined in MC 334/1, is civil and military assistance rendered in peace, emergencies, crisis, and conflict by a HN to allied forces and organizations, which are located on, operating in or transiting through the HN's territory. Arrangements concluded between appropriate authorities of HN(s) and Sending Nations SN(s), form the basis of such assistance.



Road construction, under SEEBRIG supervision during KMN IX mission.

HNS is an important factor in any operational or exercise scenario. Within the current operational and political environment, the need to achieve both efficiency and cost effectiveness is a key element in the provision of logistics support for SEEBRIG. Increasingly, by applying the concept of multinational logistics, the overall costs for an exercise or operation can be reduced and greater support efficiencies achieved. Coordinated planning and provision of HNS are key elements of this approach and it is therefore important that the development and negotiation of multinational Host Nation Support Arrangements (HNSA) are applicable. Not only can HNS reduce

the amount of organic support that SEEBRIG SN(s) need to deploy on PSO, but coordinated planning and provision will ensure that visibility of SN(s) requirements and HN assets are addressed and that a cooperative approach to the use of such assets is fostered.

Thus, although SEEBRIG support concept is based on the fact that national units will be self-sustaining and that sustainment is a National responsibility, it is also foreseen that, where possible, Multinational (MN) arrangements, Lead Nation (LN), Role Specialist Nation (RSN) and HNS concepts will be used, with the consent of all Participants, in order to provide an efficient logistic support system.

HNS may include support operations at reception and staging facilities, operating bases and support areas, and may encompass a wide variety of commodities and services concerning supplies, medical, transportation, facilities, communications, rear area operations, petroleum, military police, and civil labor. The SEEBRIG HQ steps, for the HNS concept implementation, are:

- To prepare a draft of the HNS request, thereby initiating the planning process,
- Will negotiate and conclude the Memorandum of Understandings (MOUs) and Technical Arrangements (TAs) with HN, in conjunction with SNs,
- Will assign the appropriate

political, legal and financial advisors/officers as early as possible in the planning process,

- Will arrange the requisite financial authorization by the SN Authorities and Political Military Steering Committee (PMSC), prior to concluding MOU and TAs,
- Will reimburse the HNS expenses for the supplies and services provided, in accordance with the signed MOU and TAs.
- Will coordinate with the HNS Coordination Center for the deployment/redeployment plans of SEEBRIG units in HN territory,
- Will establish liaison with HNS Coordination Cell.



Contracting with local provider ensured satellite communications during Ex "SS 08".

Having realized the importance of HNS, SEEBRIG logistic (G4) staff has already been involved in MOUs and TAs preparation for the oncoming exercise "Seven Stars 10". Moreover, real life support issues will be primarily faced through contracting with local companies, in cooperation with Nation 7 HNS Coordination Cell.

CONTRACTING ON DEPLOYED OPERATIONS BY MULTINATIONAL FORCE

Athanasios KAPOUKRANIDIS
LTC, Nation 3 Army
Chief G-8

BUDFIN* Challenges

Over the last years, private contractors provide a wide variety of services to support deployed military operations.

These services range from maintaining advanced weapon systems and setting up and operating communications networks to providing gate and perimeter security, interpreting foreign languages, preparing meals and doing laundry for the troops.

The use of a limited number of contractors, or one multipurpose contractor that will be responsible for all or most of the contracted services, or even for all of them, is a solution that may be used whenever it is convenient. It has the following advantages:

- Enables better control over the contracted services;
- Reduced number of contacts and relationships will make the process easier.

Contracting is an alternative course of action, which contributes to the adequate logistic support of deployed operations. Thereby it complements the existing resources in order to get better results and consequently contributes to the successful sustainment of the mission.

In the use of contractors on deployed operations special attention should be given to:

- Command and Control
- Integration of contractors in the planning process
- Security issues related to the use of contractors
- The advantages of the multi-purpose contractors

- Risk management and reversibility
- Multinational cooperation and transparency
- Quality assurance
- Training of the contracting personnel

SEEBRIG as a multinational force can award contracts to support its deployed forces such as:

- Multinational contracts
- National contracts

These kinds of contracts have been awarded during KMNB IX Mission in 2006 and SEEBRIG had the possibility of selecting between national (from the 7 participating Nations) and foreign contractors. During the Mission period, German and French National Support Elements (NSE), were for SEEBRIG the basic logistic support solutions.

Funding

To build a budget that meets the requirements of a deployed operation is a real challenge for a multinational force like SEEBRIG, especially when this is the first deployment in a demanding theater such as Afghanistan.

The funding of SEEBRIG contracts lies on the common budget. Contracting officers and procurement cells have the responsibility for ensuring that contractors meet the requirements set forth in the contract. During KMNB IX Mission, SEEBRIG successfully awarded a number of contracts totally approximately amount of 8 million euros.

The fact that the procurement cell actually met and established a month prior to the deployment and had no

significant experience and training in major contracts makes this success more important. Additional flexibility was provided by the authority of SEEBRIG Commander to award contracts up the limit of almost 700 thousand euro.

The Way Ahead

In conclusion, the use of theatre support contractors in a deployed environment provides the necessary logistical support for the commander and is a valuable tool for the units.

When SEEBRIG deployed in Afghanistan contracting provided the force with the logistical capabilities to accomplish its mission successfully.

Contracting will continue to be an important part of future military operations.

Contracting can provide essential services and support to units making the deployment, sustainment and redeployment of the force easier.

It is important for the commander of a multinational force like SEEBRIG to incorporate contracting procedures into a planning system, to build a strong contracting team and ensure that the right projects and programs are in place prior to deployment.



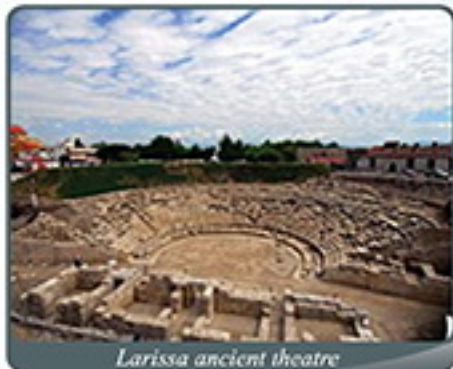
*BUDFIN - Budget finance.

GETTING FAMILIAR WITH FORTHCOMING NEW SEEBRIG LOCATION IN NATION 3

Athanasios TSOLAKIDIS
LTC, Nation 3 Army
SECCOS

According to MPFSEE Agreement, the location of SEEBRIG HQ is changing on rotational basis. After Plovdiv (1999-2003), Costanta (2003-2007) and Istanbul (2007-2011), Larissa is going to take over this responsibility for the period 2011 to 2015.

Larissa is a city and the capital of the Thessaly periphery of Nation 3, and capital of the Larissa Prefecture. It is a principal agricultural centre and a national transportation hub, linked by road and rail with the port of Volos and with Thessaloniki and Athens. The population of the greater area is around 250,000.



Larissa ancient theatre

According to archeological evidence, the capital of Thessaly, Larissa, lies atop a site that has been inhabited since the tenth millennium BCE. Legend has it that Achilles was born there and Hippocrates, the Father of Medicine, died there. In mythology, the nymph Larissa was a daughter of the primordial man Pelagos.

The fact that in Larissa city are located 1st Greek Army and the Hellenic EU Operational HQ (OHQ), while not very far away are located NATO Deployable Corps (NDC)-GRC HQ and Peace Support Operation Training Center (PSOTC) Kilkis, opens the path for new

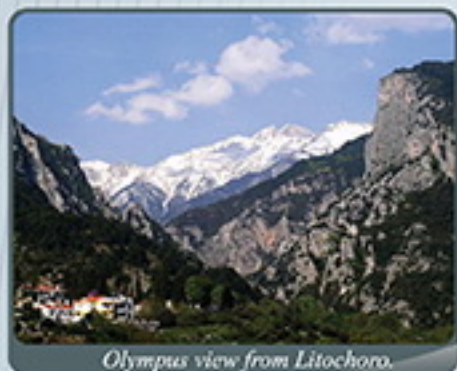
possible military coordination for SEEBRIG.

150 Km. north of Larissa is located Thessaloniki, Nation 3's second major economic, industrial, commercial and political centre, and a major transportation hub for the rest of southeastern Europe. Athens, Nation 3 capital city is 330 Km. south. Both cities have a numerous archeological and cultural sites to be visited. A "must see" monument near Larissa city is Meteora, one of the largest and most important complexes of Eastern Orthodox monasteries in Nation 3, second only to Mount Athos. The six monasteries are built on natural sandstone rock pillars, at the northwestern edge of the Plain of Thessaly near the Pineios river and Pindus Mountains in Nation 3. The nearest town is Kalambaka. The Meteora is included on the UNESCO

World Heritage List.

70 Km. north of the city lies mount Olympus, the highest mountain range in Nation 3. Mount Olympus is noted for its very rich flora with several endemic species. In Greek mythology the mountain was regarded as the "home of the gods", specifically of the Twelve Olympians, the twelve principal gods of the ancient Hellenistic world. Under Olympus shadow, about 70 Km. north of Larissa, in Vergina, a visitor can find an exceptional underground archeological museum, which displays all those treasures related to Alexander the Great history. Other traditional villages around, like Litichoro, offer the potential to visitors for tracking and taste of the local traditional cuisine. Nearby is also Platamon village, which is connected to the city of Larissa





Olympus view from Litochoro.

through the bus and train transportation system. With its calm and laid back atmosphere, high vegetation, panoramic views, the venetian castle and the traditional settlement of Palios Panteleimonas in

the area, Platamon makes an ideal destination for a short visit and a break from the city. Southeast of Larissa, around 60 Km. away, lies Pilon Mountain with many traditional villages and a ski resort. Other 2 ski resorts, Seli and Vasilitsa are 180 Km. away from the city.

80 Km. to the east, the nature created a totally green canvas which in combination with the human aspect resulted in the creation of the impressive Plastira's Lake. The combination of the artificial lake and the natural scene gives us a wonderful landscape, which is one of the best attractions in the country.

In conclusion, Nation 3 is expected to fulfil the commitments which derive from the agreement and refer to the provision of facilities and accommodation to SEEBRIG staff members and their families. Furthermore, archeological sites, religious monuments, ski resorts, beautiful beaches and nature landscapes all around the city, ensure a unique opportunity for SEEBRIG members to know Nation 3 better. From every perspective the forthcoming 4 years of SEEBRIG HQ in Nation 3, are expected to be a great experience for SEEBRIG staff and family members.

SEEBRIG FUTURE CHALLENGES

Zlatko GJORGJIOVSKI
LTC, Nation 5 Army
POLAD

In first edition of our magazine "Stars Informers" I tried to answer the question if SEEBRIG is successful story and I hope that I did.

In order to keep our readers updated on the latest developments of our successful story, it is necessary to be mentioned that during last South Eastern Europe Ministerial Meeting, held in October 2009, in Sofia, Nation 2 MPFSEE Ministers of defence welcomed Bosnia and Herzegovina, as an observer country in MPFSEE initiative. During the same meeting, Ministers of Defence welcomed Serbia and Montenegro as full-fledged members of SEDM process. Internal legal procedures are still ongoing in both countries.

These two pages of our magazine are, somehow dedicated to the future of SEEBRIG because my friend from Nation 3 is writing also about future.

In the second part of the article, I would like just to inform our readers about some challenges which SEEBRIG have to face with in the following years, without having an

idea that this list will be a complete one.

One of the most important task for SEEBRIG HQ this year should be preparation of Sout Eastern europe Disaster Relief Operation (SEEDRO) Concept related Standing Operating Procedures (SOP) which is a continuation of the activities organised last year - SEEDRO working group meeting and DROSEE seminar.

In order to be successful in the future it is important to be well prepared for a meeting of High level expert group which will be convened in June in Sofia, Nation 2. "SEEBRIG Capabilities Analysis", has been already prepared and sent to the nations' for further considerations. During the meeting some important issues, related with SEEBRIG and its future were discussed.

Off course we should not forget our "SEVEN STARS -2010" exercise, one of the crucial activities in 2010 and participation in "SEESIM-10".

Apart from regular activities, next

year will be dedicated mostly to the relocation of SEEBRIG HQ from Istanbul, Nation 7 to Larissa, Nation 3 and to the implementation of the provisions coming from the Fifth Additional protocol (if ratified).

If previously agreed by the nations, the following years might be dedicated to preparation of "Seven Stars-2012" exercise in Field Training Exercise (FTX) format, to organisation of new NATO certification process and to deployment of SEEBRIG, in PSO.

In parallel with above mentioned challenges preparation of new Additional protocol may be conducted because provisions coming from existing documents cover the period until 2015. There will be a need to prepare at least "HQ SEEBRIG location and Critical rotational slots table" after 2015 and maybe to integrate a new member.

Having in mind the continuous support given by our nations I am confident they will take right decision in right time and SEEBRIG flag will get higher and maybe with more stars.

NON-COMMISSIONED OFFICER (NCO) ROLE IN SEEBRIG LEADERSHIP

Catalin V. STOLNICEANU
MSGT, Nation 6 Army
DCOSOPS Clerk

*"Can you imagine what I would do
if I could do all I can?"*

- Sun Tzu



Working in a multinational brigade headquarters is a challenge and a great responsibility. The NCO Corps in SEEBRIG HQ consists of fourteen NCOs from seven different countries, each with different training and cultural backgrounds, yet working as a unit and a powerful team. As in any other Army organization, NCOs from SEEBRIG are leaders of character and competence who act to achieve excellence. We dedicate our spirit and efforts to a simple and noble cause for "a safe and a better world".

Why this subject? Leadership is about taking action. The readiness status of an Army relies on its leaders'

level of training. In this article, I will try to emphasize some of the leadership principles that make the NCO Corps so respected in "the Army world".

What is a leader? Anyone who influences others, motivating them to action or influencing their thinking or decision-making, is a leader. Character and competence underlie everything a leader does. Leaders, like all the others soldiers, have their places in the chain of command. Everyone is a follower or a subordinate. Sometimes it is important to understand that we do not just lead or train subordinates, we lead other leaders.

Based on my experience, leadership begins with what a leader must BE; the values and attributes

that shape a leader's character. These qualities define who we really are. Regardless of position or rank, these values and attributes are the same for all military leaders. The Army is looking for competent and experienced NCOs ready to assume leadership positions.

The role of the NCO may have changed during the years. Nowadays, NCOs perform many duties in the military system, including those of decision maker, tactician, mentor, teacher, fighter and leader. Serving in different positions during the years gives to NCOs the opportunity to develop and refine their character as leaders. Today's NCO are adaptive leaders who are proficient in joint and combined expeditionary warfare and multinational operations.



The NCO's role and efficiency as an important leadership component are the subject of SEEBRIG HQ Evaluation Visits assessment.



Developing credibility and setting the example are strong arguments for a powerful NCO Corps. Effective NCOs are successful leaders when they apply what they know and DO what they must. NCOs must lead by example, maintaining and enforcing standards, taking care of soldiers and adapting to a changing world. Setting a strong example does more than any instruction or discipline will ever do.

Mentoring and advising soldiers are a leader's most efficient tools. As senior NCOs, mentoring and advising officers about enlisted issues and concerns are our duties. In today's Army system, the combination of commissioned and noncommissioned

officers is very powerful and most of the time it makes the difference. Officers expect NCOs to provide pertinent recommendations on their most critical decisions. NCOs must continue to play the roles of mentors and coaches to all soldiers, at all levels, because they are the standard keepers for the Army values. Training soldiers for combat is a NCO responsibility. Leading soldiers in battle is, most of the time, a NCO responsibility too. Teaching the Army values, leadership principles and traits to the young soldiers are NCO duties. The NCOs provide invaluable service and sacrifice in the line of duty. They prove their dedication and

their willingness to make great sacrifices on behalf of the world. NCOs are those professionals who seek no rewards other than the satisfaction of making a difference. Developing and training a powerful NCO Corps is the key to future success.

These are just few of the principles guiding the NCOs in SEEBRIG HQ. Coming from different countries, having different military traditions, using different tactics and techniques, but fighting for the same cause and following the same leadership principles make us a unique and reliable force.



"Today's NCOs are accomplished military professionals who have combined civilian and military educational opportunities to become the Army's preeminent body of leadership." – US Army -

NON-COMMISSIONED OFFICER (NCO) ROLE IN NATO THE WAY AHEAD

Panagiotis GKOURNTIDIS
SGTM, Nation 3 Army
G-6 Clerk



"A multinational environment is a challenge for everybody, but even moreover for a NCO. SEEBRIG has given me the chance to take part in different type of exercises, seminars and tasks that normally I couldn't. Also, my participation in NATO Orientation and Leadership Course opened a new door for my ideas and views, and has pushed me to a higher level".

The Year of NCO in NATO

2008 was "the Year of the Non-Commissioned Officer in NATO", highlighting the importance, that both the Supreme Allied Commander Transformation (SACT) and Allied Command Operation (ACO) placed on the vital role of NCOs within the Alliance. The year of the NCO aimed to distinguish all NCOs as an integral link in the chain of command for NATO, and highlight the contribution of the NCO in all areas of military activity by providing leadership, inspiration and motivation, a key role in transforming the Alliance.

While a Non-Commissioned Officer might be a Corporal, Sergeant or Warrant Officer, depending on nation or branch, the function is similar in all nations and trades. NCOs are often called "the backbone of the military". This is because the NCO functions as the link between enlisted and commissioned officers,

provides leadership and inspiration, and act as father figure, buddy and the jack of all trades. For all these reasons, a special effort was made in 2008 to raise the profile of the contribution NCOs make, and encourage nations to make greater use of this valuable pool of talent.

The outcome of this initiative is evident in the fact that NATO



Chief Warrant Officer (CWO) Paul Van Oosterhout is working as course director in NATO school policy department in Oberammergau, Germany. Here is shown during welcoming remarks to all NCOs participating in the course.

promotes and encourages NCO development through Allied Command Operations (ACO) and Allied Command Transformation (ACT) activities. NATO has provided training and development opportunities for senior NCOs and encouraged cross-fertilization of ideas through conferences and working together in order to professionalize the NCO Corps.

What is Transformation?

In today's world, global terrorism, potential use of weapons of mass destruction, failing states, regional instability, 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 fulfill 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, and geographic and historic perspectives, as well as unique national security and domestic law issues.



In the above direction, NATO established courses to provide basic and in-depth knowledge to NCOs on NATO leadership skills, management abilities and knowledge of the organization itself, including structure, policies and operations, and finally current issues that affecting the Alliance. Also, great attention has been given to the increased interoperability between NCOs throughout the NATO Alliance and international settings, by providing time and a platform to share information during the courses. These courses are the pillars for further development of NCOs and stress the appropriate application of leadership skills in order to supervise their domain and support and advise their commander, set up a counseling system within their international unit

or headquarter, enhance effective communication and so forth. These common standards of training and education develop professionalism and leadership in the NCO Corps and strengthens interoperability across the whole spectrum of the Alliance.

The Way Ahead

In the last few years, transformation of the Alliance has begun in the framework of the rules and standards that the new era has established. A clear vision, common aim and qualified personnel are the keys for the way ahead. In their roles, NCOs provide support through the efficient and timely advice that NATO leadership needs to maintain NATO as the world's preeminent Alliance for stability and security. With that in mind, the Senior Enlisted Leaders (Command Sergeant Majors) of all

NATO Commands and national levels have gathered for bi-yearly symposium for the last three years and have drawn up the basis for what should become the NATO NCO Standards. Although these Standards have yet to be approved, they need to be finalized and promulgated as soon as possible if there will be a chance to build a competent and effective NATO NCO Corps.

Considering that SEEBRIG provides security and stability in South Eastern Europe under the same standards and principles as NATO, it is important to put one foot forward in the above direction and implement ideas, structure and transformation for its NCO Corps that will hoist the "dove" flag of SEEBRIG higher in the sky.



NATO NCO Orientation Leadership Course, 20 - 31 July 2009

THE CHALLENGES OF LIVING IN ISTANBUL

A METROPOLITAN CITY

Turgut CELEBI
LTC, Nation 7 Army
Chief G-3

As a member of the SEEBRIG family, I find it very enjoyable both to live and work in Istanbul, which is without a doubt one of the most exciting and vivid cities in the whole world.

Istanbul is the meeting point for those who want to see the best examples of culture and art, and to experience the liveliness and multiple colors of a metropolis. When we mention Istanbul, we speak of a city that has been the capital of the Roman, Byzantine and Ottoman empires—the meeting point of three different religions and civilizations, and a dazzling jewel with a history of thousands of years. Wars and successions were unable to destroy the city's historical heritage. This strategic region simultaneously exhibits icons of popular culture and witnesses development and combination of civilizations.

Having an 8,500 year history, fabulous cultural heritage and natural beauty, Istanbul takes advantage of being located in one of the most beautiful regions of the world. It is the only metropolis in the world that is situated on two continents. The roots of European culture lie in this land, and we are a part of that culture. Every person is able to identify with this inspiring city—a city that gives peace and comfort—a tremendous heritage that allows us all to say, "This is my city."

"Living in Istanbul" offers one the privilege of sipping a frothy coffee while sitting next to the sea, enveloped by the incredible grasp of the Bosphorus, which is uniquely graceful to the eye. Being an Istanbul resident, you have the opportunity to

capture both today and yesterday in the same embrace and to inhale the unparalleled atmosphere from all around.

On the other hand, privileges come with their burden! With more than 14 million people living within a metropolitan area which is only 150 kilometers long and 50 kilometers wide, Istanbul is not a "faultless city."

Heavy migration from rural Turkey makes Istanbul a relentlessly growing city, surrounded by an outstanding cosmopolitan atmosphere. Gathering millions of people in its suburbs, this melting pot is full of hustle and bustle.

Naturally, traffic in Istanbul is chaotic. Considering the size of the metropolitan area, getting around Istanbul can be a challenge to say the least. Besides this, high-traffic areas often lack pavement and areas for children to play; in fact, many are devoid of children almost all together.

Visitors, especially from small cities, should be ready for crowded

streets, endless honking and inescapable pollution.

However, most of these aspects contribute to the city's tangible energy and make Istanbul a unique city. Istanbul has a "modern oriental" element, squeezed between East and West, and that has an inherent attraction. The chaos of Istanbul, in contrast to the order in Europe, may be the source of this attraction. Without the constant influx of migrants and cultural diversity resulting from it, would Istanbul be able to scatter power and light? Would it be as colorful as it is now?

The beauty of Istanbul is that it is home to a variety of lifestyles that coexist side by side. In some areas the old and the new go head to head. You are in a modern setting, and yet history is all around you.

No matter what, nothing can change the fact that it is wonderful to live in Istanbul, "a fascinating city that marries even the good and the bad in a unique way".



EVALUATION VISITS

NATION 7  10 - 11 NOVEMBER 2009




Serdar CAGLAYAN
LTC, Nation 7 Army
G-5 Plans

SEEBRIG Commander and Staff officers from the Nucleus Staff visit periodically (once in one / two years) the Units allocated to the SEEBRIG in their permanent home base locations.


The aim of these visits is to assess their training and facilities, to coordinate with national authorities their training for Peace Support Operations, to see the units' equipment and, last but not least, to meet the personnel and know each other.

NATION 1  18 - 19 FEBRUARY 2010




NATION 5  22 - 23 FEBRUARY 2010



NATION 2  15 - 16 APRIL 2010



NATION 6  19 - 20 APRIL 2010



SOCIAL ACTIVITIES

Tore OZTOK
CPL, Nation 7 Army
G-5 Clerk



STUDY TRIP TO ANKARA AND CAPPADOCIA 16 - 19 JUNE 2009

On 16-17 June, SEEBRIG staff visited Turkish General Staff (TGS) HQ, Partnership for Peace (PIP) Training Center and Centre for Excellence - Defence Against Terrorism (COE-DAT) and Military Academy (Land).

Personnel and their dependents attended the ceremony and visited the museum in Atatürk's Mausoleum. Also they visited the Anatolian Civilization Museum which has one of the world's most unique collection.

On 18-19 June, all participants visited the Cappadocia region which is unique in the world with its miraculous nature wonder.



STUDY TRIP TO MARMARA AND WEST BLACK SEA REGIONS 2 - 3 SEPTEMBER 2009

SEEBRIG personnel and their families enjoyed a trip to Izmit, Safranbolu, Amasra and Abant. The activity was the first step for the new command group in SEEBRIG team building. A short ceremony was organized in Izmit in front of the earthquake monument where all participants observed a moment of silence to commemorate the victims of 1999 earthquakes.



STUDY TRIP TO BURSA AND IZNIK 2 - 3 FEBRUARY 2010

SEEBRIG personnel and their families had an interesting, instructive and enjoyable time at the trip to Bursa and Iznik. They had the opportunity to visit many cultural, historical and economical sites. One of the important moments of the trip was the visit to Oyak Renault automobile factory.





NEW YEAR / CHRISTMAS DINNER AT GALATA TOWER 17 DECEMBER 2009

On 17th of December 2009, Brig. Gen. Zyber DUSHKU, SEEBRIG Commander, gave a New Year / Christmas dinner to all SEEBRIG staff along with their families at Galata Tower. The dinner was accompanied by live music and Turkish folk dance show. Also on the occasion of the event, children were given presents.



The tower, located at the north of Golden Horn, is high cone-capped cylinder that dominates the skyline and affords a panoramic vista of old Istanbul and its environs.

WHERE VICTORIES BORNED

Aleksander KULEV
SGTM, Nation 2 Army
LEGAD Clerk

Every day, the officers and NCOs of SEEBRIG are working and contributing to the common cause in highly varied ways. These include the working process and its phases, but also mutual sport activities and welfare work.



I assure you that building and working for a common idea in a multinational environment is not an easy job in the least. This requires joint efforts and checkered activities.

In this spirit, and with the purpose of becoming closer as nations and as a team, SEEBRIG personnel come together on a slightly different battlefield. Here, under the colors of SEEBRIG flag, we have the opportunity to vent the energy and stress of the day and share informal standpoints on work as well as future plans and ideas. Playing football (soccer) twice per week, we gain not only personal satisfaction, but also

attain excellent synchronicity and establish a good basis for our future work on the real battlefield. Here on the football field, outside of official surroundings and without rank or position, everyone feels free to express his views. For example, this friendly atmosphere gives the NCOs a bigger opportunity to express themselves. This venue offers the opportunity for NCOs to provide officers more fresh ideas and clear insight into the problems in the unit and their possible solutions. The words of the NCOs go a long way, this in turn giving them more confidence as leaders.

The game offers us the chance to express our real feelings, as well as the opportunity to get to know our colleagues as humans first, not just

rank and file. The friendships that we create now will stay forever and will provide great benefits in the future when we will be involved in more extreme situations which require not only professionalism, but also friendship and decisions as human beings.

In my personal point of view, after almost three years in this environment, this different initiative in team building activities has already provided a huge boost to our real work and thereby achieved its goal. The value of these activities in questions answered and strategies planned should not be underestimated. One cannot forget that "Not everyone can give his life for his colleague, but everyone will sacrifice his own for a real friend".



SEEBRIG 10 YEARS OF HISTORY

A. Mircea ROMOCIA
LTC, Nation 6 Army
Chief G-5

10TH CELEBRATION OF SEEBRIG ANNIVERSARY*



South Eastern Europe Brigade (SEEBRIG) celebrated its 10th Anniversary on Saturday 10th of October 2009 at General M. Mazlum ISKORA Barracks (Ayazaga / Istanbul / TURKEY).

SEEBRIG member nations' and SEDM-CC / PMSC delegations, Host Nation high ranking military officials, representatives from NATO / NRDC-T, Consul general of Nation 1, Nation 6 and USA in Istanbul, participated in the ceremony.



The ceremony started hoisting the SEEBRIG flag. After that the flags of SEEBRIG member nations were hoisted while the anthem of respective nation was played. Commander of SEEBRIG and PMSC Chairman delivered their speeches. After that, the SEEBRIG Accomplishment Medal was delivered to the former SEEBRIG members participated in the event. SEEBRIG HQ personnel from the current manning list, who has accomplished more than one year of service, received their medal and certificates, as well.



A cocktail and a cutting cake ceremony were conducted on a boat trip over the Bosphorus.

SEEBRIG MEDAL PARADE

SEEBRIG HQ has established as a part of the Public Diplomacy Action Plan to continue the campaign pennant started in 2006 with an operational medal and issued a new one - SEEBRIG Accomplishment Medal (SAM) awarded for accomplishment of a tour of duty in this multinational force.

With the occasion of 10th anniversary celebrated in 10th October 2009 the first SEEBRIG Accomplishment Medal was issued and awarded to the SEEBRIG nucleus staff members since the foundation of this multinational force, as recognition of their effort and contribution in building a secure and stable region in South Eastern Europe.

The first medal parade was held in Istanbul in the day of the 10th Anniversary celebration when 27 officers and NCOs were awarded and the process continued with medal parades organized with the support of our member nations for the other 127 eligible personnel. The process will be continuous and in following years will be organized medal parades for the future eligible personnel in the end of their tour of duty.



* SEEBRIG Anniversary day is 31st of August considering its establishment as a permanent nucleus staff on 1999 in Plovdiv Nation 2.

SEEBRIG ACCOMPLISHMENT MEDAL

SYMBOLIC



DESCRIPTION

The SEEBRIG Accomplishment Medal is circular, silver in color, and bear the following inscriptions:

FRONT SIDE

In the center is a dove and olive branch, representing the central mission of SEEBRIG: Peace and cooperation throughout the region.

The dove is crowned by seven stars, representing the 7 member nations as follows:

Nation 1 🇷🇺, Nation 2 🇧🇪, Nation 3 🇺🇸, Nation 4 🇮🇹, Nation 5 🇬🇧, Nation 6 🇩🇪 and Nation 7 🇹🇷.

Centered under the dove is the inscription "For Accomplishment", under which is inscribed "SEEBRIG"

BACK SIDE

In the center is inscribed "Awarded by COMSEEBRIG", under which the medal number is stamped. Centered along the upper frame is inscribed "SOUTH EASTERN EUROPE BRIGADE" and along the lower frame is inscribed "One Team-One Mission"

Both sides displays a double lashing frame, representing continuous teamwork between the member nations from each command period to the following one, from one nation to the next.

The SEEBRIG Campaign Pennant is constructed from a rectangular (6cm x 3,5cm) piece of artificial silk blue and yellow in color. Centered on the pennant is a pin with the inscription "SEEBRIG". The ribbon reflects the design of the pennant, with the SEEBRIG pin replaced with a pin of a dove.

STARS INFORMER

SOUTH EASTERN EUROPE BRIGADE REVIEW

JULY 2010 ISSUE II



WE ARE READY TO SUPPORT THE PEACE

SEEBRIG HQ



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“ONE TEAM, ONE MISSION”

