

STARS 2018 INFORMER

SOUTH EASTERN EUROPE BRIGADE REVIEW



SOUTH EASTERN EUROPE BRIGADE REVIEW // 2018 // ISSUE X



“ONE TEAM, ONE MISSION”

SEEBRIG
Member Nations



NATION 1



NATION 2



NATION 3



NATION 5



NATION 6



NATION 7



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Brigadier General **Tudorică PETRACHE** (Na-6)
Commander of SEEBRIG



In the world we live today, characterized by a volatile environment, regional crises and a constant decline in the long-standing rules based on international order, SEEBRIG puts a great effort to carry out the tasks and responsibilities we assumed, in order to promote regional security, stability and foster good relations in the region.

Mission accomplished

Up to now, 2018 has been a very busy and challenging year. SEEBRIG was involved in many exercises and worked together with the affiliated units and NATO/non-NATO partners with outstanding results. As I mentioned last year, after I took over the command of this brigade, my intention was to increase the interoperability with our units and subunits and to develop collective training with other military entities. We have achieved those goals. Apart from our traditional cooperation with NRDC-GR and NRDC-TUR, we developed new lines of collaboration with NRDC-ESP and MND-SE/Na-6. From this perspective we have participated with observers to NRDC-ESP exercise CPX/LIVEX – VALIANT

LYNX 2018 and MND-SE exercise CPX/CAX – DACIAN LANCER 2018. For our personnel was a great opportunity to work together with NATO members personnel and the lesson learned identified brought value to our training and internal procedures.



The participation with augmentees in the exercise CPX - MAPLE ARCH 2018, conducted at the Warfare Training Center in Nemencine/Lithuania, provided a good opportunity for SEEBRIG to increase cooperation with

LITPOLUKRBRIG, in terms of applied command and control principles to the planning of Peace Support Operations (PSO), Humanitarian Assistance (HA) and crisis response.

Moreover, SEEBRIG participated with a delegation to the biggest exercise organized by NATO's Euro-Atlantic Disaster Response Coordination Centre (EADRCC) - consequence management field exercise "SRBIJA 2018" and the first to be hosted by Serbia. Remaining in the same area of Disaster Relief Operations (DRO), which is one of our main missions, SEEBRIG personnel participated in another important exercise CAX - SEESIM 2018, in Istanbul/Na-7, as secondary training audience. This exercise was useful for testing SEEBRIG possible response to security concerns, risks and threats related with DRO.



The main effort for SEEBRIG this year was our exercise CPX/CAX - SEVEN STARS 2018. After an intensive preparation which encompassed IPC, MPC, FPC and KLT, we successfully conducted the final phase in November 2018. In the twelfth SEVEN STARS performed by SEEBRIG in its history we had involved in the exercise valuable participants from our affiliated units and skillful augmentees from different organizations such as NRDC-GR, NRDC-TUR, NRDC-ESP, LITPOLUKRBRIG, OSCE, NATO CMDR CoE/Na-2 and Na-3 Red Cross.



During the exercise we dealt many events and incidents related to PSO, HA and DRO, in order to train and increment SEEBRIG reaction capability in these circumstances. I am proud for SEEBRIG personnel performance, professionalism and commitment and I use this occasion to extend my sincerely appreciation to all participants for their expertise and cooperation. As a novelty, SEVEN STARS 2018 scenario was the SKOLKAN V2 and the exercise used for the first time the JEMM application for controlling the flow of MEL/MIL and also JANUS application, provided by HN through secure network.



Last year I talked about interoperability. We have worked a lot on this and we are looking forward to improve this capability. This year we completed the first evaluation tour initiated in 2017 of our affiliated units, in Na-1, Na-2 and Na-6. During the evaluation we had the opportunity to familiarize and interact with the commanders of the units/subunits and their staff. Besides, we gained insights on the military equipment and the level of readiness and interoperability.





As usual, our cooperation with Athens SEDM-CC/PMSC Chairmanship was outstanding and this year DCHODs, SEDM, PMSC and SEDM-CC meetings were well-prepared and organized at the highest level. The meetings were focused on promoting enduring-peace, stability and security in the region of Southeastern Europe (SEE), as well the achievements obtained within the SEDM process, approving and endorsing important SEEBRIG documents, projects and plans.



Apart from these, SEEBRIG was involved in many other events such as: conferences, workshops, courses, visits and study trip. During the study trip, with the full support of the HN, SEEBRIG nucleus staff visited two important military facilities from Na-3 - the Military Academy in Athens and the Military Engineer School in Loutraki. The SEEBRIG HQ personnel appreciated the high quality of facilities and Military Academy cadets' skills demonstrations, as well as the high standard of training, equipment and practical demonstrations at the Engineer School. Concurrently, family members had the opportunity to visit a few historical and traditional sites.



Challenges and ambitions

SEEBRIG is a military force available for possible employment in UN or OSCE-mandated NATO-led or EU-led PSO, HA and DRO. The crises and disasters shatter stability in the world constantly and this is not a surprise to analysts of conflict. Only the shape and dynamics of crises and disasters is changing. They have different causes, play out differently, draw different reactions, and affect societies in different ways. States are the principal actors on the global stage, but non-state actors also threaten the security environment with asymmetric capabilities. Terrorists, trans-national criminal organizations, cyber hackers and other malicious non-state actors have already transformed the global affairs and crisis management theory.

These are the reasons we train during peacetime. The success of a military organization in exercises shows its readiness for missions. It also brings confidence and the importance of it in crisis preparedness cannot be underestimated. Knowing that you and your organization are prepared to face the unknown gives one considerable confidence. And feeling, being and acting confident is a crucial preparation for facing unforeseen and unsettling events.

Interoperability has been always a challenge. It is like a puzzle, but the only difference is that it never ends because technology, equipment and procedures are constantly evolving.



The cooperation with other military organizations is fundamental for SEEBRIG, based on the concept that we are regional dedicated and a multinational structure. Productive relationships enable SEEBRIG to be better prepared and increase the readiness. Moreover, the relationship with civilian actors is mandatory, because SEEBRIG is by no means well-tailored to perform every task, especially related with HA and DRO. Joint plans, common exercises, lesson learned are to create experience and to increase SEEBRIG capacity to respond to any crisis or possible deployment.

Way ahead

To overcome all abovementioned challenges, we will keep working and training to ensure peace and stability within our region and beyond with ambition, dedication and team spirit. From this point of view 2019 will be very challenging. We have planned 7 exercises in close cooperation with NRDC-GR, NRDC-TUR, NRDC-ESP, MND-SE, LITPOLUKRBRIG, EADRCC and our affiliated units. The main effort for SEEBRIG will be the exercise CPX/CAX - BALKAN BRIDGES 2019, organized at National Military Training Centre in Charalitsa/Na-2.

In accordance with SEEBRIG Directives, SOPs and Generic Operations Plans, we have included in the annual plan 3 evaluation visits in Na-3, Na-5 and Na-7. In the light of increasing cooperation with other military and civilian organization we will engage high level visits to OSCE-HLPG, UN HQ, NATO HQ and KFOR HQ.

All member nations will be updated upon SEEBRIG activities and medium and long term plans during the annual DCHODs, PMSC and SEDM-CC meetings. Apart from these, we will continue to train our staff by hosting different courses on various topics in collaboration with centers of excellence and specialized external speakers, workshops, key leader training and also individual courses to NATO schools in Europe.

Like every year, we will organize a study trip, cultural tours and other welfare activities in order to get insights and familiarize with HN military facilities, traditions, history, culture and also to boost the morale, increase the spirit of trust and friendship among the personnel.

As we all know, the history of SEEBRIG has begun when it was activated on 31st of August 1999. Next year we will celebrate the 20th Anniversary of a regional cooperation success story. This brigade is a unique structure because of its continuity and development which have been provided by military personnel from 6 different nations. Year by year, value has been added by every rotation and I am proud to be here, to celebrate these fantastic 20 years of our brigade.

All these would have been much more difficult to achieve without the full support of the HN and PMSC Chairmanship and I am grateful for that.

In the end, I would like to mention that I am proud of SEEBRIG HQ personnel achievements, outstanding performance and commitment. Be honored for your accomplishments and look forward for another great year in SEEBRIG community.

SEDM: Contributing to Stability in South Eastern Europe



Ambassador a.h. **Eleftherios ANGHELOPOULOS**, (Na-3)
PMSC/SEDM CC Chairman

This year marks the 20th Anniversary of the signing of the MULTINATIONAL PEACE FORCE SOUTH-EASTERN EUROPE Agreement, which is both a milestone and a moment to increase our efforts to promote its goals. On this occasion, we have completed the 6th review of the Agreement, adjusting its provisions to the new challenges. Soon enough, at the beginning of 2019, we will sign the relevant Additional Protocol, concluding successfully this review.

All these 20 years we have been working together for our common purpose, which is none other than to foster defense and security cooperation, dialogue, and confidence building amongst our nations. We have made tangible and important progress toward this goal. It is time not only to acknowledge our successes, but to do more. Having reached success for our original objective of establishing and maintaining dialogue, SEDM must now seize new opportunities for cooperation.

SEDM countries are members of many international and regional institutions, in other words, they are fully integrated into a system where the values of “cooperation” and “sharing” prevail over the concepts of “competition” and “antagonism”. SEDM, as an initiative that promotes dialogue and cooperation among its member nations, needs to be adaptable to such new and complex challenges which, nowadays, affect not only security and stability, but also the economic and social wellbeing of our people. Stability and economic growth have a two-way relationship. There can be no economic growth without stability and stability solely cannot lead to economic growth. Also SEDM’s close cooperation with other international organizations, such as UN, NATO and EU, should focus on the added value they could provide to our goals and avoid any unnecessary duplication of efforts and resources.

Furthermore, the migrant and refugee flows of the last years, the responsibility to protect human lives and the fact that no country can deal alone with this enormous challenge, prove the importance of enhanced regional cooperation.

At the same time, projects and initiatives implemented and pursued within SEDM, such as the Interconnection of Military Hospitals (IMIHO), the enhancement of the SEDM

Portal through the proper use of Internet and Social Media technologies, the Building Integrity and the Females Leaders in Defence should promote common understanding, cooperation, awareness and visibility in South Eastern Europe, aiming to reinforce the relationship of trust between states and citizens in our region.

Disasters are a regular part of a global life, whether caused by act of nature or human acts. In recent years, the global environment is in a permanent change and the consequence of this is the increasing likelihood of environmental failures (earthquakes, floods, droughts etc.). Our region cannot be excluded from these environmental changes. Throughout its history, Southeastern Europe has experienced multiple disasters that have caused significant losses of life, human suffering and property damage.

In this context, our Ministers decision to revitalize the SEEDRO Concept specifying the capabilities of SEEBRIG for Disaster Relief Operations, is an essential step to enhance SEEBRIG’s involvement in real Disaster Relief Operations (DROs) missions in our region, for the benefit of our countries. SEESIM-18 was an excellent opportunity for SEEBRIG HQ to review and revise all the documents related to DROs and to explore ways of cooperation and coordination with other civil-emergency organizations. The detailed “DRO Capabilities List” could give us a clear image of what we have, what we can do with them and the capability to identify any shortfalls. Later on, based on this document and the recommendations of SEEDRO Concept, Directives and Standard Operational Procedures may be elaborated.

Last but not least I welcome all the work done so far by our experts and project managers to enhance the effectiveness of SEMD Projects and their continuous efforts to enrich them.

As the Head of the Athens Chairmanship, I can assure you that we will continue until the completion of our Chairmanship, the ongoing efforts and work to promote actively the activities and the ideas of SEDM Process, with the support of all its Nations, and contribute to the fulfillment of the goals and priorities of our Initiative, and the strengthening of stability and security in the region of Southeastern Europe.



EXERCISE “SEVEN STARS 2018”

SEEBRIG Meets the Future Challenge

COL **Andreas DOULIS**, (Na-3)
Chief of Staff



On November the 16th, SEEBRIG reached the end of a long road map, by hosting the DVDay of Exercise ‘SEVEN STARS 2018’, an event that ended the exercise, which was conducted from the 08th of November to the 16th of November 2018 and has been one of the most challenging that was carried out by SEEBRIG HQ in the recent years. More than 150 Staff Officers were deployed in Camp “SXOINAS” in Tyrnavos area, while the participation exceeded every expectation. Nations and different NATO and non- NATO Organizations with NGO’s contributed to this activity, sharing their experience with SEEBRIG HQ personnel, acting together and demonstrated their skills in order to achieve the common goal.

The main challenge for this event, was the common training of SEEBRIG HQ personnel with its subordinate units and external participants, in order to be able to operate and work together, under common procedures and techniques, using a common language and increasing their interoperability.

SS18 was planned and conducted both, as Command Post Exercise (CPX) and Computer Assisted Exercise (CAX) using a NATO scenario, adjustable to SEEBRIG’s mission. During this nine month period of hard work, the main effort was focused on the way how to increase our interoperability by reducing the “distance” between the location of our HQ and our affiliated units. So the planning process of the exercise that started back on January 2018, was conducted in a manner that enabled the HQ to develop an executable CONOPS and OPLAN. For that reason, and after Nations approval, new key point factors were enabled, in order to strengthen the C3 structure (Command, Control and Communications) such as : KEY Leaders training which was conducted on April 2018 with the participation of the Commanders or their representatives, the use of JEMM and JANUS applications, and the demonstration of a short LIVEX by one of our affiliated units during DV day, were some vital points. All these factors increased the “unit unity” as for the first time in these series of exercises the planning and the executing key personnel was targeting to be the same.

The success of the exercise opens a wide road to the future: 'SEVEN STARS' series of exercises can be reformed in order to be able to approach operations in the new areas of interest? This could be the key question. To my perception, SEEBRIG HQ, having a great "heritage" from past activities, is ready to move forward and plan the new series of "SEVEN STARS" that has to be based on two new key factors: the first one is the region environment and the challenges that itself provokes, and the second one has to be the transformation on the characteristics of our exercise. New approach of DRO Concept is on the way after PMSC guidance previous March, and recent events in our region prove its importance.

Closing my comments, I would like to emphasize once more the importance of interoperability, which is vital for common operations especially when different military organizations from different Nations are trying to achieve it. The

difference of the military equipment and the distance of the unit location, could be seen as disadvantages for SEEBRIG community. So, I believe that this is the right moment that the first "SEVEN STARS" LIVEX can be a reality. The moment that our troops will join and train together on the field for the common goal achieving the so called 'desired status of interoperability'.

It is a fact that SEEBRIG HQ is a significant tool of MPFSEE Agreement and SEDM process, and forms a military organization that can offer a unique way for the region, all these principles that are adequate for enhancing the stability and security. It's existence reflects the willing of our Nations for cooperation and mutual understanding. This year SEEBRIG will celebrate its 20th anniversary and the moment for new challenges has come. SEEBRIG HQ is growing up and is coming to its "adult" era. "SEVEN STARS" LIVEX focused on DRO operations can become a challenging destination.





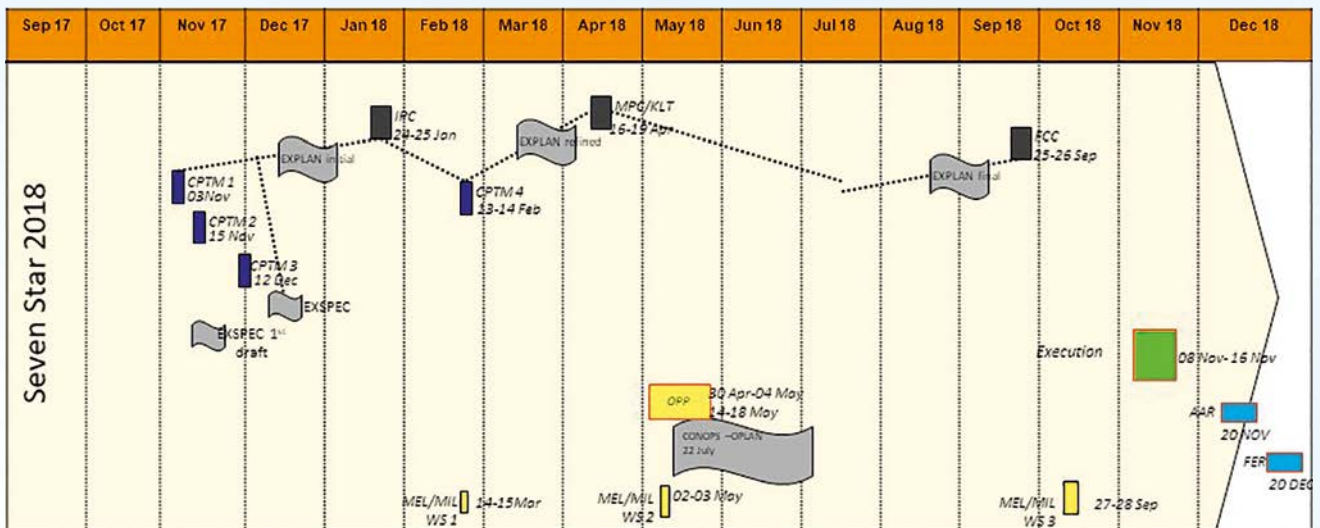
“SEVEN STARS 2018” Exercise Overview

LTC **Burgehan TASKOYAN**, (Na-7)
CG3

1. Introduction

Exercise SEVEN STAR 18 (SS 18) took place from 08-16 NOV 2018 at the SEEBRIG Exercise Area, Camp Schina, in Tyrnavos, Na3. SS 18 was a Command Post Exercise (CPX)/ Computer Assisted Exercise (CAX) focused on a tactical level processes, procedures and capabilities. It was the venue to reaffirm Brigade’s capability to operate as a multinational

force in peace support, humanitarian assistance and disaster relief operations. SS 18 CPX was the eighth in a series of exercises within the framework of the South-Eastern Europe Defense Ministerial (SEDM) process. The preparations for SS 18 began in 2017 in SEEBRIG HQ. Nearly one and a half years (2017-2018) was spent for the preparation stage.



2. Exercise Design Preparations:

SS 18 planning process consisted of 4 stages IAW Bi-SC, Collective Training and Exercise (CT&ED) Directive 075-003, updated December 2014.

a. STAGE 1: Concept and specification development

SS 18 Exercise Design preparations began in November 2017. The Exercise Specification Document (EXSPEC) for SS 18 was subsequently developed and released on 04 Jan 2018. According to the EXSPEC;

- SS 18 was a Command Post Exercise (CPX)/ Computer Assisted Exercise (CAX) focused on a tactical level processes, procedures and capabilities,
- SKOLKAN 2.0 scenario was used,
- The Aim of the exercise was to improve SEEBRIG’s overall operational capability and to enhance military interoperability between its HQ and the assigned units, during Peace Support Operations, Humanitarian Assistance (HA) and Disaster Relief Operations (DROs).

- Exercise Objectives to be achieved were;

- (1) To increase capabilities of SEEBRIG’s staff to conduct in PSO, HA and DRO.
- (2) To improve C3 process between SEEBRIG HQ and affiliated units.
- (3) To check and improve SEEBRIG SOPs in PSO, HA and DRO
- (4) To enhance military interoperability between SEEBRIG and the other organizations. (NATO, EU etc.).
- (5) To improve the HQ skill for Civil-Military cooperation.
- (6) To implement the lessons identified/learned from previous exercises and to improve the staff awareness.
- (7) To increase SEEBRIG visibility in international environment.

b. STAGE 2: Planning and Product Development

The main exercise events are listed below:

- Initial Planning Conference (IPC, 24-25 Jan 2018)



- Main Planning Conference (MPC, 18-19 Apr 2018)



- Final Coordination Meeting (FCC, 25-26 Sep 2018)



The main products of Stage 2 were Training Objectives (TO) and the EXPLAN. SEEBRIG HQ hosted all events successfully, and many participants from affiliated units and SEEBRIG Nations had a chance to visit SEEBRIG HQ.

In order to achieve TOs, SEEBRIG developed and executed a robust MEL/MIL development. The first step in this process was the MEL/MIL Workshop. Following this, MEL/MIL team members worked on its outcomes in order to prepare for the MEL/MIL Incident Development/Scripting Workshop. They revised the main incident list, scripted and synchronized all injects and developed the operational synchronization matrix for the execution phase.

c. STAGE 3: Operational Conduct

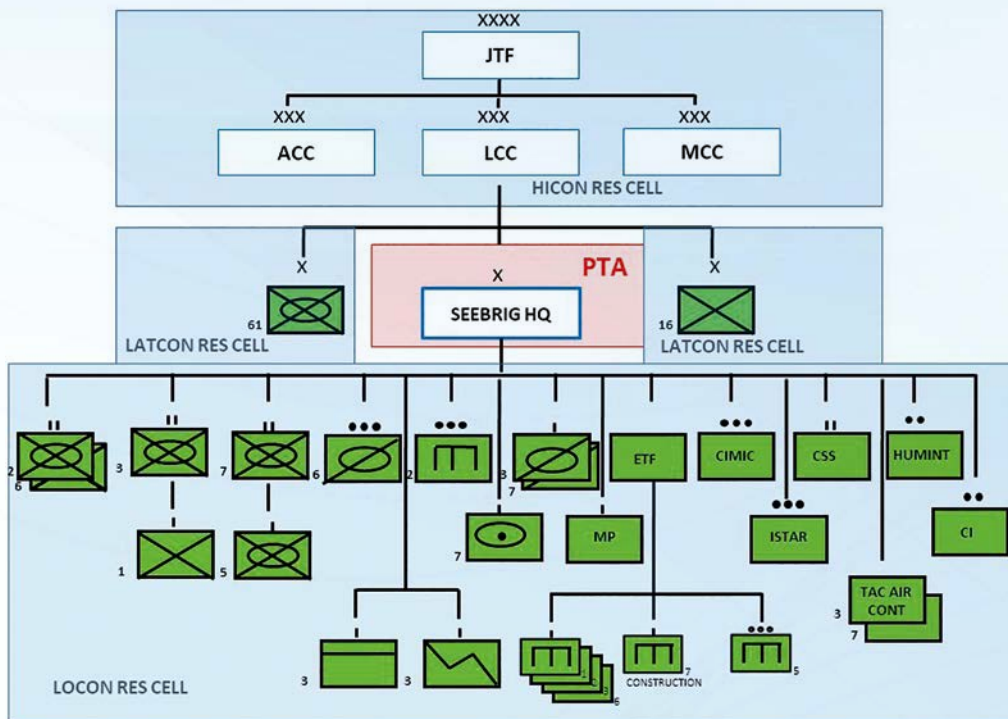
On the road towards SS 18 execution, SEEBRIG completed the necessary trainings. SEEBRIG HQ staff conducted Internal Training and Academics for the execution phase of SS 18. Key Leader Training (KLT) was executed on 16-17 April 2018 at SEEBRIG HQ. The participants were Battalion and Company Commanders of affiliated units. The purpose of this training was to provide detailed information on areas pertinent to SEEBRIG C2 and SOPs. During KLT, the different operational documents before the Execution Phase were presented as well.



In parallel with Internal Training and Academics for nucleus staff, Operational Planning Process (OPP) started on May 2018 and continued during June 2018. During SS 18 OPP, Concept of Operations (CONOPS) was developed and OPP group completed the SS 18 OPLAN. After hard working period on that time, the OPLAN was issued to affiliated units.

Audience and the EXCON were located in Tyrnavos, Camp Schina, on SEEBRIG Exercise Area. SEEBRIG HQ took part in SS 18 as Primary Training Audience (PTA) and affiliated units were represented by their respective Response Cells (RCs), as Secondary Training Audience (STA). Real life support of the exercise was provided by Host Nation Support Group. For the first time in the history of SEEBRIG, IANOS capability was used in SS 18 thanks to Host Nation support so that execution phase actions were simulated in a real time.

During the Execution phase of SS 18, SEEBRIG operated in a complex and demanding comprehensive operational environment (SKOLKAN 2.0). For this Exercise both the Training



SS 18 Exercise EXCON/PTA Manning was established by the contributing SEEBRIG Nations, CMDR COE, OSCE, LITPOLUKR BRIGADE, RED CROSS, NRDC-SP, NRDC-TUR, NRDC-GR In this exercise, took part 150 participants.

ROLE														Total
	Na-1	Na-2	Na-3	Na-5	Na-6	Na-7	CMDR COE	OSCE	LITPOLUKR BRG	RED CROSS	NRDC SP	NRDC TU	NRDC GR	
EXCEN	1		6	1	1			2		4			2	17
EXCON			4				1				2	1		8
EXCON RLS			14											14
LOCON	4	7	16	4	10	5							1	47
PTA	4	8	17	6	12	12	1		3					63
OBSERVER									1					1
Total	9	15	57	11	23	17	2	2	4	4	2	1	3	150

Battle Staff Training (BST) was utilized in order to train the PTA. From 08-11 Nov 18, SEEBRIG HQ in its full manning and its affiliated units (as RC) executed functional area training with centralized and decentralized briefings in order to be ready for the STARTEX, as well as EXCON Training was conducted. Also, the last and necessary adjustments in SEEBRIG HQ procedures were tested (Battle Rhythm rehearsal). It was the venue for the newcomers to get integrated in the cross-functional activities of the HQ. On Saturday, 10 Nov 18, the opening ceremony of the EX SS 18 was held and after it, MINIEX was executed in order to test mainly CIS arrangements and EXCON functions.

From 12-16 Nov 18, the execution of SS 18 was conducted with 150 personnel participated in the exercise from SEEBRIG Nations, and different organizations (OSCE, LITPOLUKR BRIGADE, RED CROSS, CMDR COE) and NFS (NRDCGR, NRDC-SP, NRDC-T). Distinguished Visitors Day (DV Day) of the EX SS 18 was conducted during the last day of the exercise with the participation of high level political and military representatives from the participating nations and organizations. The DV Day participants also attended the Closing Ceremony of the EX SS 18 where Commander of SEEBRIG, BG Tudorică PETRACHE and Na3 Deputy Chief of Defense, LTG Konstatinos FLOROS, thanked the exercise participants for their contribution to exercise success and emphasized the contribution of SEEBRIG to regional peace and stability.



3. Conclusion

The EX SS 18 was conducted by using more than 100 injects to achieve the training objectives. The assessment was carried by Assessment and Lesson Learned Team (A&LL) composed of 5 officers (NRDC-TUR, NRDC-SP, CMDR COE). A&LL Team enabled a detailed assessment of the capabilities of SEEBRIG, and provided Lessons Identified inputs. All major processes and products at all levels were assessed with the result that the achievement of the exercise and training objectives improved nearly every day.

In conclusions, SEEBRIG conducted a succesful exercise planning process , executed SS 18 Exercise with great effort of Nucleus Staff and participants. SEEBRIG proved its capabilities as a Multinational Peace Force conducting PSO in an excellent manner. The objectives of the EX SS 18 have been achieved and SEEBRIG is ready for the future exercises and missions.

One Team, One Mission



One Team, One Mission: Exercise “SEVEN STARS 2018”

Through the Eyes of the Participants

LTC **Daniel NATU**, (Na-6)
CG9

Exercise SEVEN STARS is the one opportunity to bring together not only SEEBRIG HQ Crisis Establishment and representatives of Affiliated Units, but also a unique opportunity for valuable interaction between SEEBRIG and other military and civilian organizations that bring realism and a true flavor of the Comprehensive Approach to Peace Support Operations, Humanitarian Assistance and Disaster Response Operations.



Multinational Peace Force South-Eastern Europe



“ONE TEAM, ONE MISSION”



EXERCISE SEVEN STARS 2018



“Promoting Peace and Stability in South Eastern Europe since 1999”

SEEBRIG Public Information establishment took the opportunity to bring forward some of the key exercise players who offered to give Stars Informer Magazine readers their thoughts and feelings about being part in SEVEN STARS 2018 Exercise. We are grateful for their openness and willingness to contribute to this year’s edition by answering the following questions:

1. What does it mean to you to be a member of SEEBRIG (for Augmentees and Affiliated Units)?
2. How do you assess the preparation and conduct of SEVEN STARS 2018 Exercise?
3. If to describe in one word your personal feelings about participation in SEVEN STARS 2018 Exercise, which would be that word.

COL Nikolai NIKOLOV, Na-2 CMDR CoE, Deputy Commander of SEEBRIG



1. I had the opportunity to be a member of SEEBRIG HQ twice, on different positions. I should admit that to me it was a great honor, valuable experience and everlasting friendships.

2. Serving a number of years in SEEBRIG HQ I was involved in several editions of SEVEN STARS Exercise. I have the observation that being the most important exercise for the HQ, the Command Group and SEEBRIG as entire SEEBRIG staff has been fully focused on its preparation.

It was the same. Nucleus Staff put a lot of effort and energy to have a really beneficial exercise for all participants. Thanks to that, during the prepara-

tion phase all SEEBRIG Nations and many external organizations were convinced to be part of the SEVEN STARS 2018 Exercise and contribute as much as they could. From my point of view, in terms of number of participants and scope of organizations this is a significant achievement. Additionally, the strong Host Nation Support in every aspect concerning the exercise should be appreciated. Having that in mind, I'm not surprised that during the execution phase everything went smoothly, in good coordination and in accordance with

the EXPLAN.

SEVEN STARS 2018 is a good example synergy among Nations in the region in order to keep and support SEEBRIG. I believe it will start a positive trend of adjusting and increasing the SEEBRIG capabilities and readiness in our fast changing environment.

3. USEFUL!

LTC Nikolaos KALOGIROS, Na-3 Battalion Commander



1. I am proud to be a member of SEEBRIG, mostly because it provides security and peacekeeping in South-Eastern Europe and also because personally I had the opportunity to meet and cooperate with officers of other countries.

2. SEVEN STARS 2018 Exercise was a well organized and very educative exercise, conducted in a healthy and professional environment. Nucleus Staff personnel treated augmentees in a kind and helpful manner. Overall it was a fruitful experience and a chance to meet colleagues of allied Nations.

3. PROFESSIONALISM!

MAJ Hristo VASILEV, Na-2 Battalion Commander



1. Being part of the SEEBRIG's most important event for this year - SEVEN STARS 2018 Exercise, together with high-ranking officers and professionals from different Nations presents a great opportunity for developing overall operational capabilities and interoperability, to practice NATO procedures, communication and to manage the flow of information. It is also a good chance to consolidate the interaction and cooperation with civilian organizations taking part in the exercise.

2. The exercise is prepared in a professional manner – in terms of planning, logistic support and execution. SEVEN STARS 2018 Exercise was conducted

in the same way - with absolute dedication of all participants, especially of the exercise management team. Even though we might have experienced some difficulties, we managed

to overcome them, working together as one team, dedicated to one mission.

3. VALUABLE!

LTC Ciprian BALICA, Na-6 Battalion Commander



1. First of all, I have been part of SEEBRIG since the very beginning of this endeavor, so I can strongly state that I grew up professionally along with this project. Moreover, being part of this multinational initiative means more than just taking part to various exercises and engagements. It transcends beyond mandatory military environment as you have the opportunity to interact with peers from other Nations, share knowledge and expertise. By sharing the constant evolving operational environment of the Balkans not only we have managed to build and develop a military situational awareness but also become more culturally conscious. Finally, I would like to reaffirm that SEEBRIG is the perfect example of a successful unity through diversity.

2. Since I have participated to almost all the previous SEVEN SATARS exercises, both CPX/CAX or LIVEX, I can say that without any shadow of doubt SEVEN STARS 2018 is the most complex in terms of Communications and Information Systems technology employed, number of personnel involved and the novelty of the scenario. Furthermore, the fact that observers from NATO Rapid Deployment Corps of Spain, Na-3 and Na-7 and also OSCE attended led to an

increased visibility and the interest shown by NATO operational commands. This will ultimately promote SEEBRIG as a professional, committed and determined organization on which NATO or any other Coalition Force may rely on in crisis situations.

3. TEAMWORK!

LTC Selam RUKIA, Na-1 Head of Delegation, LATCON



1. Based on the format in which SEEBRIG is established, being a member of it gives me a chance to take a good experience in the international environment. It helps in standardization of action to achieve SEEBRIG mission. Working here is a great opportunity to enhance my knowledge of procedures for my future career in the military service.

2. SEVEN STARS 2018 Exercise was well organized and I was really impressed by the performance of all personnel during its execution phase. The high level of performance, the multinational mindset to include the excellent level of cooperation among the participating personnel from different Nations and organizations with the support of the augmentees converged so that the overall aim of the exercise were achieved.

3. FRUITFUL!

COL Vladimír MINÁRIK, Head of the OSCE High-Level Planning Group (HLPG), White Cell



2. OSCE – HLPG was invited to participate in the exercise during its working visit to SEEBRIG in October 2018. We have managed to arrange the contribution by two personnel and supported the exercise by facilitating the interaction between peacekeeping force and civilian organizations. We learned from each other and coordinated our activities to utilize them in the best way for the population in the affected area.

3. INTERPLAY!

COL Dimitrios GOUDAS, NRDC-GR, Media Cell



2. Exercise SEVEN STARS 2018 was very well prepared and I was really impressed by the performance of all the personnel during its execution. The high level of performance, the multinational mindset to include the excellent level of cooperation among the participating personnel from different countries was the key to success. Due to the very good job done by the permanent personnel of the HQ with the support of the augmentees the objectives and goals of the exercise were achieved.
3. CHALLENGING!

LTC Joseph METAYER, USA-A, NRDC-TUR, Lessons Learned and Analysis Cell



2. Preparation for the exercise was outstanding! The team at SEEBRIG clearly understood their Commander's intent and invested an enormous amount of time and energy preparing for this event. In processing and initial briefings were professional and complete. At the end I clearly understood the exercise objectives and what was required of me as an Assessment/Lessons Learned Officer. The staff here was also very welcoming and friendly. SEEBRIG Execution of the exercise was excellent. The exercise allows the SEEBRIG staff to identify gaps in their training and to assess accurately their strengths and weaknesses. In many cases, the staff was able to recognize a weakness at the beginning of the exercise and correct it before the end. There are very few military units that are able to do this as quickly as SEEBRIG did.
3. UNITY!

Mr. Vassilios CHANZOPOULOS, Head of Na-3 Red Cross (HRC) White Cell Team



2. The Red Cross and Red Crescent are 186 countries and have cooperation with all governments and military HQs in any kind of situations. The Red Cross always protect civilians and military staff under the Geneva Conventions laws and emblems. SEVEN STARS 2018 Exercise gives the opportunity to HRC to cooperate with all six SEEBRIG Nations representatives in a real time situation and support Operations of Humanitarian Assistance and Disaster Relief.
3. EXCELLENT COOPERATION!

LTC Jose Luis MUINELO, NRDC-ESP, Lessons Learned and Analysis Cell



2. Outstanding organization, ambitious goals and commitment have turned out into a profitable performance which will be very beneficial for SEEBRIG as a whole.
3. INTEROPERABILITY!
- It is not easy to train personnel from six Nations to operate effectively. Synergy achieved during the exercise had its foundation in the spirit of trust among the Nations.



Evaluation Visits 2018

LTC **Fotios NTANTALIS**, (Na-3) G3 TRAINING

The SEEBRIG Unit Evaluation Program (SUEP) of the affiliated Units is one of the very important functions within the SEEBRIG framework, taking place every two years during the first 10 months starting with the date of taking over the SEEBRIG command from its new commander. The aim of the SUEP is to identify and maintain the overall PSO capability of SEEBRIG affiliated units by accomplishing the 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.

Eligible units to be included in the SUEP are all types of Battalion, and independent Company and Platoon sized land force elements, subordinate to SEEBRIG. Units are evaluated in the areas of Organization, Personnel, Operations/Training, Equipment, Logistics, Communications, and Medical.

As a guide, apart from COMSEEBRIG, the size of the Evaluation Team shouldn't be in principle less than five. COMSEEBRIG is the leader of the team. The team is formed of different nationalities comprising at least from the SNR from the evaluated unit's nation, one officer from each of the OPERATIONS and SUPPORT divisions, one officer from G-6 Section, and in addition, one officer from G-7 Section will be the member of the Evaluation Team for ETF units' evaluation.

The reporting system is designed to contribute to the assessment of the overall PSO capability of SEEBRIG units and to assist in the development of SEEBRIG GOPs. It also ensures that the measures, to correct any deficiencies identified by the program, can be taken and monitored at the appropriate level. Evaluation Report initially drafted by the respective SNR and signed by COMSEEBRIG, is to be sent to the PMSC Secretariat and to the all Participating Nations. Afterwards a Formal Report will be submitted to the Nations. On completion of the unit evaluation, Evaluation Team will verbally debrief the unit commanders and their staff.

The evaluation visits which were conducted in the year 2018 under the Command of COMSEEBRIG were as below

NA-1 EVALUATION VISIT (26-29 Mar 2018)



SEEBRIG delegation headed by its Commander, BG Tudorica PETRACHE, conducted an evaluation visit to Na-1 affiliated units from 26 to 29 March 2018. Members of this delegation were COS COL Andreas DOULIS, CG7 Na1 SNR LTC Leonard ZHUPA, CG1 LTC Dobril RADOSLAVOV, CG6 MAJ Daniel MOROSANU, ADC MAJ Radu AMARIE, CG4 MVTR Damianos PESLIS and G5 Clerk MSGT Zharko SILJANOVSKI.

SEEBRIG delegation started the evaluation visit on 27 March 2018 with 1st Company, Second Infantry Battalion which is located in Zall Herr Tirane, a subunit of Land Forces Command.

Firstly, The SEEBRIG Commander had a meeting with Land Forces Commander, BG Nazmi CAHANI, where is discussed about coordination with affiliated units command elements, increase of interoperability and also the challenges for the future. Then SEEBRIG delegation moved to 1st Inf Company barracks where they had an information briefing and continued with conducting of evaluation. The evaluation started by a static show and continued by a mini exercise where the unit shows their capabilities on conducting tasks related to Peace Support Operation like Check Point and Crowds Riot Control.

SEEBRIG delegation continued its conduct of the evaluation on afternoon with Engineer Company in Babrru, Tirane,

a subunit of Combat Support Battalion. The engineer unit presented its capabilities on Peace Support Operation and Disaster Relief Operation, conducting an obstacle breaching operation and road improvement. Also on 28th March SEEBRIG Commander and COS had meeting with Chief of General Staff BG Bardhyl KOLLÇAKU and with Na1 Deputy Minister of Defence Mr Petro KOÇI while SEEBRIG's personnel had the chance to visit "SKENDERBEJ" Garrison HQs which is located in Tirana.

NA-2 EVALUATION VISIT (25-29 Jun 2018)



The SEEBRIG delegation headed by COMSEEBRIG, BG Tudorica PETRACHE, conducted an evaluation visit to Na-2 affiliated units from 25 to 29 June 2018. Members of this delegation were DCOSSUP&SNR COL Nikolay NIKOLOV, CG2 LTC Nikolaos KARAGEORGOS, CG6 MAJ Daniel MOROSANU, G3 OPS Cpt Octavian CISMARU, G1 Plans Cpt Yunus KUTLU and G1 Clerk WO Gabriela LATA.

SEEBRIG delegation started the evaluation visit on 26 June 2018 with Engineer Company/91st Engineer Battalion which is located in Plovdiv, and in the same day they continued with the Transport Platoon/110th Logistic Regiment. With this occasion COMSEEBRIG visited the first location of SEEBRIG HQ during the period 1999 to 2003.

On 27 June 2018 the delegation moved to Stara Zagora for the evaluation of the 38th Mechanized Infantry Battalion and the Engineer Platoon, which are part of 2nd Mechanized Brigade.

On 28 June 2018 SEEBRIG moved to Sofia where COMSEEBRIG had meetings with Land Forces Commander, Commander of Joint Forces Command and the Director of Crisis Management and Disaster Response Centre of Excellence.

NA-6 EVALUATION VISIT (21-25 May 2018)

SEEBRIG HQ delegation headed by the Commander, BG Tudorica PETRACHE, conducted an evaluation visit to Na-6 affiliated units from 21 to 25 May 2018. Members of this del-

egation were COS COL Andreas DOULIS, CG9 & Na-6 SNR LTC Daniel NATU, CG3 LTC Bùrghehan TAŞKOYAN, CG7 LTC Leonard ZHUPA, SECCOS LTC Abdullah GÜNDÜZ, G5 Plans Officer LTC Nicolche MILKOVSKI, G6 FMO MAJ Stanimir PETROV, G4 Movement Officer LT Damianos PELSIS and LEGAD Clerk SGT Ivaylo ZHELYAZKOV.

The activity started in Bucharest, with respective visits to NATO Multinational Division South-East HQ, NATO Force Integration Unit and Na-6 Ministry of Defence. The visits were aimed firstly at strengthening SEEBRIG relationship with NATO HQs in the region and Na-6 authorities and secondly to explore the opportunities for cooperation in training and exercises.

On 23 May 2018, SEEBRIG HQ delegation moved to Constanța, home of 9th Mechanized Brigade „MĂRĂȘEȘTI”, the higher HQ of the SEEBRIG allocated units from Na-6. At the Brigade HQ, its Commander COL Florin Marian BARBU welcomed COMSEEBRIG and his team and provided the information briefings along with LTC Ciprian BALICA, Commander of 341st Infantry Battalion and affiliated sub-unit Commanders.

The following day the SEEBRIG HQ delegation conducted the operational evaluation of the Na-6 affiliated units in Babadag Training Area, where the evaluated units conducted a comprehensive exercise to show the planning and execution of a mission in a complex Peace Support Operations scenario, complete with mission rehearsal, tactical movement, casualty evacuation and live fire within a larger framework including more of 9th Mechanized Brigade assets.

During the subsequent media engagement SEEBRIG HQ representatives appreciated the high level of training and readiness of Na-6 affiliated units, backed up by a significant experience in operations in Kosovo, Afghanistan and Iraq.

SUEP in year 2018 has proved to be a very beneficial activity giving the chance to the Commander of SEEBRIG and the nucleus staff to get to know the capabilities of the affiliated units and the common conclusion from all the evaluation visits is that all the affiliated units, irrespective of Nation, have reached a high level of preparedness of conducting, if needed, PSOs and HA Operations, through training IAW NATO and SEEBRIG standards and participating in missions abroad. Furthermore, the SEEBRIG delegations experienced the great hospitality, history and traditions of all Nations. For all these reasons, the Commanders of the affiliated units, the Commanders of the Higher Commands and the whole personnel involved are praiseworthy for their continuous efforts and commitment to SEEBRIG goals.





SEEBRIG's Participation in Exercises in 2018

LTC **Fotios NTANTALIS**, (Na-3)
G3 TRAINING

Training is an essential tool to achieve an appropriate standard of proficiency for SEEBRIG units and staffs through the integration of experiences gathered in real missions, exercises and staff studies and it supports the assessment and development of military concepts and capabilities. Due to the above propose many activities have taken place during the year 2018. Some of them are presented below

During the year 2018 SEEBRIG took part in the following training activities:

Participation in “DACIAN LANCER 18” Ex, Cincu Na-6 (19-23 Mar 18)

CG5 LTC Nikolay PARVANOV (Na-2) and SECCOS LTC Abdullah GÜNDÜZ (Na-7) participated in Dacian Lancer (DALR) 2018 Exercise as observers from 19 to 23 March 2018 in Cincu Training Area, Cincu, Na-6.

It was a Command Post Exercise (CPX)/Computer Assisted Exercise (CAX) executed at the tactical (Division) level with a single training audience: Headquarters Multinational Division-South East (HQ MND-SE). The Officer Scheduling

the Exercise (OSE) was COM Na-6 Land Forces, the Officer Conducting the Exercise (OCE) was COM MND-SE and the Office Directing the Exercise (ODE) was COM Na-6 Joint National Taining Center Cincu. The purpose of DALR 2018 was to demonstrate the full functionality of HQ MND-SE within a scenario germane to its mandated mission. SEEBRIG's participation in this Exercise enhanced the cooperation with HQ MND-SE, and two entities are looking for possible upcoming collaboration in the common areas.



Participation of SEEBRIG in “VALIANT LYNX 18” Ex (20-28 May 18)

Exercise Valiant Lynx 18 was conducted from 20 to 28 May 2018 at the training area Chinchilla de Monte-Aragon (Albacete) and Betera Camp in Valencia and it was the main training effort of Spanish Army for 2018. VL18 was a Command Post Exercise (CPX) in Part 1, combined with a LIVEX in Part 2 with the aim to train the ESP ARMY Command and Control Structure from Corps to Brigade level in a MJO+ under the full spectrum of operations against a near-peer adversary, in deployed Command Posts and including some deployed units.

SEEBRIG HQ participated in this training activity with two observers, Maj. Ioannis RAVANOS, G3 Training Officer, Na-3 in EXCON and Cpt. Octavian CISMARU, G3 Ops, Na-6 in Command Post (CP). This exercise provided a good opportunity for SEEBRIG to increase visibility among NATO countries and to start a new and fruitful cooperation with another NATO entity - NRDC ESP.



Participation of SEEBRIG in “MAPLE ARCH 18” Ex, Lithuania (01-12 Oct 18)

Exercise Maple Arch 18 was conducted from 01 to 12 October 2018 at the Warfare Training Center near Nemencine, Lithuania. It was a Command Post Exercise (CPX) trained army headquarters staff from Lithuania, Poland, Ukraine, Georgia, and Montenegro. Presented with simulated-realistic operational challenges, which culminated in the final day, the participants applied command and control principles to the planning of peace support operations, humani-

tarian assistance and crisis response.

SEEBRIG HQ participated in this training activity with two officers as augmentee to LITPOUKRBRIG, Lt. Burgehan TASKOYAN, CG3, Na-7 and Maj. Daniel MOROSANU, CG6, Na-6 in HICON. This exercise provided a good opportunity for SEEBRIG to increase cooperation with LITPOLUKR Brigade.



Participation of SEEBRIG in “SRBIJA 2018” Ex, Serbia (08-11 Oct 18)

The consequence management field exercise “SRBIJA 2018” was conducted from 8th to 11th October 2018, in Mladenovac and Arandjelovac, Serbia. The overall aim of the exercise was to enhance interoperability, exercise cooperation and contribute to enhancing national capabilities of NATO Allies and partners.

The exercise was jointly conducted by NATO’s Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the Sector for Emergency Management of the Ministry of Interior of the Republic of Serbia. NATO Secretary General Jens Stoltenberg inaugurated the civil emergency exercise “Srbija 2018” on Monday (8 October) together with the President of the Republic of Serbia, Aleksandar Vucic. That was the

biggest exercise organized by NATO’s Euro-Atlantic Disaster Response Coordination Centre, and the first to be hosted by Serbia. It included around 2,000 personnel from almost 40 countries. The scenario for the field exercise was based on fictitious earthquake and cascading emergencies.

SEEBRIG participated with a delegation of five officers, Colonel Murat VURAL in DISTAFF, LTC Nikolche MILKOVSKI and LTC Leonard ZHUPA in OSOCC, and LTC Athanasios BIT-SARAS together with CPT Ovidiu CALDARE as Evaluators.

All SEEBRIG’s training program for the year 2018 achieved its goals among which the most important were to expand the capability of the nucleus staff and to build the best coordination among SEEBRIG member and observer countries.



Participation of SEEBRIG in “SEESIM 2018” Ex, Serbia (26-29 Nov 18)

On 27th of November 2018 COMSEEBRIG Brigadier General Tudorică PETRACHE participated to South-Eastern Europe Simulation 2018 Exercise, which was conducted from 26th to 29th of November 2018 at the Multinational Joint Warfare Center in Istanbul, Na7.

SEESIM 18 was a Computer Assisted Exercise (CAX) with the aim to enhance the capabilities of South-Eastern Europe nations in responding to security concerns, risks and threats and to strengthen the role of the countries involved as a security and stability factor in the region.

The scenario for the exercise was based on fictitious disasters and cascading emergencies which affected the civil population and critical infrastructure in the South Eastern Europe

Countries. The countries have agreed to help each other under the SEDM initiative.

SEEBRIG HQ participated in this training activity as a secondary training audience with a delegation formed out of COL Murat VURAL (Na-7), LTC Burgehan TASKOYAN (Na-7), LTC Athanasios DEDIKOUSIS (Na-3), LTC Leonard ZHUPA (Na-1), CPT Ovidiu CALDARE (Na-6) and MSG Lucian CHIRILA (Na-6). This exercise provided a good training opportunity for SEEBRIG HQ staff.

All SEEBRIG’s training program for the year 2018 achieved its goals among which the most important were to expand the capability of the nucleus staff and to build the best coordination among SEEBRIG member and observer countries.



Training Courses and Seminars

Key Leader Training (KLT) in SEEBRIG HQ (16-17 Apr 2018)

According to Annual Plan and connected with Exercise SEVEN STARS 18 a Key Leader Training (KLT) was conducted from 16 to 17 April 2018 in Camp Schina, Tyrnavos (Na 3).



Disaster Relief Operations Course in SEEBRIG HQ (08-10 May 2018)

While disasters are by definition tragic, resulting in great loss of material goods and property, as well as injury and loss of life, disaster relief is a truly human response meaning

that when people see those in need, human consciousness has developed the desire and ability to help others, crossing geographical distance and cultural boundaries.



Crisis Communication Course, in SEEBRIG HQ (29-31 May 2018)

A Crisis Communication Course took place in SEEBRIG HQ, Tyrnavos/Larissa (Na 3), from 29th to 31st May 2018.

All SEEBRIG HQ personnel participated in the Crisis Communication Course, that was conducted by a team of 4 certified media trainers from the Public Affairs Regional Centre

(PARC), Na 5. SEEBRIG HQ's nucleus staff had the fruitful experience to get acquainted with the quite interesting issues of preparing and conducting an interview, as well as preparing, organizing and conducting a press conference, in the framework of a fictitious scenario.



Common Security & Defence Policy Orientation Course (04-08 Jun 18)

Between 04-08 June 2018 Hellenic Supreme Joint War College (HSJWC) held Common Security and Defence Policy (CSDP) Orientation Course in its premises in Thessaloniki. This course was part of EU training activities and the aim was to develop and promote a better understanding of CSDP as an integral part of the Common Foreign and Security Policy (CFSP) of the European Union.

SEEBRIG was represented in this training activity by two officers: Maj. Ioannis RAVANOS, Na-3 and Cpt. Octavian CISMARU, Na-6. Moreover, COMSEEBRIG BG Tudorică PETRACHE was an invited speaker in this course and he used this opportunity to pay a visit also to HSJWC Commander MG Dimosthenis VITETZAKIS. With this occasion SEEBRIG promoted its goals, achievements and future intentions among 66 participants who attended this course, from 15 countries, representing different organizations both military and civilian.



CIMIC Training in SEEBRIG HQ (19-21 Jun 2018)

A Mobile Training Team from MPSOTC Kilkis (Na-3) provided a 3-day Civil-Military Cooperation (CIMIC) Training to SEEBRIG HQ Nucleus Staff in Camp Schina, Tyrnavos. MPSOTC instructors, CPT Dimitrios MANOLOPOULOS and CPT Savvas CHRYSOULIDIS, delivered a well targeted training on current NATO CIMIC, Civil-Military Interaction (CMI) and Comprehensive Approach (CA) issues, complete with two mini-exercises focusing on CIMIC Assessment &

Reporting and on Negotiations.

The content of the academic presentations and syndicate work was highly appreciated by the trainees and by SEEBRIG leadership, and the good cooperation established between SEEBRIG HQ and MPSOTC Kilkis is set to continue and develop in the future.



Building Integrity Courses in SEEBRIG HQ (03-06 Sep 2018)

According to Annual Plan 2018, a Mobile Education Training Team (METT) from NATO HQ (Brussels) and Peace Support Operation Training Center (PSOTC) located in

Bosnia-Herzegovina, conducted a four days Building Integrity Course from 3 to 6 September 2017, in Camp Schina, Tyrnavos Na 3, for SEEBRIG HQ Nucleus Staff.

Toxic Leadership



LTC **Dobril Radoslavov**, (Na-2)
CG1

Toxic behavior is dangerous, especially in international environment. Commanders and subordinates both have the duty to assess constantly their working relationships and to try to make them better, stronger, and more productive. No leader's personal or professional flaws can be an excuse for the subordinates to stop doing their personal best to complete all tasks.

Toxic leadership is a topic of increasing interest in both the military and civilian organizational research and practice. This article finds its place in the current edition of Stars Informer Magazine because of SEEBRIG's position in the international environment as a military organization based

on multi-nationality and different cultures. The aim here is to provide some criteria by which to detect and identify the phenomenon and to offer practical solutions for dealing with it in ways that minimize the damage to the organization and its members.

Toxic behavior is dangerous



Toxic and counterproductive behavior most often occurs not because someone wants to be disruptive – unintentional toxicity. It is normally displayed due to personal and professional limitations and flaws. Such behavior is dangerous mostly because it might change negatively the organization's values, norms, and to worsen the performance of the rest of the members. It is important what a leader does and says and how he or she behaves. But twice as important is what impact these actions have on the organization and its culture.

A leader could inspire and get the best from people or could try to crush and break them just to prove a point. Both might yield temporary results but one of them is counterproductive and destructive in the long run.

International Military organizations are a sensitive environment

Military organizations are especially susceptible to negative influence from a leader because of their nature and emphasis on centralized decision-making. Rewards for compliance are built-in and preference is given to standard operating procedures over employee initiative. Toxicity is twice as dangerous for international military organizations. Due to the cultural differences and various backgrounds of personnel, toxicity might rapidly create suspicion and disrespect. Building and preserving trust and respect is essential for the success of an international organization and may even be the most important justification for its existence.

Leaders are and should continue to be held to the highest standards since they are responsible not just for their own

conduct, but also for the morale of people who serve under their command. It is everyone's but mostly leaders' duty to seek out and prevent counterproductive behaviors resulting in detrimental psychological climate often described as "toxic." Managers or commanders should be able to adapt to the situation in which they operate. What is desirable and required behavior in national setting might be inappropriate and destructive in the international environment where the first and often the most important job for the leaders is to foster a climate of mutual trust and cooperation in order to "build a culture within which people feel comfortable and motivated to share knowledge in a productive way".¹

Definitions

It is probably best to define the terms before we go further and especially prior to making any attempts to offer practical advice about detecting and resisting toxicity.

What exactly is defined as "toxic" leadership and how does it lead to a "toxic" psychological climate?

While it is clear that the perfect person or leader does not exist and everyone makes mistakes and has flaws, a really "toxic" behavior could be defined as repetitive and bad both for the mission and for the people. Leaders might be intentionally or unintentionally toxic. Researchers describe both types as individuals who, by the very nature of their self-interest, abuse power and position and promote them-

selves at the expense of subordinates and the organization.² According to another definition: "Counterproductive behaviors must be recurrent and have a deleterious impact on the organization's performance or the welfare of subordinates".

To put it plainly: A behavior is "toxic" if it is bad for the organization and harms people and especially if the one causing it is doing it repetitively just to promote him or herself (because of ego, for career advancement, etc). Even an easier indicator could be the following paraphrased maxim from the textbooks: A good leader brings people together while a bad one, they try to survive.

Characteristics

1. Micromanagement – Superior don't delegate enough, taking all authority from their subordinates, and attempting to control every tiny detail.
2. Lack of respect for the subordinates, and lack of simple professionalism - Insulting employees in front of their colleagues with personal remarks, comments or jokes about physical appearance or other qualities.
3. Unrealistic expectations - Leaders set unfair and unrealistic objectives. Team members struggle with these unachievable goals or deadlines, and become demoralized.
4. Zero-tolerance for imperfections or mistakes – Leaders try to take subordinates on a "guilt trip" for every little mistake or even tardiness just to use it to buy obedience. Always criticizing subordinates and making them out to



1. COMSEEBRIG, Editorial article, Stars Informer 2017, page 4, http://seebrig.org/images/flippingbook/december_2017/si2017dec_zoom_04.jpg

2. Darrell Aubrey, "The Effects of Toxic Leadership", Air War College, 2012, September 8, 2017 http://www.au.af.mil/au/awc/awcgate/army-usawc/aubrey_toxic_leadership.pdf.

be less than they really are and using this as a source of sense of self-importance and usefulness.

5. Playing with basic fears or display of intimidating behavior – Even nonrealistic threats, made half-jokingly are bullying and intimidation. Leaders who foster fear among employees end up with subordinates unwilling to approach them. That leads to a lack of honest communication, which is rarely good for the organization.
6. No meaningful purpose behind orders or tasks given to subordinates – Military leaders at the tactical level are used to giving orders WHAT should be done and sometimes instructions HOW they want it to be done. No platoon leader is taught to present arguments or explanations to the soldiers on the WHY. In the international environment, among professionals with average over 20 years of experience the WHY might become the most important question to be answered before giving an order.
7. No attempts to develop subordinates – Bosses fail to nurture other leaders, including their own successors.
8. Inconsistency – Frequent last minute changes, mixed signals, and overall unpredictability can lead to uncertainty and annoyance within the team. Lack of consistency leads to a lack of trust and slows productivity.
9. Autocratic and irritable behavior - Bosses don't want any opinion other than their own to be heard and despise being asked questions. If leaders think the organization revolves around them they might start behaving like they are the only source of truth.



An indication is that the leaders are making all of the decisions solo, ignoring feedback from subordinates and taking all the credit. "Leaders who don't listen will eventually be surrounded by people who have nothing to say." — Andy Stanley.

Clearly, this is a lengthy, but incomplete, catalogue.³ Presence of one or several of these indicators does not nec-

essarily imply that a leader is "toxic" and the psychological climate is destructive or the organization is about to fail. They just indicate that someone is doing something wrong. Under normal circumstances, if the organization and its personnel are professional and smart, they should be able to maintain a positive professional outlook and to do their job as it is supposed to be done despite of some toxicity.

Why is it important to act and what to do?

Under normal circumstances the toxic behavior might not be such a big threat. People will suffer but will endure. An informal leader will eventually pick up the slack and the work will continue. Why worry then?

Toxicity is most dangerous in times of crisis. As Zenger and Folkman state: "Poor leadership in good times can be hidden, but poor leadership in bad times is a recipe disaster."⁴ Let's not forget that military organizations are created for crises and "bad times". For this reason commanders and subordinates both have the duty to assess their working relationships and to try to make them better, stronger, and more productive. If a leader honestly performs a self-analysis and discovers "toxic" traits in themselves or in the or-

ganization then it is their duty to self-correct or to work to reestablish positive and productive environment.

When faced with a toxic leader our two obvious choices are to suffer silently or to quit (it is well recognized that people quit because of bad bosses, not because of bad jobs).

For various reasons quitting is rarely a viable option for a soldier, so we must disregard it. Expressing grievances and complaining is also not too "soldierly". Then subordinates seem to be left only with one choice – to endure no matter what. Or is there something else that we can do?

3. Based on: Jean Lipman-Blumen, "The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians – and How We Can Survive Them", Oxford University Press, 2005. <https://global.oup.com/academic/product/the-allure-of-toxic-leaders-9780195312003?cc=gr&lang=en&>

4. Jack Zenger and Joseph Folkman, "Ten Fatal Flaws That Derail Leaders", HBR, June 2009. <https://hbr.org/2009/06/ten-fatal-flaws-that-derail-leaders>

Being LOYAL MEANS BEING proACTIVE



It is true that for most soldiers maintain a good working relationship with their commanding officer simply seems the

CHAIN OF COMMAND

If the “toxicity” source is not the immediate boss a subordinate might be lucky enough to have some “insulation” above them. When the immediate supervisor is a reasonable person he or she might mitigate some of the conse-

INFORMAL LEADERSHIP

Few are capable of escaping the limits of top-down power structures and leading when they are not actually in charge. It might even seem impossible in the military but it happens all the time. Such non-formal leaders help to mitigate the harm done by the actual boos who radiates “toxicity”.

KEEP CALM AND CARRY ON

No person, organization or situation is perfect. We should never expect to have it all our way, especially in a military setting and in an international environment where organizational, professional, and personal imperfections are magnified by the cultural differences. A leadership problem

Is SEEBRIG bulletproof against toxicity?

Certainly not. But some fail-safe switches are integrated in the design of the Multinational Peace Force South-Eastern Europe (MPFSEE). They should minimize the harm and protect the organization. But more importantly - they also make SEEBRIG more resilient to toxicity.

- Guarantees for resilience are the well established values and principles in the MPFSEE Agreement that cannot be changed without the consent of all nations.
- Another guarantor is the well established practice to follow the Directives, Standing operating procedures and traditions of the Brigade with almost 20 years of history and operational experience. This organizational wisdom and spirit have been distilled from the knowledge and performance of at least 7-8 generations of officers and NCOs who have occupied each nucleus staff position during the years.
- And the most important fail-safe guarantees are the qualities of the staff serving in SEEBRIG. Fortunately, nations

only option. The question is should it be done at all cost by just trying to please the boss and by accepting that nothing can be done about his or her flaws. Leaders who think they know it all and don't accept advices are very often the ones who need them the most. Even if it seems that the boss cannot be influenced because of some predetermined factors like age or lack of relevant experience in no way this should stop soldiers from speaking up to prevent a mistake or a violation of a rule. It is actually their duty to do so, if they want to be in fact loyal and helpful. There is nothing less loyal than silently watching how your boss is making a mistake. Subordinates need effective and supportive leaders to be successful, but leaders also need responsive and proactive subordinates to do well.

quences. In some cases, in more hierarchical organizations, the layers of insulation might be even several. This is not necessarily a solution by itself but some ground of hope and consolation.

Some of the coworkers might listen to grievances of the rest, council them and come up with solutions. There is normally more than one such individual in each group. A boss who recognizes the problem should consider themselves lucky to have informal leaders around.

de-motivates. Even if all attempts to influence the leader fail, even if “toxicity” exists, soldiers can never use this as an excuse for doing less than their personal best on all assigned tasks. The sense of duty dictates it after all.

are very selective of personnel to assign to the Multinational Peace Force South-Eastern Europe. Professionalism, experience and integrity of the staff should help them to identify any negative behavior and to point it out in order to correct it or at least to minimize the damage.

The countries of South-Eastern Europe created SEEBRIG with the commitment to contribute to regional security and stability, and believing that cooperation and dialog must be further developed by fostering good neighborly relations. This spirit is well understood and maintained in SEEBRIG HQ under the motto “One team, one mission”.

Such ambiance should continue to be maintained among military professionals from the ever troubled region of South-East Europe, otherwise toxicity might easily render irrelevant any other real or perceived accomplishments.

Conceptual Framework for SEEBRIG Capabilities Development Concept



LTC **Nikolay Parvanov** (Na-2)
CG5

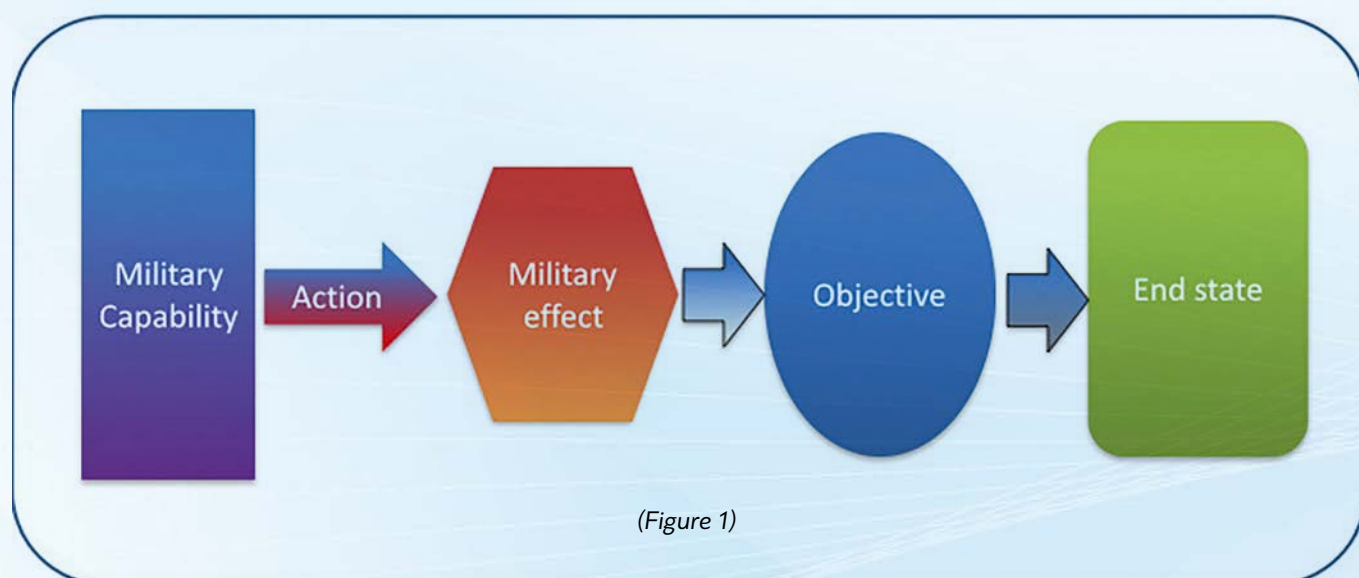
Over the past 19 years, SEEBRIG has been proven as a useful tool in the hands of our nations, aiming to contribute to the regional security and stability, to foster good neighborly relations among the countries in the region and to support the further integration into the Euro-Atlantic structures.

Today's armies face diverse, complex, and dangerous threats to our security. After years of MULTINATIONAL PEACE FORCE SOUTH-EASTERN EUROPE (MPFSEE) holding competitive advantages, adversaries are closing the gaps while becoming increasingly more belligerent. Their enhanced capabilities, coupled with the complexity of potential future operations, suggest we could lose our qualities overmatch for future conflicts without concerned efforts to develop necessary capabilities¹.

These considerations may require that SEEBRIG needs to

adapt itself in order to remain more efficient. It may require more effective military capabilities to better address these security concerns. Given the new security environment, it is imperative to work closely with a larger circle of partners. In this framework, MPFSEE Nations may realize the opportunity (for capability analysis) to revise and redefine the SEEBRIG capabilities tailored for potential crisis management as well as peace support operations.

In accordance with the Agreement on the Multinational Peace Force South-Eastern Europe, SEEBRIG commitment is to contribute to regional security and stability, and will be available, commensurate with its capabilities, for possible employment in UN or OSCE-mandated NATO-led or EU-led conflict prevention and other peace support operations² i.e. the role of SEEBRIG is to deliver military effect that produces an end-state, which achieves an objective and goal.



(Figure 1)

Military capability is employed to deliver the effect.

The effect contributes to creating an outcome and thereby achieves the politico-military objectives (goals).

Military Capability Definitions

Military capability can be defined as;

An operational outcome or effect that users of assets or services need to achieve. (Smart Acquisition the UK MoD, Jan 2004)

Military capability is the power, capacity or ability to achieve a desired operational effect in a selected environment, and to sustain that effect for a designated period³.

Characteristics of military capability determine its quality as well as its ability to perform and are the combination of preparedness and the components of capabilities.

The components of capability are the quantitative dimension and include: Personnel, Research and Development, Infrastructure and Organisations, Concept of Operations, Information and Technology, Equipment and Logistics. These components also need to be compatible and interoperable with existing capability including those of coalition partners. When combined these components contribute to the capabilities "preparedness" to deliver a military effect.

Preparedness is a qualitative dimension and includes Readiness, Combat Viability, Deployability, and Sustainability.

Capability life cycle

Capability systems have a "life cycle" that begin with the identification of the need to address a current or prospective capability gap. This need is progressively translated into a working capability system that is operated and supported until it is ultimately withdrawn from service. Once a capability is withdrawn from service, the associated physical and personnel assets can either be disposed of (for physical assets),

The ability to generate the desired effect in military operation under a set of conditions and to a specific standard.

(Scott Jasper – The Capabilities Based Approach in Transforming Defense Capabilities.)

redeployed or reallocated as an offset for another capability.

The capability life cycle is divided into the following phases:

1. Needs - capability gaps, derived from consideration of strategic guidance, current and future operational concepts, future technology and the current and emerging force structure, in MPFSEE case this could be identified by PMSC. PMSC should endorse the need to address the identified gaps and approves the inclusion of a project with an indicative budget provision in the Budget Plan;
2. Requirements - each capability need endorsed by PMSC is transformed progressively into a costed, defined solution to that need, and approved by Southeastern Europe Defence Ministerial (SEDM) process with a schedule for acquisition leading to operational release, and budgetary provision to both acquire the capability solution and to fund through-life personnel and operating costs;
3. Acquisition - an approved capability solution is acquired/ established and, in the case of platforms, weapons systems and other materiel, entered into service;
4. In-service - the individual fundamental capability input that make up the capability system are operated, supported, modified as necessary and managed by the PMSC.
5. Disposal - the capability system as a whole is withdrawn from service (in what is usually a process rather than an event) and disposed of or redeployed, depending on the nature of the individual capability input.⁴



(Figure 2)

In MPFSEE agreement is written that the SEEBRIG HQ may have equipment and services, compatible to NATO and EU standards, what is more five out of six SEEBRIG's nations are NATO members, and Nation 5 is doing all efforts to be NATO member as well.

Following this way of thinking, we may take the experience from NATO Defence Planning Process (NDPP) which aim is

to harmonize national and Alliance defence planning activities so that the Alliance has available the forces and capabilities it needs to carry out all its missions and tasks, and to fulfill its agreed level of ambition. In order to facilitate our future Capabilities Development, we could synchronize the SEEBRIG nation's capabilities with NDPP and more specifically with NATO Target Packages.



(Figure 3)

The NDPP consists of five steps conducted over a four year cycle.

Step 1 - Establish political guidance

This takes the Alliance's Strategic Concept, other relevant political direction, "lessons learned", as well as agreed intelligence assessments, and translates it into a single, unified political guidance for defence planning.

It sets out the overall aims and objectives to be met by the Alliance. And it defines the number, scale and nature of the operations the Alliance should be able to conduct. This is commonly referred to as NATO's Level of Ambition. It also defines the qualitative capability requirements to support this ambition. And it defines associated priorities and timelines.

In sum, the Political Guidance steers capability development efforts within the individual Allied nations and within NATO, and normally is reviewed every four years.

Step 2 - Determine requirements

This step – called the Capability Requirements Review, is undertaken by the NATO military strategic commands. They

examine the Political Guidance to determine what they are required to do, and then produce a consolidated, single list of requirements, called the Minimum Capability Requirements. This is essentially a list of the number, size and type of forces we need, as well as their associated equipment, to do the tasks and achieve the level of ambition laid out in the Political Guidance.

Step 3 - Apportion requirements and set targets

This step takes the agreed Minimum Capability Requirements and divides it up among NATO entities as well as amongst Allies – either individually or as part of an agreed multinational undertaking – in the form of target capability packages. This is known as apportionment and aims to apply the principles of fair burden-sharing and reasonable challenge.

Target packages are developed for each Ally for existing and future capabilities, with associated priorities and timelines.

Step 4 - Facilitate implementation

Unlike other steps in the process, this step is continuous in nature. It is aimed at assisting national efforts to implement targets, and at helping to identify and implement multinational initiatives.

Step 5 - Review results

Finally, step 5. This provides an overall assessment of the degree to which the Alliance's forces and capabilities are able to meet the Political Guidance, including the NATO Level of Ambition. It is carried out every two years.

Allies complete a Defence Planning Capability Survey which seeks data on Allies' national plans and policies, including national, multinational and collective efforts to address their capability targets.

Assessments for each participating Ally are produced. They constitute a comprehensive analysis of national plans and capabilities, including force structures, specific circumstances and priorities. These assessments also include a statement by the Strategic Commands regarding the impact each country's plans have on the Alliance's ability to conduct missions. They

may also include recommendations which seek to redirect resources from areas where the Alliance has a surfeit of capability, to areas where there is a deficiency.

The whole process concludes with the NATO Capabilities Report. This provides a comprehensive summary of the individual and collective progress on capability development as it relates to NATO's Level of Ambition.⁵

CONCLUSIONS:

Nowadays, security environment is characterized by high complexity and, most likely, will grow over the next decade. Believing that co-operation and dialogue among the countries of the region of South-Eastern Europe must be maintained and further developed, we are fostering an understanding of collaborative and constantly capability adaptation to new security environment, thus we will be sure that we have efficient, relevant, and available tools to achieve the desired positive effect in accordance with adopted level of ambition.

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3. The New Zealand Defence Force Publication Foundations of New Zealand Military Doctrine (NZDDP-D), 2008
4. Defence Capability Development Manual 2006
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The Future of SEEDRO (SOUTH Eastern Europe Disaster Relief Operation) Concept



LTC **Leonard ZHUPA**, (Na-1)
CG7

Since 2009 SEEBRIG has his SEEDRO (SOUTH Eastern Europe Disaster Relief Operation) Concept, which was proposed for approval on 22nd PMSC Meeting and was approved by 21st SEDM Ministerial Meeting in Sofia, Na2, after a prolonged process that took almost 6 years, despite the SEEBRIG preparation and conducting his deployment in Afghanistan. When this idea were first introduced to SEDM nations on the close aftermath of 1999 earthquake in Na7, that placed the toll at 17,127 killed and 43,959 injured, when in order to rehabilitate and restore essential services were needed and proved to be very useful the heave engineering equipment.

Before that, the international organizations had started to build response mechanisms in order to better response to different disasters that generally are beyond the borders of only one state. Because the use of military assets requires a special status the United Nations had created in 1994 Guidelines on the Use of Military and Civil Defense Assets in Disaster Relief (Oslo Guidelines) to provide an international normative and practical framework for the use of military and civil defense assets in natural disaster response, which are updated periodically.

They were intended to address the need for principles and standards and to provide improved coordination in the use of military and civil defense assets in response to natural, technological and environmental emergencies in peacetime. The Oslo Guidelines stipulate that all humanitarian assistance must be provided in accordance with the core principles of humanity, neutrality and impartiality and with full respect for the sovereignty of states.

The humanitarian imperative is widely recognized by all humanitarian actors as the basic principle and condition for the delivery of humanitarian assistance. Ensuring that assistance is based on actual needs and delivered by actors that have no political interest or stake in the situation on the ground not only helps to ensure access to people in need of assistance, but also contributes to the safety and long-term perception of humanitarian workers as neutral agents in the field.

The Oslo Guidelines are designed to be applied to operations that take place in peacetime. However, many of the major natural disasters that provoked an international humanitarian response in recent years occurred in areas with

pre-existing conflicts, such as Aceh province in Indonesia, Haiti, Kashmir and Sri Lanka.

Key principles of OSLO guidelines are:

- » Last resort: foreign military and civil defense assets should be requested only where there is no comparable civilian alternative and only the use of military or civil defence assets can meet a critical humanitarian need. The military or civil defense asset must therefore be unique in capability and availability.
- » Military and civil defence assets should be seen as a tool complementing existing relief mechanisms in order to provide specific support to specific requirements, in response to the acknowledged 'humanitarian gap' between the disaster needs that the
- » MCDA can be mobilized and deployed bilaterally or under regional or alliance agreements as 'other deployed forces' or as part of a United Nations operation as 'UN MCDA'. All disaster relief . . . should be provided at the request or with the consent of the Affected State and, in principle, on the basis of an appeal for international assistance.
- » All relief actions remain the overall responsibility of the Affected State and are complemented by foreign MCDA operating bilaterally or within an international relief effort.
- » Foreign MCDA assistance should be provided at no cost to the Affected State, unless otherwise agreed between concerned States or regulated by international agreements.
- » An Assisting State deciding to employ its MCDA should bear in mind the cost/benefit ratio of such operations as compared to other alternatives, if available. In principle, the costs involved in using MCDA on disaster relief missions abroad should be covered by funds other than those available for international development activities.
- » . . . as a general principle, UN humanitarian agencies must avoid becoming dependent on military resources and Member States are encouraged to invest in increased civilian capacity instead of the ad hoc use of military forces to support humanitarian actors.

Some consideration on use of foreign military assets during disaster relief operations:

Timeliness seems to be the main factor affecting the effectiveness of foreign military assets in a natural disaster



(SEEBRIG HQ participation in SRBIJA 18 Exercise)

response, especially in the first days and weeks of the operation.

The appropriateness of a military asset is determined by how well its capabilities meet the needs of the response and how suitable it is for the local cultural and political context in which it is operating.

The efficiency of a foreign military asset in a natural disaster response depends not only on the efficiency with which it carries out its assigned tasks but also on how well its capabilities are used within the larger operation. The former aspect is to a large extent affected by the techniques used; the latter is related to coordination of the relief operation and to how far foreign military contingents submit to coordination by other, often civilian, actors.

The effectiveness of foreign military assets in disaster relief is also affected by absorptive capacity in the affected country—the ability of disaster management institutions to coordinate and effectively use the assets during the relief operation.

Coordination between civilian humanitarian actors and military assets has been one of the greatest challenges created by the increasing deployment of foreign military assets. The differences in cultures, priorities and operating modes between military personnel and civilian actors have an impact not least on information sharing between the civilian and military spheres. Information management is crucial to the

For this article are used:

1. SEEBRIG SEEDRO Concept
2. The Effectiveness of Foreign Military Assets in Natural Disaster Response Stockholm International Peace Study Institute 2008 https://reliefweb.int/sites/reliefweb.int/files/resources/236476AD3257088DC125741000474F20-sipri_mar2008.pdf
3. Guidelines on The Use of Foreign Military and Civil Defence Assets In Disaster Relief Revision 1.1 November 2007
4. UN-CMCoord Field Handbook
5. Homepage of EADRCC and ERCC

success or failure of any relief operations.

The costs of deploying military assets are generally higher than for civilian assets. This can cause concerns that foreign military assets are placing a disproportionate burden on humanitarian funds.

Also NATO is playing an important role in the domain of civil emergency response for twenty years. On 3 June 1998, the Euro-Atlantic Disaster Response Coordination Centre (EADRCC) was established. The EADRCC is NATO's principal civil emergency response mechanism. The coordination activities involve close cooperation with NATO Military Authorities and consultation with International Organizations such as the United Nations' Office for the Coordination of Humanitarian Affairs (UN-OCHA), the European Commission's Emergency Response Coordination Centre (ERCC) and the International Atomic Energy Agency (IAEA).

The Centre's mandate was initially limited to natural and man-made disasters and to the geographical area of fifty countries, including NATO Allies and the signatories of the Partnership for Peace. Over time, the mandate has been widened to cover also requests for assistance in the event of a major chemical, biological, radiological, nuclear (CBRN) incident and gradually extended to cover the territories of NATO partners from the Mediterranean Dialogue and the Istanbul Cooperation Initiative, as well as of other partners across the globe. Currently, the Centre's mandate covers the geographical area of 70 countries.

Furthermore, European Union Civil Protection Mechanism, through his Emergency Response Coordination Centre (ERCC) coordinates the delivery of assistance to disaster stricken countries, such as relief items, expertise, civil protection teams and specialized equipment. The Centre ensures the rapid deployment of emergency support and acts as a coordination hub between participating states, the affected country, and civil protection and humanitarian experts. The Centre operates 24/7 and can help any country inside or outside the EU affected by a major disaster upon request from the national authorities or a UN body.

These are some planning considerations that should be in mind during the review of SEEBRIG SEDRO Concept in order to overcome some challenges and produce a realistic concept. In my opinion, I can mention some as: the time to intervene (Decision making process should be hasty), a real cost analysis (is it low cost the use of SEEBRIG Engineer Task Force or nations could find cheaper solutions to provide assistance to stricken country?), geographical outreach (possible ambition within SEDM nations), legal consideration (prearranged legal agreements, SOFA), not to be focused only on engineer capabilities (there are more unique capabilities of SEEBRIG nations that could be provided).

SEEBRIG HQ

Study Trip



MAJ Kleantlis PARASKEVOPOULOS, (Na-3)
G9 Plans Officer

In accordance with SEEBRIG HQ Annual Plan 2018, a Study Trip was conducted to Athens, Loutraki, Killini and Lefkada, from 1 to 7 of July 2018. During the Study Trip, SEEBRIG nucleus staff visited firstly the Host Nation's Military Acad-

emy in Athens, where they had an opportunity to learn about the latest developments in the respective areas of interest and also to enhance awareness about SEEBRIG and its activities.





The SEBRIG leadership and staff highly appreciated the high quality of Host Nation Military Academy facilities and cadets' skills demonstrations.



Secondly, SEEBRIG nucleus staff visited the Military Engineer School in Loutraki, where they acknowledged the high standard of Engineer training, equipment and practical demonstrations at the personnel.



Apart from the main effort of the study trip, SEBRIG HQ personnel accompanied by their family members had the opportunity to visit a few historical and traditional sites.



Social, Cultural and Recreational Activities



MAJ Kleanthis PARASKEVOPOULOS, (Na-3)
G9 Plans Officer

During 2018, SEEBRIG nucleus staff and their family members participated in many significant activities, which included not only, social trips and cultural visits to local touristic objectives but also, recreational events which provided them with the opportunity to familiarize themselves with the host nation's environment and culture, as well as to strengthen the SEEBRIG community relations.

Regularly, all SEEBRIG HQs personnel attend physical training in order to maintain physical readiness. The primary objective of this activity is to develop physical skills and to enhance overall military performance. Subsequent goals include improved health and the maintenance of satisfactory military appearance as well as team spirit building and mental energy restoring.



A social trip, for SEEBRIG HQ personnel along with their families, took place from 11th till 13th of May 2018, in the island of Corfu. The tour objectives were visiting museums and historical - touristic places, in the historical centre of Corfu, such as the Achillion Palace, Mon Repo, Liston

Square. During the tour, the personnel were accompanied by a professional guide, who provided useful information and knowledge about the visited archaeological sites. Additionally, they had the opportunity to visit some touristic objectives around the area.



A social trip for SEEBRIG HQ personnel and their family members to Elatohori ski centre took place on 31st Jan 2018. The main purposes of this activity were training, physical strengthening, stamina improving as well as team spirit building and mental energy restoring.

Moreover, everybody had the opportunity either to improve his skiing skills or even to learn from the scratch how to ski by participating in a course conducted by an experienced instructor from the ski centre. This stress draining activity re-stored vitality of SEEBRIG HQ personnel and their families.



A social activity for spouses of SEEBRIG's nucleus staff took place at Larissa Officers' Club, on 2nd Feb 2018. Everybody had the chance to drink a coffee/beverage and get to know each other, after an official invitation that had been sent to them by the Commander of SEEBRIG and his wife.

The main purposes of this activity were to strengthen the relationship among SEEBRIG nations and foster good friendship among the family members of SEEBRIG nucleus staff.



On 8th September 2018, SEEBRIG HQ personnel climbed on mountain Olympus. They spent the previous night at the Na 3 Military Ski Training Centre's guesthouses and they were escorted by one officer and an NCO during their hiking activity on the next day.

The main purposes of this activity were physical training as

well as team building, restoring physical and mental energy and improving stamina. All participants had the opportunity to enjoy the environment of mountain Olympus and to get closer in their relationship, while reaching the highest peak in Na 3. Moreover, this activity offered new perspectives, drained stress and restored vitality of the SEEBRIG HQ personnel.



A team of four SEEBRIG officers participated in the street relays (4X2500m) that took place in Larissa/Na 3, on 21st of October 2018.

Many teams from Na 3 participated in the event, which was supported by local and national sponsors. MAJ Daniel MOROSANU (Na 6), MAJ Sotirios MAMALIS (Na 3), MAJ Klean-

this PARASKEVOPOULOS (Na 3) and LT Damianos PESLIS (Na 3) represented SEEBRIG HQ in the race.

The aim of their participation was to increase SEEBRIG's visibility among the local population, to strengthen team spirit and to promote SEEBRIG's motto "ONE TEAM, ONE MISSION".



South-Eastern Europe Brigade “SEEBRIG”



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

In accordance with MPFSEE Agreement, the South-Eastern Europe Brigade (SEEBRIG) was established and activated by seven participating Nations, on 31st of August 1999 in Plovdiv, Na-2 and was then hosted in Constanta, Na-6, then in Istanbul, Na-7 and is currently located in Tyrnavos (Larissa), Na-3.

The current structure of the MPFSEE is a brigade-sized force of about 5000 troops and is known as South-Eastern Europe Brigade (SEEBRIG).

Units allocated to the SEEBRIG will remain at their permanent home base locations and will be committed under a task force principle for exercises and operations upon the decisions of the participating Nations and appropriate joint direction and coordination of the “Politico-Military Steering Committee (PMSC)”.

In accordance of the provisions of the Agreement :

The Brigade will be declared to UN and OSCE. It will be available, commensurate with its capabilities, for employment in conflict prevention and in other peace support operations, including peace-keeping, peace-making, peace-building and humanitarian operations.

The force will be available for possible employment in UN or OSCE-mandated NATO-led or EU-led conflict prevention and other peace support operations. It could also participate in “coalition of the willing” type international initiatives. The Force will also function “within the sprit” of Pfp.



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