

# STARS INFORMER

JULY  
2011  
ISSUE III

SOUTH EASTERN EUROPE BRIGADE REVIEW



SEVEN STARS 2010  
Command Post Exercise  
SEEBRIG HQ Relocation  
in Larissa



“ONE TEAM, ONE MISSION”



NATION 1



NATION 2



NATION 3



NATION 4



NATION 5



NATION 6



NATION 7



**STARS INFORMER**

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## FOREWORD OF SEEBRIG COMMANDER

I am very pleased to present the third issue of "Stars Informer", the yearly review, which continues its way as a good tool of Public Diplomacy, advertising our efforts and making SEEBRIG more visible to the outside world.

Last October, during "Erasmus Euro Media Awards Ceremony 2010", in Vienna, "Stars Informer" received the "Seal of Approval" for its excellent quality. It means a lot for the personnel involved and their well-done job in producing the journal, especially for the main coordinative office.

Another year left behind with SEEBRIG approaching 12 years history. Working with devotion, all the assigned tasks have been accomplished and some more bricks have been laid on the SEEBRIG wall of experience.

The participation in the exercise "Noble Jewel-10" conducted by NRDC-T was a good opportunity to be familiarised with NATO procedures in a multinational PSO environment.

"Battle Staff Training-10" was indispensable and helpful for all HQ members in order to learn and practice our SOPs, prior to "SEESIM-10" and "Seven Stars-10" exercises.

The Computer Assisted Exercise "SEESIM-10" involved all Nucleus Staff personnel. This exercise was useful for testing SEEBRIG possible response in Disaster Relief Operations (DRO).



After an intensive preparation SEEBRIG conducted last November, the Command Post Exercise "Seven Stars 2010", the main activity of the year. During this exercise we dealt with many events and incidents related to PSO, in order to be well trained for the reaction in those circumstances. SEEBRIG staff demonstrated a very good performance, high level of professionalism, impressive enthusiasm, good cooperation and teamwork abilities.

Apart from the exercises, many other events have followed SEEBRIG HQ activity such as; meetings, conferences, workshops, visits, study trips, etc. Most of the personnel have attended training courses at NATO School in Oberammergau. "CIS update project" is implemented and the document "SEEBRIG capabilities analysis" finalised. All HQ personnel have been working on the revision and improvement of existing SOPs, and on the development of "SEEDRO Concept".

These accomplishments undoubtedly required knowledge and experience, dedication and cooperation and above all hard work. I am proud of SEEBRIG HQ personnel achievements and their outstanding performance.

I feel honoured to have the chance to serve in this distinguished position, which offered me excellent opportunities to meet and work with such good professional personnel from different nations, being convinced that SEEBRIG will continue its way of progress and success.

Hoping you will enjoy this issue; I wish "Stars Informer" a long way and always high quality.

Zyber DUSHKU  
Brig. Gen. Nation I Army  
SEEBRIG COMMANDER



# SEEBRIG'S ACCOMPLISHMENTS AND THE HOSPITALITY OF HOST NATION, IN ISTANBUL

Selami CINBAT  
COL, Nation 7 Army  
Chief of Staff



As you followed the previous two publications of Stars Informer, this magazine is the third one which made me realize how fast time passed from the first day I began to work at SEEBRIG HQ up to now. From then on, with the great support of our nations it is obvious that SEEBRIG successfully accomplished so many challenging tasks. These accomplishments obviously prove that SEEBRIG reached its goals and objectives.

There is no doubt that the success of a military organization in exercises shows its readiness for mission. In this context, from the beginning of its establishment in 1999 up to now SEEBRIG has conducted many exercises, contributed to peace with its mission in Kabul and got more experience. Besides, I would like to emphasize that the last exercise, Seven Stars-2010, was conducted in Istanbul, in Nov. 2010. The participation of military units and NGOs from member nations and UN to Exercise Seven Stars-2010 was more than satisfactory with both the participation of personnel in large number and NGOs participated if you consider that it was conducted at BDE level. Moreover, the participation of Na-7 Red Crescent, Na-2 and Na-4 Red Cross, UNHCR in Istanbul and AKUT shows that the attractiveness and importance of SEEBRIG in the region and in the world rapidly changing and facing with new risks and threats. As a whole, the Exercise SevenStars-2010 was full of success and got the admiration of the Distinguished Visitors and participants. This deserved admiration motivated each of SEEBRIG personnel to accomplish new challenges. I heartily believe that every single person, who works at SEEBRIG HQ right now, has high proficiency in their military career and also has the same soul and excitement of the pioneers who took the first steps on the way of MPFSEE initiative. Now, I am proud of saying that SEEBRIG personnel are eager to follow further their footprints on the same direction.

Hereby, with my whole cordiality, I would like to express that MPFSEE initiative and its unique organization SEEBRIG have played

an indispensable role to improve mutual understanding and cooperation among the nations in the region and contributed to peace and stability in the region. Whenever and wherever SEEBRIG is needed, it is always going to be ready to be deployed in Peace Support and Disaster Relief Operations. I feel confident in a bright future of SEEBRIG.

Using this opportunity, I also would like to present my sincere respect to my nation, Na-7 for the hospitality offered to SEEBRIG HQ during its location in Istanbul since 2007. Na-7 as Host Nation provided SEEBRIG with lots of opportunities, which are more than those included in the agreement. Among these opportunities, one of them which comes first is Istanbul. The city bewitches people with its magnificent and unique scene, historical and cultural heritage. Secondly, the barracks, which gave an excellent opportunity to be a neighbour with NRDC-Y, provided SEEBRIG all facilities including

restaurants, bar, shops, pastry shop, infirmary, bank office, post office, tourism office, gym center, tennis courts, oxygen tent in the forest and so on. Thirdly, the accommodation area located in the heart of Istanbul, helped the personnel to take the advantages of the city and has lots of facilities including swimming pool, shopping center, kindergarten, parks

and gym. Fourthly, above all Na-7 personnel have been always present to help their colleagues not to face any problems. We are very happy not to have any serious incident during their stay in Istanbul. Now it is time to move to Larissa. It is not easy to say good-bye to Istanbul. Nevertheless, I strongly believe that each rotation of SEEBRIG HQ gives SEEBRIG new and fresh blood to bind our nations strongly together. Having SEEBRIG located to Larissa, I would like to wish good luck to the new HN and new Chief Of Staff in there.

Consequently, it is a good opportunity for me to once again thank all SEEBRIG personnel for their efforts, support, understanding and cooperation while working together with us. I also would like to express my deepest respect to our families who are always with us and wish all SEEBRIG personnel and their families health, prosperity and success in the future.



Useful discussions during Command Group Meeting

# MILESTONE OF SEEBRIG IN ISTANBUL JULY 2007 TO JUNE 2011

PICTURES OF SEEBRIG PERIOD 2007-2008



PICTURES OF SEEBRIG PERIOD 2008-2009



PICTURES OF SEEBRIG PERIOD 2009-2010



PICTURES OF SEEBRIG PERIOD 2010-2011



# SEEBRIG A MILITARY TOOL OF PARTNERSHIP

Kujtim HASANI  
Ass. Prof. LTC, Nation 1 Army  
Political Adviser of COMSEEBRIG



26 September 1998 should be viewed in the historical context because on this date was finalized all preceding efforts of South-Eastern Europe countries and strategic partners to provide a reliable, available and deployable military tool for guaranteeing security in region and beyond.

On this date was signed the Agreement of the Multinational Peace Force South-Eastern Europe (MPFSEE) which is based on Article 43 of the UN Charter, that joined partner countries. The purpose of SEEBRIG as a military tool was to foster mutual interests and establish long-term relationships across all levels of cooperation.

The member countries in MPFSEE believe that cooperation and dialog among the countries must be further developed, considering their commitment to contribute to regional security and stability. It has been and still continues to be a permanent position. This shown willing for strengthens partnership and cooperation of region countries for the future.

In accordance with the Agreement, on 31 August 1999, was established the South-Eastern Europe Brigade (SEEBRIG) as a regional, multinational and military organization, made up by 7 European countries which were being conducted to a great accomplishment for our region. The main purpose of SEEBRIG is contributed to regional security and stability in the Euro-Atlantic area. Brigade function "In the Spirit" of the Partnership for Peace and personnel live and work together promoting the slogan "One Team - One Mission".

To achieve the mission, SEEBRIG HQ has a vision that orbits around three core competencies: developing personnel, structure improvement and coordinated activities. Core competencies and distinctive capabilities are based on a shared commitment to three values - integrity, support and cooperation.

All of them have build partner capacity as a cornerstone of defense policy with key mission, to foster peace and stability in our region in cooperation with other international organizations.

The partner capacity serves as an umbrella objective that draws on the elements of security cooperation. Some validated and recognized programs and projects which clearly support the desired ends, are articulate an "execution roadmap" of building partnership capacity. This road-

map reemphasizes the commitment of SEEBRIG the broad and cooperative approach to security in the Euro-Atlantic area.

To do this following political and military activities are needed:

- = Supporting SEEBRIG in order to increase its efficiency as an instrument of practical cooperation for all activities, including participation in PSOs and DROs.

- = A strong political will for improving SEEBRIG capabilities;

- = A jointly endeavor to meet requirements to guarantee readiness for deployment.

On building partnership capacity the conventional threats have been and continued to be seen as the center of gravity to strengthen cooperation. In simple words, we don't fight alone; we cooperate with which others in order to protect again any risk. This conclusion was emphases on SEDM Meeting in Tirana 2010, where the Minister of Defense of Albania was expressed "The most important issues are related to the role of the Armed Forces for coping with crises and civil emergencies, as well as the aid and cooperation between countries of the region to overcome them" (1).

Building partnerships and cooperation include all spectrums of risks and threats in order to meet challenges of 21st century, along with the new operational construct of SEEBRIG. To do this have been needed to:

- = Build partnerships to prevent, focuses on activities designed to build a reinforce peace and stability in nations and region. Preventative capabilities means to dissuade international terrorist attack, the proliferation of weapons of mass destruction and protect critical infrastructure. Key objectives include building capacity to prepare for peace support

operations and natural disasters relief emphasizing regional civil-military and interagency cooperation.

- = Build partnership to respond, focuses on activities designed to build a nation's or region's responsive capabilities to respond any terrorist attacks or natural disasters, emphasizing civil-military and interagency cooperation.

- = Support professional development, focuses on activities to assist nations to obtain qualified personnel to meet the challenges of the 21st century. The goal has two primary objectives, supporting institutional defense reform to transform military forces to meet new challenges and development of capabilities to conduct asymmetric operations.

- = Endure broad-spectrum security relationships, focuses on activities designed to build the nation's capabilities to cooperate and collaborate regionally and globally on a wide range of security and social-political issues.

At its foundation, to build partnership capacity is a positive manner because the training and equipping of forces is cheaper and more effective way of extending influence into areas of responsibilities "This is achieved, among others not only through building the national capacities, but also by strengthening the joint regional





capacities, which reduce duplication and ensure effectiveness through concentration of resources<sup>(2)</sup> has underlined. Minister of Defense of Albania, on SEDM Meeting in Tirana 2010.

The result of the building partnership capacity we could see clearly on the SEEBRIG that is a capable military structure to undertake and successfully fulfill any mission that will be appointed. As mentioned by SEEBRIG Commander Brigadier General Zyber DUSHKU "SEEBRIG personnel are now more experienced, more efficient and capable to professionally perform their duties and stand ready to participate in Peace Support Operations and Disaster Relief Operations if our nations require"<sup>(3)</sup>.

#### Way Ahead

Partnership and cooperation has created long-term relationships of SEEBRIG based on openness, confidence, and trust. At this point all conclusions of SEDM-s and PMSC meetings have expressed willing for improvement cooperation and to be openness for new friends. Especially, in last SEDM Meeting in Tirana, all Ministers emphasized: "SEDM Ministers endorsed the "open door policy" for all the aspirant countries from the region and beyond that need to be part of SEDM initiative, which share and contribute to peace and stability<sup>(4)</sup>.

The topics request augmentation of our possibilities in order to act in a new security environment and needs to deepen in the framework of SEDM. The new challenges request SEEBRIG's development and progress, to increase its efficiency and value as an instrument of practical cooperation in region and Euro-Atlantic area. The most important documents lately issued "SEEBRIG Perspective", "SEEDRO Concept" and "SEEBRIG Capabilities Analysis" showed the way-ahead concerning the possibilities for future development. Those approved documents expressed continuous support for activities including participation in PSOs and limited DROs.

The important is to provide argumentation for the need to apply a new approach in relation with the further building, development and using. These challenges are mostly with

respect to internal and external relations and they are not insurmountable. The partnerships provide a possibility for SEEBRIG as a military tool to identify solutions to complex problems that affect our security region. One of most preferred method could be to combine military and civilian elements, because SEEBRIG is by no means well-suited to perform every task. Depending on the needs in any particular case, SEEBRIG may serve as an organizer of the collaborative effort, or as a source of specialized assistance.

Productive relationships enable SEEBRIG to be better prepared and smarter in what it does. In future missions, SEEBRIG may continue to function as one part of the network of projects in which various actors from region combine to take a comprehensive approach in solution of particular problems. In his speeches, Mr. Viorel OANCEA, State Secretary for Defense Policy and Planning of Romania underlined "In this respect, we consider that SEEBRIG should be looked upon more thoroughly and promoted more actively by the member states within the international organizations, taking into account that the brigade already proved its readiness for such missions"<sup>(5)</sup>.

All options will improve the future capabilities and COMSEEBRIG could outline the most probable scenarios for the employment of the brigade in new asymmetric operational conditions. The carried out training and exercises in different scenarios might achieve level of operational capabilities and create possibilities to conclude that the Brigade can participate in PSOs and DROs and is capable of commanding and controlling all the assigned units as a whole or part of them.

The future, suggests exploring measures for reducing the constraints; to reconsider the existing concept; to analyze the new future possible members' military contribution in order to cover shortfalls like



MP, CIMIC, CBRN, HUMINT and aviation assets, and to explore the possibilities of engagements in Disaster Relief Operations. The Minister of Defense of the Republic of Bulgaria has stressed that to reach these measures "Requires new regional cooperation plans and strategies, as it is a necessity that the Armed Forces of our countries through special projects and educational training, joint exercises, serving interoperability, acquisition and implementation of SOPs, may create joint regional skills"<sup>(6)</sup>.

The relationship between SEEBRIG and other international organizations are central and fundamental to basic concept of being a dedicated regional and even multinational structure. The possibilities of engagement emphasized that SEEBRIG HQ needs to make clear the missions, conditions and structure, in order to use new concept for different organization, as NATO experience (niche capacity, pool of forces and battle group). "As a decision-making body of SEDM we need to take a closer look at the options for using SEEBRIG in operations and take appropriate action<sup>(7)</sup> stressed the Minister of Defense of the Republic of Albania. All of them obligate SEDM initiative members to make efforts to overcome the limitations and fill in the shortfalls in order to attain a higher level of operational capability of SEEBRIG and its engagement in the future.

To pass new asymmetric or non-conventional risks, the future suggest to develop joint plans and strategies; to create experience through our cooperation for incrementing the capacity and interoperability in order to the SEEBRIG to be deployed in various missions in cooperation with NATO, EU, UN and OSCE.

<sup>1</sup>. Addressed by the Minister of Defense of the Republic of Albania in SEDM Meeting, Tirana 2010. <sup>2</sup>. Addressed by the Minister of Defense of the Republic of Albania in SEDM Meeting, Tirana 2010. <sup>3</sup>. Interview of SEEBRIG Commander in "State Defense" July 2010. <sup>4</sup>. Joint Statement of SEDM Meeting, Tirana 2010. <sup>5</sup>. Speech of Mr. Viorel OANCEA, State Secretary for Defense Policy and Planning of Romania in SEDM Meeting, Tirana 2010. <sup>6</sup>. Statement of M. E. Mr. Anto Angelov, Minister of Defense of the Republic of Bulgaria in SEDM Meeting, Tirana 2010. <sup>7</sup>. Addressed by the Minister of Defense of the Republic of Albania in SEDM Meeting, Tirana 2010.

# MPFSEE AGREEMENT AND DISASTER RELIEF OPERATIONS

Selman DURSUN

Ass. Prof. Dr. 2nd Lt, Nation 7 Army  
LEGAD



The Second Additional Protocol does not make any amendment on the mission of Peace Support Operations; rather, it introduces a new mission with an additional force (Engineer Task Force). Although Second Additional Protocol does not clearly mention Disaster Relief Operations, "Emergency Relief and Humanitarian Intervention" terms of the Protocol can be considered as references of Disaster Relief Operations. As a matter of fact SEEDRO Concept is substantially based on Second Additional Protocol (and Engineer Task Force).

*De lege lata* there is not a considerable problem with the legal base of Disaster Relief Operations (SEEDRO Concept), but *de lege ferenda* they should be regulated precisely and in more detail.

According to the preliminary sentences of the MPFSEE Agreement, SEEBRIG has been established to contribute to regional security and stability, and to foster good neighbourly relations among the countries in South-Eastern Europe.

More importantly SEEBRIG is a military force, which will be available for employment in Conflict Prevention and in other Peace Support Operations, including Peace-keeping, Peace-making, Peace-building and Humanitarian Operations, except Peace Enforcement (MPFSEE Agreement, Article III, Paragraph 2. Pursuant to revised Art. 11-o, "Peace Support Operations" term includes inter alia Peace Enforcement). As a general rule, it is possible to say that SEEBRIG engages in Peace Support Operations (PSO) with the exception of Peace Enforcement.

The critical question here is whether Agreement involves the Disaster Relief Operations (DRO) or not. In other words, do PSO and especially Humanitarian Operations (HO), which are the part of PSO, include DRO? It is also an important issue that whether HO may be performed as separate task or they may be only part of other PSO (like Conflict Prevention, Peace-keeping etc.). Because DRO are usually executed as independent task.

The answers of these questions depend on the scope and meaning of PSO and particularly HO, as part of them.

1. If the definitions of PSO and HO terms in the Agreement (revised Art. 11-a and 11-g) are examined it will be perceived that these definitions do not give enough information to answer clearly above mentioned questions. Because they do not adequately clarify the fact that when



SEEBRIG's Visit to Disaster Coordination Center (AKOM) of Istanbul Metropolitan Municipality

these operations come into play. It is not also very clear, whether HO may be executed as independent task or not.

2. Here, it is also necessary to consider the Second Additional Protocol (SAP) to the Agreement.

As to preface of the SAP, Contracting Parties reaffirm their commitment to the aims and principles provided for in the preceding documents (Agreement and First Additional Protocol) and more particularly they emphasize their desire to further develop the cooperation among them and to strengthen their emergency relief and humanitarian intervention capabilities.

With this Protocol, an Engineer Task Force (ETF) has been established. According to Article 2 of Protocol, the scope of the formation of the ETF is to provide the Parties with an emergency relief and humanitarian intervention capabilities, and this initiative shall be oriented

towards small-scale civil assistance in the interest of the Parties.

Taking the provisions and general approach of SAP into consideration, it can be remarked that the SAP does not make any amendment or diversion on the mission of PSO (and HO as part of PSO). Contrary to this, it has introduced a new mission with an additional force (ETF).

Although SAP does not clearly mention DRO, "Emergency Relief and Humanitarian Intervention" terms can be considered as references of DRO. As a matter of fact SEEDRO Concept, which was developed in a long period of time and endorsed by PMSC and approved by SEMD, is substantially based on SAP (and ETF).

3. For a comparative analysis, it may be useful to refer to the related two NATO documents (AJP-3.4 - Non-Article 5 Crisis Response Operations and AJP-3.4.1 - Peace Support Operations).





a) According to the updated-new strategic concept, there are two types of NATO military operations: Article 5 Collective Defense Operations and non-Article 5 Crisis Response Operations (NASCRO). PSO are part of NASCRO (see AJP-3.4.1 - PEACE SUPPORT OPERATIONS, NATO Unclassified Publication, July 2001, Preface, p. xi and p. 3-1).

b) The definitions of PSO and HO as part of PSO are almost same as MPFSEE Agreement. But unlike Agreement, it is clearly defined that HO may be conducted as independent task as well as part of PSO (see AJP-3.4.1 - PEACE SUPPORT OPERATIONS, 2001, Chapter 2: The Nature of Peace Support Operations, p. 2-1, 2-8 and AJP-3.4 - NON-ARTICLE 5 CRISIS RESPONSE OPERATIONS, NATO/PPF Unclassified Publication, March 2005, Chapter 3: Military Characteristics of Peace Support Operations, p. 3-1, 3-4).

c) In the AJP-3.4.1 (Peace Support Operations, 2001), DRO are discussed neither as part of Humanitarian Relief nor in another context. On the other hand, in AJP-3.4 (Non-Article 5 Crisis Response Operations, 2005) DRO are mentioned in the "Chapter 4: Other Non-Article 5 Crisis Response Operations and Tasks", while the previous chapter (Chapter 3) related PSO and HO (as part of PSO) does not refer to DRO. In addition to Chapter 3, Chapter 4 describes HO as part of "Non-Article 5 Crisis Response Operations and Tasks", and these activities among others, include also disasters. Moreover, the same chapter explains "Support of Disaster Relief" independently of HO.

d) As a result, according to above mentioned NATO documents, PSO, HO and DRO are considered in the common concept of NASCRO, and probably therefore, there is not a clear distinction between concepts. HO are used both as component of PSO and "Other NASCRO". The remarkable difference between these two



Briefing on AKOM

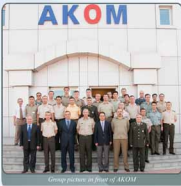
concepts is that HO taking place within the "Other NASCRO" are conducted upon request (of concerned country) while HO of PSO are executed in support of a UN/OSCE mandate involving military forces and diplomatic and humanitarian agencies. DRO are a part of closely linked with HO, which are involved "Other NASCRO".

**Conclusion:** In consequence of above set forth documents and assessments, first of all, it should be remarked that PSO and HO as a part of PSO do not include DRO. This is also because if PSO are understood that they are applied in cases, which international/regional peace and security in the face of a threat to the breach of the peace, or act of aggression, HO

of PSO are not separate and substantive activities, but rather they are part of (other) PSO, and therefore they have a secondary character. However DRO are generally carried out regardless of breach of peace and as a primary and independent task.

Secondly it ought to be pointed out that the main mission of SEEBRIG is still to carry out PSO (with HO), which are based on MPFSEE Agreement and cover the whole structure of SEEBRIG. However DRO within the scope of "Emergency Relief and Humanitarian Intervention" terms (introduced and regulated by SAP) are on small scale tasks (see Art. 2/2 and 3/2 of SAP), and ground principally on ETF. Furthermore, these operations are generally considered as a last resort, when viewed from military aspect.

Finally it might be stated that according to *de lege lata* (the law that is in force), there is not a considerable problem with the legal base of DRO (SEEDRO Concept) in main SEEBRIG Regulations (Agreement and Additional Protocols). Nevertheless it is a fact that some provisions of SEEDRO Concept (e.g. constitution of task forces/units) are not fully compatible with SAP (cf. Art. 2 and 5 of SAP). So with the view of *de lege ferenda* (what the law ought to be) DRO (SEEDRO Concept) should be regulated precisely and in more detail through revising the SAP.



Group picture in front of AKOM

# "SEVEN STARS" – A NAME FOR HISTORY

Gabriel-Tiberiu BUCEAC  
COL, Nation 6 Army  
DCCOSOPS



"SEVEN STARS" was the nickname chosen to nominate the main training activity of SEEBRIG HQ. It seems that was a fortunate choice since many accomplishments are associated to this name. Starting with the first exercise conducted in 2000, "SEVEN STARS" constitutes a true milestone for so many achievements, SEEBRIG HQ personnel and our Nations could be proud of these achievements and, for sure, in the future we will work harder to improve them. Now, after completing the training activities of 2010, we can firmly say that "SEVEN STARS" will remain, no doubt, a name for history.

Since the very beginning of SEEBRIG establishment, back in 1999, one of the main issues raised in front of member Nations was how to address the challenges related to training and operational readiness of a multinational HQ consisting of seven different countries. The security environment, as growing manifests of unpredictable while rather severe risks and threats further increased the need of a better approach on the matter and highlighted the importance of international military cooperation.

In order to be able to play its successfully role as regional stability factor, SEEBRIG HQ needed to identify the proper ways of preparing its members for future common participation in Peace Support Operations (PSO). With this background in mind, it was important to discuss and select the most appropriate "way of approach" on how to solve the training requirements and to use our countries' experience, resources and coordinated efforts in the most efficient manner.

It was no doubt that the best solution would be a multinational exercise, carried out on yearly basis, aiming at test the implement of already existing plans and staff procedures while enhance the level of readiness of SEEBRIG HQ personnel for further participation in PSO. From the very beginning, the exercise was designed to support member Nations efforts on their way of accession to Euro-Atlantic structures and to find out a common approach to enhance the

interoperability and to build up trustful relations among our Armed Forces.

Moreover, what other name would have been more appropriate than "SEVEN STARS", a name that expresses in the best way our countries' definite option for partnership and collaboration! The name "SEVEN STARS" signifies the willingness of seven Nations to come together and to prove that regional cooperation could lead to a better address of today's security challenges. "SEVEN STARS" means also our countries aspirations and endeavors to foster good neighborly relations and to consolidate peace and stability in our region and beyond. This name is designed to stay in our history as a milestone of what military can do when they come together building up the future of our

Nations.

Along the years "SEVEN STARS" Exercise was conducted in many formats starting with Field Training Exercise (FTX), Command Post Exercise (CPX), Computer Assisted Exercise (CAX) or a combination of these options.

However, regardless the format that the exercise had during the time, two things have remained constant: enhanced training of core Nucleus Staff personnel and a more efficient integration of those belonging to Contingency Establishment. We can proudly say that "SEVEN STARS" Exercise was a real laboratory for officers and NCOs of our countries, where they had the opportunity to learn, practice and share their training skills, experience and personal abilities on planning and conducting PSOs.



"SEVEN STARS-10" - situation analysis in SEEBRIG TOC



I remember my first participation in "SEVEN STARS - 00" Exercise conducted in September 2000, hosted by Na 2, in Plovdiv, as a FTX. It was a great chance for me to join the SEEBRIG family in the early days of their specific preparatory activities for participation in PSO. I bethink myself of the enthusiasm and dedication that animated participants in the exercise acting to implement the directives given by Politico-Military Steering Committee (PMSC), plans and operational documents. Even if SEEBRIG HQ was at the beginning, the Staff personnel and magnumettes showed a strong will to do their best for accomplishing all their tasks. And really they did, the exercise being a success from all points of view, starting with operational, logistics, administration and JIN Support.

This exercise was followed by "SEVEN STARS - 01", the second SEEBRIG FTX, conducted in July 2001. I joined again SEEBRIG as part of DISTAFF and I could realize that the exercise was a huge challenge for our Nations, since more than 2,000 officers, NCOs, enlisted and civilian personnel deployed in Koren Training Range in Na 2. During the training activities SEEBRIG's Operational Directives and Generic Operations Plan were tested for future improvements.

Another milestone for SEEBRIG exercise history was "SEVEN STARS - 04", conducted in October 2004, in Topraisar Training Range, Na 6. After more than five years of existence, it was time for SEEBRIG to prove its maturity. The aim of the exercise was to show the readiness level for a possible deployment in a PSO. For this reason SEEBRIG had to be tested and evaluated by appropriate NATO structures. In this regard, an Evaluation Team from JFC Naples conducted the necessary activities in order to determine the level of training, logistic support and availability of other SEEBRIG elements for involvement in PSO. Based on hard work of all staff personnel and efforts made by our Nations, SEEBRIG attained Full Operational Capability (FOC) and was declared ready to participate in a PSO. It was a great success, both for SEEBRIG and Nations, proving that

SEEBRIG was ready to undertake any mission, as directed by appropriate political bodies of our countries.

"SEVEN STARS - 05" was planned and executed as a CPX, in Constanta, Na 6 aiming to improve the operational readiness and develop a common understanding of PSO and Humanitarian Assistance Missions. It was an important step forward for the first SEEBRIG deployment in a mission, in ISAF, Afghanistan, in February 2006.

Soon after the relocation to Istanbul, Na 7, SEEBRIG continued the series of its annual exercise, taking the benefit of the training facilities offered by Atatürk War Gaming and Cultural Center to conduct "SEVEN STARS - 07" Exercise, as a CPX. It was the first time when SEEBRIG tested its operational capabilities using simulation tools. The exercise fully contributed to the enhancement of Brigade interoperability and established new criteria for future development of operational documents.

"SEVEN STARS - 08" was the second exercise organized in Na 7 and was conducted as a CPX in November 2008. The exercise underlined, once more, the significant role of SEEBRIG as a stability factor in the framework of regional cooperation and showed that the brigade is able to successfully face any operational challenges that may arise when deployed in a specific Theatre of Operations.

After concluding this exercise, it was clear that SEEBRIG completed a cycle and a new approach on the matter is necessary. In this respect, Nations decided to conduct "SEVEN STARS" Exercise on a two years basis. This was necessary in order to properly address the new training requirements and for a better management of our Nations resources, both human and financial ones.

The decision was beneficial for SEEBRIG, allowing a longer period for preparation and planning as well as a more flexible tool for conducting collective, functional and individual training of Nucleus Staff (NS) and Contingency Establishment (CE) personnel.

As a consequence, "SEVEN STARS - 10" was planned and conducted following the new guidance given by our national authorities. The planning process started in November 2009 with Initial Planning Conference (IPC) and was completed in May 2010 with Main and Final Planning Conference (M/FPC). The NS personnel involved in planning process had enough time to identify and solve the shortfalls and some particular constraints and, along with Nations representatives, found the best approach to meet the exercise objectives. Conducted as a CPX, "SEVEN STARS - 10" was the last exercise before SEEBRIG HQ relocation to Na 3. During the exercise, all personnel did their best for successful accomplishment of tasks using in an efficient manner all the available resources. And again, we can proudly say that the exercise was a real success.

I am proud, honored and fortunate to have participated in many of the SEEBRIG exercises as magnumette, DISTAFF or Nucleus Staff member. Since my first involvement in "SEVEN STARS" Exercise in 2000, more than a decade ago, I saw how SEEBRIG grew and developed; I witnessed and was active part to many achievements, also. I had the privilege to meet and work with exceptional military personnel from different countries and every time I felt as being part of a big family. Over the years, "SEVEN STARS" was the place where officers and NCOs from seven Nations come together, worked and trained, enhancing SEEBRIG international profile and rendering honours to their countries.

Now we have to think about the future. I hope the experience acquired in the twelve years of SEEBRIG existence, is to be capitalized at a higher level and with obvious benefits in terms of operational procedures and increased visibility. For 2012, "SEVEN STARS" Exercise is to be conducted as a FTX in order to test real capability of SEEBRIG for a possible further involvement in PSO. We are confident that the future exercises will constitute a crucial point for SEEBRIG progress and development and will consecrate the name "SEVEN STARS" for history.

## MISSION ACCOMPLISHED

Ahmet YUCE  
LTC, Nation 7 Army  
Chief of G-3



On the way to the enduring peace, SEEBRIG remains a good example, as important as before, an operational multinational military unit, ready to be deployed in missions whenever and wherever our nations deem necessary.

The Exercises "SEVEN STARS", throughout the years, have played a vital role in achieving SEEBRIG goals, increasing the operational capabilities and preparing it for mission.

These exercises not only brought SEEBRIG Nations together but also gave them the opportunity to share the experience, learn from each-other and reach a higher level of proficiency in conducting Peace Support Operation (PSO).

Each "SEVEN STARS" exercise, built upon the Lessons Learned of previous ones, reflects the new international environment, and responds to the principal challenges of the present day. The level of expertise and proficiency, one of the most important precondition, for success has risen visibly over the years.

"SEVEN STARS-10 (SS-10)" was the 8<sup>th</sup> in the series of this type of exercises within SEEBRIG framework.

#### WHAT HAPPENED?

SEEBRIG conducted the most recent Command Post Exercise SS-10 at HQ SEEBRIG barracks in Ayazaga / Istanbul and in Cerkezkoj / Tekirdag with the Host Nation support between 01-11 November 2010.

The exercise was conducted in two different areas in order to use and test SEEBRIG CIS assets. The Tactical Command Post (CP) of Na-7 Mechanized Infantry Battalion was established in Cerkezkoj, 100 km away from Istanbul, while SEEBRIG Main CP and Response Cells (RCs) were set up at SEEBRIG HQ / Ayazaga - Istanbul.

The Exercise scenario was based on SEEBRIG deployment in the theatre of operation for PSO and Humanitarian Assistance (HA) after the operation started and conducted by a NATO led Peacekeeping Force authorized by UN Security Council.

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

#### The objectives of the exercise were:

- ⇒ To plan and conduct PSO activities,
- ⇒ To improve the Staff work and cooperation in a multinational PSO environment,
- ⇒ To comprehend Command and Control, PSO administrative aspects and the logistic system within SEEBRIG structure,
- ⇒ To conduct Civil-Military cooperation activities,
- ⇒ To improve SEEBRIG HQ activity based on lessons learned.

The exercise was designed to train HQ SEEBRIG, HQ and Signal Companies (Nation 7) as Primary

Training Audiences, and assigned units as Secondary Training Audiences.

The Contingency Establishment (CE) of HQ SEEBRIG was activated during this exercise.

Regiment, Battalions and Companies in the SEEBRIG Structure were represented by RCs. Nation 7 Battalion CP was deployed on the field.

Some selected personnel requested from the contributing Nations augmented HQ SEEBRIG for establishing Directing Staff (DISTAFF), Public Information Center and Visitors Observers Bureau during the exercise.

Totally 183 personnel participated in this exercise. Personnel from Seven SEEBRIG Nations, representatives from UNHCR, Red Cross (Nation 2, Nation 4), Red Crescent (Nation 7) and Search and Rescue Association





(AKUT), personnel from HQ and Signal Companies (Nation 7) participated in the exercise.

HQ and Signal Companies established all related facilities in the area of HQ SEEBRIG.

Officer Scheduling the Exercise was Politico-Military Steering Committee, Planning, coordinating and conducting officer of the exercise was SEEBRIG HQ with COMSEEBRIG as Exercise Director.

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



The Distinguished Visitors Day was organized on 11 November 2010. High ranking military and civilian representatives from SEDM nations and organizations visited the exercise area at SEEBRIG HQ.

#### ACHIEVEMENTS:

The exercise gave us the opportunity to practice many aspects of the planning and execution of a UN mandated NATO-led operation. All activities related to the involvement of the Command Group and the staff personnel of SEEBRIG and subordinated units in the decision making process during PSO and HA in the mission area practiced and exercised. SEEBRIG HQ took this opportunity to evaluate and implement its own operation plan which was considered convenient with NATO standards and procedures.

SEEBRIG personnel had worked hard and did their best in organizing, designing, planning, preparing and executing the exercise. Approximately two hundreds of personnel had the opportunity to work and train together, show a high level of

expertise and professionalism, and give their valuable contribution.

The exercise contributed positively to the enhancement of friendship and cooperation among nations and other organizations that participated in the exercise. Participation of UNHCR, AKUT, Bulgarian and Italian Red Cross, Turkish Red Crescent, improved the realistic aspect of the exercise.

	Personnel	Staff	Assignment	TOTAL
AKUT	4	2	7	
BULGARIAN RED CROSS	4	2	10	
ITALIAN RED CROSS	4	2	10	
UNHCR	1	1	10	
TURKISH RED CRESCENT	7	7	10	
EXCON	10	27	37	
EXERCISE HQ		8	8	
EXERCISE CONTROL		8	8	
EXERCISE SUPPORT		8	8	
TOTAL	37	34	100	

The deployment of SEEBRIG's CIS equipment was generally successful. Part of CIS equipment was deployed on the field in order to facilitate the communication link between SEEBRIG Main CP and Tactical CP of Nation 7 Bn. Through this deployment, HF communications and VTC's were conducted successfully.

The flow of information among the CPs, Subunits and EXCON was excellent and a maximum use of messaging (via outlook) was realized in order to reduce the quantity of printed copies of messages, letters and documents.

The focal point for this exercise was the in depth control of the exercise which was successfully

performed by EXCON, through a qualitative rather than quantitative approach of the incidents injected. Thus, fewer incidents were injected compared to previous year's exercise, which resulted in a more thorough analysis of the participants' responses. The injection of events and incidents was gradual and well scheduled to meet the training objectives and avoid any overload of information that could compromise the results of the exercise. This approach resulted in the identification of issues (ex. SOPs) that have to be revised.

The exercise performance evaluation was based on a feedback system, to which all personnel were asked to participate. The analysis proved objectively that the exercise had a great success and gave the opportunity and the basis to initiate internal improvements for optimization of SEEBRIG HQ performance, especially in terms of procedures.

SEEBRIG HQ Tactical Operation Center (TOC) activation, manning and routine activities were in accordance with SEEBRIG SOPs and constituted one of the strong points of successful accomplishment of the given tasks.

The distribution of assets and facilities among the sections was rational and satisfactory in consideration of limited SEEBRIG resources.

The lack of Electronic Warfare capability should be taken under consideration and the appropriate system should be established for EW capabilities.



CGS presents SEEBRIG standard briefing to the executives during the training phase



The contribution and unreserved support and hospitality generously offered by HN was vital to the accomplishment of all tasks.

#### SHORTFALLS:

Planning the related Main Event List/Main Incident List (MEL/MIL) Workshops just before the exercise deemed as an excellent idea, since they saved precious resources for the participating Nations. Also another intention of HQ SEEBRIG was the proportional involvement of all participants. This was initially scheduled with inviting in the exercise only the necessary personnel and not all the CE, by activating part of the CE manning list. It is considered that this goal was reached successfully and at the same time it avoided the unnecessary waste of resources - in terms of personnel and finance - for the Nations. The policy of an "ad hoc" activation of the CE manning list proved to be useful except the EXCON.

It is of a great importance for SEEBRIG from now on to continue to seek the maximization of EXCON efficiency, which directly credits the exercise's outcome, by enhancing the quality of realism and simulation.

A detailed training areas and objectives list was not generated.

An external evaluation team was not established.

Some issues related to TOC layout, equipments and maps boarding needed to be revised and improved accordingly.

It is noted that SEEBRIG should be provided with an own Command and Control Integrated System compatible with NATO standards.

SEEBRIG HQ couldn't find the opportunity to evaluate and implement its own deployment plan because scenario didn't include deployment issues.

#### A CRITICAL APPROACH TO EXCON & MEL/MIL PROCESS:

The success of an exercise is directly associated with the quality of the EXCON structure and manning. In fact, scenario refinement and MEL/MIL process is the basis of any major exercise; it is the essence of the exercise to create the desired effects and reactions from the training audience. Since creating a scenario

is not an easy job, HQ SEEBRIG decided to adapt previous scenario to training objectives.

According to the Manning List of EX SS-10, EXCON would be manned totally by augments with the exemption of COM SEEBRIG, any personnel from HQ SEEBRIG nucleus staff would not be in EXCON as usual. Taking into consideration the lessons learned from previous exercises, exercise planners united some separate activities such as MEL/MIL workshops and execution phase of exercise which should take place at different times, into an adjacent time frame to avoid spending additional resources.

For sure this innocent measure would cause some problems. A well manned, equipped and experienced scenario and MEL/MIL work planning team is of utmost importance to provide the training audience with a good training opportunity. In our case, team members from different countries would come together just one week before the execution phase and within five days they would review and refine the MEL/MIL database in order to form a suitable scenario coherent and respondent to the aim of the exercise and to create a complete MEL/MIL with coherent events, injections and incidents. This plan seemed very tough and challenging activity due to the limited time devoted to the EXCON personnel to be oriented. In this case for HQ SEEBRIG, without any doubt, to set up an internal experienced group of dedicated people out of training audience to develop exercise scenario, supporting documentation and MEL/MIL would be crucial for the success of the exercise; however there was not any intention or plan of HQ SEEBRIG to do so, EXCON members would arrive five days prior and drive the exercise as planned!

At that point Chief G3 (CG3) took the initiative and acted as double hatted, one for CG3 and the other for Deputy, EXCON Director as mentor. Normally, CG3 should



only a member of training audience but somebody (in my opinion DCOS OPS suits best for this role) should have assumed this responsibility.

The MEL/MIL process is a continuous and controlled process to define the main events needed to train the staff and the main incidents that have to be injected to generate the desired outcome and reaction from the training audience. CG3 refined the old MEL/MIL in line with the training objectives and lessons learned from previous exercises; and receiving the guidance of COM SEEBRIG, generated a final draft for EXCON to work on and develop it. CG3 also delineated the steps and responsibilities associated with the EXCON, provided them the Exercise Packages and worked with them during the MEL/MIL workshops.

**Twelve main areas were identified to reach all training objectives:**

1. Non Compliance with GFAP
2. Freedom of Movement
3. Force Protection
4. Rules of Engagement
5. Medical
6. Eng. and Log. Activities
7. CIMIC Activities
8. Law and Order
9. Humanitarian Assistance
10. Media Issues
11. Intelligence and CI
12. Command and Control

Three MEL/MIL Workshops were carried out to get a good set of injections. Subject Matter Experts (SMEs) from civilian organizations participated during the workshops. The participation of these SMEs, (UNHCR, AKUT, Bulgarian and Italian Red Cross, Turkish Red Crescent) is of utmost importance for the success of any exercise.



Due to the financial concerns of HQ SEEBRIG, the engagement of Media Branch of Istanbul University couldn't be realized. Funding for this kind of participation must be taken into account in future exercises. To contract a very professional media expert is also a very good idea. It is imperative for future exercises that sufficient funds are allocated to man the EXCON, White Cell and simulated NGOs/media.

Although, all positions are important for EXCON, perhaps there is one to be underlined, the CHIEF DISTAFF who is responsible for running the exercise properly. Normally, COM SEEBRIG shouldn't be the "CHIEF DISTAFF". He should be in the training audience and be evaluated as well. To fulfill "CHIEF DISTAFF" role HQ SEEBRIG could hire and use the experience of former COM SEEBRIGs as a mentor. Highly qualified and experienced members add tremendous value to a training event. It is an excellent way to transfer a great deal of knowledge.

achieve the aims of the exercises is undermined. Moreover, COM SEEBRIG will not find any other chance to develop the draft MEL/MIL presented to him in case he is not satisfied with it. As a proposal I suggest the inclusion of EXCON members to the Battle Staff Training which is currently being conducted with participation of HQ SEEBRIG nucleus staff only. This together with additional working sessions prior to the exercise will provide the opportunity to the EXCON staff to be well oriented and enough time to develop a proper MEL/MIL.

Also for further consideration it should be noted that it would be more useful to identify the training areas and objectives based on NATO Forces Standards and Combat Readiness Evaluation (CREVAL) criteria during the planning phase of the exercise. To



*DVs are visiting Response Cells*

listing related tasks to missions gives a valuable tool for operations and exercise planning. This list also serves as interoperability and communication tool to assist planners to perform their functions more consistently. To me, HQ SEEBRIG didn't exploit this SEEBRIG document satisfactory for planning and evaluating purposes during the EX SS-10, and as a result of this the participants including the augments didn't know the specific sub-training objectives they should reach because such a document listing the detailed training areas and training objectives was not released.



It is vital to hold a separate MEL/MIL workshop prior to the exercise. COM SEEBRIG should assure a coherent MEL/MIL produced by EXCON in advance. If this is left to the last minute, the importance of MEL/MIL developing and role of EXCON to

do this HQ SEEBRIG could adapt NATO CREVAL documents and / or refer to SEEBRIG Mission Essential Task List which is a lexicon of common terms and a menu of broad term capabilities.

This systematic method of



SS-10 was a very successful exercise considering our huge turnover of personnel that we faced last summer. Taking into account the lessons learned and the new rotations, HQ SEEBRIG should focus on more Battle Staff Training than exercises for future planning. This year (2011) which doesn't include a SEVEN STARS exercise but includes PSO training for all Nucleus Staff presents a good opportunity to HQ SEEBRIG to enhance its Exercise Planning Process knowledge and skills.

# IOS, NGOs AND MILITARY NEXUS IN PEACE SUPPORT OPERATIONS

Filippo VEGLIA  
LTC, Nation 4 Army  
CG3 OPS.



Complex emergencies require a response which co-ordinates the actions of military, diplomatic and humanitarian agencies involved, to include international, governmental, nongovernmental and private voluntary organizations. As a PSO is multidimensional in tasks and participation, co-operation between all participating elements is essential to achieve the strategic objectives and political end-state.

Over the past two decades, one of the most challenging developments for civilian-military relations around the world has been finding ways to work together. The transformation of warfare in the Post-Cold War era and the military's expansion into "Operations Other Than War", into "non-kinetic" or nonviolent facets of operations, continues to fuel conflicts between civilian and military organizations.

One of the most striking developments in contemporary warfare is how the dividing line between soldiers and civilians has blurred. Insisting on guidelines to separate civilians and combatants when the nature of combat and adversaries make those boundaries obsolete is unlikely to produce successful outcomes for either civilians or the military. Civilians and military organizations are being thrown by mission and mandate into interdependencies. Both operate in the domain of human security, framed from a military perspective as freedom from personal attacks and violence, and from a civilian perspective as providing both emergency and long-term basic needs of life such as food, clothing, shelter, medical care and employment. Both are co-located and interdependent in threatening environments and confront very challenging problems (peacekeeping, disaster relief, post conflict reconstruction and warfare). Civilians need the military to provide information about the terrain, operations, and affected population, and in high-threat conditions, they often rely on military transportation and logistics. The military need civilians for humanitarian assistance and for their knowledge and expertise in the reconstruction and development of devastated areas.

Better coordination between military and civilian organizations is

needed to protect human life; however, differences in philosophies and operating procedures have made civ-mil relations difficult during field-based operations. Although all members share a commitment to service, a willingness to work among the dead and dying, and also an acceptance of significant risk in their daily lives, their organizational characteristics are "profoundly different" in terms of cultures, structural features and behavior. Civilians' organizations, especially NGOs, believe that human suffering should be relieved without regard for nationality, political or ideological beliefs, race, religion, sex or ethnicity. They attempt to fulfill their mandates by being autonomous, neutral and impartial. Their organizational designs typically depend on a decentralized authority structure, enabling them to focus on field-level operations to quickly adapt to austere conditions. They tend to assemble on an as-needed basis and execute on the fly. They strive toward transparency, accountability and consensus-based decision making rather than directives from their headquarters.

Military organizations operate on a different rationale. Our organizations designs reinforce hierarchical

authority, clear lines of command and control and explicit rules of engagements to ensure accountability to policy makers. Our general mandate is to establish and maintain public order and ensure operational security and force protection. Thus, we are less inclined to share information to protect operational security. Clear delineation of roles, responsibilities and unity of command are viewed as necessary for mission success.

As the military have become more involved in complex humanitarian emergencies, the need to interact with NGOs has grown. Operation "Provide Comfort" in 1991 to provide humanitarian relief to Kurds in northern Iraq, marks the first time that IOS, NGOs and military, despite different methods and motivations, worked so closely together in pursuit of a common goal.

## NATO and CIMIC

For NATO, CIMIC is an essential tool to help create and sustain conditions that will support the achievement of a lasting solution to a crisis. Indeed NATO defines CIMIC as a mean for achieving the involvement of both military and civilian implementing agencies in the development of a multifunctional planning approach.







Therefore, coordination of activities and unity of effort of military and civilian actors is essential to make the best use of resources and promote collaboration. In this context "the immediate aim is to fully co-ordinate military and civilian activities to support humanitarian projects and to achieve the maximum support for the operation, at the expense of any opposition". (AJP 3.4.1.Ch 6, par 06-45, p 17).

derives from the experience; first, the military's profile has been further professionalized; second, the personnel recruited have higher educational standards than the past; lastly the military are trained adequately to engage more frequently in contact with civilians, institutions and civil society in general, be it in national or international emergencies.

into one of the most efficient means open to the international community intervening in crisis areas.

It emerges that more civil-military relations are structured, rather than being left to subjective judgment, the more they project towards a long-term strategy, rather than being left to case by case reactions, then the more they become a tool for the creation of stability and development. The understanding of diversity of roles and mandate of military and civilian actors must be promoted, as well as of governmental and non-governmental agencies, as an enriching factor that promotes efficacy and, eventually, the achievement of balance.

Military personnel who work in PSOs assume many functions; observation, liaison, protection of refugees and of humanitarian convoys, support to civilian agencies and medical and humanitarian work. So, they need great adaptability skills, as well as the development and improvement of their capability to interact with civilians, especially when doing humanitarian support, coordination activities and consent building. To this aim CIMIC is a tool that military must be familiar with, as it represents much more than simply one of the possible kinds of interaction the military can develop with civilian actors. Indeed, the CIMIC tools implies direct involvement of the military in humanitarian assistance at different levels according to the specific situation.

There are many studies carried out by the UN and NGOs that look at civil-military relations from variety of viewpoints. In particular I suggest "Guidelines on the use of Military and Civil Defense assets to support UN Humanitarian activities in complex emergencies" and "Civil-Military relationship in complex emergencies".



The NATO doctrine assigns a wide variety of tasks to CIMIC personnel, such as: a) liaise with civilian bodies at all levels; b) implement integrated planning both at the strategic and operational level with the appropriate civilian bodies, before and during the operation; c) carry out a continuous assessment of the civilian environment in order to identify needs and deficiencies at the local level, as well as ways these can be provided for; d) oversee the conduct of civilian tasks by the military force; e) work towards the transfer of civil responsibilities from the Peace Support Force to the competent civilian authority. Other CIMIC tasks are strictly mission-dependent. (AJP 9, Ch 1, par 105).

#### Training for Military and Civilian Actors engaged in PSOs.

The training of all actors involved on general issues and specific aspects of PSOs is of fundamental importance in order to operate adequately in multifunctional operations. NATO AJP9 clearly affirms the importance of training for military personnel, especially for CIMIC personnel.

The training of peacekeepers

This training aims also at improving the performance of the military working in PSOs, as they must be able to operate in stabilization, reconstruction and combat contexts. In fact, the military personnel do not feel the need for a major distinction of roles between peacekeepers and combat forces. Military training must include also broader education, sociological and humanistic subjects, negotiation techniques, social awareness and a deeper understanding of technology.

Education and training are also very important for humanitarian workers. This is valid in whatever context the training is developed, be it joint civil-military training, as part of CIMIC or not, or as specific humanitarian training.

#### Conclusion

During the last 20 years, peacekeeping operations have evolved considerably, transforming civil-military interaction



## CIMIC WORKING WITH INTERNATIONAL ORGANIZATIONS (IOs) AND NONGOVERNMENTAL ORGANIZATIONS (NGOs) DURING THE EXERCISE "SEVEN STARS 2010"

Aurel Mircea ROMOCIA  
LTC, Nation 6 Army  
Chief G5

*"The essential dialogue and interaction between civilian and military actors in humanitarian emergencies is that necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency, and when appropriate pursue common goals. Basic strategies range from coexistence to cooperation. Coordination is a shared responsibility facilitated by liaison and common training."*

UN OCHA (Office for the Coordination of Humanitarian Affairs)

Peacekeeping operations today are localized, asymmetrical, protracted and multifaceted. Rather than capturing terrain, the purpose of today's warfare is to capture the hearts, minds, sentiments and cooperation of the indigenous population. The aim is to change the political, and at times, social infrastructure of the nation or region in which the operations take place. Today's operations contain not only combatants, but also International Organizations (IOs), Nongovernmental Organizations (NGOs), displaced civilians and refugees. As soldiers, we must account for these noncombatants when planning and conducting military operations.

To be successful, we must know how to interact with other elements within the operating environment and include them in our planning and, if possible, our training. These organizations and agencies can play significant roles in helping us accomplish our mission. To interact with them effectively, we must understand their objectives and be familiar with the services that they provide. We must also have the flexibility to interact with them cooperatively.

For months later after Seven Stars 10 FTX Exercises were finished, using the online connection established at the end of the training, we are trying to get the feedback from the participants. Do they consider this exercise useful for their life and career?



The intent of this online interview is to receive an evaluation of the exercise's effectiveness from a few of the CE participants and civilians from IOs and NGOs who trained with the SEEBRIG nucleus staff for almost two weeks.

We begin our interview with LTC (Na 4 Army) Filipu Veglia, who had an important role in the preparation of SS 10 and performed as a TOC Director during the exercises. He provides a general overview of how the CIMIC staff performs their duties and how civilian input (from IOs and NGOs) affected the operations in the exercise.

**Q:** We know you were involved in our effort to increase CIMIC efficiency in the SS 10 exercise, what is your opinion about the CIMIC training?

**A:** Following the positive effects of cooperation with civilians during the last CPX (conducted in 2008) SEEBRIG invited, after PMSC approval, UN Agencies, IOs and NGOs to take part in "Seven Stars 2010", which was the SEEBRIG milestone training activity for 2010.

In accordance with the SEEBRIG "road map" to "Seven Stars 2010" all agencies invited took part at the Main/Final Planning Conference that was convened in Istanbul from 11 - 12 May 2010. The manning list was finalized and the positions covered by IOs and NGOs were more than 10, an unexpected increase in comparison with the previous exercise.

"Seven Stars 2010" commenced on 1 November 2010, and IOs and

NGOs sent their representatives to participate from the very beginning (Workshop session from 1 - 5 Nov 10) through completion (Execution phase 7 - 11 Nov 10). The Head of each delegation provided all participants a very detailed and clear presentation of their organization, focusing on the structure and activities.

Officers and senior officers emphasized that the level of coordination and communication was good and that the level of cooperation improved from the Seven Stars 2008. The cooperation and close interaction between all agencies involved and SEEBRIG personnel helped make the exercise the resounding success that it was.



White cell coordination meeting with TOC Director LTC Veglia and CG 5

The Italian Red Cross, Bulgarian Red Cross, Turkish Red Crescent, TIKA, and UNHCR personnel were fully involved both in planning and execution as part of "White Cell," covering different positions mainly related to humanitarian assistance. Perceptions of the efficacy of cooperation and communication during the Exercise improved. Commanding

After 11 years SEEBRIG has the infrastructure to conduct PSOs and its personnel, due to the high level of training, have the relevant skills to work on the field with all civilian agencies. It is essential that we build strong ties and keep the channels of communication open at all times with IOs and NGOs, so when we come together in operations or any other to



BO BO BO

event (Disaster Relief Operations, for example) or future Exercises, we can use those foundations for our mutual benefit and accomplish the task given to SEEBRIG by higher levels.

BO BO BO

In the exercise CIMIC structures 2 members of SEEBRIG nucleus staff, 7 members from CE and more than 10 civilians were involved, which we try represent in the interview.

**LTC Sordac Sevic from Na 6 Army**, like all the team members which are came from CE, tried his best to integrate into the SEEBRIG CIMIC structure as soon as possible.

**Q:** You were involved in SS 10 exercise as CIMIC liaison officer, what is your opinion about the CIMIC training?

**A:** I've been in many international exercises and worked as a UN member in Sudan, but this was my first experience in SEEBRIG and in a CIMIC section. Many IOs and NGOs were also placed as role players in SS 10. The exchange of information and many useful experiences which I had was very satisfying. The CIMIC training provided added valuable, innovative and timely advice and subject matter expertise on CIMIC for both civilian and military customers. The CIMIC understands its role as custodian for the operational requirements in today's battlefield as well as the battlefield of the future.

There is a real need to improve collaboration between NATO and civilian partners in all operations. Today, the lack of a common database for information sharing is one of the main obstacles. In SS 10 Exercise, the CIMIC staffs were overwhelmed by a huge information flow.

I am glad to have been a part of this Exercise with this great team.

**Na 4 Army contribution in CIMIC was also essential and as the results from Lt Bianco Antonia prove.**

**Q: 1. Which organization sent you to the exercise, what was your position (job), and what was the reason you think they sent you to the exercises?**



CIMIC HQ members at the beginning of the exercise

**A:** I was sent to Exercise Seven Stars after a short interview that I had last year in early September with my superior officers.

They were looking for an officer with previous experience on the field in a Joint Operation Center, with a solid background in legal and humanitarian affairs and also familiar with the CIMIC sector.

I was chosen also because I have some experience as a liaison officer in previous international missions.

**Q: 2. Do you think you accomplished your organization's and your own personal objectives?**

**A:** As a Reserve Officer of the Na 4 Military Red Cross and international delegate of Red Cross as well, this was for me a great opportunity to work with an international unit which has been created to execute peacekeeping operations and also to deal with a complex and multinational environment.

So I was sent to Istanbul as liaison officer in the CIMIC Center created

within the exercise Seven Stars, for the International humanitarian and volunteer organizations.



CIMIC LNO's internal activities

**Q: 3. What is your opinion about the role of CIMIC in Peace Support Operations? Please tell us if you learned new aspects during the exercise about CIMIC organization, procedures (and any other new thoughts).**

**A:** When in Istanbul I was welcomed by chief of GS Section who literally polarized the attention of all personnel depending on him, motivating everyone in the task we were about to approach. We worked hard during the exercise, learning the art of mediation and negotiation, which I think is useful not only in peacekeeping times but also in everyday life.

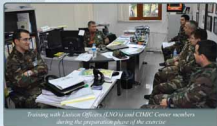
CIMIC, from my point of view, represents the core of modern peacekeeping operations or military operations other than war, because it allows the organization to optimize the resources available among the forces on the field and also helps to reach the strategic goal of legitimizing the presence of the military contingent in the eyes of the numerous counterparts.

As I learned in Exercise Seven Stars, reaching this goal is very important in order to understand not only the principles of CIMIC operations, but also the secrets of mediation and negotiation; otherwise it is very improbable to successfully reach any goal.

**Q: 4. Suggestions for the future and conclusions**

**A:** At the present moment, as part of the Italian Red Cross, I am involved in the humanitarian emergency concerning the refugees and displaced people from Libya and Tunisia. In managing this delicate situation, what I have learned during the exercises Seven Stars came to my mind and many useful tips which I obtained from the exercise have been of great help to me.

BO BO BO



Training with Liaison Officers (LNOs) and CIMIC Center members during the preparation phase of the exercise



The IOs and NGOs opinion is presented by the representatives of two very important organizations from № 7, AKUT and Red Crescent. Mr Saydun Geksin answer from AKUT:

**Q: 1. Which organization sent you to the exercises, what was your position (job), and what was the main reason you think they sent you to the exercises?**

I am the General Secretary of AKUT Search and Rescue Society. Besides my secretarial duties, I perform as Coordinator of Emergency Situations. We have vast experience with civil authorities; such exercises give us the opportunity to work with military.

**Q: 2. Do you think you accomplished your organizational and personal objectives?**

Since we work generally with civil authorities, we have developed certain ways to realize efficient communication. Although we work with Gendarmerie in rural areas, this exercise gave us the opportunity to know more about military way of being operational and I believe it has given us a great knowledge of how to act in an operation where the military is involved.

**Q: 3. What is your opinion about CIMC role in to Peace Support Operations? And tell us if you**



*learned new aspects during the exercise about CIMC organization, procedures (and any other new thoughts).*



Being a smaller unit in comparison to NATO gives this force more flexibility, more concentration, and speed, without lack of equipment. I felt that it was a nice balance between being efficient in operations, backed up with sufficient vehicles and equipment and yet not as complicated in reporting and information transfer.

**Q: 4. Can you give us some suggestions for the future and present your conclusions?**

This was our first experience; we strongly feel that it is too early for us to give any suggestions for future.

**Last but not least, Mrs. Petek Akman answers our questions.**

**Q: 1 Which organization sent you to the exercises, what was your position (job), and what was the reason you think they sent you to the exercises?**

I am a social psychologist working in Turkish Red Crescent. I have experience both in national and international relief operations. I participated in the Zhetyysu NATO Exercise in Kazakhstan in 2009 and Noble Jewel Exercise in Istanbul in 2010. I think I was chosen as a representative of Turkish Red Crescent in this exercise due to my experience in relief operations and exercises. In the exercise, with my colleagues from Italian Red Cross and Bulgarian Red Cross, we represented the International Federation of the Red Cross and Red Crescent Societies (IFRC).



Mrs. Pınar Akman presenting Na 7 Red Crescent activity

**Q: 2. Do you think you accomplished your organizational and personal objectives?**



Na 2 Red Cross representative working with military staff

**A:** The Turkish Red Crescent works with the military both in disasters and conflicts. In all meetings, exercises and relief operations we try to provide information on the status of the Turkish Red Crescent as a humanitarian agency and its disaster management system. Exercise Seven Stars 10 has given us the opportunity to introduce our activities to military

personnel and to familiarize the training audience with our mandate. I personally wanted to know more about civil-military cooperation and I believe that Exercise Seven Stars, creating a setting very similar to reality, was a great opportunity to observe how the military and the humanitarian agencies work together in times of conflict.

**Q: 3. What is your opinion of the role of CIMIC in Peace Support Operations? And tell us if you learned new aspects during the exercise about CIMIC organization, procedures (and any other new thoughts).**

**A:** I think CIMIC has a very

important role both in peace, with regard to its attempts to improve civil-military cooperation, and in Peace Support Operations, enabling the coordination of the military and the civilian organizations. I believe CIMIC is an essential element in civil-military relations since it allows both parties to learn and understand how the other operates and how they can communicate and work together.

**Q: 4. Suggestions for the future and conclusions**

I believe that "White Cell" has an important role in military exercises since it allows the military to become familiar with the mandate of UN agencies, international organizations and non-governmental organizations and practice how to cooperate with them. I think participation of more organizations in the exercises should be encouraged and those organizations should take an active role in scenario writing so that the incidents based on the experiences of humanitarian workers would be more realistic and informative on the organizations' mandates and activities, but still in line with the objectives of the exercise.



NGOs and UN representatives having working time in white cell

#### Final conclusions

The United Nations deployed thousands of peacekeepers to protect and assist the NGOs delivering aid and to help terminate the hostilities. NATO and PIP countries fully support this effort and SEEBRIG got the chance to complete its own PSD mission in Afghanistan and record lessons learned and various experiences. Although NGOs and peacekeepers have worked together in the past, a new working relationship was made necessary by the extremely harsh environments faced by the missions in these countries, where lawlessness was frequently the norm. This new relationship has not been without its major difficulties. It has been strained by factors such as differing organizational cultures, structures, and decision-making processes, as well as by varying interpretations of impartiality and the use of force. Improved civil-military cooperation is vital to the success of future joint NGO-UN peacekeeping humanitarian operations. An examination of the factors hampering cooperation suggests that there are several means to improve the civil-military relationship and training for SEEBRIG CIMIC structures should continue in to a proactive manner in this respect.

# SEEBRIG PARTICIPATION TO EXERCISE SEESIM-10

Mile BOJKOVSKI  
LTC, Nation 5 Army  
Chief G-7

Panagiotis LYMPEREAS  
Maj, Nation 3 Army  
G-7 Plans Officer

&



The South Eastern Europe Simulation (SEESIM) Exercise is a Computer Assisted Exercise (CAEX) within the framework of the South Eastern Europe Defense Ministerial (SEEDM) process. The purpose of the exercise is to promote the cooperation and the interoperability among the SEEDM nations and to enhance their collective ability to respond to various emergencies, in the wake of various devastating natural or man-made disasters, such as earthquakes, floods, wildfires, terrorist actions, etc. Moreover, the aim of the exercise is to strengthen the military support to civil protection agencies and to test the national contingency plans and procedures regarding Humanitarian Assistance, Disaster Relief Operations (DROs) and Search and Rescue missions.



SEESIM exercise is conducted every two years in a different nation each time. The first SEESIM exercise in 2002 was hosted by Na 3, SEESIM-04 organized by Na 7, SEESIM-06 co-hosted by Na 5 and Na 6, SEESIM-08 took place in Na 2 and SEESIM-10 was held from 17 to 26 October 2010, in Na 1. In every exercise apart from the main location in the host nation there are remote computer simulation sites in all the participant countries for the concurrent training of the relevant national agencies.

According to SEESIM-10 broad scenario, a series of terrorist attacks and other man-made and natural disasters occurred throughout South Eastern Europe. The civil protection agencies, the military, the fire brigade, the police and all the other pertinent organizations were called to cope with the aftermaths of these calamities. According to the scenario, SEEBRIG was one of these organizations that was asked to support with its assets the host nation authorities.

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

One of the objectives of SEEBRIG as regards SEESIM-10 exercise was to enhance its cooperation with other national and international organizations dealing with DROs,

such as the NATO's Euro-Atlantic Disaster Response Coordination Centre (EADRCC) and the United Nations Office for Coordination of Humanitarian Affairs (UNOCHA). SEEBRIG objectives included also the improvement of its Command and Control procedures and the review and revival of all its documents related to DROs.

SEEBRIG HQ was involved in SEESIM-10 exercise with all its Nucleus Staff personnel. They worked as a Response Cell at SEEBRIG HQ in Istanbul, having also representatives at Excon Main in Tirana, Na 1 and in Na 7 Emergency Operations Center (EOC) which was located in Ataturk War Gaming and Cultural Center in Istanbul. SEEBRIG carried out the exercise following the scenario of Na 7 and assuming that all the subordinate units had already been deployed in Istanbul

when the exercise started.

SEESIM-10 was an excellent opportunity for SEEBRIG HQ to identify its weaknesses, review its established procedures, develop its Disaster Relief Operations Concept and in general improve its DROs capabilities. Furthermore, the exercise gave SEEBRIG the chance to be familiarized with the proper channels of communication with other EOCs, national authorities as well as with various international organizations.

SEEBRIG HQ personnel gained additional knowledge and developed their skills and expertise in DROs. Admittedly, SEESIM-10 was highly beneficial and a valuable experience for all the SEEBRIG Staff. Finally, it seems that SEEBRIG achieved all the training objectives and according to the organizers of the exercise, it fulfilled all the given tasks in a very professional and efficient way.



SEEBRIG Personnel participation in Exercise SEESIM-10

## SEEDRO CONCEPT - QUO VADIS?

Ioan Dan POPA  
 Maj, Nation 6 Army  
 G-7 Engineer Officer

SEEDRO (South Eastern Europe Disaster Relief Operations) Concept was approved on 21<sup>st</sup> October 2009 during SEDM Ministerial Meeting in Sofia and open the way for SEEBRIG to be engaged not only in PSDs (Peace Support Operations) but also in DROs (Disaster Relief Operations).



Disasters are a regular part of a global life, whether caused by act of nature or acts of a man. These events become humanitarian emergencies when their effects impact on a society or population whose inherent resources are insufficient to absorb the impact and deal with event's consequences.

In the last period of time, the global physical environment has been in permanent changing and the consequence of this is the increasing likelihood of environmental failures (earthquakes, floods, droughts etc). Our region cannot be out of these environmental changes, throughout its history, Southeastern Europe has experienced multiple disasters that have caused significant loss of life, human suffering and property damage.

Having in mind all these facts, our nations have started to develop SEEDRO (South Eastern Europe Disaster Relief Operations) Concept. The first ideas about this concept were raised during CMEP-Civil Military Emergency Planning Seminar held in Plovdiv, Nation 2, during the period 15-19 February 2003. SEEBRIG representatives participated in this meeting and presented the possible role of our brigade in Disaster Relief Operations. Immediately after, according to the decision of the 9<sup>th</sup> PMSC Meeting held in Sinia, Nation 6 on 12-13 March 2003, a SEDROWGM-SEEDRO Working Group Meeting was established to develop TOR-Terms of Reference and Concept, based on existing ETF-Engineer Task Force structure and capabilities. In this way, it was issued the 1<sup>st</sup> draft of SEEDRO Concept dated 09 May 2003 in order to be discussed during 1<sup>st</sup> SEDROWGM in Plovdiv, Nation 2 during the period 26-30 May 2003. After this meeting it was issued the second 2<sup>nd</sup>

draft of SEEDRO Concept dated 30 May 2003. Under PMSC-Politicio Military Steering Committee guidance and nations comments, SEEBRIG prepared the 3<sup>rd</sup> draft of SEEDRO Concept dated 23 January 2004, which was discussed in the next SEDROWGM held in Constanta, Nation 6 from 10-13 February 2004. Considering again the Nation's comments and proposals the 4<sup>th</sup> draft of SEEDRO Concept dated 18 April 2005 was issued.

After all these steps, the process was postponed because SEEBRIG focused all resources in getting FOC-Full Operational Capability for mission in Afghanistan.

Eventually, as a result of HLEM-High Level Expert Meeting held in Istanbul, Nation 7 during the period 23-26 February 2009, it was issued the 5<sup>th</sup> draft (Last Draft) of SEEDRO Concept dated 26 February 2009. This final version was proposed for approval during 22<sup>nd</sup> PMSC Meeting and was approved on 21<sup>st</sup> October 2009 during SEDM Ministerial Meeting in Sofia.

As you have already noticed, it was not an easy process to obtain the

final approved document of SEEDRO Concept (it took almost 6 years) but, most important is the fact that, finally, we have one basic concept for future developing of all related documents concerning DROs (GDP-Generic Deployment Plan, GOP-Generic Operational Plan, SOPs and Contingency Plans for DROs). At this moment, SEEBRIG is fully engaged in the process of harmonizing all documents in accordance with provisions of SEEDRO Concept. During this process we have to clarify some aspects related to possible discrepancies between MPFSEE Agreement and SEEDRO Concept, to consider the shortening of decision making process and preparation phase (Rapid Response is vital for DROs), the readiness status of the units which will be involve in DROs (need of high readiness units in order to be engaged in the early stages of disasters), the financial aspects (would be ideal to have some money designated in advance in the budget, only for DROs), the need to reinforce the units with specialized personnel and equipment (SAR-Search and Rescue Teams, MMT-Mobile Medical Teams etc) and this is only the tip of the iceberg.

Lastly, if we want SEEBRIG to become a reliable organization dealing with DROs in our region, for the benefit of our countries, we need a strong willingness and certain resources from our nations to develop this project, otherwise it will remain only a paper in SEEBRIG archive.



# SERVING FOR SOUTH EASTERN EUROPE BRIGADE FLAG, REPRESENTING SEVEN NATIONS

Zyber DUSHKU  
Brig. Gen. Nation 1 Army  
SEEBRIG Commander

At the beginning of July 2009, I arrived in Istanbul to take over my new position as Commander of South Eastern Europe Brigade (COMSEEBRIG). The building of SEEBRIG HQ situated in a very quiet and nice area, surrounded by green, had to be my working place for the next two years. Even I had the chance to visit this HQ a couple of times in the past, the new and well-organized environment, accompanied with a warm welcome, impressed me in a very positive way.

The fascinating Hand-Over / Take-Over ceremony organized by the Host Nation in the backyard lawn of NRDC-T HQ building on 15 July 2009 brought together Defense Ministers, Generals and Admirals, Diplomatic Corps representatives, Distinguished Guests and military troops from 7 member nations of SEEBRIG.



It was a memorable moment, when Brig. Gen. Virgil Balaceanu, my predecessor, officially handed me over the SEEBRIG flag with a white, dove and seven stars, embedded on it.

Having the chance to be among the first officers, who served at SEEBRIG HQ from the very beginning (1999-2001), I felt honored and privileged to be back again (8 years later), to the ranks of this multinational unit, now as Commander.

The outstanding efforts made and contribution given to the consolidation of SEEBRIG during these years, by all personnel (former & present), being those commanders, officers, NCOs, soldiers or civilians, have made much more easier our way ahead.

Being multinational, SEEBRIG has proved to be beneficial for thousands of military personnel from different nations, who have enjoyed the opportunity of working effectively together with other colleagues and making them friends.

During my tour of duty, as the head of Evaluation Teams, I paid visits to all SEEBRIG assigned units at their home-base locations.

The discipline, training, dedication, professionalism and above all the experience of the units were impressive. Based on their capabilities and assessment results, I am confident that SEEBRIG, as a consolidated military structure is ready to accomplish any designated mission if our nations will deem it necessary.

Bringing in mind the special mementoes from these activities, I sincerely have to thank the authorities and all the personnel of SEEBRIG assigned units, for such well-organized events, for their warm welcome and hospitality, their efforts made and the performance shown during our enjoyable and unforgettable visits in both professional and cultural point of view.

Working together for about 12 years, our nations have been able to



keep and maintain SEEBRIG, as a peace contributor and a success story of defence cooperation. This is a real achievement for our region.

In the positive climate of trust and cooperation, SEEBRIG has conducted so far 19 exercises and participated in 25 others, apart from many meetings, conferences, seminars, symposiums, workshops, etc. In this context, it is worth emphasizing the first SEEBRIG mission in Kabul, Afghanistan, under the ISAF Command (February-August 2006).

Throughout the years, the main SEEBRIG exercises based on PSO scenario, which keep the symbolic name "Seven Stars", have played a vital role, increasing the level of training, enhancing the cooperation



Post challenge Javelin in PSO demonstrated by Nation 7 SEEBRIG Battalion during evaluation visit





and coordination, in order to better prepare for mission.

The Command Post Exercise (CPX) "Seven Stars-10", was the 8th in the series of this type. It brought together the SEEBRIG HQ CE Staff and key leaders of the assigned units, to practice Command, Control and Communications, decision-making and reactions on different situations that might occur in a PSO multinational environment.

The participation of representatives from different organizations such as - Red Cross of Nation 2 and Nation 4, Red Crescent, Search and Rescue Association (AKUT) and Directorate of UNHCR of Nation 7, was an additional value to this exercise.



Working in TOC during exercise SEVEN STARS - 10

The close cooperation established from the beginning between SEEBRIG HQ and NRDC-T HQ has continued to be excellent, thanks to the special attention, care and support of NRDC-T Commander. The events of one organisation became common for both.



Being together as one big family SEEBRIG HQ members and their families visiting Efes historical site

The participation of SEEBRIG HQ personnel in the exercises such as - "ANADOLU ŞAHINI-09", - "NOBLE JEWEL-10" and many other activities, have been of vital importance.

Living in the metropolitan city of Istanbul for 2 years has been great. With good memories in mind, nobody could leave this fascinating place without the intention to come again.

Istanbul is wonderful and thrilling from all aspects, being those historical, cultural, Per coincidence, "Istanbul 2010 European Capital of Culture", offered many other additional opportunities.

For SEEBRIG HQ members and their families it has been a good chance to explore other parts of the country, enjoy the cuisine, the beauty of the nature, learn about the lifestyle, economy, culture and history of this nation.

Unreserved support and hospitality of Host Nation, offered in so many occasions during these two unforgettable years, fully deserve our



A good discussion with Argentinian Commander during Nation 4 evaluation visit

special gratitude and thanks.

Every four-year period, SEEBRIG HQ relocates to another country. It started in Plovdiv (1999-2003) then moved to Constanta (2003-2007) and to Istanbul (2007-2011). For the period 2011-2015, it will be located in Larissa.



Nation 3 SEEBRIG helicopter demonstrating its capabilities for PSO

Wherever HQ moves, the gravity and importance stay with its wonderful people, who compose it and I consider a privilege having the possibility to work with such dedicated staff members of seven nations. Their full commitment, discipline, hard work, deep knowledge, great experience, positive attitude and cooperative spirit, deserve the highest appreciation.

On the way to the enduring peace, SEEBRIG remains as important as before, an operational multinational military unit, ready for PSO, Humanitarian and DRO, a contributor to peace and stability in our region and beyond, a training hub for thousands of personnel and a good example of military cooperation among nations.

*I wish SEEBRIG always progress and success!*



## A MOVING HQ

Massimiliano PERROTTA  
COL, Nation 4 Army  
DCOSSUP



Months run so fast, and SEEBRIG is ready to move again as stated in the article 1 of the Agreement additional protocol the location of the HQ/NS is on four years rotational basis. Starting from 1999 "we" have already been hosted in Plovdiv and Costanza, Istanbul as well in a short while will belong to our memories. Sad to say but true, it is almost time to leave this astonishing city laying on two Continents.

Within this sentence, besides the struggle and typical vibrations arising when leaving, after two years, a place which already stole your soul, there is so much else on going.

SEEBRIG is a little community too, where we work and live together. Moving, bearing towards Larissa to relocate the HQ implies the setting up of a good organization and correct actions to be taken, not just pack, load and go. For instance there are bank accounts and contracts to be closed for all the facilities (water, electricity, telephones, internet,...) we needed either in our base where we worked along with the accommodation area where we lived in.

We performed three recognitions to the new site in order to make it runs as we never moved away, establishing contacts starting new contracts, figuring out what to outsource and what not.

Of course we do exploit what has been already made in the past taking in account that each Country has his own rules and problem solving ways.

Under certain logistic perspectives it is a considerable training and exercise, challenging like being redeployed on a mission abroad, with some plus. Plus is that you will be followed by families, and you will have to close and open again contracts for your social and private life, not even to mention car plates changing please!

On the other side DOS, maintenance, supplies and several other logistic aspects we are familiar with are not to be taken in account.

Of course we will have our "strategic lift", elected by international bidding, for the transportation of SEEBRIG properties (vehicles, materials, equipments and offices' stuff) and a "tactical" one chosen according to each need for our personal belongings. As said, nice, challenging.

In details, a very important role is played by the Host Nation, both sides NA7 and NA3, colleagues, along with the strict connection gained with the "insiders" of the Support staff personnel. This team, I'd rather prefer

"crew", will be in charge of closing or starting the setting up of all the needed links and connections which will allow us to run our work and life.

As said it is a kind of training for the above mentioned people to test and verify professional skills using every tool outsourcing/contracting/HNS.

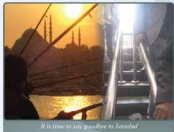
There are several areas or logistic functions available for outsourcing, covering the full spectrum of logistic support. Possibilities goes from laundry services to strategic lift, from building an infrastructure to maintenance or water purification, supply of power, water, fuel, accommodation, meals.

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

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

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

For this reason a road map has been issued in order not to forget anything and to fix dates and actions to be taken which includes every possible subjects from the transportation of SEEBRIG Common Properties to Nato 302 form (a document to be delivered at the customs offices for crossing boundaries) to the most suitable school for sons and daughters or where to find Churches or Mosques for all the different faiths of Nations 1, 2, 3, 4, 5, 6 and 7. Just one digression, we are another real existing prove that all religions can coexist and what is more, we like and help each other and we think we enriched ourselves living and working together.



*It is time to say goodbye to Istanbul*

# SEEBRIG HQ LOCATIONS PHOTO STORY

SEEBRIG HQ IN PLOVDIV 1999-2003



SEEBRIG HQ IN CONSTANTA 2003 - 2007



SEEBRIG HQ IN ISTANBUL 2007 - 2011



## RELOCATION TO LARISA

Sandro LO PRESTI  
LTC, Nation 4 Army  
Chief G4



Larisa! Yes! I have been here in 1982 for a trip to Na 3 organized by the Army Officers Club of Florence (Na4) in collaboration with Na3 authorities. I was only 18 years old. After 29 years I am back here! Who could imagine at that time that I was going to live in Larisa for a while? Moreover I am here as Chief of Logistics of SEEBRIG! Great!

SEEBRIG moved from Istanbul to Larisa. In order to do the movement, a lot of preparation has been done in advance! One of the most important tasks were the recognitions, the so-called Recce.



*OPS and SUP branches building*

I participate to all the three Recces. The first one took place from 19 to 23 July 2010. In that occasion I and the other Team members, headed by the COS, were very eager to discover the new places and to discuss with the Na 3 Reps. all the aspects related to the relocation. In

that occasion we especially concentrated on the facilities available for the offices and for the accommodation.

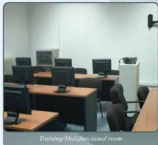
The facilities for the offices are located in Timavos, 17 km far from Larisa, in a military compound. In this base there was the Joint Com-

mand South Centre (JCSOUTH) until 2004 year. It was a Joint Sub-Regional Command (JSRC) of the Allied Forces Southern Europe (AFSOUTH). During the RECCE the buildings were partially occupied by the remaining personnel of the Combined Air Operation Centre (CAOC). SEEBRIG HQ will be located in two different buildings: a small two-floor building and larger one-floor building. The team visited all spaces available and after an evaluation it was decided how to use the rooms.

In the first building there are the main offices of the Commander, of his advisors and of the COS. In the second one there are all the other offices of the OPS and SUP branches and their respective DCOSES. Moreover, in the first building is located a conference room and in the second building, the communications area, a training room, the TOC and three storage rooms. Inside the barracks there are even some facilities that



*SEEBRIG HQ building*



*Training/Multifunctional room*



SEEBRIG will use like the canteen and a coffee bar, managed by a civilian enterprise, and some other facilities like the library and the playground, managed by the USA NSE that will allow us to use them. There is a sports hall as well with basket/volleyball pitch.

The accommodations, instead, are located in Larisa, near an already existing accommodation area for the Na 3 personnel.

There, we found four buildings under constructions. Each building containing six apartments, having a surface of 85/90 squared meters each. Inside the apartments there are one living room, two sleeping rooms, one kitchen, two bathrooms and a balcony. The apartments are furnished and equipped including electric appliances. In the basement of each building there are the storage rooms for each apartment. In one of the building there is a gym room as well. The accommodation area is fenced and CCTV cameras provide surveillance of the area. The entrance is allowed only to SEEBRIG personnel and authorized people. The car parking area and the playground area are inside the accommodation area as well. Na 3 provides to SEEBRIG some vehicles and buses that are used to transport the personnel from the accommodation to the working place and back.

Not so far from that area there is a public sport area that includes a swimming pool. It is believed that the temperature in Larisa is very high during summer! Well, this facility so close will be very useful! During the first RECCE, I visited a sea resort in Platamonas managed by Na3 Army, also. SEEBRIG members will be allowed to use it. This will be a great advantage because the shore is some 60 km. from Larisa and it is very useful to know where to go to spend some time at the seaside. There, it is possible to hire armchairs, umbrellas and the cabin and a restaurant and a bar are available as well. The area is safe and the cost of the services is low. Good, isn't it?

The town of Larisa is very nice. It is an historical place. There, you can still see an ancient amphitheatre very well preserved and a vast archaeological area. It is not a very big town, there are around 150.000 inhabitants, but all kind of services are available: shops, malls, banks and downtown there is a nice Army officers club where I had a very good lunch! Larisa is located between Athens and Thessalonica. This means that we have chances to visit some other interesting areas of Na 3 very easily! For this purpose, we can use our private means of transportation due to the fact that the highway A1 passes near Larisa. There is a bus station in

Larisa, also. The railway connects Larisa with Athens and Thessalonica as well. Not so far from the town, in Volos, there is an international airport that increases its activity during the summer. Well, the connectivity with the rest of the world, as you can notice, is not a problem here!

The second RECCE took place from 21 to 24 February 2011. During this visit, I had chance to look at the improvements done in the accommodation area and the starting of the works in the SEEBRIG buildings. In front of the barracks there is the International School. The team met the representatives of the school and visited the infrastructure. The school is very well organized. They have possibility to host the pupils from the kindergartens to the high school classes. The school has several laboratories where the students can make scientific experiments or to improve the English language or to learn the use of the computers. It is very important for SEEBRIG members that the school is running because in this way the families that have young children can stay together in Larisa. The third RECCE took place from 23 to 27 may 2011. This was the last one before the movement to Larisa. During this visit the team could notice all the improvement that the HN realized in order to fulfill all their obligations. We had the chance to exchange all information necessary to SEEBRIG and the HN and we gave all the details in order to accomplish to all bureaucratic documents.

Well, all was ready to receive SEEBRIG personnel and the equipment. At that time SEEBRIG had already concluded the international bidding in order to award a transportation company to move the CIS vehicles, the equipment and the HQ materiel to Larisa. Eight companies participate to the bidding. The offers were checked by the Contract Award Committee that, after checking all offers, awarded the Orphoe Beinoçlou Int. Movers Company due to the fact that they offered the best service at the lowest price. All operations went smoothly. Well, we settle down our HQ here in Larisa, in the best way we could. The environment changed but SEEBRIG is already ready to afford all the challenges that will encounter in the next four years.



Entrance of the barracks in Terousi

# TEAMWORK?

Nikolay NIKOLOV  
LTC, Nation 2 Army  
Chief G-1



The purpose of this article is not to give an expert opinion on what is teamwork or to give professional directions how to build a successful working team. Unfortunately, it is already done many times by many experts. We easily can find and cite a lot of definitions for teamwork. We can discover tons of material related to this theme. Working in different companies and organizations, we often use "teamwork" as a word, which sounds so familiar, so daily and trivial. Everyone has some idea what teamwork means and how to develop it. Further more, everyone could share some own teamwork experience and give many examples.

Ok, but whether that means teamwork is a easy thing for achievement? I do not think so. The most common definition for teamwork states that it is the co-operative efforts of a group of people to achieve a common goal – beautiful, simple and clear. It is true obviously, but, before we could be happy of this easy truth, we should think about the price. Price?! Yes the price: all hopes, time expended, forces, ambitions, successes, disappointments, compromises, contradictions and ... paid by every person, before the group becomes a team. This's why, inspired by SEEBRIG's motto "One Team, One Mission", I would like to present in this short article our way, the SEEBRIG way of team building and team working.

Since our mission is clearly defined – SEEBRIG to be a reliable and effective tool in the peacekeeping process, our main task as the vital part of this organization is to maintain and improve the capabilities of this tool. As many other multinational structures, SEEBRIG is working on valuing the different, aspect of people, ideas, backgrounds, and experiences.



This is the strong base of creating a team, but there is a long way to go before assembling the working team. The process is slow and takes time and efforts before some result appear. In addition to this, we should mention that service in SEEBRIG HQ is settled on the rotational principle. From one side it allows the organization to be supplied with new and fresh ideas, but from the other side it makes the teambuilding process more complicated. You can, however, create a teamwork culture by doing right just a few things, such as conducting good personal relations, positive attitude and tolerance, but good teamwork does not necessarily require excellent interpersonal relationships or friendship. Rather, what is required is behavior that results in better team performance.

As a military organization, courtesy and respect have become the starting points for SEEBRIG teambuilding and team performance. Each of us know that military discipline is essential for goals achievement and its applying is critical for every military organization. However military discipline only is not enough.

SEEBRIG is a multinational military organization and pledged not only on discipline, but on good relations also. In our working environment the positive emotional attitudes predominate among the people and this is why stressful situations are easy to overcome. People working in SEEBRIG are specialists in their own areas of responsibilities, but in the same time no one completely poses a work area or process all by himself. Occupying different positions, we are open and receptive to ideas and inputs from other members of the team.

With fostering similar behavior, we create a work culture that values collaboration and facilitate a dialogue within the team and with others outside the team on how to improve performance. In a teamwork environment, people understand and believe that thinking, planning, decision making and acting are better when done cooperatively. People working in SEEBRIG soon recognize, and even assimilate, the belief that "none of us is as good as all of us". With organizational commitment we create an overall sense of teamwork and individuals contribute more than they ever thought possible – together. They maintain teamwork even when things are going wrong.

To make teamwork happen, traditionally many organizations approached a way of team building using different seminars, lessons and even playing games. I think that such kinds of activities more or less are helpful for teambuilding process, but without any long term beliefs will fail soon. Thinking of team building as something we do every single day, it could be said that in SEEBRIG we use similar approaches. But our seminars and lessons are focused on improving our capabilities as an effective peacekeeping tool. Our exercises like "NOBEL JEWEL - 10", "SEESIM 10", "STAFFEX 10", "SEVEN STARS 10" are our games and most guaranteed way of training and improving the capabilities of SEEBRIG team.

*Finally I would like to say that SEEBRIG proved itself as a guarantee for peace not only in our region and as peacekeeping tool used in Afghanistan, but as an organization building effective teams and creating strong leaders.*

I am proud to be part of this TEAM!

# SEEBRIG CIS FURTHER DEVELOPMENT

Rodin LAZAROIU  
LTC, Nation 6 Army  
Chief G-6



It's widely accepted that without communications even the most organized and well disciplined force will grind to a halt. Without communications we are unable to direct resources, including manpower, to where they are required. We are also very much in the dark as to what the enemy are doing if we cannot communicate. As such, training in communications has to be of the highest quality.

Although many organizations implement CIS to enhance decision making and information management, an unacceptably high number of systems exceed implementation time and cost limits and invariably fail to meet user expectations.

From a procurement perspective, the successful delivery of capability to time, cost and performance is essential; therefore, it is vitally important that complex information requirements management and exchange capabilities are addressed at every stage of the acquisition process.

## STRATEGIC VISION

The SEEBRIG CIS SECTION has been from the beginning a dynamic learning organization, which effected continuous improvements in operational capabilities, to enable continued success in the accomplishment of our Mission.

## PROJECT TEAM

When the Nations approved the "Study of improvement of SEEBRIG CIS capabilities" the project team has been tasked with the role of:

- = Changing the User Requirements into System Requirements or Technical Specifications which can be used as the basis of contracting with industry.
- = Modeling specifications to show that they meet the capability need within budget.
- = Generating more options for the solution to the User Requirements, when required.
- = Providing guidance on the Concept and Assessment phases.
- = Key role in choosing main Development and Manufacture contract.
- = Providing in-service equipment with decisions on product technical configuration, based on performance, safety and affordability objectives.

## FUTURE CAPABILITIES

As technology advances, the SEEBRIG combat development and training strategies are changing proactively as well. The new capabilities will allow HQ command posts to synchronize planning and execution down to the leader-soldier level. SEEBRIG CIS section is proposing for the next 4 years the following goals in order to synchronize planning and execution down to the leader-soldier level:



WAY AHEAD FOR SEEBRIG COMMUNICATIONS AND NETWORKING.

## GOAL 1

Extend network services and capabilities to soldiers and leaders below battalion level, especially key tactical leaders on the move over long distances, in all operational environments and conditions, during noncontiguous operations.

## GOAL 2

Provide command posts down to battalion level with network services to support synchronized planning and execution of tactical operations.

## GOAL 3

Enhance GIG services during reset and ready phases to facilitate seamless IT support for training,

rehearsals and operational deployments.

## GOAL 4

Extend LandWarNet to support soldiers and leaders.

## FINAL REMARKS

A coherent and interoperable Communication and Information System (CIS) or Management Information System (MIS) capability is vital to many organizations today, be they in the military, emergency services, government or commercial sectors. The ability to manage resources effectively to enable tactical and strategic advantage within the bounds of affordability is a major challenge.

# SUSTAINMENT A CONCEPT FOR SEEBRIG FUTURE OPERATIONS

Konstantinos FARMAKIS  
CPT, Nation 3 Army  
Chief G-8



There is always a question raised about how the personal coordination can be improvised and maximized in order to succeed in the ultimate objective of every enterprise. The same case can be brought to the army forces and of course even to our microcosm of SEEBRIG. A significant way to manage internal obstacles and achieve in everyday affairs is to practice in the largest scale the sustainment principles.

In the following few paragraphs I'll present a financial officer point of view which outlines how sustainment can support a broad spectrum of peacekeeping operations and how we can implement this in SEEBRIG multinational organization's reality.

## Introduction to Sustainment

Sustainment is the provision of logistics, personnel services, and Health Service Support necessary to maintain operations until mission accomplishment.

## Principles of Sustainment

The principles of sustainment are essential to maintaining combat power, enabling strategic and operational reach, and providing Army forces with endurance. The principles are integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation.

While these principles are independent, they are also interrelated.

### 1. Integration

Integration is the most critical principle. Integration is joining all of the elements of sustainment (tasks, functions, systems, processes, and organizations) to peacekeeping operations assuring unity of purpose and effort.

### 2. Anticipation

Anticipation is the ability to foresee events and requirements and initiate necessary actions that most appropriately satisfy a response. Anticipation of sustainment facilitates responsive support. It is based on professional judgment resulting from experience, knowledge, education, intelligence, and intuition.

### 3. Responsiveness

Responsiveness is the ability to meet changing requirements on short notice and to rapidly sustain efforts to meet changing circumstances over time. It is providing the right support in the right place at the right time. It includes the ability to see and forecast operational requirements.

### 4. Simplicity

Simplicity strives to minimize the

complexity of sustainment. Simplicity relates to processes and procedures. Unnecessary complexity of processes and procedures compounds the confusion. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Simplicity enables economy and efficiency in the use of resources.

### 5. Economy

Economy means providing sustainment resources in an efficient manner to enable a commander to employ all assets to generate the greatest effect possible. The commander achieves economy through efficient management and discipline by prioritizing and allocating resources. Staffs look for ways to eliminate redundancies and capitalize on joint interdependencies.

### 6. Survivability

Survivability is the ability to protect personnel, information, infrastructure, and assets from destruction or degradation. It includes all aspects of protecting personnel, materiel, and organizations. Planners integrate survivability with operational planning to maximize survivability.

### 7. Continuity

Continuity is enabled through joint interdependence, linked organizations, distribution systems, and information systems. Sustainment staffs at all levels work hand in hand with operational staffs ensuring synchronization of requirements over the entire course of the operation.

### 8. Improvisation

Improvisation is the ability to adapt sustainment operations to unex-

pected situations or circumstances affecting a mission. It includes creating, inventing, arranging, or fabricating what is needed from what is available. It may also involve changing or creating methods that adapt to a project that quickly evolves. This requires commanders, their staffs, and Soldiers to improvise other possible means to accomplish an operation.

## Conclusion

Participating in a multinational organization like SEEBRIG may form a high challenge to succeed in demanding and stressful projects. The key phrase for following the principles of sustainment in the most effective way to a peacekeeping operation, an exercise or everyday work is "people to people" interaction. As SEEBRIG throughout the twelve years function continues the process of transformation to modern demands and corresponding needs in order to meet the requirements of peacekeeping operations or exercises, the sustainment principles shall always be a lighthouse to follow in order to achieve excellence.



The interrelated cycle of Sustainment



# DEVELOPING ROLE OF UAVs IN MILITARY AND DAILY LIFE

Technological developments are changing military concepts quickly in our century and we should be familiar with new technologies of intelligence world. We will make use of UAVs in our ISTAR platform and we will also benefit from UAV units of higher echelons in our possible missions. SEEBRIG members should know general issues about UAVs and be ready for future use of UAVs.



Cengiz Topel MERMER  
COL, Nation 7 Army  
Chief G-2

Technological developments erupted at the end of the 1990s led to significant changes in war strategies. Smart systems developed by the information technologies have replaced classical industry products in military industry. Unmanned Aerial Vehicle (UAV) systems have become one of the most important components in the network-centric warfare strategy in the battlefield. UAVs are drones with much improved independent control systems. Different from drones UAVs can fly nonstop in a certain altitude for along time and can be used again. In addition, these vehicles fly with the help of two-stroke engine or jet engine.

UAVs can carry payload depending on your purpose, and this payload can be an integrated camera system, a listening device, a system designed for technical analysis or reconnaissance in a CBRN contaminated area, a weapon system and its ammunition or a water tank equipped for firefighting and these examples are completely limited by your imagination.

The role of UAVs is growing very fast in military area. As a result of this development small UAVs are being used much more in the residential area of campaigns and internal security operations. Although UAVs are very common in reconnaissance and intelligence missions, electronic warfare and search and rescue missions are also

added into the developing roles of the UAVs. These UAVs can reach from a few thousand dollars to ten million dollars value and from a few kg up to weigh 9000 kg.

Nowadays, UAVs are produced by a lot of different firms in different shapes, sizes, configuration and characteristics and can be classified in 5 classes, according to the range, altitude, and the duration of stay in the air:

- ⇒ Micro UAV
- ⇒ Small-UAV
- ⇒ Tactical UAV
- ⇒ The operative UAV
- ⇒ Strategic UAV



Israel's Air Force (IAF) has formally accepted today the Elbit Hermes TP unmanned aircraft - the largest UAV built in Israel and the second largest operational UAV in the world.

Regarding the patterns of way of usage, UAVs can be classified in 6 classes, but some vehicles can contain several usage properties within itself:

- ⇒ Target and primer: UAVs determining the targets against enemy air defense and war planes by acting as primer;

- ⇒ Reconnaissance and surveillance : UAVs collecting information about the enemy;
- ⇒ Conflict : UAVs used in highrisk tasks with the high attack capacity

Logistics: Shipping and logistics support vehicles;

⇒ Research and Development: Test vehicles for future use in different UAV technologies

⇒ Civil and Commercial: Vehicles used for civil and commercial purposes

UAVs generally are designed according to the proposed tasks and are modernized regarding the user feedback. It is possible to group UAVs regarding tasks and usage areas in the following way:

- ⇒ Remote sensing: UAVs carrying biological and chemical sensors and sensors for electromagnetic spectrum;
- ⇒ Transportation: UAVs with the capacity of load carrying.
- ⇒ Scientific research: UAVs are used in dangerous tasks for scientific research (data can easily be obtained inside typhoon thanks to Aerosonde system);
- ⇒ Precision attacks: UAVs are used for bombing in the sensitive areas. The most important beneficial point of using UAVs instead of manned aircraft is to avoid a diplomatic embarrassment;
- ⇒ Search and rescue: UAVs are used in search and rescue missions. For example, a UAV flying 18.000 to 29.000 feet in altitude above sea level can be used in search, rescue and damage detection.



Search and Rescue UAV



Precision UAV carrying an Hellfire-C laser-guided missile.

# NON-COMMISSIONED OFFICER (NCO), AUTHORITY LEADERSHIP AND PRIMARY DUTIES

Ilmi POPSHINI  
SGM, Nation 1 Army  
COMCLERK



As it is well-known SEEBRIG was established in 1999, I had the chance to be part of that team among other colleagues, working and giving our best to grow up our Brigade.

Coming back in SEEBRIG HQ after ten years, I can see the tremendous changes. With no doubt, all NCOs during the past 12 year history have made all efforts to give a valuable contribution to SEEBRIG.

As NCOs, we know well how important we are... We are the backbone of the Army. This is so because we lead our personnel at the action level where the fundamental work of the military is accomplished...

## AUTHORITY

We, NCOs must know what authority we have and where it comes from. Authority is defined as the right to direct soldiers to do certain things.

When we inherit a position that requires directing or controlling others, we have command authority.

Perhaps the most critical for a NCO is to really know his soldiers, to have a detailed knowledge of their talents, abilities, strengths and weaknesses. A dedicated and professional NCO is an essential and permanent component of each Army in the world.

We train and lead our personnel every hour of every day while ensuring that orders received are carried out in spirit and in fact. We lead by example, train our personnel to

perform, set high standards and help them meet those standards. We must have the skill, ability and leadership to train personnel for multiple conditions and to lead them in any situation.

We own the distinction of having the most demanding job in the military. We are the backbone and the personnel we lead are the heart of the military. This is so because we lead them at the action level where the important fundamental work of the military is accomplished. Because we live and work directly with and among our personnel, we have the best opportunity to truly know them as they are. NCOs should be the first to identify and teach personnel how best to use their strengths; the first to detect and train them to overcome their fears and

short comings. We are in the best position to secure the trust and confidence of our personnel; we do this by leading by example.

We will be challenged by our personnel and we will be rewarded by the respect they hold for our ability. We will be successful as we follow our leadership in the difficult job of getting ready for training, fighting and winning any battle.

## LEADERSHIP

Leadership is very important to any military organization. There are qualities the military believes are vital to successful leadership like: team building, communication, problem solving, manager, following, self sacrifice etc. These are the golden rules that should be in the mind and heart of the NCOs helping them to perform their duties in outstanding manner.

Every soldier must know and do his job, but not every soldier can be a leader. An NCO is a leader.

NCOs establish the first line of military leadership and supervise more than 80 percent of the soldiers in operational units. NCOs duties and obligations require spending more time with their personnel than officers do. This in turn demands that NCOs always lead by example.

Leadership develops in each person through training, practice, and experience. Teamwork is another primary responsibility. NCOs build teamwork and unit proficiency in order to prepare for when their unit may be called upon to accomplish a mission. Careful observation of successful leaders in unit provides examples for growth as a leader. It is considered important to learn from successes and failures.



One Team One Mission

**ADVISES BY A SENIOR NCO.**

You must build teamwork and unit proficiency. An NCO must know his job exceptionally well. This means you must be proficient in the employment, care, cleaning, and maintenance of fighting vehicles, weapons and equipment assigned to our unit. You must be proficient in the tactics our unit will use in battle, as well as in the day-to-day requirements of soldiering in both field environments and in garrison. This is the first step in leading by example. You must also be able to train the soldiers to high levels of proficiency in individual and team skills. You are the coach; the unit is the team; success in combat is the payoff.

As an NCO your job requires to accomplish all tasks with your personnel and the equipment under the most difficult conditions.

**In challenging circumstances three things are essential to success:**

- = Courage, both yours and that of your personnel.
- = Teamwork in battle, how well you've trained your team.
- = Leadership, how well you lead and how well others follow.

**Teamwork and good leadership is developed through tough, realistic training.**

NCOs must instill confidence in the team; accomplished through realistic tough training. NCOs must build a well-trained, dedicated team; the more you sweat in peacetime the less you bleed in war.

It is essential as an NCO to know the personnel by how well trained they are, how well they work as team members, and how they react to fear, uncertainty, and stress.

**Valuable "tips" for a better performance:**

- = Be honest. Integrity is non-negotiable.
- = Always tell it like it is - not how you think someone wants to hear it. The military demands the truth.
- = Make it a habit to tell the truth.
- = If something is wrong, be willing to say so in an objective, un-opinionated manner.

- = Always present the facts. If you make a mistake, admit it.
- = Do not sacrifice your integrity.
- = In battle lives depend on your ability to lead your subordinates. Don't forget that.

**NCOs Primary Duties**

I would like to mention some of the main duties to be followed by NCOs, in order to be successful during the military career.

- = Know their soldiers and their character.
- = Know their soldiers where about 24 hours a day, seven days a week.
- = Primary leader responsible for training, education, leading and caring for individual personnel and teams.
- = Responsible for their soldiers' appearance and demeanour.
- = Responsible for the maintenance, accountability and security of their section equipment.
- = Enforce standards by their own appearance, attitude and ability.
- = Live and instill Army values daily and set and enforce high standards of personal conduct.

= Concentrate on standards of performance, training and professional development of NCOs and unit personnel.

- = Active members in the NCO support channel.
- = Demonstrate initiative.
- = Follow the lawful orders of officers.

Understanding these duties will help us and our people to survive in any battle. Applying these principles in day by day live will give us the strength and the abilities to lead our people. Fulfilling these duties in an outstanding manner will make us true leaders.

*NCOs are ready to face the challenges of operating in any conditions. At the same time NCOs are the leaders needed at every level of Armed Forces. In SEEBRIG HQ NCOs are one of the important "tools" the commanders can really on, and this should remain the same as long as SEEBRIG will last.*



# THE PLACE AND ROLE OF THE "NCO NEXT TO THE COMMANDING OFFICER"

George Iacoban  
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CG1 Clerk



The role and place of NCO in modern military has changed dramatically over time. As the Army has evolved by changing the tactics and technology, whether from horses to APC (armored personnel carrier) or from cannons to missile launchers, the role of NCO has changed as well. All over the world the operational missions have become more complex in term of time and space environment and the NCOs took over more leadership duties. A high qualified NCO Corps is essential for all nations.

*"Men who think that their officer recognizes them are lesser to be seen doing something honorable and more desirous of avoiding disgrace."*

- Xenophon,  
Greek historian  
(c. 430-355 BC)

## "NCO next to the Commanding Officer" concept and implementation

Several NATO Countries have created positions defined as "the NCO next to a Commanding Officer". Starting at battalion or equivalent level and up to Chief of the Defense, they have the role of creating a chain of communication between the Commanding officer and the enlisted personnel.

Called either Command Sergeant Major, Chief Warrant Officer, Staff adjutant or Commander's Counselor for enlisted personnel issues, the NCO next to a Commanding Officer is the senior enlisted advisor of the commanding office and the leader of all enlisted personnel recognized according to his training, professional experience and personal moral qualities. He is not just a spokesman or a representative of the NCOs. He has a leading responsibility in guarding and improving the quality of the NCO Corps.

These NCOs represent the commander, communicating the commander's goals and direction for the command to the field, while simultaneously representing the field's views and concerns to the

commander. They provide a "field reality check" as they provide input to high-level policy makers, advise and initiate recommendations to the commander and staff in matters pertaining to the local NCO support channel. Although they are not in the chain of command, they strengthen it by working within the chain of command whenever possible to provide "ground truth" feedback. They enhance communication and foster a better understanding of the needs and viewpoints of all members of the unit. One of the greatest values a leader NCO brings to the command is their relationship/understanding of the field. To remain credible and to

prevent gaps from growing in these critical relationships, the NCO must spend as much time visiting and communicating with field units as possible.

As a leader, dealing in a proper way with all the occurring matters, whether they pertain to subordinates' military or personal issues has proven to be a necessary quality towards a good leadership. For most commanders, finding enough time for counseling his subordinates in matters related to career development or personal issues may prove to be difficult and this aspect tends to be postponed or left aside. This is the point where the NCO leader comes in and helps the



*"SEVEN STARS" Exercises - an unique experience and a great opportunity to learn and thank your knowledge*



enlisted personnel to solve the problems that interfere with the mission of the organization. The officers should be busy with their "officer domain" thinking ahead and planning the future missions and based on their analysis provide guidance to the NCO Corps.

The process of implementing the role of NCO next to the commanding officer is a continuous challenge. The success of implementation of this system depends much on the way that he is perceived by the subordinates. If they feel that he works for them and is preoccupied by their development, then the process of counseling achieves its goals, but on the other hand if he is seen only as a commanding officer's "tool" then the results may not be as good as expected. Being a leader of the NCO or just a commander's tool depends not only on his personality and the relation between the leader NCO and the commander, but also on the educational background and experience.

*"Man of two worlds, a sergeant major's success depends on how well he straddles them."*

**Sergeant Major Robert B. Begg,**  
*Army magazine, January 1966*



*Command Post Exercise "SEVEN STARS 08" - certificate awarding ceremony by PMSC secretariat chairperson*

#### **NATO NCO Advanced leadership course in NATO School, Oberammergau - Germany**

In the wake of the implementation of this concept, as a tool for preparing the future NCOs next to the Commanding officers, in NATO School from Oberammergau - Germany is organized a NATO senior NCO orientation and leadership course. The aim of the course is to provide in-depth knowledge to

senior NCOs on advanced NATO leadership skills, management abilities and knowledge of NATO, including structure, policies, operations and current issues affecting the alliance, enabling them to effectively apply it in their role and to be able to advise the commander. It also provides increased interoperability between NATO NCOs throughout the NATO Alliance and in the international setting.

Providing a wide variety of materials and information related to NATO Alliance and the position of the NCO in the alliance, multiculturalism, useful classes on different types of leadership, ethics, moral, motivation and counseling, as well as syndicate work has proven to be an interesting and useful experience highly recommended for all NCOs assigned to SEEBRIG HQ. The knowledge accumulated during this course and the tremendous experience gained by working in a multinational environment as SEEBRIG HQ represents a solid foundation for any future assignment whether in national or internal environment.

*"Because a thing seems difficult for you, do not think it impossible for anyone to accomplish."*

**Marcus Aurelius**



**NATO NCO Orientation and Leadership Course**  
**M1-95-D, 8 - 19 September 2008**

# GETTING FAMILIAR WITH FORTHCOMING NEW SEEBRIG LOCATION-PART II (A HISTORICAL APPROACH)

Panagiotis KARKANTIS  
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CG 4 Mov. Officer



In SEEBRIG Review Issue II, a geographical and cultural description of Larissa area was made. Ski resorts, beautiful beaches and nature landscapes all around the city ensure a unique opportunity for SEEBRIG members to get familiar to Na3 beauties. Being a national transportation hub, linked by road and train with Volos port as well as Athens and Thessaloniki, Larissa will be the starting point for staff and their families to explore and discover the wonderful landscape, mountains, and villages all around. This time, a short tour backward to the city's history will be attempted.

The capital of the Thessaly periphery of Greece is a principal agricultural centre which according to archaeological evidence, lies atop a site that has been inhabited since the tenth millennium BC. The Legend has it that Achilles was born there and Hippocrates, the Father of Medicine, died here as well.

#### Mythology

The city is said in Greek mythology to have been founded by Acrisius, who was killed accidentally by his son, Perseus. There lived Peleus, the hero beloved by the gods, and his son Achilles; however, the city is not mentioned by Homer, unless it should be identified with Argissa of the Iliad. In mythology, the nymph Larissa was a daughter of the primordial man Pelagius.



#### History

Traces of Paleolithic human settlement have been recovered from the area, but it was peripheral to areas of advanced culture. The area around Larissa was extremely fruitful; it was agriculturally important and in antiquity was known for its horses.

The name Larissa, inherited from the Pelasgian settlers—an alternative name for the district was Pelagiottis—was common to many Pelasgian towns; the ancient Greek word *larissa* means "stronghold".

Larissa is thought to be where the famous Greek physician Hippocrates and the famous philosopher Gorgias

of Leontini died.

When Larissa ceased minting the federal coins it shared with other Thessalian towns and adopted its own coinage in the late 5th century BC, it chose local types for its coins. The obverse depicted the myth of the local spring, Larissa, for whom the town was named, probably the choice was inspired by the famous coins of Kimon depicting the Syracusan nymph Anethusa. The reverse depicted a horse in various poses. The horse was an appropriate symbol of Thessaly, a land of plains, which was well-known for its horses. Usually there is a male figure; he should perhaps be seen as the eponymous hero of the Thessalians, Thessalos, who is probably also to be identified on many of the earlier, federal coins of Thessaly.

Larissa, sometimes written Larisa on ancient coins and inscriptions, is near the site of the Homeric Argissa. It appears in early times, when Thessaly was mainly governed by a few aristocratic families, as an important city under the rule of the Aleuadae, whose authority extended over the whole district of Pelagiottis. This powerful family possessed for many generations before 369 BC the privilege of furnishing the tags, the local term for the strategos of the combined Thessalian

forces. The principal rivals of the Aleuadae were the Scopadae of Crannon, the remains of which are about 14 miles south west.

Larissa was indeed the birthplace of Meno, who thus became, along with Xenophon and a few others, one of the generals leading several thousands Greeks from various places, in the ill-fated

expedition of 401 (retold in Xenophon's *Anabasis*) meant to help Cyrus the Younger, son of Darius II, king of Persia, overthrow his elder brother Artaxerxes II and take over the throne of Persia (Meno is featured in Plato's dialogue bearing his name, in which Socrates uses the example of "the way to Larissa" to help explain Meno the difference between true opinion and science (Meno, 97a-c); this "way to Larissa" might well be on the part of Socrates an attempt to call to Meno's mind a "way home", understood as the way toward one's true and "eternal" home reached only at death, that each man is supposed to seek in his life).

The constitution of the town was democratic, which explains why it sided with Athens in the Peloponnesian War. In the neighborhood of Larissa was celebrated a festival which recalled the Roman Saturnalia, and at which the slaves were waited on by their masters. It was taken by the Thebans and afterwards by the Macedonian kings, and Demetrius Poliorcetes gained possession of it for a time, 302 BC.

#### Hellenistic and Roman era

It was in Larissa that Philip V of Macedonia signed in 197 BC a treaty with the Romans after his defeat at Cynoscephalae, and it was there also that Antiochus III, the Great, won a great victory, 192 BC.



The ancient history of the city



Greece from Larissa c. 1820.

#### Hellenistic and Roman era

It was in Larissa that Philip V of Macedonia signed in 197 BC a treaty with the Romans after his defeat at Cynoscephalae, and it was there also that Antiochus III, the Great, won a great victory, 192 BC.

As the chief city of ancient Thessaly, Larissa was directly annexed by Philip II of Macedon in 344, and from then on Larissa was under Macedonian control; in 196 B.C. Larissa became an ally of Rome and was the headquarters of the Thessalian League.

Larissa is frequently mentioned in connection with the Roman civil wars which preceded the establishment of the empire and Pompey sought refuge there after the defeat of Pharsalus.

#### Middle Ages and Ottoman period

The town was taken from the Byzantine Empire by Bulgaria for a while in the later 10th century and later held by Serbia. It was Frankish until 1400.

In the 15th century, it came under the rule of the Ottoman Empire, who called it *Yenişehir-i Fenar* 'new town of the Phanariotes'. Until 1881, Larissa was the seat of a pasha in the vilayet of Yanya.

In the 19th century, there was a small village in the outskirts of town very unusually inhabited by Africans from the Sudan, a curious remnant of the forces collected by Ali Pasha. In the 19th century, the town produced leather, cotton, silk and tobacco. Fevers and agues were prevalent owing to bad drainage and the overflowing of the river; and the death-rate was higher than the birth rate. It was also renowned for the minarets of its mosques (four of which were still

in use in the early part of the 20th century) and the Muslim burial grounds.

#### Modern Greek era

Larissa was the headquarters of Hursid Pasha during the Greek War of Independence. In 1881, the city, along with the rest of Thessaly, was incorporated into the Kingdom of Greece. During the Greco-Turkish War of 1897, the city was the headquarters of Greek Crown Prince Constantine.



AEL FC arena

#### Sports

The local football club AEL 1964 FC currently participates in Super League Greece. The team became Greek Champion in 1988 and won the Greek Cup in 1985 & 2007. AEL holds its home games in the new built AEL FC Arena since November 2010. Other important sport venues are the National Sport Center of Larissa (EAK Larissas), which includes the Alexar Stadium and the Neapoli Indoor Hall.

#### Hellenic 1st Army HQ.

Larissa is the place where the 1st Army HQ is located. 1st Army was first established on February 20, 1947, in Volos and its first Commander was Lieutenant General Dimitrios Giantzis. In 1949 the HQ

moved to Kozani and in 1952 relocated permanently in "General Nikolaos Plastiras" Camp, in Larissa. From 1980 to 1999 the 1st Army HQ operated as national and NATO land forces operational HQ. On July 1st, 1999 after a decision made by Hellenic National Defence General Staff, 1st Army HQ released from its NATO allied involvement. The building of the HQ in Larissa, was built in 1958 and is decorated with scenes of the Greek History. At the courtyard of the building there are 2 monuments in honor of the 1st Infantry Division and the 4th Infantry Regiment.

The emblem of the 1st Army is the ancient Macedonian shield with the Sun of Vergina on it. It symbolises the determination, strength and will of the 1st Army, never to come to a compromise with its enemies. The logo "ΕΛΤ ΑΝ ΤΗΝ ΑΥΤΗΝ ΟΜΟΝ ΙΗ" is part of the answer given by the Athenians to the Persian general Mardonius in spring 479 BC, responding to his tempting suggestions before the battle of Plataeas.






#### Epilogue

In conclusion Larissa might be considered as an opportunity for all SEEBRIG members not only to travel around and enjoy the beauty of the area, but also as their starting point for a journey into Greek History.

#### Twin Towns - Sister Cities

Larissa is twinned with:

-  Belp, Austria
-  Banská Bystrica, Slovakia
-  Knoxville, Tennessee, United States
-  Stara Zagora, Bulgaria
-  Bydgoszcz, Poland
-  Çopur, Turkey
-  Denizli, Turkey

# ITALIAN - LEVANTINE COMMUNITY IN ISTANBUL

Michael FABBRIZIO  
CPL, Nation 4 Army  
DCOS SUP CLERK



SEEBRIG gave me the opportunity to work and live in Istanbul for several years, one of the most fascinating places in the world. During these years I had the opportunity to capture and appreciate the beauties of this city, its history, its people and its culture. And in a city apparently very different from my country, Italy, I managed to search and find a common root, an intertwined present and a future to be lived together. I am honored to have lived in Istanbul and proud to bring all its beauty in me even when I must return back home, where I will disseminate what I experienced and discovered concerning the relationship between Turkey and Italy, since the very beginning. By the way, who knew that the Italian community in Turkey is the oldest Italian colony in the world?

The term Levantine is applied in general to people of European descent, who have moved and lived in the countries of the Middle East/Orient since the time of the Crusades.

Italian-Levantines are members of a community of Italian origin, rooted for centuries in modern Turkey, especially in Istanbul. Their presence dates back to medieval times, a secular presence that took shape and substance in particular with the Fourth Crusade and the Italian maritime republics. This makes the Italian-Levantine community the oldest Italian colony in the world.

The majority of the Italian-Levantines are descendants of traders and colonists from the maritime republics of Genoa, Venice, Florence and Pisa. They created numerous settlements mainly with the aim to trade and control maritime traffic between Italy and Asia. They dominated the city's maritime trade and financial sector until 1182.

During the nineteenth century the community began to grow in number, thanks to some agreements stipulated between the Italian Kingdom and the Ottoman Empire, that guaranteed freedom of entry, transit and stay in the Empire, freedom of worship and business and freedom to acquire and own personal property. Many travelers, scholars, merchants, political exiles and religious members from the peninsula, but also technicians of construction and shipbuilding industry and artists and specialists in various fields arrived and began to work for the Sultans. Signs of the new architecture style were evident also in the Galata district where religious places, schools, banks, hospitals, embassies, theaters and buildings rose rapidly. The first Italian hospital began to operate, and in 1863 the first Italian school was inaugurated. A

mutual society, an organization with the purpose of raising funds and provide common services to all members became the symbol of the community. And by the end of the same century, in Istanbul, the Italian-Levantines were about 7000, concentrated mostly in the district of Galata.

However, the conditions for the Italian-Levantines crack with the outbreak of the Italic-Turkish War in 1911.

The situation is reassembled for a short period of time with the signing of the Peace Treaty of Lausanne in October 1912, but the situation of the Italian citizens in the Ottoman Empire deteriorated again with the outbreak of World War I.



The community of Italian-Levantines in Turkey came to count about 15000 members during Mustafa Kemal Atatürk's time.

The community dwindled significantly and nowadays the Italian-Levantines in Istanbul are at the most a thousand. They continue to live in the districts of Galata and Beyoğlu marked by their unique attitudes of pride mixed with uncertain feelings.

Their main characteristics are to have kept their Catholic faith while being in a predominantly Muslim country. Christian religion in past was not only considered as a faith or heritage but also as identification and social distinction. Multilingualism was another of important characteristic that has marked the community, they were able to speak four languages: Italian, French, Greek and Turkish.

Through the years they have mixed with the local Muslims other different ethnic populations in the area.

They have been an important element in the various cultures that have lived and interweaved on the Bosphorus, from the Byzantines to the Ottomans and to the Turks of the modern state. The Venetians and Genoese had a big hand in the formation of the Istanbul districts of Beyoğlu and Galata, these areas are considered to be the heart of the Italian-Levantine community. In my opinion, today they are the most beautiful and colorful quarters of the city, a center where art, culture entertainment and fashion closely intertwine. It is a unique place in the world and still preserves traces of the Italian-Levantine community.





## TRACES OF THE ITALIAN-LEVANTINES IN ISTANBUL TODAY



Galata Tower, called Christea Turris the Tower of Christ in Latin, is a medieval stone tower in the Galata district of Istanbul. The nine-story tower is 66.90 meters tall, and was the city's tallest structure when it was built in 1348 during an expansion of the Genoese colony in Istanbul.



St. Anthony of Padua Cathedral, alternatively known as the Sant'Antonio di Padova Cathedral, is the largest church of the Roman Catholic Church in Istanbul. It is located on İstiklal Avenue in the Beyoğlu district. The original St. Anthony of Padua Cathedral was

built in 1725 by the local Italian community of Istanbul, but was later demolished and replaced with the current building which was constructed on the same location. It is one of the most important Catholic churches in Istanbul. The cathedral is run by Italian priests and has the largest community following its masses, which are also in Italian language.

Some Italian-Levantines are Jewish, in fact the Italian Synagogue, also known as Kal de los Frankos, is a synagogue located north of the Golden Horn in Istanbul. The synagogue was established by the Italian Jewish community of Istanbul in the 19th century. In 1931 the original building was demolished and a new synagogue was built in its place.

Arap Mosque is a mosque that lies in Istanbul, in the district of Beyoğlu, in the neighborhood of Karaköy (ancient Galata). The church was built in 1233, after the Fourth Crusade, and dedicated to Saint Paul and then rebuilt in 1325 and officially dedicated to Saint Dominic. After the Fall of Constantinople, it was transformed, with minor modifications, into a mosque by the Ottoman Sultan Mehmed II and became known as Galata Camii ("Galata Mosque") or Camikebir ("Great Mosque"). Today it is one of the most interesting

mosques in the city due to its early Italian Gothic architectural style and church belfry, which has practically remained unaltered even after being converted into a minaret.

In 1861, with the initiative of Italian diplomats, the first Italian school was founded for the community in Istanbul. During all these years and through generations, Italian High School has always been appreciated as a distinguished educational institution. Italian High School is a privileged high school with the aim of promoting Italian language and culture to form a future European citizen. The school also aims to promote the two cultures respecting the diversity and developing common principles.

Since 1951 the Italian Institute of Culture in Istanbul promotes Italian language and culture with the aim of developing knowledge and cultural cooperation between Italy and Turkey. The Institute promotes, organizes and funds a wide range of cultural events in order to enhance and expand cultural exchanges between Turkey and Italy. The Institute works to preserve and reorganize all materials in order to document and promote the great contribution made by the Italian community to the history, modernization and developing of the extraordinary cosmopolitan city of Istanbul.



# HOST NATION SUPPORT IN SEEBRIG

Nejdet GENÇ  
1st LT, Nation 7 Army  
Company Commander of SEEBRIG

*Peace is the best way to carry the nations to prosperity and happiness. But once this concept is gained, it requires a continuous attention and care as well as individual preparations of every nation.*

**Mustafa Kemal ATATURK**



Na-7 and the Na-7 Armed Forces are proud of hosting distinguished nations of SEEBRIG. We have given utmost importance to the establishment and development of SEEBRIG in order to emphasize the importance of the regional cooperation in consolidating peace and stability. Emerged as a promising chance for our practical cooperation, relocation of SEEBRIG Headquarters to Istanbul has been a pleasure and honor for us.

### The Framework of the Support

Host Nation has been firmly committed to providing an effective and efficient support with the brigade values of teamwork, initiative, friendship and service. The framework of the support was based upon the best use of host nation resources through a flexible but focused approach. The support provided to SEEBRIG Headquarters and staff in compliance with the MPFSEE Agreement by Host Nation will be expressed briefly in this article.

A new building for brigade headquarters was built in NRDC-T barracks. This building was allocated to SEEBRIG Headquarters along with the basic usage and materials.

A Host Nation Support Team and a Headquarters Support Company



*During the farewell ceremony of SEEBRIG Host Nation Soldiers*

was constituted in order to facilitate the basic services of SEEBRIG Headquarters. Host Nation Support Team met all the needs of a personnel in Na-7, such as customs affairs,

personal vehicle registration, identification card, apartment allocation, natural gas, electricity, telephone and internet subscription. Headquarters Support Company met all the



*SEEBRIG HQ Building in Istanbul*



SEEBRIG Accommodation Area

transportation, signal, security and guarding needs of headquarters building and staff.

#### Real Life Support

All kinds of transportation of SEEBRIG Headquarters was met. The flexible transportation system made it possible to meet both the planned and the urgent needs of headquarters.

Emergent health care services, primary health care services and emergent dental treatment services were given free of charge. Health services other than these were provided for a small amount of charge. Nucleus staff and their families were included in Na-7 military health system.

Two brand new blocks consisting of a total of 40 apartments were built, furnished and allocated to nucleus staff. Apartments were furnished according to serve the needs of a family including even the smallest items. Nucleus staff could also daily benefit from officers' clubs located in Istanbul.

#### Support for the Exercises

Seven Stars series of exercises and important activities such as SEEBRIG Command and PMSC / SEDM-CC Chairman handover ceremonies were provided with all the administrative and logistical support by the Na-7 Armed Forces. These activities were carried out successfully according to SEEBRIG annual plan.

#### Social Activities

In addition, study trips were planned twice a year. Nucleus staff visited General Staff Headquarters, Military Academy, Combating Terrorism Centre of Excellence, the Partnership for Peace Training Center, Military Engineering School and Training Center Command, Izmir NATO Allied Air Command. Thus, they were more closely acquainted with the Na-7 Armed Forces and the NATO Headquarters and increased their military knowledge and experience. Besides, historical, cultural and tourist sites such as Ataturk's Mausoleum, Gallipoli, Ephesus, Cappadocia, Bursa, Izmir and especially Istanbul were visited by nucleus staff and their families.

Both NRCD-T and SEEBRIG

invited each other to social activities of their own. This helped personnel to enhance mutual understanding and friendship between themselves.

As a result, Na-7 and the Na-7 Armed Forces, from the outset, tried to do their best for the establishment and development of SEEBRIG. We tried to make contribution to achieve the goals stated in agreement. On the fact that unique political and military formation in developing peace, stability and security, mutual understanding and cooperation between countries of Balkans, SEEBRIG and its staff was very precious for us.

As Host Nation we tried to make you feel comfortable as if you were in your own countries by our deepest and the most sincere hospitality emotions.



Host Nation Office

## SOCIAL ACTIVITIES

Mehmet Sabei UGURBAS  
CPL, Nation 7 Army  
G-5 Clerk

## STUDY TRIP TO CANAKKALE, IZMIR, KUSADASI REGIONS 5-8 JULY 2010



According to the SEEBRIG Annual Plan, a study trip to Canakkale - Izmir - Kusadası regions was carried out between 5 - 8 July 2010, including visits to First World War Gallipoli battlefields, HQ Allied Air Command Izmir and Nation 7 Engineer School and Training Center Command in Izmir.

SEEBRIG HQ personnel and their dependents visited the Gallipoli battlefields where the historical campaign took place during First World War. Later on they stopped at the ruins of the ancient city of Troy. Next day, they visited attractive places of Kusadası including the castle.

For SEEBRIG HQ members and their dependents, this study trip was very useful giving the opportunity to learn more about the history, economy, geography and culture of the Host Nation.



## NEW YEAR / CHRISTMAS DINNER AT ISTEK RESTAURANT 16 DECEMBER 2010

On 16th of December 2010, Brig. Gen. Zyber DUSHKU, SEEBRIG Commander, gave a New Year / Christmas Dinner to all SEEBRIG staff along with their families at Istek Restaurant. The dinner was accompanied by live music and Turkish folk dance shows. Also on the occasion of the event children were given presents.



# TEAM BUILDING ACTIVITIES

Cunhur EKEN  
Maj, Nation 7 Army  
GI Plans Officer



## SEEBRIG STUDY TRIP TO ANKARA AND CAPPADOCIA *16-20 April 2011*

SEEBRIG personnel paid an official visit to Undersecretariat of Defense Industry, Partnership for Peace (PIP) Training Center, Center of Excellence – Defense Against Terrorism (COE-DAT), PSDs Training Facilities of 28th. Med. Inf. BDE and Turkish Aerospace Industries (TAI) on 18-20 April 2011 in Ankara Turkey.

SEEBRIG personnel and their dependent participated in the ceremony conducted in Anitkabir (Ataturk's Mausoleum). After the ceremony, they visited the museum in Anitkabir. Besides these activities, they had opportunity to visit Anatolian Civilization Museum which has one of the world's most unique collections and to walk around downtown, Kizilay. Therefore one of the goals of SEEBRIG Study Trip is to learn HN's culture, SEEBRIG personnel were interested in seeing the world famous location with its miracles nature wonder, Fairy Chimneys Cappadocia which is also in list of UNESCO.

SEEBRIG organized lots of activities in Istanbul in the first half of 2011. There are the pictures of the activities which SEEBRIG personnel and their dependents participated in.



Cultural aspects of the Study Trip, Anitkabir and Anatolian Civilization Museum in Ankara as well as the enjoyable moments spent by SEEBRIG members in Cappadocia are HN capabilities offered for team building.



## EXCELLENT QUALITY OF "STARS INFORMER REVIEW" ITS OFFERING TO SEEBRIG "SEAL OF APPROVAL"

Aurel Mircea ROMOCIA  
LTC, Nation 6 Army  
Chief G5

### Promoting Excellence in the Discourse on Europe

Since 1995, the Erasmus Euro Media Awards are granted to outstanding media productions contributing to the development of a European society and value system.

The Media can bridge gaps and foster mutual understanding for a common Europe. The Euro-Media Awards honor media productions focusing on the discourse of European Societies and the promotion of European Values.

Since 1995 ESEC (European Society for Education and Communication) awards prizes in different categories, including Seal of Approval and honors exceptional oeuvre.



*Col C. Topel Mermer and LTC. Mircea Romocia receiving SEEBRIG award from Prof. Dr. Thomas A. Bauer team*

### A Glamorous Event: Erasmus Euro Media Awards Ceremony 2010

A solemn ceremony was organized on 15 October 2010, in Vienna's City Hall.

The ceremony was followed by an evening reception hosted by the Embassy of the Republic of Turkey in Austria. Col. Cengiz Mermer (No 7 Army), and the editor of the magazine

*Stars Informer* - LTC. Mircea Romocia (No 6 army), represented SEEBRIG at the ceremony.

The media productions, eligible for the Euro Media Awards, including "SEEBRIG Review - *Stars Informer*", were evaluated, according to specific quality criteria, by the European Society for Education and Communication (ESEC) experts.

The winners of the Euro-Media Awards were announced at the festive Award Ceremony.

### Networking with Media Professionals: The Euro Media Day

In addition to being a splendid event, the ceremony was a meeting point for international media professionals. The afternoon presentation of the winners and the festive evening reception provided the ideal ambiances to socialize and exchange ideas.



*SEEBRIG delegation together with other MEDIA production representatives and president of ESEC jury Prof. Dr. Thomas A. Bauer*

# SEEBRIG REVIEW AWARDED WITH "SEAL OF APPROVAL"

## Importance

### *An Affirmation of Excellence: Awards and Medals*

ESEC awards the best European media productions with Special Awards and Medals of Excellence, emphasizing their exceptional nature in terms of product quality and profound discussion. The Grand Award tops all of them, as it was given to the best media production of the year.

### *A Seal for Quality: The Nomination*

Besides the Awards, the nomination itself is a certificate of quality, given to all productions that meet the high standards of the ESEC jury. The respective Euro-Media Seals labels the product as certified by experts.

### *Recognition of our Work: International Coverage*

Covered by news media from all over Europe, the Euro Media Awards attract attention to the participants work. On this website all nominees and winners are presented. This are showcased the best media productions on Europe.

## Media for Europe

### *The Euro Media Awards honor media productions that:*

- enhance the media discourse on Europe
- provide a qualitative discussion of objectives, perspectives and challenges
- for the development of European Societies
- relate to European topics like cohesion, social values, migration, identity, solidarity ...
- show an educational ambition
- invest ideas and ambition in an European Public Sphere



SEAL OF APPROVAL it's certifying the quality of the product by ESEC, and give the right to the respective publication to use the LOGO in respect of the MEDIA quality.  
<http://www.euromediaawards.eu/>



# STARS INFORMER

SOUTH EASTERN EUROPE BRIGADE REVIEW

JULY 2011 ISSUE III



WE ARE READY TO SUPPORT THE PEACE



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"ONE TEAM, ONE MISSION"

