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SOUTH EASTERN EUROPE BRIGADE REVIEW



SOUTH EASTERN EUROPE BRIGADE REVIEW // JUNE 2013 // ISSUE V



"ONE TEAM, ONE MISSION"



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Brigadier General Zdravko POPOVSKI (Na-5),
COMSEEBRIG

Foreword



Welcome to the 5th issue of “Stars Informer”. In it we address how our collective experience is shaping a new era-decade for Multinational Peace Force South Eastern Europe Brigade. Within its pages are to be found information on all SEEBRIG HQ affairs interspersed with interesting articles.

“Stars Informer” Magazine, among others, is a valuable tool of Public Diplomacy Strategy, launched in order to raise visibility and public awareness on MPFSSE–SEEBRIG in the all Members Countries, International Organizations and NGO’s. In broader term the purpose of the public awareness program was to ensure clear, comprehensible and reliable information and facts about the SEEBRIG HQ and its Activities envisaged in the Annual Plans and Programs.

Hopefully, starting with this edition, “Stars Informer” will become a bi-annual living magazine. It will offer a balance of hard-hitting politico-military exposés, military analyses, specialist expertise, and lessons learned and (why not) lighter lifestyle and arts features that are passionate, thought-provoking and entertaining.

We hope to retain the spirit and ethos of the original pure idea of SEEBRIG founders, comprised in our motto “One Team One Mission”.

As you flip the pages of our magazine you’ll see examples of extraordinary efforts of our colleges to fulfill their commitments, with devotion and unselfishness in order to achieve the best results possible. The articles cover a broad range of topics focused on exercises, battle staff trainings, study trips, workshops, visits and every day activities.

The contributors in this issue examine some of the challenges MPFSEE Members Nations face in implementing the Smart Defense Strategy. Among the many hurdles are the increasing gap between defense expenditures and capabilities and the increasing financial costs of building net-centric military forces. Member nations are dealing with major downturns in their economies and evaluating austerity measures to ensure government programs are funded adequately. Another concern is how to make the decision-making process more timely to respond to an evolving security environment.

Among others values we must see the unique and valuable difference between cultures as well as appreciate the similarity we share. Hopefully you’ll enjoy reading the fifth issue of our journal.

We are already looking at the next edition of “Stars Informer” (probably two a year), but as with everything else we do, we want to hear from you. Please tell us what you think about it, using our web page address. Your responses will be included in our next issue.

Looking forward to hearing from you!

In conclusion I would like to express sincere thanks to those who in every way have assisted in the work of the magazine.

We believe the content of this magazine is as much about the future as it is about the recent past.



By Col Lucian MAFTEI (Na-6),
DCOSSUP

SEDM Strategic Review - Considerations

For the entire South-Eastern Europe Defence Ministerial (SEDM) community, at this moment, SEDM Strategic Review (SSR) is a living document and an important tool in order to analyze and appreciate SEDM objectives and relationships with International Organizations (IOs). The document is in the second phase of development, based on U.S. Discussion Paper on SSR suggestions and remarks.

The idea to develop such a document was discussed for the first time during the SEDM process meeting held in Antalya, Nation 7 (Na 7) on 3rd of October 2011. At that time “ministers tasked the SEDM-CC to review the SEDM objectives and relationship with main International Organizations and present a report to the Ministers of Defence”¹. Having in mind that “duplication of efforts must be firmly prevented”², they also invited the Chairperson of SEDM Coordination Committee (SEDM-CC) to review ongoing projects and terminate non-effective projects. It was considered necessary to update the role of SEDM and to have a value-added to the Member Nations (MNs) in the nowadays wide context of South-Eastern countries integration in NATO and EU. There is also a reality the fact that SEDM and SEEBRIG have not been employed significantly in the last years. On the other hand it seems that political interest in SEDM projects is not at a high level, maybe because of some other challenging requests from NATO.

In order to fulfill the task received in Antalya, under coordination of SEDM-CC Chairperson, at the Politico-Military Steering Committee (PMSC) Secretariat a very professional approach to this issue was setup. First, Na 4 specialists elaborated a Non-Paper on SEDM process evaluation which was circulated among MNs for opinions, comments, and suggestions. After initial inputs from MNs were analyzed and integrated in the Non-Paper, during the 26th SEDM-CC Meeting, held in Rome, Na 4, on 15th of March 2012 a decision to establish a Group of Experts (GoE) with a main task to elaborate a strategic review on SEDM was made. Specialists on International Organizations (IOs) and some other personnel with technical and political expertise from all the MNs were asked in order



to establish this GoE dedicated to work under coordination of SEDM-CC and PMSC/MPFSEE Secretariat. As a working method for the evaluation of SEDM process and SEDM projects, documental research and interview were suggested and a timeline was established.

The first GoE Meeting was held on 26th and 27th of April 2012, in Rome. During this meeting, it was stated that the strategic review document should contain a clear scope and answer to specific questions and concerns. Some of these questions and concerns were: “What were the original objectives of SEDM at the time of establishment, what principles need adjustments, and what new assumptions have to be made? Can SEDM be more productive? How SEDM could help NATO in meeting force requirements, strengthen its exercises in the region, develop a regional capacity, or help non-NATO countries with their partnership agendas?”³ It was decided that the name of final document to be SEDM Strategic Review (SSR), the structure of the document was finalized, and the detailed timeframe for further actions was agreed.

The results of 1st GoE Meeting were presented to the SEDM Deputy Chiefs of Defence during the SEDM Deputy Chiefs of Defence (DCHODs) Meeting held on 27th of June 2012 in Sofia, Na 2. During this meeting the importance of the decisions, taken by the Ministers of Defence during their last meeting in Antalya in October

¹ JOINT STATEMENT SEDM MINISTERS OF DEFENCE MEETING Antalya-Turkey, 3rd October 2011

² Idem

³ 1st Group of Experts Meeting (SEDM Strategic Review) Minutes

⁴ JOINT STATEMENT SOUTH-EASTERN EUROPE DEFENCE MINISTERIAL (SEDM) DEPUTY CHIEFS OF DEFENCE (DCHODs) MEETING (27th June 2012 – Sofia, Bulgaria)

2011, to review the SEDM objectives and relationship with main IOs and regional initiatives, was emphasized. The task was under development through the ongoing process of the SEDM Strategic Review. DCHODs stated that the “SEDM Strategic Review represents a unique opportunity to revitalize/optimize the objectives of the Initiative and the related ties with IOs (NATO, EU, UN) and regional initiatives in order to face current and foreseeable challenges”⁴. They also recommended that aspects with relevance to or for SEEBRIG should be inserted in the document and presented during the next Ministerial Meeting.

GoE activity continued and during its second meeting held in Rome, just couple of days before 27th SEDM-CC Meeting, the final format of the document was discussed, agreed and proposed to be presented to the next Ministerial Meeting in Sarajevo, on 3rd of October 2012.⁵

The decision to present SSR Report to Ministers of Defence for further guidance was made during the 27th SEDM-CC Meeting held in Rome, Na 4, on 13th of September 2012. All SEDM Members agreed that this document “can be used in the future to update and inform Ministers about the review of SEDM objectives and relationships with International Organizations”⁶.



SEEBRIG Delegation during the 27th SEDM-CC Meeting, Rome, Na. 4, 13th of September 2012

In the next paragraphs there will be presented some of our thoughts related to the SSR Report. We consider that the issues in SSR Report which are under our comments do not reflect the reality and are, somehow, at least unfair with our organization.

In the comments related about one of the original objective of SEDM at the time of its establishment - *Contribution through the SEDM and MPFSEE/SEEBRIG safety and regional stability; Contribution of SEDM and Multinational Peace Force of the SEE (MPFSEE) / South-Eastern Europe Brigade (SEEBRIG) to regional and worldwide security and stability* – it is stated that “SEEBRIG’s limited employability, training and social/diplomatic activities have not yet facilitated the achievement of this goal”.

We agree with the aspect of limited employability, but in our opinion training and social/diplomatic activities were far from “limited”. If we consider only last year activities, at the time of Ministerial Meeting in Sarajevo, on 3rd of October 2012, COMSEEBRIG reported 110 important different activities. If we were statistics lovers, it is easy to see that one important activity was performed in SEEBRIG HQ every second day, not mentioning the daily routine.

On the other hand it’s true that, due to the financial constraints imposed by MNs capital cities, SEEBRIG was not able to be part in all planned activities, or at the level of representation desired. For reasons mentioned above, we consider that the appropriate sentence might be “... *SEEBRIG’s employability, training and social/diplomatic activities haven’t been supported properly with needed resources by the MNs and, as a result, these activities didn’t facilitate the achievement of the goal mentioned above.*”

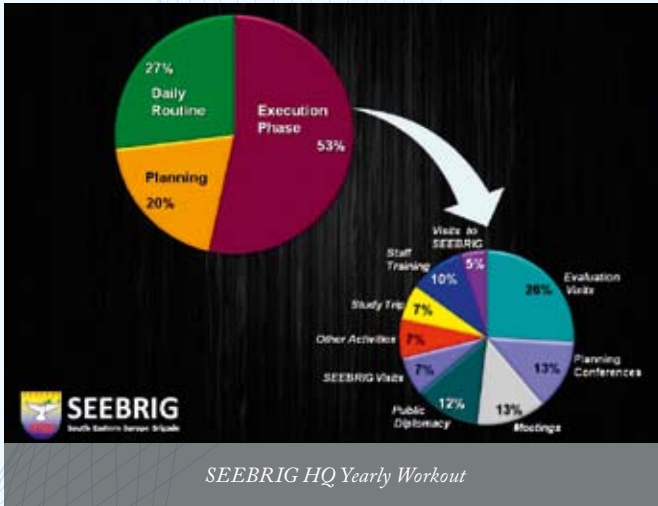


SEEBRIG Delegation during the SEDM Deputy Chiefs of Defence (DCHODs) Meeting, Sofia, Na. 2, 27th of June 2012

At this point it is worth mentioning the fact that SEEBRIG didn’t contribute with opinions, ideas or any other kind of input to the SSR Report. We had in intention to do so and to send a representative to the 1st GoE Meeting, but due to the short notice to participate, no eligible SEEBRIG officer got permission from their respective national authorities to travel to Rome. After a while we considered that this document is orientated only to the SEDM Nation Members and for this reason SEEBRIG Commander (COMSEEBRIG) made the decision to send no representative to the 2nd GoE Meeting. After the final SSR Report was submitted to SEEBRIG, we had to admit that our approach was inappropriate. In simple terms it is advisable to be present and have a reaction, if it’s needed, when somebody else is speaking about us.

⁵ 2nd Group of Experts Meeting (SEDM Strategic Review) Minutes

⁶ 27th SEDM-CC Meeting, Rome, 13th September, 2012, Approved Minutes



SEEBRIG HQ Yearly Workout

Another original objective of SEDM - Enhancement of the SEEBRIG interoperability and capability to deploy in peace support missions – gives us opportunity for some discussions. We agree with the fact that “in terms of interoperability at the tactical level, CIS in SEEBRIG is still a crucial capability gap”, although with current CIS equipment SEEBRIG HQ and the support companies successfully took part in a mission in a Theatre of Operations (TO). Yes, in this area we face a series of challenges at least for the reason of old equipment and the lack of specialists in our organization. But the statements “the objectives related to the operational commitment of SEEBRIG have not been achieved” do not allow us to identify in which way we can act in order to improve this aspect. Here the SSR Report should have been more specific: in what terms the operational commitment have not been achieved? We have to keep in mind that with the existing organization, framework, and procedures SEEBRIG was involved in a mission in Afghanistan with no losses and/or casualties.

The mission accomplished by SEEBRIG in 2006 was well appreciated by the highest representative of NATO, as well as by Afghan authorities. SEEBRIG Capabilities analysis conducted by COMSEEBRIG in 2010 about its Capabilities identified critical shortfalls and limitations affecting the following fields: Personnel, Intelligence, Operations / Training, CIS, CIMIC, Logistics, Finance and Engineering. This is true but, on the other hand, some of the shortfalls and limitations were identified from an ideal perspective. Indeed SEEBRIG has no Air Medical Evacuation (Air MEDEVAC), Signal Intelligence (SIGINT), Electronic Warfare (EW), Imagery Intelligence (IMINT) or Meteorology Assets but it is supposed that SEEBRIG will not be alone in the TO and these shortfalls and limitations could be solved

through cooperation with other organizations in the TO. The conclusion of the Analysis stated that the elimination of shortfalls or deficiencies can be overcome under the precondition of early warning for a future mission and, is necessary to be added, through the willingness of MNs.

In chapter 6, subchapter dedicated to SEEBRIG employability it is stated that “the current Brigade framework is in fact the main constraint precluding any ambition for employment as well as further growth”. Well ... once again: with the current framework SEEBRIG fulfilled its mission during its deployment in Afghanistan. Maybe we should rephrase the statement as follows: “the current Brigade framework and the way in which MNs comply with the provisions of the MPFSEE Agreement and its Additional Protocols are the main constraints precluding any ...” Up to now, with the current framework, SEEBRIG didn’t reject any request for employment or any offer for further growth. Maybe the main constraint lies in the area of real will and resolute decision to employ SEEBRIG.

As a solution to the SEEBRIG employability problem in the SSR Report it is suggested “deemed appropriate to explore the options to identify a MPFSEE Nation (lead Nation) willing to make available a Land Brigade HQ (framework Brigade) for SEEBRIG to be embedded in”. We consider this proposal not clear or it can lead to unexpected development. As it is right now, SEEBRIG is a framework brigade and a multinational one. In this kind of organization, the costs are shared. It is debatable if a Nation will agree to support all costs for a SEE Brigade when in the last two years SEEBRIG Common Budget was under constant pressure to be reduced – we have to remember that for the SEEBRIG Common Budget “all Parties agree to fund the HQ MPFSEE and the PHQ on a cost-sharing basis”.⁷

This concept of “Land Brigade HQ (framework Brigade)” should be well explained by the originator and have “a clear criteria for evaluation and objectives of performance for” this project/concept, as it is stated in the last point of Recommendations of SSR Report. We consider that if we rephrase the sentence as “...to identify a MPFSEE Nation (lead Nation) willing to make available a Land Brigade HQ (framework Brigade) for some or all of the SEEBRIG HQ’s Peace Establishment (PE) personnel to be embedded in” it will make more sense from our point of view.

What is written above represents just some of our comments referring to the SSR Report version finalized

⁷ Agreement on the MPFSEE and Additional Protocols, Annex E

after the second working session of the GoE, September 2012 and presented to the Ministers of Defence during their meeting, October 2012. No doubt the document is valuable for SEDM process's role in the current political and economic reality and can clarify the way ahead for SEEBRIG employability. For these reasons we have to look confidently to the future and to find the most appropriate solutions for our concerns.

During the Meeting in Sarajevo, on 3rd of October 2012, the Ministers of Defence agreed on specific reform objectives proposed by the GoE as a series of recommendation categorized in the SSR as follows: "the usability of SEEBRIG, the decision-making process, the linkages with international and regional organizations and initiatives, and the evaluation of SEDM projects based on effective criteria." The Ministers of Defence tasked SEDM-CC "to undertake a second phase of the Review focused on creating an actionable roadmap for each of the SEDM reform objectives".⁸



Preparation for the SEDM Meeting, Sarajevo, Bosnia and Herzegovina, 3rd of October 2012

In order to facilitate this task, U.S. representatives produced a Discussion Paper on SEDM Strategic Review. The U.S. Discussion Paper was distributed by SEDM-CC and PMSC/MPFSEE Secretariat to all Nations involved in the process for their considerations. The document is already a very useful tool for all those who start working on the second phase of the SSR. It proposes a structure of the next Review and a method of working. As a structure, the next Review should be build around the specific objectives agreed by Ministers in the first Review. For each objective, a common format is suggested that comprises an opening paragraph (a short one), one short section for each objective that articulates a vision statement and a list of action items SEDM can take in the next two years, and a closing paragraph focused on the way ahead. It is considered that in this way, after the second phase of the Review will be concluded, Ministers of Defence will have

a package of reforms/initiatives that can be approved for implementation. As method of working, it was proposed to assign a sub-committee for each objective. Each sub-committee would be composed of a leading nation and 2-3 other countries. The lead nation of each sub-committee would produce a first draft of its assigned objective and coordinate with the other countries of the sub-committee. The sub-committees should vet recommendations for feasibility and resources with the help of the SEDM-CC and PMSC/MPFSEE Secretariat. Sub-committees would provide their final draft to the Secretariat. Finally, the Secretariat would consolidate input into a single document and circulate to all member countries for comment.

On the other hand, the Chairman of the Group of Experts for the SEDM Strategic Review, in conjunction with U.S. Discussion Paper, proposed the following list of topics for analysis and comments:

- explore and suggest the possible ways to employ SEEBRIG in operation;
- how to improve the Decision Making Process - study of a decisional matrix based on "Authority Levels"; which procedures can speed up minor decision making process;
- which Agreements and MOUs with IOs are needed for the future employment in Missions of SEEBRIG;
- check within National Centres of Excellence those useful to train and improve SEEBRIG capability;
- how to involve SEEBRIG personnel in NATO and EU Working Groups;
- how to improve relations with IOs;
- how to stimulate a more effective Regional cooperation";
- investigate, in which areas and by which means and projects, SEDM could benefit from NATO SD and EU P&S;
- identify/suggest which are the niche domains where SEDM/SEEBRIG could add value - and if recommended how to modify SEEBRIG task structure and units type to be tailored to the proposed role specialization;
- analyze in depth the idea of a permanent SEDM Secretariat.

Although the above mentioned initiatives are addressed to the Nations, we consider that it is necessary to express also our thoughts, ideas, comments, proposals in order to contribute to the second phase of the SEDM Strategic Review. We can do this at least for the topics mentioned above which directly refer to SEEBRIG. In this way we consider to help the process and to be a value added to it.

⁸ JOINT STATEMENT SEDM MINISTERS OF DEFENSE MEETING, Sarajevo-Bosnia and Herzegovina, 3rd October 2012



By Maj Vlado GJERDOVSKI (Na-5),
POLAD

☰ Fostering Partnerships and Cooperation

“Partnership” is a term that can be applied to a wide variety of inter-organizational forums where information and resources are shared and exchanged to produce outcomes that one partner working alone could not achieve⁽¹⁾.

Depending of the organization that you represent, sometimes it is useful to think of partnership as a process instead of outcome. If it is process you should apply or adjust strategy that can maintain the process and improve it, so desirable outcome can be achieved.

Therefore SEEBRIG developed so called “Public Diplomacy Action Plan” with the basic aim to continue the successful liaison already established with different organizations and also to establish new relations.

The desired outcome that was achieved successfully was to promote SEEBRIG, increase its visibility as organization and also to feed back the information and the experience for maintaining basic operational capabilities and possible future deployment.

During the second half of 2012, SEEBRIG’s profile increased from military-political point of view. In this period SEEBRIG continued to foster partnership relations trough activities that are focused on enhancement and improvement of the cooperation with various international, multinational and Host Nation military and civilian authorities and organizations.



SEEBRIG HQ staff study trips are conducted with the aims of establishing relationship with relevant Host Nation and NATO/foreign military units, contributing to professional development of SEEBRIG HQ staff by better understanding of the system and work such units, and promoting SEEBRIG mission and role and the contribution of its Member Nations to regional peace and stability.

The staff study trip to Crete in June 2012 included visits to NATO Maritime Interdiction Operations Training Centre (NMIOTC), US Facility Souda Bay and NATO Missile Firing Installation (NAMFI)

¹ Leach, M. 1994. *Models of Inter-Organizational Collaboration in Development*. IDR reports. Boston Institute for Development and Research. Vol. 11, No. 7.; Gray, B. *Collaborating: Finding common Group for Multiparty Problems*, San Francisco: Jossey Bass.



SEEBRIG Commander BG Zdravko Popovski and other staff officers attended the annual DCHOD's conference in Sofia in June 2012. The Deputy Chiefs of Defence/General Staff thanked COMSEEBRIG, for his briefing concerning the HQ SEEBRIG activities since the last DCHOD's Meeting. They gave a positive assessment for the exhaustive analysis of all courses of action through the study on possible Mentoring and Training Role for SEEBRIG or its HQ.



COMSEEBRIG and other staff officers attended the annual South Eastern Europe Defense Ministerial (SEDM) Meeting that was held in October 2012 in Sarajevo, Bosnia and Herzegovina.

COMSEEBRIG reported on SEEBRIG activities and achievements following the last SEDM Meeting, which were appreciated by the Ministers of Defense.

Once again the dedication for the "open door policy" was confirmed for all aspirant states that want to be part of the SEDM process. In this regard it was welcomed the intention of the Republic of Serbia to post a liaison officer to SEEBRIG HQ starting from 2013.



In July 2012, COMSEEBRIG and SEEBRIG nucleus staff visited Combined Air Operation Center-7 (CAOC-7) HQ in Kutsoshero, Larissa. The delegation was welcomed by CAOC DCOM MG Mark GRAPER.



On October 2012, RACVIAC Director, Ambassador Branimir MANDIC, hosted BG Zdravko POPOVSKI, South-Eastern Europe Brigade (SEEBRIG) Commander, at the RACVIAC premises in Rakitje.

Since both RACVIAC and SEEBRIG believe that cooperation and dialog among the countries of South-Eastern Europe must be further developed, the meeting was scheduled in order to exchange views on the topics of mutual interest. Ambassador Mandić and Brig Gen Popovski agreed that the activities of RACVIAC as well as of SEEBRIG were committed to contributing to regional security and stability and fostering good neighbourly relations.



The 28th PMSC meeting was held in September 2012 in Rome, Na 4. SEEBRIG delegation led by BG Zdravko POPOVSKI presented the updates since the last PMSC meeting.

The results of the study conducted by the COMSEEBRIG-led WG to analyze the SEEBRIG HQ location issue after 2015 were presented and showed that from military point of view a Permanent HQ is the most favorable option.

The 27th SEDM-CC Meeting took place in Rome just after the 28th PMSC meeting.



In October 2012 SEEBRIG HQ hosted the visit of Na 3 National Defence College. The delegation led by the College Commandant, Major General Georgios SPYROPOULOS, was welcomed by COMSEEBRIG, and briefed about tasks, structure and the activities of SEEBRIG.



SEEBRIG HQ was visited in October 2012 by OSCE-High Level Planning Group (HLPG) representatives with the purpose of exploring the potential of SEEBRIG employment in OSCE-led missions.



In November 2012 SEEBRIG HQ hosted the visit of NATO Liaison Office (NLO) from Skopje led by COL Aleksandar ALEKSANDROV.



SEEBRIG HQ staff study trip to Northern Greece in December 2012 included visits to NATO (Rapid) Deployable Corps Greece and Joint War College in Thessaloniki. The visits contributed to strengthen the relationship between our organizations, to a better understanding of their work and to promote SEEBRIG contribution to peace and security in our region.



In December 2012 a SEEBRIG HQ delegation visited USEUCOM in Stuttgart, Germany and NATO Consultation, Command and Control Agency in Brussels, Belgium to start the process for enhancement of mutual cooperation. Issues of mutual cooperation that are vital for SEEBRIG capabilities were the key topic for discussions.



In January 2013 SEEBRIG HQ hosted the visit of BG Ioannis CHATZIDIMAS, Na 3 1st Army CIS Director. The visitor was welcomed by SEEBRIG HQ personnel and briefed about tasks, structure and activities of SEEBRIG emphasizing CIS capabilities and seeking opportunities for further cooperation for common training in the field of C4.



In February 2013 a SEEBRIG HQ delegation visited the Partnership for Peace (PfP) Training Center. The main objective was to improve relationship and foster cooperation between HQ SEEBRIG and a multinational military organization as (PfP) Training Center in Ankara.



SEEBRIG HQ participated in January and March 2013 in the Establishment Conferences of the NATO Crisis Management for Disaster Response COE in Sofia, Na-2. SEEBRIG delegation proposed some amendments to the initial document related especially to the scope of the organizations which could be partners to the Centre. These amendments allow SEEBRIG to become an active partner to the Centre and to use its facilities, expertise and opportunities for training and for improving the SEEBRIG capabilities in the area of the crisis management and disaster response.



In February 2013 a SEEBRIG HQ delegation visited the Army Training Area "KRIVOLAK", in Na 5. The visit was an opportunity for nucleus staff to be informed about one of the important training areas in the region and to explore possibilities of future usage in training and exercise purposes.





In March 2013 a SEEBRIG HQ delegation visited high level HQs in Brussels and Mons, Belgium.

During the visit to the Euro Atlantic Military Committee/Permanent Session COMSEEBRIG made a presentation about the contribution of SEEBRIG to cooperation and regional stability. At EU Military Staff, SEEBRIG delegation had a meeting with the Director of Operations BG Hermann GEENS, where a fruitful discussion took place on possible ways of cooperation between SEEBRIG and European Union. The delegation had also an informal meeting with the Austrian Lieutenant General Wolfgang VOSOLOBE.

SEEBRIG delegation also visited the Military Partnership Directorate in SHAPE-Mons, where was briefed about the partnerships background; partnerships frameworks; MPD's mission and structure; Military Partnerships structure; Operational Capability Concept and potential cooperation with SEEBRIG on exercises.



In April 2013 COMSEEBRIG and a delegation of officers visited Hellenic First Army HQ, in Larissa to congratulate the new Commander of HFA, LTG Christos MANOLAS, on the occasion of the assumption of his duties and to exchange views on topics of mutual interest.



By LtC Nikolay NIKOLOV (Na-2),
CG-1

SEEBRIG Personnel and Contingency Establishments - Rules and Tools

South-Eastern Europe Brigade (SEEBRIG) was established and activated by seven participating Nations, on 31st of August 1999 in Plovdiv. This particular date marks SEEBRIG's birthday. Since that date, this multinational initiative has been successfully promoting peace, mutual understanding and regional stability. Bringing us together, creating a friendly atmosphere, sharing different opinions and learning from each-other, SEEBRIG become a crossing point for fruitful discussions and an attractive opportunity for all countries from South-Eastern Europe to improve their regional connections and dialog among them. Now SEEBRIG is approaching its 14th anniversary. Thanks to the strong support given by the Nations during the all these years, SEEBRIG was able not only to gain valuable experience as a regional military organization, but at the same time, was able to share this experience among all participating Nations through their representatives in the Nucleus Staff.

Believing that the most precious asset in every organization are the people, also expecting many changes for further growth and development of SEEBRIG, and relying on my experience as Chief of G-1 Section as well, I would like to express some ideas related to the principles of construction and improvement of SEEBRIG Personnel Establishment (PE) and Contingency Establishment (CE). I strongly believe that to be efficient, SEEBRIG PE&CE should based on the following principles:

1. Equality and balance between the member Nations. In order to be kept the spirit of this principle, every Nation should permanently maintain its quota to consist of at least one Officer and one NCO and should occupy at least one officer's position as Chief of section (CG) in PE&CE. In addition all new member Nations should be involved in the rotational roster for the Command Group positions.

2. Good transfer of knowledge. In order to be provided and facilitated a good transfer of knowledge in NATO documents and procedures, the positions as chief of section (CG) closely related to the Operational Planning Process, should be allocated to MPFSEE nations which are also NATO members. This principle results also in Rotational Policy applying in SEEBRIG HQ. The adoption of NATO standard rotation criteria for SEEBRIG personnel

tour of duty (three years) is a good starting point.

3. Organizational integrity and common values. In order to enhance our organizational integrity and common values, every Nation's quota should encompass different positions for Officers and NCOs in as many sections as possible and in accordance with the ratio of their respective force contributions.

Taking into consideration the numerous upcoming challenges which our organization will face, I think that the abovementioned principles should find their own place in the new MPFSEE Agreement (currently under development) as fundamental rules for structuring and maintaining more efficient and more capable SEEBRIG PE&CE. This rules should be accepted and respected by Nations, but not violated.

At the same time, because of the current economical situation and all challenges which are taking place both on national and global level, some Nations meet difficulties in fulfilling their manpower obligations. For this reason, establishing a mechanism of prevention and avoidance of any long lasting manpower problems affecting negatively the SEEBRIG operational capabilities will be a good idea. Such a mechanism can be result of using of some functional tools, as follows:

1. All nations are to be obliged to confirm the rotation of their representatives in SEEBRIG HQ at least 3 (three) months before the end of their tour of duty by sending the names of their successors.

2. In case the parties are not be able to fulfill their responsibilities for manning the posts for more than 3 (three) months, they have to request other nations to fill the position for at least 1 (one) year period of time without any decreasing of the budget contribution.

Applying of these rules and tools will prevent SEEBRIG from possible manpower problems and will provide it with the relevant solutions for smooth operational functioning and further developed.



By Maj Mehmet DEMIRHISAR (Na-7),
CG-3

Keeping up SEEBRIG's Operational Capability: Seven Stars Exercises

SEEBRIG carried out its main exercise "Seven Stars 2012" between 05-15 November 2012. After an intensive preparation, SEEBRIG achieved the objectives and accomplished all given tasks. SEEBRIG executed a very good staff work by showing a high level of professionalism, good cooperation and team-work abilities in operational environment. Operating with Contingency Establishment (CE) was a precious opportunity to familiarize and practice with SEEBRIG Plans, SOPs and other related documents.

During the exercise "Seven Stars 2012" SEEBRIG faced events and incidents related to: Command, Control and Communications in PSO, Rules of Engagement, Intelligence, Freedom of Movement, Force Protection, Logistics, CIMIC, Engineering Activities, Humanitarian Assistance, Public Information, etc. Such kinds of events/incidents are happening in today's PSOs environment and the purpose was to be trained how to react in those circumstances.

Aim

The aim of the exercise was to improve operational capability through exercising HQ SEEBRIG and all assigned units and to develop a common understanding of Peace Support Operations and Humanitarian Assistance, to enhance military interoperability between HQ SEEBRIG and the assigned units.

Objectives

- To plan and to conduct PSO activities.
- To improve the Staff work and cooperation in a multi-national PSO environment.
- To comprehend Command and Control.
- To comprehend PSO administrative aspects.
- To comprehend logistic system within SEEBRIG structure.
- To conduct Civil – Military Cooperation (CIMIC)

Participating Commands And Forces

SEEBRIG HQ took part in the exercise as Primary Training Audiences (PTA), and assigned units were represented by their respective Response Cells (RCs), as Secondary Training Audiences (STA).

SEEBRIG HQ.

The Contingency Establishment of HQ SEEBRIG was activated during this exercise. HQ and Signal Companies established all related installations in the area of HQ SEEBRIG. Subordinate Units, Regiment, Battalions and Companies in the SEEBRIG Structure were represented by response cells. Personnel called up from the contributing Nations augmented HQ SEEBRIG for establishing Directing Staff (DISTAFF), Public Information Center (PIC) and Visitors Observers Bureau (VOB) during the exercise period. In total 133 personnel participated in this exercise from seven MPFSEE nations as stated below:

Participation			
AUGMENTIES	Officer	NCO \ Private	TOTAL
NA-1	1	/	1
NA-2	3	/	3
NA-3	25	6	31
NA-4	6	/	6
NA-5	/	/	/
NA-6	5	/	5
NA-7	11	/	11
TOTAL	51	6	57
SEEBRIG	Officer	NCO \ Private	TOTAL
Nucleus Staff	24	11	35
HQ Com./Sig Com./ IOs	Participants		TOTAL
HQ Company	11		11
Signal Company	14		14
TOTAL	25		25
IOs / NGOs	Participants		TOTAL
RED CROSS NA 3	13		13
HELLENIC RESCUE TEAM	2		2
RED CROSS NA2	1		1
TOTAL	16		16
TOTAL			133

An Exercise Control Structure (EXCON) was established under the Exercise Director and was formed by a Directing Staff (DISTAFF). The DISTAFF exercised authority over the content and the phases of the Exercise, coordinating the activities of its components: White Cell, Higher Control (HICON), and Lower Control (LOCON).

White Cell:

White Cell replicated host nation, regional political authorities, ethnic groups; other governmental, non-governmental and international organizations.

AAR & LL Team:

The conduct of the AAR is at the discretion of the EXDIR, usually in consultation with the Commander of the TA. The EXDIR facilitated the AAR, determined also the content and format of the AAR.

Visitors & Observers Bureau (VOB):

Was located in the exercise area and led by Host Nation.

EXCON Support:

A support unit provided administrative and real life support to members of EXCON.

Public Information Centre (PIC):

The PIC was established to manage the relations with the Media in order to ensure complete, accurate and timely dissemination of information to the public and to enhance public awareness and support for SEEBRIG activities, mission, goals and capabilities.

CIMIC Centre:

The SEEBRIG CIMIC Centre was established as a capability provided by the G-5 to facilitate access to civilian agencies and non-military organisations participating in the PSO. It co-ordinated and facilitated the SEEBRIG military operations with those of GOs, IOs, NGOs, and local population in SEEBRIG AOR having the real civilian representatives from NGOs located and working in the CIMIC Centre according to the exercise scenario.

Exercise Support Unit:

HQ Company and Signal Company (both from Nation 3) provided support to SEEBRIG HQ and Staff, IAW their mission.

Augmentees.

Individual officers / NCOs from MPFSEE nations augmented PTA and EXCON staffs.

Real Life Support Cell:

Real Life Support Cell was established at HQ level by part of NS Staff personnel and Host Nation representatives with the purpose of taking care of needs of all participants and keeping up contacts with local authorities and contractors.

General Information About Activities

The exercise scenario was fictitious and generic tailored to meet the Exercise Objectives and the provisions of the MPFSEE Agreement. It was based on an intra-state crisis caused by a long internal conflict for the control of a country contested by two rival ethnic groups. All aspects of the scenario were set on a fictitious terrain.

The Exercise was executed between 05th - 15th November 2012, as follows:

- a. 05th Nov.: In processing.
- b. 05th -08th Nov.: MEL/MIL Workshops.
- c. 10th -15th Nov.: Execution phase (including MINIEX on 10 Nov, cultural trip on 11th Nov. and DV Day on 15th Nov).

The Execution phase consisted in carrying out typical activities of peace keeping operations, aimed to the achievement of the end state designated by the SEEBRIG OORDER.

d. The exercise was conducted without using any simulation software integrated with the available SEEBRIG CIS. Main Event List and Main Incident List (MEL/MIL) were created to meet the Training Objectives and they were used during the exercise to simulate the PSO environment. Information flowed through OUTLOOK in order to reduce the quantity of printed copies of messages, letters and documents.

Key Features On The Exercise

The focal point for this exercise was the implementation of SEEBRIG's procedures of Command and Control over the assigned Units, carrying out Peace Support Operations, in order to accomplish the mission. This effort was sustained through the activity in TOC by monitoring the current operations as well as all SEEBRIG HQ for planning the future operations in the AOR.

The Exercise performance evaluation was based on a Feedback System. All personnel were asked to participate. The analysis proved that the exercise gave the opportunity and the basis to initiate internal improvements for the optimization of SEEBRIG HQ performance, especially in terms of procedures. In the future, special attention should be given to separation of administrative issues related to real support from operational issues.

SEEBRIG personnel showed the necessary professional background, preparation and enthusiasm in conducting peace keeping operations and exchanging documents, reports & returns among the HQ. This approach resulted in the identification of issues that have to be revised in time, especially about the SCENARIO of future exercises, which is one of the main tasks for SEEBRIG personnel for the next year. It is of great importance for SEEBRIG from now on to continue to seek for maximization of EXCON efficiency, which directly credits upon the exercise's outcome, by enhancing the quality of realism and simulation.

SEEBRIG HQ TOC activation, manning and routine activities were conducted in compliance with SEEBRIG SOPs. Personnel responded to the strong and numerous injects sent by the DISTAFF. For the future exercises, some issues related to TOC layout, equipments and maps have to be revised and improved accordingly. In particular it is mandatory to renew and update all maps, taking into consideration the proper scale of them according to the area (larger scale to the units to allow them to get the small details of the terrain and smaller in the TOC and briefing rooms). The flow of information and the Reports & Returns procedures need some changes and amendments which will be undertaken by the HQ during the revision of SEEBRIG SOPs.

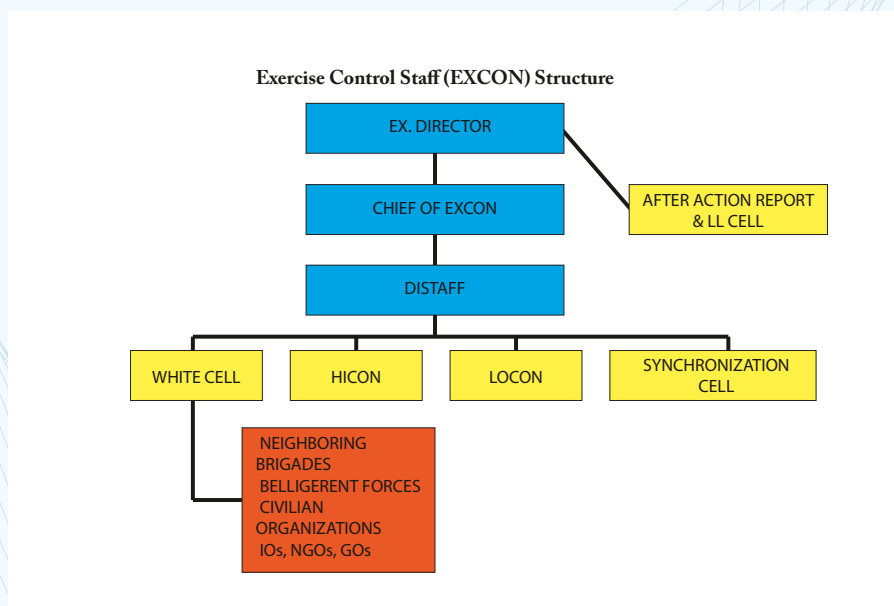
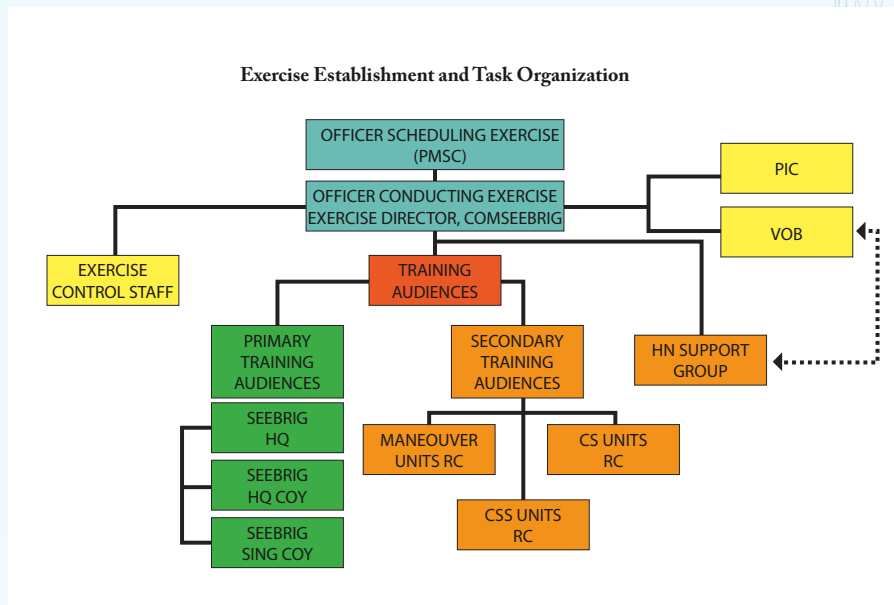
SEEBRIG HQ took this opportunity to evaluate and implement its own deployment and operation plans pinpointing which were considered convenient with NATO standards and procedures and which ones needed to be renewed.

Conclusion

In 13 years of its history, SEEBRIG HQ conducted Seven Stars in every 2 years and some shortfalls have been identified during these exercises. If lessons learned topics are considered, it will be found out that almost the same shortfalls have been faced. In order to overcome these shortfalls, it is crucial and mandatory to increase the co-operation and collaboration with NATO HQs to receive and acknowledge current NATO Procedures in terms of planning and conducting exercises/operations. In addition to that, contributing nations should be aware of the fact that augmentees having been sent for both preparatory phases and execution phase ought to be appointed properly, in order to put in practice concretely the SEEBRIG Contingency Establishment (CE).

Within the period between the previous exercise and SS 12, a lot of efforts were made in order to improve the operational outcome. For this reason, it is praised not only the SEEBRIG HQ Nucleus Staff for their continuous collective effort, but also all CE personnel who contributed and performed. The experience gained will be valuable asset for our future activities.

Taking into account Lessons Learned, there are always points for improvement, and SEEBRIG HQ is always ready to overcome those shortfalls within the spirit of **“One Team, One Mission”**.





By Maj Konstantinos PETRIDIS (Na-3),
G3 Training

☰ The Evaluation Visits



The aim of this article is to introduce the Evaluation Visits process of SEEBRIG, using as illustrative examples the visits conducted by the SEEBRIG evaluation teams since the last issue of STARS INFORMER Magazine.

The first visit was conducted between 27 May and 1 June 2012 by an evaluation team consisting of 5 officers headed by COMSEEBRIG BG Zdravko POPOVSKI to Na 4 units assigned to SEEBRIG.

The evaluation visit started in Cagliari, where 151st "SASSARI" Regiment Commander and his staff welcomed the SEEBRIG HQ team. At the beginning of the activity, a short briefing on the 151st Regiment was presented to the SEEBRIG HQ team along with the concept of the field exercise to be conducted by the troops for evaluation, which was focused on CIMIC (Civil-Military Cooperation) and Humanitarian Assistance during Peace Support Operations.

Upon return to the Regiment barracks the main individual weapons, fire support systems and soldiers' combat equipment were presented for the SEEBRIG HQ delegation. The exercise and the materiel display provided an excellent inner picture of Na 4 Infantry Regiment capabilities and great experience in conducting PSOs (Peace Support Operations), proving the very high readiness level reached by the unit.

The evaluation visit continued in Macomer, homebase of 5th Engineer Regiment "GUASTATORI". The Regiment Commander welcomed the SEEBRIG HQ team and briefed them on the Regiment's organization and capabilities. Then, the SEEBRIG HQ delegation moved to the training range for a practical display of road clearing and EOD procedures and equipment. Upon return to the Regiment barracks there was presented the engineer combat equipment. The practical demonstration and the materiel display demonstrated a thorough knowledge of procedures, an excellent level of readiness and were highly appreciated by the SEEBRIG HQ team.

The second visit was conducted on 23 Nov 2012 by a team consisting of 5 officers headed by SEEBRIG COS, Colonel Stavros STAVROPOULOS, to Na 3 Engineer unit assigned to SEEBRIG.

Upon the arrival of the Evaluation Team, the Company Commander, in the presence of his Battalion Commander, presented HEPSEC's briefing providing the information on its mission, structure, personnel, activities and main equipment. After the briefing, an exhibition of engineer equipment was held in front of the Unit's HQ.

This exhibition was very well prepared and it was noticed that the equipment of the unit was in perfect condition and maintenance. Personnel standing behind the equipment were ready for replying in English to any ques-

tion asked by the evaluation team. Short demonstrations were conducted showing the outstanding professionalism of the personnel as well as the high capabilities of the engineering equipment. The personnel demonstrated to the SEEBRIG HQ delegation a MEDEVAC in a minefield, the uploading of containers, and the recovery of a damaged engineer vehicle. The general assessment of the visit was that the Engineer Company showed its high training level, morale, motivation and readiness to successfully and professionally fulfil its mission.

The above mentioned Evaluation Visits, as all the previous before them, were based on SEEBRIG SESAP (SEEBRIG Evaluations Standards and Procedures). This document provides both general guidance and detailed instructions on how to schedule, conduct and report the results of the SEEBRIG Units' Evaluation Program (SUEP).

The aim of the SEEBRIG Unit Evaluation Program is to identify and maintain the overall PSO capability of SEEBRIG units by accomplishing the following objectives:

- a. Evaluating the ability of units to achieve the appropriate Training and Operational level for PSO, in accordance with SEEBRIG Directives, SOPs and Generic Operations Plans (GOPs).
- b. Identifying deficiencies, which limit the capability of units to meet this requirement within the appropriate time-frame of their readiness.
- c. Providing COMSEEBRIG and PMSC with the overall assessment of the units.
- d. Attaining the highest possible degree of standardization in evaluation procedures and criteria throughout SEEBRIG.

Units to be included in the SUEP are all types of Regiment, Battalion, and independent Company and Platoon sized land force elements, subordinate to SEEBRIG. The goal of the program is to evaluate each eligible unit every second year. The starting point for calculating the 2-year cycle evaluations will be the date of taking over the SEEBRIG command by the new commander. An effort to integrate the evaluations to all allocated units within the first ten months of COMSEEBRIG's assignment should be undertaken from all sides.

Evaluations are conducted in Barracks or during main National PSO activities (PSO training/PSO evaluation, Mission rehearsal training, NATO certification, FTX/LIVEX).

For a unit to be ready, it is to be fully manned and equipped at organizational strength. The level of training, operational materiel and stocks must permit performance of its assigned tasks. The required weapons and equipment, as well as basic loads of supply, must be co-located within the unit or appropriately located.

Units are evaluated in the following areas:

- a. Organization;
- b. Personnel;
- c. Operations/Training;
- d. Equipment;
- e. Logistics;
- f. Communications;
- g. Medical.

Evaluations are based on demonstrated capability. Simulation should be kept to a minimum.

As a guideline, apart from COMSEEBRIG, the size of the Evaluation Team shouldn't be in principle less than five. This will be decided by COMSEEBRIG who is the leader of the team. PMSC is welcomed to join the evaluation teams with one officer each time, but he will not have the authority to interfere in the procedure. The team will be formed of representatives from different nationalities comprising at least:

- a. The Senior National Representative of the evaluated unit's nation;
- b. One officer from OPERATIONS Branch;
- c. One officer from SUPPORT Branch;
- d. One officer from G-6 Section;
- e. In addition, one officer from G-7 Section will be part of the Evaluation Team for Engineer Task Force units' evaluation.

The size and composition of evaluation teams must ensure both the competence and capability to conduct valid and timely evaluations.



By LtC Vittorio GUERRIERO (Na-4),
CG-4

SEEBRIG's Combat Service Support (CSS) Battalion

Considerations on Article X of MPFSEE Agreement.

"Logistics, in principle, is a national responsibility". With this few words, few but rich of meanings, the Article X of MPFSEE Agreement introduces the topic related to the logistic support of SEEBRIG.

Intents are clear. Due to the fact that any activity conducted by the Brigade is the result of the harmonic combination of different national units' efforts, each national Commander is responsible to fulfill the assigned tasks using its own resources.

In this context, the so called "national responsibility" concept is clearly addressed to each single Commander who, in the end, is the only responsible for the timely efficient sustainment of his unit.

To give a more clear picture, then, it is necessary to specify that the logistic support is achievable both through resources assigned by the Nation to its unit or through specific agreements among contributing Nations.

Logistics in operations.

Before start speaking about the specific topic of this article, it is necessary to make some considerations on how the logistic support has been drafted to work in operations.

The players are three:

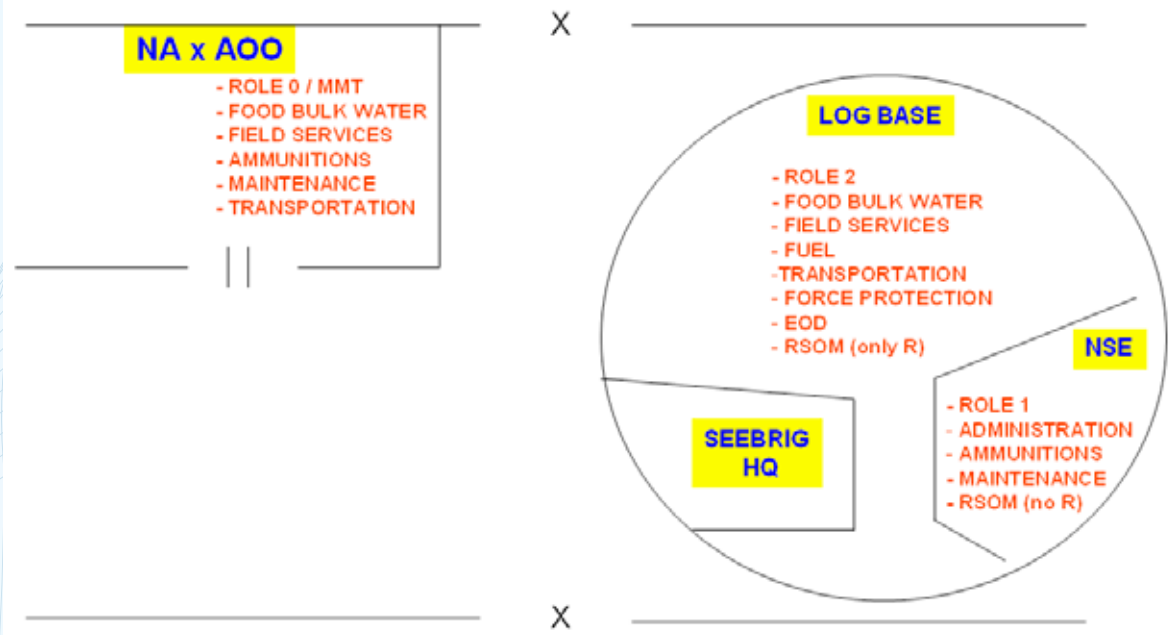
- National Units;
- National Support Elements (NSEs);
- SEEBRIG Combat Service Support Battalion (CSS BN).

In operations, the Brigade Area Of Operations (AOO) is usually divided in sub areas assigned to SEEBRIG allocated units, and in one of these are located, in the same place, the Brigade HQ and the LOG BASE. Within the LOG BASE there are all NSEs, under the coordination of CSS BN Commander.

The logistic support organization is planned according to the contingent situation and generally shows the followings:

- MEDICAL SUPPORT: Mobile Medical Teams (MMTs) are allocated to units, ROLEs 1 are within the respective NSEs and ROLE 2 is an element of CSS BN (see my previous article in STARS INFORMER Magazine 2012);
- FOOD AND BULK WATER: both of these services are generally arranged at the Brigade level through contracts with civilian providers. Related facilities are located in the respective AOOs and in the LOG BASE ;
- FIELD SERVICES: each Commander has to take care of accommodations, toilets, sewage, waste disposal and so on, in his AOO;
- ADMINISTRATION: this service, in terms of personnel management, budgeting and so on, referring to the Nation, is typically developed within the NSEs;
- AMMUNITIONS: according to the situation, ammunitions could be allocated to the unit or to the NSE but in any case the issue is a national responsibility;
- FUEL: this service, like food and bulk water, is arranged at Brigade level. Only delivering could be carried out by NSEs as well as by CSS BN;
- MAINTENANCE: all facilities are allocated to units in their AOOs (strategic evacuation is NSE responsibility);
- TRANSPORTATION: speaking only about vehicle availability (movement management is developed at SEEBRIG HQ level due to the coordination with superior authorities), it is clear that resources have to be present both in the Units (to satisfy immediate transportation needs) and to CSS (to give the necessary flexibility to the support);
- RECEPTION, STAGING, ONWARD MOVEMENT (RSOM) : according to on going Deployment Plan, CSS is to take care only to Reception while each NSE is responsible for Staging and Onward Movement of their troops.
- SEEBRIG HQ FORCE PROTECTION, SIGNAL: although these activities are not typical logistics, are to be developed, in any case, in the HQ/LOG BASE area;
- EOD AND ENGINEERING: according to MPFSEE Agreement, small capabilities are allocated to CSS;

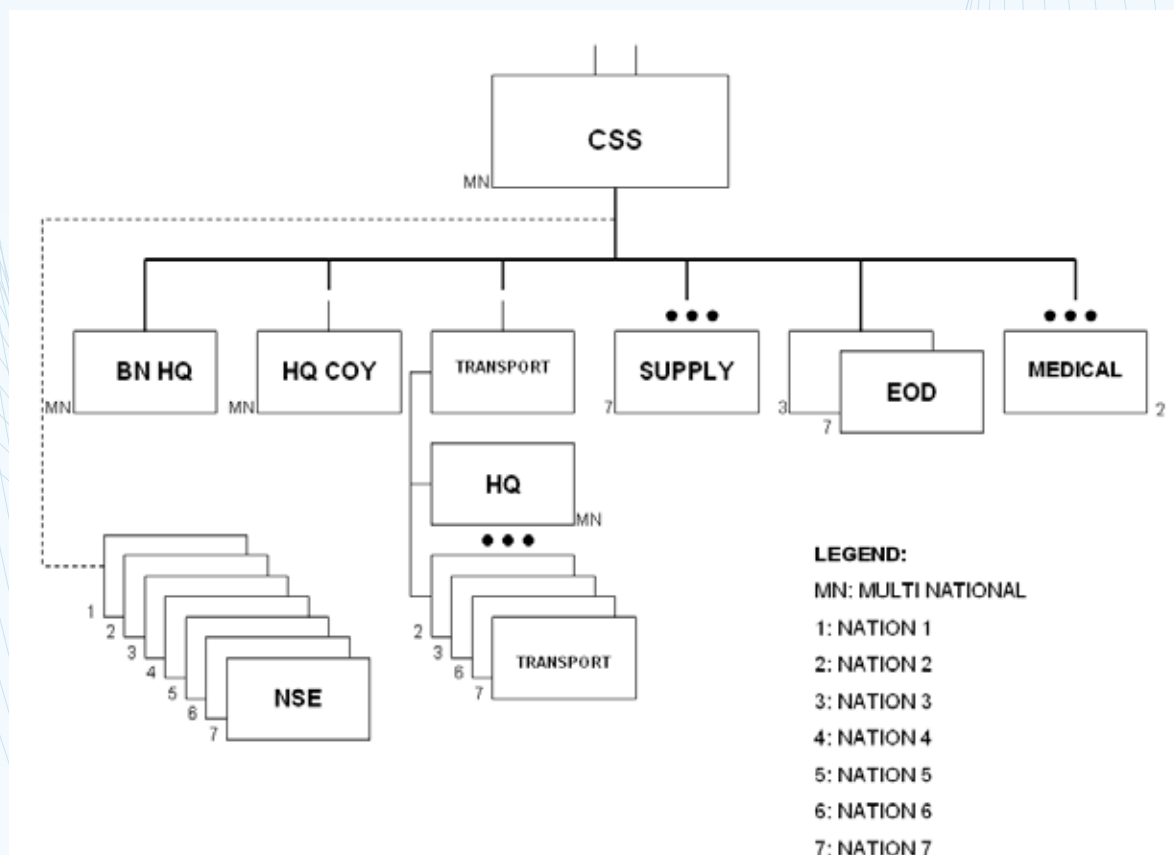
SEEBRIG AOO



The Combat Service Support Battalion.

The overview that has been already presented gives us the idea about the distribution of logistic functions and means among the three actors that play their fundamental role in the operation (Units, NSEs, CSS Battalion) and introduces the considerations on a very sensitive issue such as the CCS Battalion is, and that, as the matter of fact, has never been tested on the ground.

The CSS battalion has been thought as a multinational unit that has all resources to support the Brigade as well as SEEBRIG allocated units (see the following table).



In fact the CSS battalion is able to support the Brigade as follows:

- the medical platoon (Na 2) can set up the ROLE 2;
- the supply platoon (Na 7) enables food, laundry and other services capabilities;
- the multinational transportation Coy (Na 2,3,6,7) can fulfill all tasks related to transportation and fuel;
- the multinational HQ Coy can take care of force protection, maintenance, billeting, field services and small engineer works related to the LOG BASE;
- the EOD related activities are performed by two dedicated teams (Na 3,7);
- NSEs coordination.

Other considerations might be made on the SEEBRIG structure (see following table).

In the current organization is possible to see one HQ Coy and one CIS Coy (both provided by the Nation that hosts SEEBRIG HQ during peace time) that are under direct command of SEEBRIG Commander. This could generate confusion and redundancies with elements already foreseen within the CSS BN.

In fact:

- the SEEBRIG HQ Coy is able to provide its support in terms of force protection, transportation (SEEBRIG Commander and staff officers) maintenance and so on, but these activities are already undertaken by CSS BN (MN Transportation coy and CSS BN HQ coy);

- CIS Coy, that nevertheless have specific tasks, have to enjoy the support offered by CSS BN.

Said that, it is obvious to think to:

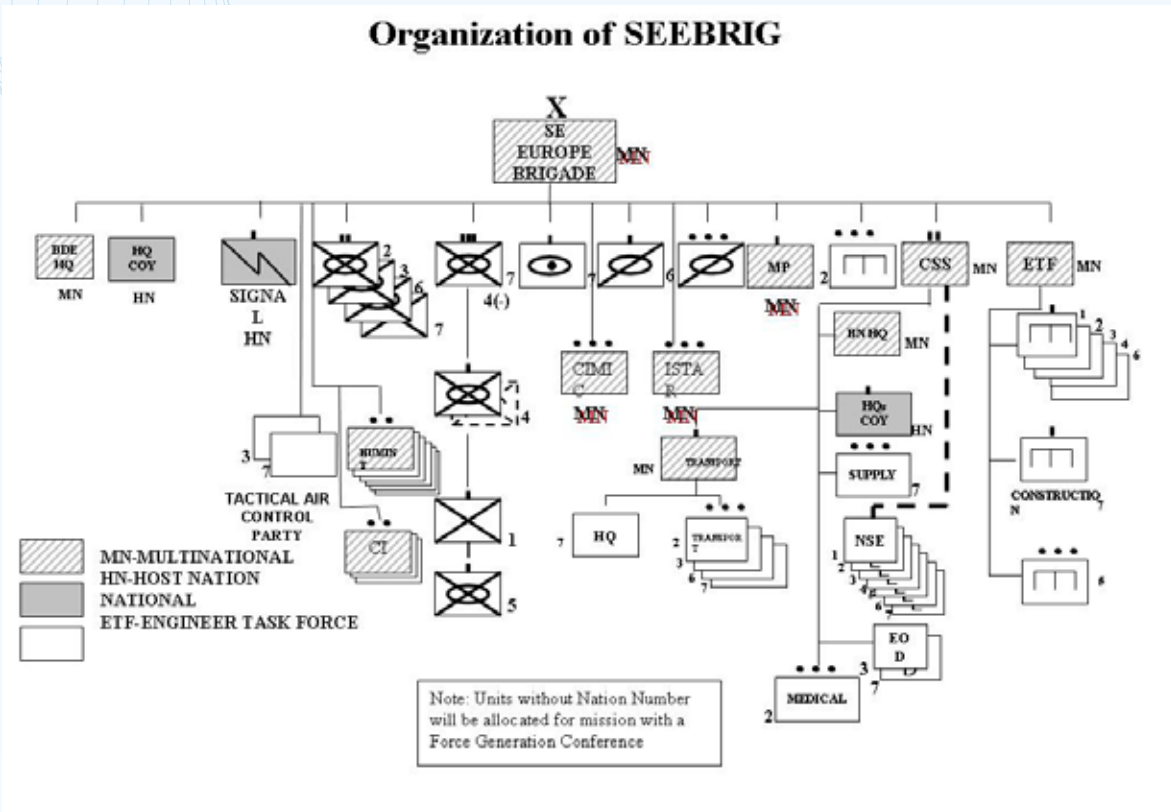
- eliminate the HQ Coy that now is under direct command of SEEBRIG Commander;
- include the CIS coy within the CSS BN.

Final considerations.

Even though the logistic support is a responsibility related to contributing Nations, the Brigade is able to support the SEEBRIG allocated units with proper second level logistics due to the CSS BN that is provided with all necessary enablers.

The CSS BN structure, already seen, is heavy and complex but its multinational aspect gives it the necessary flexibility due to the possibility to tailor it according to the situation. Only small adjustments on SEEBRIG structure should be advisable in order to make the CSS BN more flexible and reliable.

Organization of SEEBRIG





By LtC Daniel-Florin NATU (Na-6),
CG-5

▣ The Comprehensive Approach to Peace Support Operations and its implementation in SEEBRIG Operations through Non – Governmental Organizations Participation in “SEVEN STARS 2012” Command Post Exercise

“...Experience in Afghanistan and Kosovo demonstrates that today’s challenges require a comprehensive approach by the international community involving a wide spectrum of civil and military instruments, while fully respecting mandates and autonomy of decisions of all actors and provides precedents for this approach...”

Declaration at NATO Summit Riga 2006

SEEBRIG HQ, as a modern military organization, is permanently striving to be current with the latest developments in the field of peace support operations in order to effectively contribute to an increased readiness for successful future deployments. As such, the concept of contributing to a Comprehensive Approach - political, civilian and military - in dealing with Crisis Response Operations (to include PSOs), mentioned in the NATO Strategic Concept 2010, could not be left outside of our preoccupations.

In an increasingly complex world, peace, security and development are more interconnected than ever. This highlights the need for close cooperation and coordination among international organizations and the requirement that they play their respective, complementary and inter-

connected roles in crisis prevention and management. The globalization of the world, through ever more effective means of transport, communication, multilateral agreements and political arrangements, has also led to the need for rapid reaction. A better interface with civilian partners needs to be developed to allow such rapid response and integrated civilian-military planning is a key element of it. Intensified political consultation at all stages of a crisis is also required. Distant crises and conflicts can affect our Nations’ security. International security organizations will therefore engage to prevent crises, manage crises and stabilize post-conflict situations. This can only be done in the context of a comprehensive political, civilian, and military approach for an effective crisis management. Engagement with international actors will take place before, during and after crises to maximize coherence and effectiveness.



Comprehensive Approach (CA) is sometimes regarded as a “catch all” phrase for a multitude of approaches to improving the international community’s involvement in unstable environments, where military actors work alongside civilian actors such as the UN, NGOs and national governments. Within NATO, the term Comprehensive Approach has no official definition yet, but the working definition of it is intended to give a general understanding of its meaning is “a concept that is applicable throughout the continuum of a conflict and crisis, ...it includes all governmental, non-governmental, national, international representatives, Alliance Forces, and other military contributors outside NATO, as well as the civilian population of a mission theatre”.

CA is not a new concept. As soon as operations stop being force on force engagements, military or security operations become inextricably linked with simultaneous improvements in governance, economic infrastructure, and the rule of law.



The entire international community has been engaged in such an approach since the early 1990’s but rather in an ‘ad hoc’ fashion. Eventually, in 2001, the UN developed guidelines for integrating all the different activities of deployed UN missions and UN systems already present in the field under a single UN ad hoc organization, the UN Country Team. These guidelines describe principles, doctrine and ways and means to achieve a UN CA to peace operations. This is the UN Integrated Mission Concept for “multi-dimensional UN peacekeeping operations” and is intended to provide a coherent approach to post conflict recovery and peace building.

The challenge for the international community goes beyond the coordination of UN instruments only. To respond to a crisis within a complex environment, the international community may have to be able to combine activities of all required and willing instruments of power across the entire spectrum of crisis back to preventing relapse into conflict. This includes possibly the use of means that are beyond UN capabilities.

Drawing on experience gained in the Balkans and Afghanistan, NATO has highlighted the need for a CA during all recent summits. In November 2006, at the NATO Summit in Riga, the words Comprehensive Approach were pronounced officially for the first time within NATO. The declared intent behind NATO’s contribution to CA was to engage and cooperate with all relevant international actors from the outset of a mission, with the aim of delivering civil effect in the form of rebuilding institutions of government, reestablishing an economy, as well as recreating a viable environment for civil life. It was also recognized that NATO had no requirement to develop capabilities strictly for civilian purposes, but there is a need to develop practical cooperation at all levels with partners, the UN and other relevant IOs, NGOs and local actors, in the planning and conduct of ongoing and future operations wherever appropriate in order to build mutual understanding and transparency. This would include exchange of information, cooperation in planning as necessary, training and exercising together.



Later on, at NATO Summit Bucharest 2008 CA action Plan was endorsed that would serve as a basis for all the work to be conducted in the future on that topic. Of that plan, one of the four areas of concern, namely the Planning and Conduct of Operations focuses, among others, on the preoperational planning conferences with all relevant actors prior to launching operations and then regular dialogue through an operation. The second domain, related to lessons learned, training, education and exercises focuses on developing joint training to contribute to better understanding, mutual trust, respect and confidence between the Alliance and other actors in order to support better interaction and coordination. The third domain relates to enhancing cooperation with external actors and focuses, among others, on identification and improvement of practical cooperation with relevant external actors. The fourth and final domain of the CAAP relates to reinforcing the public message of commitment to working with all players involved in support of the overall international efforts in an operation.

In line with the above mentioned aspects of both broad Comprehensive Approach concept and practical Comprehensive Approach action plan, SEEBRIG HQ (and especially its CIMIC Section) has been focused on identification and engagements with relevant external actors which would be likely to interact with SEEBRIG forces in operations like those played during SEVEN STARS exercises. This has been a constant undertaking in SEEBRIG HQ since 2010, when the first significant NGO participation was recorded during the exercise conducted in Istanbul, Na-7.



Continuing the good work started by our predecessors, the relevant branches of IOs and NGOs in the Host Nation (Na-3) were contacted and invited to participate in both preparation and conduct of the exercise (even though most of them were based in Athens - a relatively distant location, issue which will be addressed later), and PMSC was kindly asked to forward the invitation to participate to civilian organizations of SEEBRIG member nations. However, due to either own NGO policies or the global crisis effects leading to generalized budgetary constraints, we were fortunate to have representatives of Hellenic Red Cross (15 representatives from both Athens and Larissa), Hellenic Rescue Team (4 representatives), and Bulgarian Red Cross Society (1 representative) participating actively in the preparation and execution of SEVEN STARS 2012 CPX.

The participation of civilian organizations was focused on presentation of their scope of work and activities and also on playing an active part during the preparation and conduct of the exercise as subject matter experts according to the given broad scenario of a peace support operation involving humanitarian assistance activities in order to make the exercise as close to a real situation as possible. In the same time, this proved to be an excellent opportunity for both civilian and military personnel to work in a truly multinational environment and overcome the associated challenges of it.

The common works began during the Exercise Workshops by introductory organizational presentations by both NGOs and SEEBRIG HQ, presentations of Geneva Conventions by the Hellenic Red Cross, and presentations of Search and Rescue capabilities by the Hellenic Rescue Team, followed by the introduction to the exercise scenario and validation of specific events and incidents to be included in the actual execution of the exercise.

In the execution phase of the exercise, the NGOs' representatives played their role as in a real life operation, with representatives in the SEEBRIG CIMIC Center and interacting with the various components of SEEBRIG forces on the ground for solving the training incidents (related to refugees and disaster relief) that were created for the exercise. The representatives of the civilian organizations provided the conduct of the exercise with an invaluable contribution by giving the military personnel a real "feel" of working with civilian organizations likely to be encountered in a theatre of operations, and coming to the play with specialized capabilities which are beyond those of SEEBRIG in terms of training, equipment and mandates.

As conclusions and lessons learned for a future where most, if not all, crises will not be born militarily and solved by the use of only traditional military tools (stop violence, defeat the enemy) we see that modern crisis management operations have expanded in terms of tasks involved. PSOs needs to guarantee a cease fire, separate warring parties and monitor the peace process, but they also must be able to aid in the implementation of comprehensive peace agreements and reconstruction in the post-conflict period.





In this context, a CA will ideally combine short term crisis response and stabilization with long term assistance and reconstruction with a need to enhance the help from civilian agencies to fill the humanitarian gap. CA is also about raising awareness among the various participants; on their roles and mandates in order to avoid duplication of efforts and other interferences that might hamper the general effort. There is the importance for shared understanding engendered through cooperative working, liaison, education and common language. Here, the value of collaborative working based upon mutual trust and a willingness to cooperate is to be emphasized because institutional familiarity and information sharing are key.

We emphasize the importance of thinking focused on outcomes, ensuring that all actors work towards a common goal or outcome, and ideally mutually agreed objectives, underpinned by the unity of purpose, because although the military may work to establish a CA and try to engage with civilian actors, it has no ownership. So, the guiding principles for a CA can be best understood as

pro-active engagement, shared responsibility and understanding, outcome based thinking, collaborative working and respecting independence and the limitations of interaction. It should be stressed that a CA is not about a unity of effort but a unity of aim.

Comprehensive Approach understanding and implementation is vital for the positive engagement of SEEBRIG in future Peace Support Operations and in this context, the necessity of better cooperation and coordination between the peace support forces and IOs and NGOs has already become one of the crucial factors for success and its importance will increase in the future. Taking into consideration the mutual benefits arising from the cooperation with IOs and NGOs, we firmly believe that establishment of a permanent relation and participation in SEEBRIG HQ training events will be more than welcome and will significantly contribute to SEEBRIG ability to cope with the challenges of modern PSOs.



By LtC Jetnor BALLA, CG-7 (Na 1)
and LtC Konstantinos PLATSAS, G-7 ENG (Na 3)

SEEBRIG Participation in SEESIM-12 CAX



The Headquarters of South-Eastern Europe Brigade (HQ SEEBRIG) participated in the “SEESIM 12” exercise which took place in Sofia, Na2, with a remote site in our barracks in Tyrnavos, Larisa between 15 and 19 October 2012.

“SEESIM 12” is a Computer Assisted Simulation Exercise conducted within the framework of the South-eastern Europe Defense Ministerial (SEDM) process. The purpose of the exercise is to promote the cooperation and the interoperability among the SEDM nations and to enhance their collective ability to respond to various emergencies, in the wake of various devastating natural or man-made disasters, such as earthquakes, floods, wildfires, terrorist actions, etc. Moreover, the aim of the exercise is to strengthen the military support to civil protection

agencies and to test the national contingency plans and procedures regarding Humanitarian Assistance, Disaster Relief Operations (DROs) and Search and Rescue missions.

SEESIM exercise is conducted every two years in a different nation each time. The first SEESIM exercise in 2002 was hosted by Na 3, SEESIM-04 was organized by Na 7, SEESIM-06 was co-hosted by Na 5 and Na 6, SEESIM-08 took place in Na 2, SEESIM-10 was held in Na 1, and SEESIM 12 was conducted from 15-19 October 2012 in Na2. In every exercise, apart from the main location in the host nation, there are remote computer simulation sites in all the participant countries for the concurrent training of the relevant national agencies.

The Broad Scenario for SEESIM 12 was defined as “A series of coordinated cyber attacks against the governments of South Eastern Europe followed by biological and/or chemical terrorist attacks on two or three countries with transnational ramifications. A large natural disaster also occurs. These events result in a breakdown of communications and widespread destruction and loss of life. This prompts a comprehensive civilian, military, and political approach by relevant Government and NGOs in the participating nations in performing essential tasks and exercising the responsibilities necessary to respond to national and regional emergencies. These tasks promote: Counterterrorism; Counter proliferation of weapons of mass destruction (WMD), their materials, technologies, know-how, and delivery systems; Transnationals and regional cooperation in South Eastern Europe; Border and energy security; Protection of critical infrastructure; Cyber defence capabilities; Emergency response capacities of participating nations; Disaster Relief and Humanitarian Assistance (DR&HA); Coordinated, effective responses to transnational threats; Consequence management; Intelligence and information sharing, collaboration and interoperability; Strategic communications; and Realistic national training objectives.” SEEBRIG was one of the organizations that was asked to support with its assets the host nation authorities

SEEBRIG is a regional organization with the mission, apart from the others, to conduct Disaster Relief Operations, mainly by engaging its Engineer Task Force (ETF). The Engineer Units of the ETF are capable to offer help after a disaster by performing a variety of tasks. For example, they can remove the debris, construct or repair roads and bridges, assist the rebuilding of a ruined area, make embankments, create firebreak zones, provide clean water with their water purification systems, etc.

SEEBRIG HQ was involved in SEESIM-12 exercise with all its Nucleus Staff personnel in accordance with Na 5 Scenario (an earthquake at the border between Na 2 and Na 5), they worked as EOC (Emergency Operation Center) at SEEBRIG HQ in Larisa and was assumed that the Engineer Task Force (ETF) had been already deployed in Na 5 when the exercise started, also during execution phase SEEBRIG sent one Liaison officer at Excon Main in Sofia, Na 2. EXCON Forward in SEEBRIG HQ is composed by; Site Manager; After Action Review Analyst; JTLS Operator and MEL/MIL Tracker.

The main objectives of SEEBRIG HQ for this exercise were: to exercise and improve Command and Control in Disaster Relief Operations (DROs); to enhance cooperation and coordination with civil-emergency organizations, national and international; to review and revise all SEEBRIG documents related to DROs; to identify and exercise rapid procedures for involvement in emergency situations; to train SEEBRIG HQ Nucleus Staff personnel to react in emergency situations.

The SEESIM series of exercises is helping SEEBRIG HQ to improve the concept related to Disaster Relief Operations, to enhance the Command and Control over its units and to enhance the cooperation with national and international organizations which are active in South Eastern Europe Area.

In this exercise SEEBRIG's EOC, has been confronted with one incident and several injects related to earthquake in between Nation 2 and Nation 5 territories and responded by providing engineer assistance consisting of water purification units, electrical supply, road cleaning and other relevant assets which helped the local authorities. All incidents and injections from EXCON main flowed to TOC/EOC and returned through remote site and also were controlled by the Site Manager from EXCON forward.

For the first time SEEBRIG experienced the JEEM (Joint Exercise Management Module) as a tool for managing the Exercise Scenario, having a very useful and quick computerized device to synchronize the activations as well as to trigger the Training Audience through the sending of injects and other related inputs.

The exercise gave to SEEBRIG HQ TOC the chance to be familiarized with the proper channels of communication with other national EOCs with the result that SEEBRIG HQ personnel gained significant knowledge and enhanced their own abilities and expertise in DROs.



By Maj Nikolaos PSYRRAS (Na-3),
G-5 Plans Officer & Public Information Officer

☰ Social Activities of SEEBRIG HQ

Recreational activities organised with and for the SEEBRIG HQ personnel are intended to allow them and their families to spend time together and to establish closer relationships among them. These activities are also very useful for mental health (restore psychical and mental energy), offer new perspectives, drain stress and restore vitality of the SEEBRIG personnel and their families.

Ceremonies



*13th SEEBRIG Anniversary,
31 August 12*



*13th SEEBRIG Anniversary,
31 August 12*



*13th SEEBRIG Anniversary,
31 August 12*

Study and cultural trips

Study and cultural trips that were organized, gave the opportunity to SEEBRIG HQ nucleus staff and their families to learn more about Host Nation's history, economy, geography and culture.



*Study trip to Crete,
17-23 June 12*



*Study trip to Crete,
17-23 June 12*



*Study trip to Crete,
17-23 June 12*



*Study trip to Crete,
17-23 June 12*



*Study trip to Northern Greece,
3-5 December 12*



*Study trip to Northern Greece,
3-5 December 12*



*Study trip to Northern Greece,
3-5 December 12*



*Study trip to Northern Greece,
3-5 December 12*



*Visit to Pertouli and Elati,
6 February 13*



*Visit to Pertouli and Elati,
6 February 13*



Visit to Pilon,
11 April 13



Visit to Pilon,
11 April 13



Visit to Thermopylae,
24 April 13



Visit to Thermopylae,
24 April 13

Celebrations



Christmas & New Year Dinner,
21 December 12



Christmas & New Year Dinner,
21 December 12



Christmas & New Year Dinner,
21 December 12



Christmas & New Year Dinner,
21 December 12

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 , 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.

According to SOP 106, the purpose of SEEBRIG Accomplishment Medal (SAM) is to award SEEBRIG Nucleus Staff (NS) members, for their effort and contribution in fostering cooperation and stability among the South-Eastern European countries. The SAM is awarded for at least one year of service with SEEBRIG HQ as Nucleus Staff member.

STARS INFORMER

SOUTH EASTERN EUROPE BRIGADE REVIEW



WE ARE READY TO SUPPORT PEACE



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"ONE TEAM, ONE MISSION"