



# HQs NRDC-GR Herald

July 2014 / issue 03

## Change of Command in NRDC-GR HQ (p.26)



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**EDITORIAL**

Dear readers,

A whole year almost passed since the change of our magazine and we have delightedly reached the third issue of the NRDC-GR Herald. Our initial, as well as constant, ambition is to be the Herald views, opinions and enquires unfolded among the NRDC-GR staff and not only.

Our Magazine constitutes a multinational forum where not only official stances are conveyed but also anyone can address to a wide audience his views and researches over several military, historical, sociological, cultural and other issues of common interest. You are invited to contact us for any further collaboration you want. We are open to all!

What is more, the PAO has made a remarkable attempt at ameliorating the public image of the Headquarters; this newsletter magazine has in fact began being distributed in a greater number of recipients within Greece as well as to foreign receivers, which currently include NATO Headquarters and other organizations in more than 15 nations. If we have achieved in doing so, it is up to you to comment on it.

Of course, this change has not only affected the printed media related to the NRDC-GR. The website upgrade (www.nrdc.gr), the recent NRDC-GR YouTube channel and NRDC-GR/Flickr are possibly the reasons which have resulted in the increase in its internet traffic, an increase of more than 50% in a daily basis.

As always, the Public Affairs Office would like to express its gratitude to our readers for their input and support. We value your contributions, criticisms, and praises in our goal of informing you on the latest developments at NDRC – GR Headquarters.

I hope you all have a great summer, with time and relaxation to think and regain strength, so you will have the ability to move towards all the expected and unexpected future challenges.

Best wishes,

**Stavros SIDIROPOULOS**  
**OF-5 (HAF)**  
**Chief PAO/StratCom Advisor**



# COM NRDC-GR HQs Lieutenant General LEONTARIS Ilias



**LOOKING BACK** at the history of NRDC-GR, from its humble beginnings to where we are today, it is clear to me that this organization will continue to play a pivotal role within the Graduated Readiness Forces (Land) community. Since the first steps of building up this HQ, NRDC-GR has evolved immensely and has established a good reputation among the relevant NATO HQs.

As the current Commander I will continue to build upon the visions of my predecessors and the groundbreaking work, which this organization has carried out over the past 13 years.

Entering the post ISAF era, NATO is seeking its new role on the global chessboard and decided a more functional new structure aiming towards "NATO Forces 2020". A number of relevant actions have been launched like the "Connected Forces Initiative", the "Mutual Training Support" and the "Joint Task Force Headquarters" concept, which add more burdens on our shoulders.

Facing the multi-complex and rapidly changing global security environment

and following the Alliance's steps, HQ NRDC-GR has started its upgrade to a High Readiness (Land) HQ, demonstrating the consistence of both the Framework and Contributing Nations, to the NATO Level of Ambition to confront the future challenges.

Framework Nation's decision to upgrade the HQ was the trigger for NRDC-GR to make the "HRF HQ project" happen. Being involved in the NRF domain for 3 years, the HQ has started its reorientation back to the "war fighting mindset", challenged by the new ambitious task.

The initiated transformation in all domains has been supported by various training activities combined with a lot of staff work with regard to the core documents revision and refinement to reflect the changes deriving from the new status.

Our main focus for 2014 is the exercise Gordian Knot 14, nested in LAND-COM exercise Trident Lance 14. NRDC-GR will deploy and exercise as a Corp level HQ in its own location, acting as

Secondary Training Audience.

On the verge of Gordian Knot 2014 and, with our minds set on the upgrade, we are more determined than ever. We all must continue our efforts to move forward by streamlining our procedures in all domains, applying in parallel the relevant lessons identified and core documents refinement in order to consolidate the HRF status by the end of 2014, thus creating the desirable conditions for a successful evaluation in 2015.

While we set the ground for the CREVAL in 2015, our mind is on our next task as Joint Task Force HQ as it is foreseen in the Long Term Rotation Plan. We need to enhance our coordination and cooperation with NCS and NFS HQs, to conduct our transition in a smooth and timely manner.

The quality and dedication of our staff along with the support of the framework and the participating nations and above all, our ambition and aspiration to move forward pledge the continuation of our successful past.

## COM LANDCOM Lt Gen Frederick Ben Hodges Visit to NRDC-GR



On June 30th, 2014, the Commander (COM) of Land Command (LANDCOM) Lieutenant General Frederick Ben HODGES paid an official visit to NRDC-GR HQ.

The Hellenic Chief of Defense General Mikhail KOSTARAKOS welcomed the COM LANDCOM in an official dinner hosted by COM NRDC-GR Lieutenant General Ilias LEONTARIS in his residence on 29th of June.

An official welcome ceremony took place in NRDC-GR HQ premises on 30th of June followed by an office call by COM NRDC-GR HQ. A briefing delivered to the distinguished visitor in the HQ's main planning conference room "Alexander the Great" for the history, mission, capa-

bilities and way ahead of NRDC-GR followed by a discussion on the upcoming common exercise with LANDCOM and NATO issues.

The COM LANDCOM during the discussion highlighted the following:

- The quality of NRDC-GR HQ's personnel
- His commitment to the effort to include USA personnel in the manning of NRDC-GR
- The significant improvement achieved by NRDC-GR for the HRF upgrade.
- His appreciation for the contribution and positive stance of NRDC-GR during the collaborative Crisis Response Planning for the exercise TRIDENT LANCE/

GORDIAN KNOT-14 with LANDCOM.

Later on, General Hodges, accompanied by COM NRDC-GR, was transferred to Roupel Fortress, at the northern border of Greece, one of the most historical and significant military installations, built in 1914.

During his tour to Roupel, the General received wide briefings in each part of the fortress installations regarding the significant role that "Metaxas Line" played during WWII defensive operations by the Hellenic Army.

A short statement of COM LANDCOM given to NRDC-GR public affairs team concluded the visit.



## The statement

*Sir, with your visit to NRDC-GR in Thessaloniki, concluded today's short tour in this historical fortress at the north borders of Greece that played a significant role in the evolution of WWII, could you tell us a few words about what is the TAKE AWAY for this visit in NRDC-GR HQ and furthermore, which are your future perspectives for LANDCOM in this challenging global environment?*

First I had a great visit today with the HQ and staff of NRDC GREECE. I am so impressed with the positive attitude, the work ethic and the direction that General LEONTARIS has the whole HQ moving. This is a very important year and as the next year will be for NRDC Greece. What I am convinced is that NRDC GREECE is not afraid of the challenge and definitely is not afraid of the hard work.

You are on the path to be a principle training audience during Exercise Trident Lance 2014 where there you will be one of the cores along with LANDCOM in December and then of course you are on a path to achieve high readiness certification in May of next year and also this HQ, I am very excited, will be the host sight for the next LANDCOM Corps commander's

conference that is in October in Thessaloniki.

So, it is a very busy HQ delivering more than the small numbers will indicate what you will expect and in a very progressive way which is also impressive to me. And I really attribute this not only to the talented people in the HQ but the positive leadership of General Leontaris. I believe almost any problem can be solved with positive leadership and that is what he has.

I am also very happy that the core HQ attacking the challenges of interoperability for communications, it is a very difficult challenge and this corps I think has made a lot of progress in that regard.

So my biggest take away for the visit is that you got the right spirit here, the right ethos and the right leadership, that's going to help this core HQ continue to mature and I am very confident that it will achieve high readiness certification in May of next year.

I also, as a US Army officer, am very interested and committed to seeing American officers and NCOs come to this HQ. I think it could be helpful for American officers to get to serve here, that will be also very helpful for American officers

and NCOs to get the experience serving here, to learn the culture, to build relationships with the officers and understand the Greek army as well as the other parts of NRDC Greece.

The next thing I want to say is how impressed I am with the story of the soldiers here at the fortification of Roupel. Amazing vision by the leader of Greece to develop the "Metaxas Line", the work that was done by soldiers without modern engineering equipment, by hand to build this fortification is an incredible accomplishment and then the determination of the soldiers to fight here to accomplish their mission against ,really, significant odds to be as successful as they were. It is very impressive and I think that the way that Greece has preserved this location is important for Greeks to come here and pay their respect and to learn from the example here.

I am very excited about the progress that Allied LAND COMMAND, our HQ in Izmir has made over the past two years. We achieved our IOC, initial operational capability, two months early back in the



## special guests



fall of 2013. We are on track to achieve full operational capability, FOC, in December of this year. The manning situation is very good we are at 80% now ahead of schedule.

Greece in particular has filled every position in its HQ and the quality of the Greek officers in our HQ is outstanding. Brigadier Demestihias has been part of the HQ from the very beginning and has been an exceptional talented officer who's been very important in our foundation. We are going to lose him this summer, I will be very sad to see him leave but all of the officers and NCOs that Greece has provided to Allied Land Command have been that sort of talent.

So, I am very happy about the future, the progress that we have made. We have an evaluation in December, of course, Trident Lance, NRDC- Greece will be an important part of that exercise. I am very proud about the fact that our HQ has earned legitimacy and credibility amongst all of the nine Corps that make up the NATO Force Structure as well as for the land forces of all the different Nations and NATO that have land forces.

I am very happy to see the progress that has been made in terms of improved interoperability but I have also learned that we have a long way to go. Our HQ exists to make sure that land forces of all NATO countries and our partners can be effective and interoperable and can be contribute as part of contingency forces for the Alliance.

So, when I look at and I see a Greek soldier I see a NATO soldier, when I see a Bulgarian soldier I see a NATO soldier, when I see a German soldier I see a NATO soldier, when I see a Turkish soldier I see a NATO soldier and when I see an American soldier I see a NATO soldier. And that's what our HQ is all about.

*Thank you Sir.*



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## COMKFOR Visit to NRDC-GR



**NRDC - GR HQ**  
NATO RAPID DEPLOYABLE CORPS-GREECE HEADQUARTERS



Commander KFOR (COMKFOR) Major General Salvatore FARINA visited NATO Rapid Deployable Corps Greece Headquarters (NRDC-GR HQ) during his official presence in Thessaloniki on June 2, 2014.

The distinguished visitor had a courtesy meeting with the Commander NRDC-GR Lieutenant General Ilias LEONTARIS, where they had the opportunity to discuss the current situation in Kosovo, agreeing for the importance of KFOR mission.

During the visit the Major General received a detailed brief on the structure, mission and training activities of the HQ. In the context of a better understanding of NATO presence in Kosovo, General FARINA delivered a detailed briefing about KFOR mission and future developments.

Major General Salvatore FARINA had the opportunity to meet with the Italian contingent in NRDC-GR HQ in a separate meeting, expressed his best wishes for the 2nd of June, a day that the constitutional referendum was held in Italy in 1946, a key event of the Italian contemporary history.

"Focus on KFOR", Major General Salvatore FARINA was interviewed by NRDC-GR PAO and in a comprehensive approach materialized the last developments in the KFOR towards the future. In a special reference the General stressed out the outstanding professionalism and commitment of the Greek soldiers from the beginning of the mission.

Before his departure COMKFOR expressed his appreciation for the warm hospitality as well as his confidence that NRDC-GR has the capabilities to accomplish its mission, highlighted the professionalism of both Hellenic and Allied personnel. The visit was concluded with a commemorative family photo in the main entrance of the Headquarters.

## A comprehensive approach by the COM KFOR Major General Salvatore FARINA (Under KFOR/PAO & NRDC-GR/PAO Coordination)



**Question 1 – Since the beginning of the operation, Greece has provided support to KFOR, in terms of troops, equipment and logistical support. COMMZ South here in Thessaloniki has already been a crucial logistical area. Do you think that future posture of KFOR could modify something in the support provided for the KFOR itself? “What is the current Greek contribution to KFOR?”**

Greece has been a NATO troop contributing Nation to KFOR since the very beginning of the Mission in 1999. The current overall Greece contribution to KFOR is 123 troops.

- 90 soldiers of the Security Company guarding Camp Film City in Pristina;
- 4 Staff Officers within the KFOR HQ;

- 21 troops composing 3 Liaison Monitoring Team deployed in Kosovo North area that is the main focus of KFOR Mission.

The LMT’s operate in 3 of the most sensitive municipalities located in the North namely LEPOSAVIC, ZVECAN and SHALA VALLEY a Kosovo Albanian town near the MITROVICA North Municipality. The LMT main task is to contribute to KFOR’s “Situational awareness”, and collect open information through a liaison activity with the International organizations, local institutions and population. I personally consider the Greek soldiers as an example of outstanding professionalism and commitment.

When thinking of Greece, one will

immediately think of Athens or Sparta: but if you’re in KFOR the most important Greek city is Thessaloniki. Thessaloniki is home to one of the largest ports in Europe with over 6.5 Km of quayside and it is the Point of embarkation and debarcation for most of KFOR’s major equipment.

Camp KODRA, located in Thessaloniki, Greece, is the home to the Sea Port Operations Unit located at Communications Zone South (COMMZ S). This Unit is under the command of the Joint Logistics Support Group (JLSG), HQ KFOR and became a NATO base in 1972 when it commenced operations as an Advance Command Post to support NATO operations in the Balkans. In 1999 KFOR troops were first deployed to Kosovo through Thes-

saloniki and thus began the association between KFOR and Camp KODRA.

The Mission of this Sea Port Operations Unit is to co-ordinate the reception, staging and movement of KFOR contingents and their equipment through Thessaloniki, be that by Air or by Sea.

Camp KODRA is ideally placed, situated half way between the Airport and the Seaport. The Camp sits at the end of a new bypass of Thessaloniki City and access is quick and easy to both the Airport and the Seaport. COMMZ (S) does not maintain a staging facility at either the Airport or the Seaport. However, due to the close liaison and cooperation between COMMZ(S) and the local authorities, certain areas are ear marked for KFOR use.

Most recently COMMZ (S) assisted with the repatriation of the Moroccan contingent's personnel and military ordnance and equipment and with the movement of replacement armored vehicles for the Portuguese contingent. The infrastructure of the Camp is maintained at a very high standard and it can accommodate forty personnel if required.

**Question 2 – “In April 2013, Belgrade and Pristina reached an Agreement on Normalization, which will help to improve relations between both parties while giving a new memorandum to the Euro-Atlantic integration of the Western Balkans. Is KFOR ready to support the implementation of this latest agreement to the best of their ability within the current mandate?”**

The 19th April agreement between Pristina and Belgrade with the mediation of the European Union represents a positive step forward for peace and security in Kosovo. The overall security situation in Kosovo is calm and stable; however the situation in the north is calm but fragile: KFOR is fully committed to its mandate that is to provide a safe and secure environment and freedom of movement.

However, much progress has been made in the last nine months, thanks



to the good willingness demonstrated so far: I should say that a new era has started where dialogue and cooperation have been committing all the parties to explore a common shared solution for small and large issues yet to be resolved. The KFOR mandate has not changed: as in the past, KFOR will stand ready, prudently and impartially, to support the implementation of this latest agreement to the best of its ability.

In recent months, there have been many advances in Kosovo and mostly in the north, thanks to this new positive climate of dialogue. As an example, starting from September last year, obstacles in the north were removed and to date, there has been no interruption to the freedom of movement along the main routes.

In November last year, for the first time in the history of the country, local elections involving all municipalities Kosovo wide were held. In the same month the process of integration of approximately 280 police officers (former members of the Serbian Police in the North) into the Kosovo Police commenced. They were trained at the Police Academy in Kosovo and are currently on duty in the

north. Similarly in December 2013, the payment of import taxes on goods entering in Kosovo from Serbia through the Gates in the north was implemented.

On the other side, KFOR has already transferred the “security responsibility” of 8 out of 9 historical and religious sites to a special multi-ethnic unit of the Kosovo Police, as a sign that overall security situation is gradually normalizing.

At the moment, I'm working to create the necessary conditions to transfer the last, which is the last site still monitored and protected by KFOR troops (PrDSS-Property with a Designated Special Status), Decane Monastery, to the Kosovo Police. In this line I would like to emphasize that another historical event for Kosovo is upon us: on June the 8th, for the first time, general elections will be held Kosovo wide which will include all the municipalities in the north and the local Serb community.

**Question 3 - “How is the level of cooperation of KFOR with the other actors in the area, for example United Nations, European Union, International Organizations etc. Did you establish the appropriate level of communication with all**



these entities?"

Cooperation is a pillar of the KFOR mission: the progress and the improvement of the general security situation have been possible thanks also to the synergy of efforts made by all the international actors present in Kosovo with KFOR: the European Union, EULEX, the OSCE, the Quint Ambassadors, and UNMIK.

In this context, it seems appropriate to emphasize the importance and the fruitful cooperation established between KFOR, the Central and Local institutions in Kosovo and the Kosovo Police without forgetting the cooperation and support of NATO to the Kosovo Security Force within the current mission and mandate.

Exactly in the field of the "tactical cooperation", KFOR, in order to enhance and boost its own capability and to maintain the readiness of troops increasing the operative flexibility, is planning, organizing and conducting specific joint exercises with international and local partners.

In this context, I want to underline that KFOR, being 3rd responder as security provider, works on a daily basis in close co-ordination with EULEX (the 2nd responder) and with the Kosovo Po-

lice (the 1st responder) to ensure and provide a safe and secure environment and to guarantee freedom of movement throughout Kosovo with a specific focus on the North.

**Question 4 – "Nowadays NATO is leading a peace-support operation in Kosovo since 1999 in support of wider international efforts to build up peace and stability in the area. Has the security situation improved enough in order to proceed to a new KFOR posture towards a minimal presence?"**

The presence of NATO military forces in Kosovo has undergone a drastic reduction in the years from about 55,000 soldiers in June 1999 to the current 5,500 troops. The troops comprise 30 different NATO and non-NATO nations operating daily side by side; among them the Greece contingent is providing an outstanding performance in all fields. This is the tangible proof that security is 10 times better today than in the past. The Multinational Battle Groups and Joint Regional Detachments under my command are nowadays oriented to a more discreet and less invasive presence on the ground, a concrete sign that we are certainly on the road to stability.

But in this sense I would like to stress

that NATO is not planning to reduce the military presence in KOSOVO. The mission has not changed. We will continue to adjust the level of our forces based on the reality on the ground. NATO's goal is to keep moving towards a smaller and more flexible troop presence when circumstances allow and when the time is right. For this reason the downsizing of KFOR troops should reflect the conditions on the ground, and not based on timelines: we are here to set-up those conditions that so far have not been reached.

**Question 5 – "The security situation in the northern Kosovo has always been tense. Do you believe that future decisions on further reducing KFOR's footprint in Kosovo could even worsen the situation up there?"**

As I said, Kosovo is calm and stable, even in the north where the situation is calm but fragile. The center of attention of KFOR remains the northern part of the country even if the forces under my command are able to operate and quickly deploy Kosovo wide thanks to the air lift component.

Among others, KFOR has a strong Crowd and Riot Control and a Reconnaissance & Surveillance capability in support of the command and control activity plus a substantial availability of reserve forces that allow me to be able to face any situation or escalation of violence if needed. Having said, I confirm that the available forces under my command are appropriate and sufficient to accomplish the mission.

As for the future, I am confident: the signs of an improvement of the situation are clear and the trend is definitely positive so far. In this regard, the general improvement of security has prompted me to embark on a process of gradual reshaping of the "static presence" (Footprint) of the forces on the ground in favor of a more maneuver-oriented dynamism along the two main valleys which start from Mitrovica northbound until the two crossing points with Serbia.

In this vast area KFOR is strongly present with its multinational presence in order to ensure constant vigilance (day and night) and freedom of movement with a dynamic modality in opposition to the static base-oriented forces which characterized the footprint until few months ago.

In summary I would like to stress that the downsizing of KFOR troops should reflect the conditions on the ground, and will not be based on a specific timeline. I do not want to make predictions about the future of KFOR but I can definitely say that we are working hard together with our partners, the international community and the central and local institutions of Kosovo to create these conditions.

**Question 6 – “KFOR is an enabler of the regional stability. How could KFOR improve and promote this function?”**

KFOR is definitely an essential element of stability in the Balkans. Proof is the fact that since the beginning of the mission in Kosovo no further outbreaks of instability have arisen in this part of the Balkans. The succeeding element that allows us to consider KFOR a "success story" is definitely the equidistance and impartiality along with firmness and determination that have always characterized this work.

But everything was possible only if the relations among these important actors of the geo-strategic European scene are based on dialogue and the desire to cooperate. For this reason, I meet on a regular basis the Joint Chiefs of Staff of the Armed Forces of neighboring countries (Albania, FYROM, Montenegro and Serbia) as part of the terms of the Military Technical Agreement the “Kumanovo Treaty”.

In addition I meet the Minister and Commander of the KSF in Pristina at least once a month. This type of activity is essential to maintain and develop cooperation between KFOR, the armed forces of these countries and the Kosovo Security Force.

Furthermore, from 10 to 12 June, with the facilitation of KFOR, a conference will



take place in Montenegro with the participation of the Joint Chiefs of Staff of the armed forces of these countries and representatives of Kosovo Security Forces on the use of security forces to deal with situations of public emergency and natural disasters. An additional brick added “more together” to build up the bridge that will unite all the people of this part of Europe.

**During his visit to NRDC-GR in Thessaloniki [Interview by OR-7 (HE A) Haralampos MYLONAKIS]:**

COM KFOR Major General Salvatore FARINA, in a face to face dialogue, emphasized the Greek contribution to KFOR and overall in NATO’s mission, referring to Camp KODRA as well. He explained the importance in the agreement between Kosovo and Pristina for the normalization of the situation.

Going on, General Farina described in detail the roles of KFOR and the rest of the actors in their mission in Kosovo and the cooperation they have with them. When asked about the reduction of force in Kosovo, he said that the condition to do so is not time based but condition based, meaning the stability in the situation there, especially in the north, and the capability of the local forces to main-

tain the security.

Some big steps have been taken, measures and guidelines have been set in order to help the local authorities, but there is still a long way until the condition is in place, according to COM KFOR.

Concluding, the General pointed out the great importance in the cooperation of Kosovo with its neighboring countries, being beneficial for both sides for their further development and stabilizing. In the end he departed thanking the interviewer and the rest of the staff.

Watch the Interview on YouTube: <http://youtu.be/vp2PqjddYfk>



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## “NEVER AGAIN: ILLUSIONS AND REALITIES”

by Ambassador (ret.) Alexandros P. Mallias

Ambassador (Ad Honorem) Alexandros P. Mallias is currently:

- *Special Advisor at the ELIAMEP (Hellenic Foundation for European & Foreign Affairs)*
- *Distinguished Fellow at the New Westminster Colleg (Vancouver, Canada)*
- *Member of the Advisory Board of the Intl Business College Mitrovica (Kosovo)*
- *Wide personal network of high level political, business and media contacts.*

He was Ambassador in Washington, USA and worked as Special Advisor to the Minister of Foreign Affairs in Greece.

Having spent more than 20 years dealing with Balkan issues and traveling extensively throughout the region, Ambassador Mallias led the shaping of Greece’s position in the Balkans.

He has served as Director of Balkan Affairs at the Hellenic Ministry of Foreign Affairs, as Greece’s Ambassador to Albania and as the first Head of Mission at Greek Liaison Office in the Former Yugoslav Republic of Macedonia. He also served with the European Union Monitor Mission in Zagreb, in Sofia and in the Former Yugoslav Republic of Macedonia in 1994.

Alexandros Mallias served as Ambassador of the Hellenic Republic to the United States from 2005 to 2009.

With family roots in the high mountains of Arcadia (Stemnitsa), Ambassador Mallias was born in Athens on October 1st, 1949.

This article is based on the text of Ambassador Mallias lecture organised by the YASAR University (Izmir), on 18 March, 2014



## “NEVER AGAIN: ILLUSIONS AND REALITIES”

### 1. NEVER AGAIN?

These were the words used by our fathers in the aftermath of the bloody and catastrophic Second World War.

We all wished to send a clear message: no more wars, no more inhuman treatment; no more concentration camps; no genocides and ethnic cleansing.

Mauthausen and Auschwitz as well as Kalavryta and Distomo in Greece are tragic reminders of inhuman behavior.

It is impossible to forget.

This was indeed the darkest page in contemporary European history.

It is often said that HISTORY REPEATS ITSELF. That is true in Europe.

In the aftermath of the war we stood up promising “NEVER AGAIN”.

EUROPE was trying to recover. The path to reconciliation and peace proved to be bumpy. The wound healing process was engaged. A lot of optimism.

Yet, the realities were different. The victorious armies advancing to Berlin

from the west and from the east had different agendas. The "cold war" was launched even before Berlin's conquest and destruction.

In terms of politics and ideologies, the "Berlin Wall" existed before its erection. In 1988, I was posted in Vienna at the Conference on the Security and Cooperation in Europe (today's O.S.C.E.). On May 1st 1988, some of us, NATO and EU diplomats, while in West Berlin, visited the Eastern part of the city, then capital of the German Democratic Republic. We took the metro from the Friedrichstrasse station to East Berlin. We briefly attended the last May 1st parade organized in Karlsplatz. Then, we walked back to West Berlin through Check Point Charlie. A unique experience indeed.

On November 19, 1989, while serving at the United Nations in New York, I watched with joy and relief the fall, the dismantlement of the Wall.

The fall of the Wall led to the collapse of the Soviet Union and the secession of an important number of independent states from Central Europe to Central Asia.

That was meant to be the end of bipolarity in Europe and globally. It also cemented Germany's reunification and implied the end of Europe's division. It also accelerated the collapse of communism, at least in terms of its soviet orthodoxy.

Soon, we found out that our expectations were not well-founded. There were still many illusions; they were contradicted by the realities.

Let's be frank: Democracy's and Peace's dividends were distributed in an uneven way and only to some stakeholders.

## 2. FROM "NEVER AGAIN" TO "DEJA VU"

A year later, on November 21 1990, the 34 Heads of State or Government of the (then) Conference on the Security and Cooperation in Europe (today's OSCE), frequently quoted as the Helsinki Process, signed in Paris a supposed to be historic document labelled as the "Charter of Paris for a New Europe". I was the

principal negotiator for Greece.

Modesty was not a flower growing in the fertile grounds of diplomats and speechwriters in Paris.

Presidents George H. Bush (41), Mikhail Gorbachev and Francois Mitterrand, Chancellor Helmut Kohl and the late Margaret Thatcher were there to declare "the end of confrontation and division in Europe" or that "their relations will be based on respect and cooperation". Finally, that "Europe is liberating itself from its past".

How and why? Because, I quote "the courage of men and women, the strength of the will of the peoples and the power of the ideas... have opened a new era of democracy, peace and unity in Europe".

In fact the "NEVER AGAIN" statement was once more very present in the speeches and in the minds during the Paris Summit Meeting. Euphoria, wonderful ideas and declarations.

Never in Europe's history, so much optimism expressed by so many leaders, in so many words, was founded on so many illusions.

As the Athenians told the Melians according to Thucydides "to judge from your decision, you are unique in regarding the future as more certain than the present, and in allowing your wishes to convert the unseen into reality".

Jim Hogland, in his editorial, posted on November 20 1990, with the Washington Post and the International Herald Tribune commented that "...the breaking up of the Soviet empire... and the re-emergence of fragile nation-states with complex ethnic balances in Central Europe, pose the same problems for the continent that confronted the Congress of Vienna and the Versailles Conference after clear military victories by the dominant powers at those two meetings... In fact the ambitions of the Paris Summit Meeting involved nothing less than breaking the chain of wars, revolutions and repressions that have exploded from Europe's cultural and political diversity with regularity".

The respected journalist was right. Our leaders and we, their diplomatic advisors,

were wrong. Ignorance, lack of foresight and understanding, political realism or just political cynicism?

I still have not the right answer. If I try to judge the past through the present stance and mismanagement of the international community in Syria, in Libya or in Ukraine I could argue: Probably all together. Few months following the signing of the Paris Charter, the DEJA VU in Europe re-emerged. History repeated itself. The NEVER AGAIN promise and commitment was sidelined; forgotten indeed.

Close to Greece's borders, in fact one hour drive from our northern border, we witnessed, with some intervals, military aggression, religious and ethnic conflicts, killing of civilians, ethnic cleansing, mass graves, burning of houses and villages, and the destruction of cities.

We witnessed again in our "New Europe", extended from the Atlantic to the Urals, the skeletal bodies, the concentration camps, rapes of bodies and conscience.

Millions of refugees and displaced persons. Serb snipers shooting against innocent civilians crossing the infamous "snipers' alley" in the historic city of Sarajevo. Destruction of religious sites and historic monuments.

Sarajevo, Zupa, Zenitsa and Mostar, in Bosnia and Herzegovina. Malisevo, Ratcak and Prekaj in Kosovo.

Dubrovnik and Vukovar in Croatia.

Do not forget Srebrenica, a stigma in our conscience.

## 3. ON INTEREST AND JUSTICE

The disintegration of former Yugoslavia gave birth or rebirth, depending on their case, to seven new states.

Furthermore, beyond the Balkans, there is a proliferation of new states almost everywhere. I suspect that also in Middle East and North Africa as well, the shaping or the reshaping of the political map is not over. In Europe, before the unfolding of the Ukrainian crisis and the Crimean "faits accomplis", the Russian invasion in Georgia on August 2008, was the last link in the chain.

Here we have a real problem.

Where do we stand? Do we side with the INTEREST, based on national or kinship affinities or do we side with PRINCIPLES?

Thucydides, in the History of the Peloponnesian War, this all classic and powerful book on politico-military analysis. Leadership and strategies defines in the "Melian Dialogue" the limits of power, justice and interest.

Here is an extract:

ATHENIANS: You know and we know, as practical men, that the question of justice arises only between parties equal to strength, and that the strong do what they can, and the weak submit".

MELIANS: As you ignore justice and have made self-interest the basis of discussion, we must take the same ground, and we say that in our opinion it is in your interest to maintain a principle which is for the good of all that anyone in danger should have just and equitable treatment and any advantage, even not strictly his due, which he can secure by persuasion.

Those, who two decades ago were advocating the END OF HISTORY, should now try to understand why their prognosis failed. The explanation is not new but is there, since Thucydides' era. Ideologies may collapse; political systems may collapse. Yet, self-interest based balance and equilibrium cannot bear lasting peace and security dividends. Principles and values are the mother of history.

Let me put it clear; In Crimea or elsewhere in Europe:

There is not a fine red line between good and bad "faits accomplis". There is no room for selective action or reaction, based mostly on self-interest.

Military invasions and annexation agendas simply are illegal, incompatible with the European *acquis* and in violation of the international law.

In Crimea and elsewhere in Europe.

Invasion is the appropriate name for an invasion.

An occupation is the right word for any occupation.

A unlawful declaration for annexation, as the *de facto* anchluss of Crimea, or an internationally unlawful declaration of in-

dependence is an act violating the U.N. Charter and the Helsinki Final Act.

#### 4. SOME REFLEXIONS FROM THE BALKANS -THE FOUR PILLARS OF WISDOM

Let me also share with you some lessons learnt, I hope at least, from the recent, very recent indeed, Balkan wars:

**A) NO EARLY ENGAGEMENT:** there is no standing guarantee for effective early warning, preventive action and political engagement of the International Community. The recent events in Ukraine could also support this argument.

Remember: there was not adequate commitment and engagement, proportional to the anticipated humanitarian catastrophe, to prevent or even to confine the wars during the dismantlement of former Yugoslavia.

NATO's interventions in Bosnia and in Kosovo took place only after crimes against humanity were committed. The red line was crossed.

**B) LIVING IN DEMOCRACY AND PEACE, THE PROCESS:**

-The path from tyranny, despotism and human suffering to democracy and human dignity is not a single act. It is a PROCESS. Sometimes, a long process.

-For sustainable success in the process of change, patience and perseverance are needed. Let me also emphasize that to be successful in the process of change, one must learn to live in peace with his fellow citizens, with his neighbors and above all with his own conscience.

-Learning to live in democracy is also a process. It requires more time than what is expected or anticipated. Democracy cannot simply mean casting a ballot in the elections. The hardest, the most rewarding test, is to reach an all-inclusive consensus. It is about respecting the will of the people.

**C) NO PERMANENT FRIENDS:** There are only permanent interests. And the interests differ and change. Both in terms of importance and urgency, in nature and in content as well.

This is the case in domestic politics, for

example in shaping governmental or opposition coalitions.

This is also the case in regional politics. At this juncture, in some parts of the MENA region this can be better understood.

This is also the golden rule and not the exception in global politics, in particular in power politics.

#### D) THE STICKING GLUE

The reconciliation process is now engaged in the Balkans but it is not over. Yesterday's enemies, Kosovo and Serbia, are joining forces to shape their common European membership process. Learning to live in peace is a difficult exercise.

Notwithstanding its deficits, believe me there is no better, more credible or more attractive alternative to the European Union. I am also aware of the fact that today E.U.'s image has serious defaults; within Europe's boundaries as well as beyond them.

The European Union's membership process since the Thessaloniki 2003 Summit Meeting became a serious and attractive alternative for the Balkan states.

It is open to all those who meet the standards and the criteria; to those who respect the rules of the game.

Yet, there are leaderships who still act and behave in an anachronistic manner.

They opt to loot history, and build monuments and statues instead of bridges with their neighbors.

I prefer to believe that they are the exception.

The European membership process is the "sticking glue", a soft power incentive for democracy and reforms and for the solution of open issues and conflicts involving the candidates. Yet, I must acknowledge that this political framework, this tool and process has not always been successful.

#### 5. SOME REFLEXIONS ON THE MENA (Middle East and North Africa)

The diplomatic orthodoxy would rather prefer to use the terms "instability, unpredictability and volatility" to define the situation in the MENA. Though, probably, the most appropriate definitions are with

the words crisis, drama, tragedy or even chaos.

The fundamental values which in the past generated a genuine enthusiasm in Europe are very simple concepts. They also have a simple name: democracy, freedom, humanism.

Europe's policies in the larger Middle East area should reflect the right mix of justice and interest; what I could call Europe's "smart power". On the top of the agenda, human dignity should be at the center of policies. Anyway, what is the meaning and the value of "ΠΟΛΙΤΙΚΗ" (politics), if not the quest for human freedom and dignity?

Ill-founded political considerations and short term interests cannot be the substitute for democracy and liberty.

Unfortunately, the E.U. membership "sticking glue" or similar process is genuinely missing in the MENA (Middle East North Africa).

Furthermore, E.U.'s stance throughout the on-going turmoil in the Arab world and beyond is an indicator of absence of common and integrated foreign policy. I will also argue that there are conflicting interests among member-states.

Beyond the European Union, the division was also apparent within NATO as well as within the U.N. Security Council. It became clear during the Libyan drama and loud and clear throughout the Syrian tragedy.

The fact that the United States displayed also lack of consistency, determination and means and some regional players made miscalculations and displayed lack of pragmatism and foresight, taking their wishes as realities, betting thus on the wrong horse, does not provide comfort to me.

## 6. DO NOT FORGET SYRIA

Syria is almost forgotten. It is not in the news anymore. CNN and BBC moved their anchormen to Kiev and Simferopol. Yet, allow me to share with you my personal views regarding the Syrian tragedy, as I expressed them last September in Greece and in Washington.

**First:** Yes, the Syrian regime should

have been punished. I understand that the red line crossed or not to be crossed was the use of chemical weapons.

Over 130.000 Syrians dead, killed during the hostilities, is not considered as a reasonable figure and criterion to engage an internationally enforced punitive action? The answer was and still remains NO.

Injustice, loss of credibility, double standards and short term political considerations are the winners.

Justice, humanitarian and international law and dignity and the universal principles are the losers.

A regime or a ruler in Damascus or elsewhere who does not respect its own people cannot expect to be respected by its neighbors. There is a fundamental difference between a fear-based from a freedom-based society.

**Second:** Four politico-military conditions had to be met before any kind of military engagement. In Syria or elsewhere. Based, inter alia, on the "Iraqi freedom" experience:

- A. a decisive in configuration and fire-power force was needed to secure the effectiveness of any kind of military operation.
- B. a clear political aim/target had to be fixed
- C. the definition of "success" should be clear(ed) in advance.
- D. the political "exit strategy" definitely secured, to avoid premature "mission accomplished" celebrations.

The "Day After" should have been the outcome of meticulous orchestration and not a wishful-thinking based political option. In other words, we should have secured the endgame and the outcome. Today, we have secured neither the process, the so-called "political solution", nor the endgame.

## 7. MACRO-POLICY

In macro-policy terms, I believe that:

The era of the familiar to most international leaders Baath-style dictatorships or anti-Baath absolutist monarchies, without constitutional checks and balances, will come to an end. Equally, the model of un-

democratic and centralized governments is under scrutiny or change. At least in the constitutional format we knew so far.

Each country in the MENA region has its own specifics and characteristics. There is not a generally applicable solution. Nevertheless, there are some general axioms applicable all over the world. They are enshrined in the UN Charter and in the Universal Declaration of Human Rights. In Europe, there is also the "acquis Communautaire" and the jurisprudence of the European Court of Human Rights.

## 8. THE "ETHOS" OF KNOWLEDGE

Heraclitus said that "many fail to grasp what they have seen, and cannot judge what they have learned although they tell themselves they know".

It is precisely, what generally happens with politicians and diplomats.

Heraclitus went on his thought explaining that "the habit (ethos) of knowledge is not human but divine". I am inclined to concur with him.

With one minor adjustment: today, the "ethos" is not only absent from the human knowledge; it is increasingly absent from domestic and international politics.

Most of the words used during the on-going "Four Seasons" in Middle East and North Africa, from Tahrir Square to the roads leading to Damascus, such as chaos, crisis, tragedy, tyranny, anomaly and drama are of Greek origin.

It is up to us to replace them by others such democracy, political ethos, metron, symphony, synergy, pragmatism and dialogue. They also sound Greek.

During Athens golden era, the Athenians used to say "ΣΥΝ ΑΘΗΝΑ ΚΑΙ ΧΕΙΡΑ ΚΙΝΕΙ", meaning "do not expect everything from goddess Athena; use also your own hands".

In our troubled world and in particular in our region we should remember that notwithstanding Heraclitus or Athena, the present course of events and the future of our children and grand-children depends mainly from our decisions and acts; good or bad. This is something that Greeks and Turks should not forget.-

# New Chief Of Staff in NRDC – GR

**Major General Dimitrios KALOGEROPOULOS**



NRDC – GR welcomes its new Chief of Staff. After the decision by the Hellenic Supreme Military Council, Major General Dimitrios KALOGEROPOULOS was assigned as COS of NRDC – GR.

Major General Dimitrios KALOGEROPOULOS has been serving our HQ as DCOS Support for the past three years. As a result, he is fully aware of the concerns and future challenges that could arise through the enhanced mutual sup-

port across the Alliance.

Moreover, the General is decorated with a profound knowledge not only on NATO but also on several international issues. In his first commitment oversees (1992), he served under the United Nation flag as Observer in UNIKOM. During international service, he was assigned a variety of posts in NFS and NCS HOs, DACOS G4 in NRDC – SP, ACOS G5 in NRDC – GR, Chief of the PSYOPS Branch and Co-

ordinator of the Joint Plans Branch in JFC Naples.

The HO/TO ceremony took place in the NRDC – GR HO complex, where our Commander Lieutenant General Ilias LEONTARIS, former Chief of Staff, inducted the new COS and he wished him success in his new duties.



# EXERCISE GORDIAN BONUS I/2014 (GOBS I/14)

**THE** Exercise GORDIAN BONUS/GORDIAN DILIGENCE I/2014 (Ex. GOBS/GODE I/14) (Battle Staff Training 1) was conducted in the framework of the stage 2 of the Exercise Gordian Knot 14, from 26 to 30 May 2014, at PEDION AREOS CAMP in THESSALONIKI and LEVANTI Camp in SINDOS accordingly. The whole training was effective, realistic and deeply productive to the final outcome of the exercise, thus for better preparing of reinforcements personnel to be more consolidate and familiarize with NATO procedures, seeing next activities of HQ NRDC-GR.



# articles

The aim of this exercise was to train not only the permanent HQ NRDC-GR personnel, but also the 51 reinforcement's personnel, in their respective role through decentralized independent activities for both MAIN and REAR/Alt CP Training Audience (TA). The MAIN CP kept its ground at PEDION AREOS Camp while the REAR/Alt CP **deployed** at LEVANTI Camp. Each Entity had to **autonomously** arrange and conduct the practical training requirements with the view to fulfill the anticipation on the scope of the exercise. The exercise was conducted in three phases: the Initiation Phase, the Entity Training Phase and the After Action Review (AAR) Phase.

All in all, the exercise triggered the challenge in order to improve much more their capacities and sustain the familiarization with the process, through close co-ordination between the HQ NRDC-GR and reinforcements personnel.



# THE ROLE OF LEGAL ADVISOR IN OPERATIONAL PLANNING PROCESS

**IN THE MODERN** political and legal environment in which military forces are required to operate the military commander is confronted with an increasing number of legal issues that can impact on the successful completion of the military mission. Legal Advisor can make a significant contribution to the success of military operations by ensuring that the commander is informed of the legal factors that should be considered when making command decisions. He also provides an essential and flexible resource for commanders at all levels within the chain of command.

Given the importance of legal issues to modern operations the involvement of the Legal Advisor at the earliest stages of the planning process provides a most cost effective and efficient means of ensuring operations are conducted in a legally defensible fashion.

During any **mobilization and pre-deployment phase** the Legal Advisor should establish liaison with any Legal Advisers attached to senior command staffs and with coalition or other friendly force staffs, and legal officials with the host nation and non-governmental organizations, such as the ICRC. Issues of Host-Nation Support, SOFAs, and other issues should be identified and worked on as early as possible. Briefings should be prepared and delivered to deploying personnel and should cover the legal basis for the operation, the legal status of deploying personnel, relevant country law, guidance on the treatment of civilians in the area of operations, and applicability

of LOAC or other applicable laws.

During **deployment and execution**, the Legal Adviser's principal tasks involve advising the command and managing legal processes, requiring continuous liaison with host nation legal officials, senior and subordinate command legal staffs, coalition partner legal staffs, the ICRC and other non-governmental organizations and agencies related to the operation, and effective integration into the headquarters staff. The Legal Adviser should be prepared to provide advice on ROE's, treatment of civilians, of detainees/Prisoner of War (POW) and other LOAC issues, compliance of targeting decisions with LOAC, civil-military cooperation, and other international legal matters. Managing legal processes may include investigation of alleged LOAC violations and coordination with host nation and sending nation legal and investigative staffs.

In order to accomplish this, Legal Advisers **should participate in key decision-making processes**, becoming involved in early stage to identify and resolve legal and non-legal issues before these become command problems. Additionally, Legal Advisers must help their Commanders and NATO to conduct operations in conformity with international law and preserve international and national public support.

The Legal Advisor must be involved in every aspect of the Operational Planning process, assisting in the development of a plan that is suitable, feasible, and legal. This can be accomplished by

fully integrating LEGAD into the planning process and providing direct input into the decision-making process.

By fully participating in the OPP LEGAD can engage the staff on legal issues during the planning process as well as review the plans and mission orders for all legal issues. Legal issues may be found throughout the plan. Every plan will address many **OPLAW issues** including, but not limited to, rules of engagement; criminal jurisdiction; claims; displaced persons; riot control agents; command and control; and fiscal law.

Moreover, Legal Advisor's role in OPP is to identify legal issues, formulate courses of action, and evaluate the relative strengths, weaknesses, and legal consequences of each COA. In assisting the Commander and Command Group during the operational planning process, the Legal Adviser must ensure that he thoroughly understands the contingency, any existing contingency plans or concepts of operation, the applicable international law, NATO policy, and national laws that may affect the operation.

The Legal Adviser must be a part of any Operational Planning Group or other planning and coordination cells. Input on ROEs should be provided and staffed. Effectiveness in this stage includes informing the Commander and staff of the legal obligations on the force, ensuring that plans comply with LOAC, protecting the legal status of the force, and contributing to the provision of responsive and economical host nation support. The Legal Adviser is also responsible for supporting



the Commander in helping ensure that personnel have been trained or receive training on LOAC and other international law affecting operations.

Significant legal issues may arise during each of the OPP steps. A list of common legal issues that should be addressed during OPP follows:

Finally, a detailed and easily understood legal Appendix to an OPLAN, complete with relevant references, is essential. Specific legal Annexes or Appendices must be tailored to each operation, and developed on the basis of individual mission statements and force composition.

Concluding, legal considerations play a key role in the decision making process and during the conduct of an operation. The legal considerations will have to be expressed in advance in terms of evaluating possible legal consequences, including legal limitations and proposing courses of action in conformity with international law.

**Table 1: Main Legal Considerations during ore development**

- Compatibility of OPLAN with International Law
- Mandate {UN, NAACL Transfer of Authority, Political constrains
- SOFA, HNS agreements, Claims
- Criminal Jurisdiction
- Acquisitions during Combat or Military Operations
- Fiscal Law Considerations
- Legal Review of Rules of Engagement
- Law of War/Armed Conflicts/Humanitarian Law
- Environmental Law Considerations
- Intelligence Law Considerations
- Cyber-attacks legal considerations
- Prohibition of the use of Nuclear, Biological and Chemical Weapons
- Targeting and Weaponry (including nonlethal weapons).
- Enemy Prisoners of War, Detainees, Captured, IDP's
- Interaction with the International Committee of the Red Cross and other Non-Governmental and Private Voluntary Organizations (NGOs/PVOs)



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# TERRORISM CONSIDERATIONS IN THE 21<sup>ST</sup> CENTURY SECURITY ENVIRONMENT

**TODAY** terrorism has become a global phenomenon and a huge threat to democracy, human rights, economical and social progress; the rigorous studying of this calamity represents a major concern for our society. So far, the majority of the researchers or main state agencies involved in the fight against the scourge of terrorism haven't reached a consensus regarding a comprehensive definition of terrorism.

The latest developments regarding the Euro-Atlantic security relations indicate new and complex challenges posed by the fight against terrorism and there has been no final decision or solution proposed thus far that can put an end to this problem.

The enlargement of NATO, the actions of redefining its global role and tasks regarding the 21st century new security challenges and the need to reshape and control the security environment represent very interesting topics for the academic research and civilian society.

In order to understand better, the terrorist phenomenon needs to be studied also from the social sciences perspective, based on the sociological dimension of it. This calamity has become very present in our lives after the terrorist attacks against USA symbols of military and economic power, Pentagon and World Trade Center and has affected and reshaped the internal and international security environment. Also, it is needed to study and to understand the implications, the aftermath and the transformations pro-



duced by terrorism on human behavior and within the society as a whole. Using multidisciplinary and interdisciplinary researching on the appearance and development of terrorism, the tactics, techniques and procedures used by terrorists should be identified and investigated and, especially, the best way the state or specialized services can react in order to prevent and counter act future terrorist attacks should be found. Additionally, topics should be identified and discussed related with the social knowledge development and integration of the terrorist phenomenon by analyzing and modeling terrorism.

More specifically the following questions should be answered: what is the current level of understanding, the origins and the causes of terrorism and political violence?

What is the behavior of a terrorist, the social structure network of a terrorist organization? And what can be done in order to prevent and minimize the effects of a terrorist act.

Notably, after the 9/11 attacks against the biggest world military power, the political decision makers understood that everyone is vulnerable to this type of threat and the world realized that much study is needed in order to prevent and neutralize these types of incidents. However, the international community hasn't succeeded in preventing or neutralizing this phenomenon thus far. The war on terrorism is far from won, especially, in the more troubled areas of the globe where the increasing number of the terrorist attacks has been helped by globalization.

There are a lot of studies on terror-

ism, many security agencies, civilian institutions, international seminars and universities have been spending seemingly limitless resources and manpower as of late. Actually, many international universities and colleges, especially Americans and Europeans, have conceived research programs about terrorism that consider the impact of this phenomenon on society, humanities, social sciences, etc.

Although the process of understanding the whole picture regarding terrorism is in its genesis, we face important progress using methods from sociology, politics, history, statistics, etc, in order to find the best ways to neutralize prevent and control this scourge. Notably, since the 9/11 attacks, important progress has been made regarding terrorism studies, when the decision makers understood that in order to fight a successful battle against terrorism, in addition to huge logistics resources needed, it needs also expertise and large intellectual resources, experts from social sciences and another domains who need to work together and exchange information.

Also the various security agencies have understood the need of cooperation and exchanging information and have started to elaborate theoretical methods and techniques for analyzing, synthesizing and predicting of solutions and consequences, studying the dynamics and causal links in complex situations. After all of that, the conclusions and results were tested in the real world using real facts.

Nowadays, the increasing collaboration of the social sciences researchers with the security specialists, leads to great achievements in understanding terrorism. Researchers are trying to understand the origins and the causes of

terrorism, the typology of the threat, and the reactions of the people who cope with terrorism.

Analyzing the social studies regarding terrorism indicates the fact that it is pretty difficult shaping this phenomenon because of the complexity of the primary data and indicators and the necessity of interconnecting of knowledge from various fields such as sociology, political science, law and jurisprudence, security studies, history, cultural studies, databases, etc. In order to evaluate the potential impact of the researched pattern on the fight against terrorism and the threats that derive from it, it is necessary to indentify the primary data and the main characteristics of the calamity, such as causes, origins, social basis, organization, activities, effects and outcomes of the attacks. The phenomenon should be depicted by using an interdisciplinary and comprehensive approach, by understanding the connections and relations between the terrorist actions, speeches and terror, the importance of language, the reality of the demands connected with the specific historical characteristics of the people who were living in the respective areas. In order to do that many variables should be taken into consideration, as much as possible, such as the genesis, the quintessence and evolution of the terrorism, the present level of research on the topic, the terrorism concept, the causes and way of actions of terrorism within modern era, the parallelism between the evolution of the human societies and the terrorism, media and terrorism, the sociologic perspective of terrorism, Islamic fundamentalism as a source of the religious terrorism, the use of the social networks for analyzing and studying terrorism and terrorist organizations, the social, security, cultural and po-

litical impact of terrorism, the aftermath of terrorist attacks and the upgrading and the refining of the tactics and procedures used by terrorists.

As well, we should have answers to the following questions, such as:

- What are the dimensions and amplitude of this phenomenon?
- What are the main characteristics, types, tendencies and future ways of action?
- What are the factors that influence this



social phenomenon, taking into consideration the social environment where the terrorist came from, the age, religion, sex, level of literacy, social status, etc?

- What are the procedures, tactics and techniques used by the terrorist, the necessary time to prepare, organize and carry out an attack?
- Is there any logic, any plausible reason to carry out a terrorist attack?
- What are the ways to get in the mind of a terrorist in order to foresee, prevent and counter an attack?

As economic globalization is already in motion, in order to fight and prevent the terrorist attacks, we need to consider the multidimensionality of the phenomenon, one of the biggest threats to global security and even to the existence of the human being. According with the past incidents, terrorist attacks started to influence and modify the domestic and foreign policy of the states.

The terrorist attacks on the USA, Spain (11 of March 2004, Madrid), Russia (September 2004, Beslan), Great Britain (18 of July, London) and more recently in Burgas, Bulgaria, or other areas demonstrate how devastating acts of terrorism can be.

Terrorism becomes extremely dangerous for global security if we expand our imaginations to the possibility that some terrorists may have access to arms of mass destruction. Because of these devastating aftermaths of terror attacks, society should reconsider the approach towards understanding terrorism and combating or preventing it. Beginning with this century, terrorism has known a major proliferation as actions of national, fanatic, ethnic groups, religious or sepa-

ratist groups. All the actions are based on violence or threats, generating instability, insecurity or disorganizing the civilian society.

The democratic world finally got a conclusion: terrorism changes and re-shapes societies and international relations, produces cleavages of the world and also has, as a cause, the cleavages which originated from the massive social structural transformation, as have been the formation process of the nations, industrialization and the aftermaths of the after-industrialization and the consequences of "The Great Disruption". The theory of cleavages needs to be applied considering the impact and the influence of the social, religious, political and other cleavages on terrorism, all the while taking into consideration that today, in the age of information and technology, the new social order is under a profound dissolution and alteration of its basic values and moral standards and forced to give up of keeping and maintaining the traditions.

The new international order, the alteration of the social capital and the increasing of violence worldwide, should be seen, taking into consideration that on 21<sup>st</sup> century a new world order is shaping based on globalization, economical development, the race for resources, security and power. Actually, we are witnesses of the alteration of the social capital because of the worldwide economical and financial crises and the relations between mass media as information warfare and the proliferation of terrorism. Both, terrorism and mass media are using the same tool named information in order to reach the final goal, but the terrorist organizations are using mass media and the latest technologies as a mass commu-

nication tool and also to shape the public opinion. Certainly the access of the terrorist organizations to new technologies and satellite communications represent huge advertising potential and useful tools for their propaganda.

The end of the previous century and the beginning of 21<sup>st</sup> century brought various societal changes and, under the huge pressure of globalization, created and continue to create a polarized world, full of contradiction and continuously moving and changing under the race of gaining power, political influence and resources. It is noticed that the globalization phenomenon is irreversible and this process affects global security. The 21<sup>st</sup> century brings new challenges to the mankind, posed by the evolution of the security environment; the world is more and more connected and more interdependent. The security organizations need to study and approach terrorism in a multidimensional and multidisciplinary way in order to understand and determine what causes trigger this attacks and what determine a man to become a terrorist. Thinking in this way, the modern world decision makers and the governments can find the best ways to forecast, prevent, counteract and, if it is possible, to suppress this calamity of the 21<sup>st</sup> century.



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# COMBAT STRESS

**THE FIRST** accounts of combat stress on warriors can be traced back to early mythology. But it was not until the 17th century that military leaders began to realize that the stress on soldiers could have a profound influence on the success of military operations. The condition was originally called “Swiss disease,” because doctors and leaders in the Swiss Army noted that some men no longer had the motivation or ability to continue fighting. Many would just give up or become so incapacitated by fear that they could not physically function. Over the next centuries this phenomenon went through several name changes, including nostalgia, irritable heart, shell shock, battle fatigue and the current designation of combat stress reaction.

Combat stress (sometimes called combat and operational stress or combat and operational stress reaction) is a common response to the mental and emotional effort service members exercise when facing tough and dangerous situations. Simply put, combat stress is similar to the muscle fatigue and soreness experienced after a tough physical workout. The way your brain handles combat stress can be compared to the way your body may handle a physical workout. It is not an illness and may be experienced by any service member during both peace and war, due to stressful conditions during training, deployment, humanitarian missions, government support missions and other assignments.

## Mild Stress Reactions

PHYSICAL	EMOTIONAL
Trembling	Anxiety, indecisiveness
Cold sweats, dry mouth	Irritability, complaining
Insomnia	Inability to concentrate
Pounding heart	Nightmares
Dizziness	Tears, crying
PHYSICAL	EMOTIONAL
Fatigue	Easily startled by noise, movement, and light
Difficulty thinking, speaking, and communicating	Anger, loss of confidence in self and unit

## Severe Stress Reactions

PHYSICAL	EMOTIONAL
Constantly moves around	Talks rapidly and/or inappropriately
Flinches or ducks at sudden sound and movement	Argumentative; acts recklessly
Shakes, trembles	Indifferent to danger
Cannot use part of body (hand, arm leg) for no apparent physical reason	Memory loss
Inability to see, hear or feel	Stutters severely, mumbles or cannot speak at all
Is physically exhausted; cries	Insomnia; severe nightmares
Freezes under fire or totally immobilizes	Sees or hears things that do not exist
States vacantly, staggers or sways when standing	Has rapid emotional shifts

## OBSERVING AND RECOGNIZING COMBAT STRESS

Ranges of fatigue, fear, anxiety, and depression affect most Service members in combat and in some military operations other than war. Mild stress reaction may be signaled by changes in behavior and only be discernible by the person himself or by close comrades. Below there is a list indicating some mild stress reaction.

Severe stress reactions may prevent the individual from performing his duties or create a concern for personal safety or the safety of others. A variety of more serious reactions or warning signs is listed below. These do not necessarily mean that the person must be relieved from duty, but it is an indication that something is happening.



**MOST COMMON FEATURES**

**Fatigue**

The most common stress reactions include:

- Slow reaction time.
- Difficulty sorting out priorities.
- Difficulty starting routine tasks.
- Indecision, difficulty-focusing attention.
- Loss of initiative with fatigue and exhaustion.

**Muscular Tension**

- Headaches, Backache
- Inability to Relax
- Shaking and Tremors

**Perspiration**

It is normal to experience either mild or heavy sweating or sensations of chilliness under combat stress.

**Digestive System**

- Loss of Appetite

Appetite loss may result as a reaction to stress. It becomes a significant problem if rapid weight loss occurs, or the person does not eat a sufficiently bal-

anced diet to keep his muscles and brain supplied for sustained operations

**Circulatory and Respiratory Systems**

- Heart Palpitations

Rapid heartbeat, a sense of pressure in the chest, occasional skipped beats, and sometimes chest pains are common with anxiety or fear. Very irregular heartbeats need to be checked by medical personnel.

- Hyperventilation

Hyperventilation is identified by rapid respiration, shortness of breath, dizziness, and a sense of choking. It is often accompanied with tingling and cramping of fingers and toes. Simple solutions are increased exercise and breathing with a paper bag over the nose and mouth; or breathing slowly using abdominal muscles (called "abdominal breathing").

**Sleep Disturbance**

- Difficulty Falling Asleep

Sometimes a Service member who has experienced intense battle condi-

tions often cannot fall asleep even when the situation permits, or, when he does fall asleep, he frequently wakes up and has difficulty getting back to sleep.

- Nightmares

Terror dreams, battle dreams, and nightmares of other kinds cause difficulty in staying asleep. Sleep disturbances in the form of dreams are part of the coping process. This process of *working through* combat experiences is a means of increasing the level of tolerance of combat stress. The individual may have battle-related nightmares or dreams that a close relative (spouse, parent) or another person important in his life has been killed in the battle. As time passes, the nightmares usually occur with less intensity and less frequency.

**Visual/Hearing Problems and Partial Paralysis**

- Stress-related blindness, deafness, loss of other sensations, and partial paralysis are not true physical injuries, but physical symptoms that unconsciously enable the individual to escape or avoid a seemingly intolerably stressful situation. These symptoms can quickly improve with reassurance and encouragement from comrades, unit medical personnel or battalion physician.
- Visual problems include blurred vision, double vision, difficulty in focusing, or total blindness. Hearing problems include inability to hear orders and/or nearby conversations or complete deafness occurs.

**Anxiety**

**(Fear of Death, Pain, and Injury)**

- Fear of death, pain, and injury causes anxiety reactions. After witnessing the loss of a comrade in com-



**COMBAT  
STRESS**  
THE ENEMY WITHIN  
A P P E A L

bat, a Service member may lose self-confidence and feel overly vulnerable or incapable. The death of a buddy leads to serious loss of emotional support. Feelings of “survivor guilt” are common. The survivors each brood silently, second-guessing what they think they might have done differently to prevent the loss. While the Service member feels glad he survived, he also feels guilty about having such feelings. Understanding support and open grieving shared within the unit can help alleviate this.

**Explosion of Aggressive Behavior**

Sporadic and unpredictable explosions of aggressive behavior (violence) can occur with little or no provocation. For example, a Service member tries to pick a fight with another Service member. The provocation may be a noise, such as the closing of a window, an accidental bumping or normal, verbal interaction.

**Change in Outward Appearance**

If the Service member is in a depressed mood, he may be observed to exhibit very little body movement and an almost expressionless (mask-like) face.

**Substance Abuse**

Some Service members may attempt to use substances such as alcohol or other drugs as a means of escaping combat stress. The use of substances in a combat area makes some Service members less capable of functioning on the job. They are less able to adapt to the tremendous demands of the combat.

**PERFORMANCE DEGRADATION  
PREVENTIVE MEASURES**

Every Service member, team, and unit must learn to effectively sustain performance in continuous operations. While it is an important ingredient, the determination to endure does not ensure effectiveness. Gaining the required capability goes beyond a high level of proficiency in combat skills and technical specialties. It means learning to identify the adverse conditions of continuous operations, cope with them and overcome their effects. Units, leaders, and personnel must prepare and execute plans and train to sustain performance. Adverse conditions progressively degrade Service member effectiveness. Fortunately, long-term remedies exist for slowing the rate of performance decline. These remedies, which must be introduced prior to combat, include safety, food intake, combat load, and physical fitness.

**Safety**

Safety, which encompasses such factors as using proper lifting techniques and staying alert and careful, is influenced by fatigue. Overtired Service members are more vulnerable to injury than those who

are rested. After 72 hours of continuous combat, the tendency to seek shortcuts is very strong, and accident rates increase 50 percent.

Catastrophic accidents can occur when fatigued (and under-experienced) crews man weapon systems. Ways to safeguard Service members include developing and following safety standing operating procedures and increasing supervision during extended operations.

**Food Intake**

If Service members are too busy, stressed or tired to eat adequate rations during continuous operations, their caloric intake will be reduced. This may lead to both physical and mental fatigue and degraded performance. For example, in accidents judged to involve aviator fatigue, there is some indication that before the accidents occurred, the pilots had irregular eating schedules or missed one or more meals. In field tests done by the U.S. Army Natick Research, Development, and Evaluation Center, Natick, MA, some personnel subsisting solely on meals, ready to eat (MREs) lost weight over just a few week. Leaders must encourage troops to eat all of the main items in their MREs, not just the candy, to get balanced nutrition.

Although the relationship between performance and nutrition is not clear, eating regularly is important in continuous operations, as well as providing hot meals at assigned times or when the workload has been sustained boosts morale.

**Combat Load**

In combat, the load carried by a Service member significantly exceeds optimum recommended weights. In the case of a light infantry Service member, the combat load is as much as double the

recommended load. Physical conditioning cannot compensate for this degree of excess. Service members tire faster and, in continuous combat, recovery from fatigue becomes more time-consuming.

When the Service member must carry excessive amounts of equipment, the effects of stress and lack of rest are magnified. Load concept must be considered to ease the strain on Service members. In this concept, the unit separates an individual's equipment into two loads—fighting and existence. As the unit closes the objective, the heavier existence load is dropped and the Service member continues with the lighter fighting load.

**Physical Fitness**

Good physical conditioning delays fatigue, builds confidence, and shortens recovery times from illness and injury. It also prepares individuals to better grapple with the physiological demands of stress. Service members in top physical condition can better control their internal physiological functions, which will improve their overall performance. Physical fitness—including aerobic fitness, muscular strength, and endurance—must be developed in all Service members to strengthen their ability to rebound from exhaustion. Aerobic fitness increases work capacity and the ability to withstand stress. While feelings of depression and moodiness accompany tiredness, aerobically fit Service members are affected less than those unfit. The ability to quickly recover from physically strenuous workloads is maintained by smart physical training, performed consistently and routinely.

**THE WARRIOR MINDSET**

It is important for Soldiers to acquire and maintain a warrior mindset when



serving in harm's way. Resilience and the Warrior Ethos apply in more situations than those requiring physical courage. Sometimes leaders will have to carry on for long periods in very difficult situations. The difficulties Soldiers face may not only be ones of physical danger, but of great physical, emotional, and mental strain.

An essential part of the warrior mindset is discipline. Discipline holds a team together, while resilience, the Warrior Ethos, competence, and confidence motivate Soldiers to continue the mission against all odds. Raw physical courage causes Soldiers to charge a machine gun but resilience, discipline, and confidence backed by professional competence help them fight on when they are hopelessly outnumbered and living under appalling conditions. As Erwin Rommel wrote in 1937, it is still valid for the complex combat environment of the War on Terrorism: Training to high standards-using scenarios that closely resemble the stresses and effects of the real battlefield-is essential to victory and survival in combat.

**CONCLUDING**

The combat stress can have a tremendous impact on a service member. But targeted and prompt intervention can help mitigate the acute effects of it. The military has recognized the importance of ensuring quality mental health care to its members. At a minimum, our country owes these brave men and women a return home to their loved ones and a future not plagued by emotional and psychological problems. We are not so naive as to believe that these warriors will be completely unaffected by their experiences. But by adapting psychological principles common in the civilian sector to the battlefield, one can alleviate the damaging effects of the inevitable



Dimitrios LEFAKIS  
OF-2 (HE A)  
Chief AD Integration  
NRDC-GR/G3 AIR

# NRDC-GR Change of Command



**BY ORDER OF** the Hellenic Governmental Council for Foreign and Defense Affairs, Lieutenant General LEONTARIS Ilias assumed command of Headquarters, NATO Rapid Deployable Corps Greece (HQ NRDC-GR) from outgoing commander Lieutenant General DEVETZIS Nikolaos. The Hand Over-Take Over ceremony took place at “Pedion Areos” camp Thessaloniki this morning. The whole event was honored with the presence of Lieutenant General TELLIDIS Vassileios, Commander of the Hellenic 1st Army.

The new assignment of Lt. General DEVETZIS is First Deputy Commander of the Hellenic Army General Staff. At his Order of the Day he mentioned that he is considerably fortunate because, during his command, NRDC-GR achieved a very significant goal which is the gradual preparation as a High Readiness Corps

by capitalizing on the experience gained in 2012 NRF commitment. In addition, he said that he is quite convinced that NRDC-GR will have great success in the future and that honor, courage and devotion will provide the necessary guidance to accomplish its mission and he submitted his heartfelt wishes for success to his successor.

Lt. General Ilias LEONTARIS assumes the Commanding tasks of NRDC-GR after his previous assignment as the Chief of Staff of this HQ. By saluting the historical War Flag of the C’ Army Corps and paying on knees respect and gratitude to its honored heroes, Lt. General Ilias LEONTARIS mentioned at his Order of the Day that personnel consists the most precious element of NRDC-GR and with the contribution of the allied personnel we are able to achieve our common goals. Fur-

thermore, he mentioned that optimism, will and mood to change our mentality can bring us forward.

At the ceremony were present the Religious, Military and Political Authorities from the city of Thessaloniki as well as General Consuls from the contributing to NRDC-GR Nations. In addition, professors from the Aristotle and Macedonia universities honored with their presence the two Senior Flag Officers.

NRDC-GR is a fully multinational in nature and organization HQ, comprising of personnel mainly by the framework Nation Greece and with 8 Partner Nations contributing the remaining complement of personnel (Albania, Bulgaria, France, Germany, Italy, Spain, and Turkey). As a NATO GRF(L) HQ is standing now as a High Readiness Force for any potential NATO mission.

## COM's NRDC - GR HQ Order of the Day March 2014, the 10th



**Officers, Non Commissioned Officers, Soldiers and Civilian Staff of the C' Army Corps and NRDC-GR:**

By order of the Hellenic Governmental Council for Foreign and Defense Affairs, I assume the Command of the Corps, today, succeeding Lt. General Nikolaos Devetzis.

Fully cognizant of the honor to lead one of the most glorious formations of the Hellenic Army, which paid a significant toll strolling along the path of sacrifice throughout the past years,

I salute the war flags of the C' Army Corps and I kneel paying my respect and

gratitude to its honored heroes.

Upon the assumption of the command of both headquarters, a new era rises in the near future.

C' Army Corps has concluded the First Phase of its restructure at the end of the past year and it has been assigned a new mission over a broader Area of Responsibility.

In addition, the Corps constitutes the Mother Headquarters for the development and operation of the Allied NDC - Greece Headquarters. I recall the reminiscences, fifteen year ago, when this venture seemed impossible.

Today, NRDC - Greece, upon his upgrade following the Hellenic Governmental Council of Foreign and Defense, paves the way for its trek towards a demanding future.

Both headquarters, C' Army Corps and NRDC - GR, represent an integrated entity, retaining the distinguished roles and ways of function.

As an entity, we are obliged to present our best in order to correspond to the calls of the ages.

Peering the future, the rest of the Second Phase of the Army's restructure and the assimilation of the new mission



for the C' Army Corps along with Combat Readiness Evaluation of the NRDC - Greece by the Alliance, compose one more challenge with one only option; To succeed.

With my Order of the Day I would like to commune you with my intention and the objectives of my command, as follows:

The personnel consists the most precious element of our organization. Its amelioration can be reached through the proper training, evaluation and development based on the individuals skills and aptitudes.

We must focus on the development of charismatic leaders devoted to the duty and prepared to drive our army towards the future. We must provide proper training, which is the source of morale for our staff.

We need to proceed with a rational usage of the materials and means that our country has provided us. It is our responsibility to keep our means operational, ready to be used at any mission.

It is a very difficult period. Nevertheless, it's in our hands to transform the crisis to an opportunity. Our optimism, will and mood to change our mentality can bring us forward. We need to adapt ourselves to the reality.

C' Army Corps and NRDC-GR, we need to change. We must seek, always, the cost effective options in our daily life. We must schedule, prioritize and econ-

omize our efforts. We must gain more, consuming less.

Officers, Non Commissioned Officers, Soldiers and Civilian Staff of the C' Army Corps and NRDC-GR, in order to achieve the aforementioned we must work with methodology, discipline, high morale and devotion.

We must develop a human centric command, staff which trusts its commanders, along with a pleasant and productive working environment. We must develop our solidarity and strengthen the bond within the army's family.

We are not alone in this struggle. Our superiors along with the prefectural and local authorities, the church and the local community are cowalkers to our endeavors.

Taking over my duties, today, I wish to thank my predecessors and the commanders of the Corps's formations and units for the work already done and I pledge the continuation of their efforts.

In addition, I wish to bring in front the essential contribution of the NRDC - Greece allied personnel, who offer their devotion, high professionalism and knowledge for the achievement of our common goals.

At this point, I wish to highlight the significant transition period of the NATO, as well. NATO seeking its new role on the global chessboard decided a more functional new structure aiming towards "NATO Forces 2020". Number of rele-

vant- actions have been launched like the "Connected Forces Initiative", the "Mutual Training Support" and the "Joint Task Force Headquarters" concept, which add more burden on our shoulders.

NRDC - Greece budes to the future in line with the NATO ambition, preparing itself to subject the accreditation process as High Readiness Force Headquarters in 2015 while envisaging its role as a Joint Task Force Headquarters in 2018, since it has been attached in the Long Term Rotation Plan after Hellenic authorities' decision.

Ultimately, allow me to express my sincere gratitude to Lieutenant General Nikolaos DEVETZIS for his excellent work and the honor to serve under his command over the last year. I wish him success at his new duties as First Deputy Commander of the Hellenic Army General Staff.

Officers, Non Commissioned Officers, Soldiers and Civilian Staff of the C' Army Corps and NRDC-GR,

Keep in your mind that any success belongs to you while I assume the responsibility for any failure.

I wish the whole mighty God to give health, felicity to you and your families and strength to overcome any obstacle in your private and professional life.

God bless you all.

**Lt. General Ilias LEONTARIS**  
**COMMANDER**

# Web-Based Training

## Why Web-Based Training?

**NOWADAYS**, a number of international developments in the economic, social, technological and cultural spheres push more and more adults for acquiring knowledge and skills in order to be adapted on the changes which take place.

In the business world, training is part of its operation and a vital function for further development. The intensification of competition in the globalized economy, and the successive technological changes lead to new forms of work organization, which in turn require the use of trained manpower, which is capable of responding to changes. The actual economic climate leads to higher unemployment. More and more young people find it difficult to enter the labor market, while mature workers lose their jobs. A key way to improve the situation is (re) education and professional (re) orientation.

Education and training via the World Wide Web are growing rapidly. Reduced training costs, world-wide accessibility, and improved technological capabilities have made electronic instructional delivery to adult learners a viable alternative to classroom instruction.

The World Wide Web can be used in



various ways for instructional and instructional support purposes. For example, Web-based instruction offers the learner unparalleled access to instructional resources, far surpassing the reach of the conventional classroom. Web-based instruction also makes possible learning experiences that are open, flexible, and distributed, providing opportunities for engaging, interactive, and efficient instruction. Phrases such as “flexible navigation,” “richer context,” “learner centered,” and “social context of learning,” are populating the literature on Web-based instruction. Furthermore, the rendering of cognitive-based theories of learning into the terminology of Web-based instruction extends the technical nomenclature to actual instructional practices.

### What is Web-Based Training?

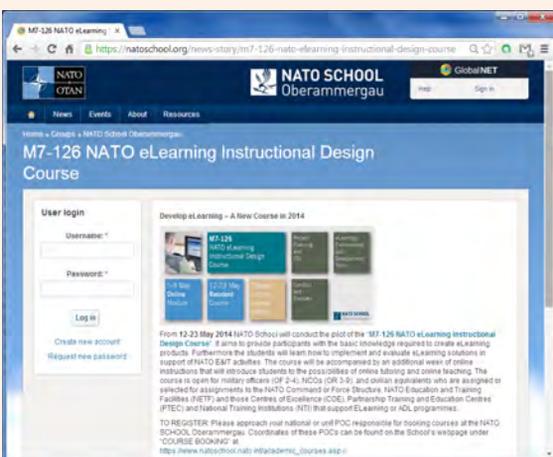
Web-based training (WBT) is an innovative approach to distance learning

in which computer-based training (CBT) is transformed by the technologies and methodologies of the World Wide Web, the Internet, and intranets. Web-based training presents “live” content, as fresh as the moment and modified at will, in a structure allowing self-directed, self-paced instruction in any topic. WBT is media-rich training fully capable of evaluation, adaptation, and remediation, all independent of computer platform.

### Advantages

The Armed forces seeks to take advantage of the benefits offered by distributed learning, such as reduced travel costs, increased accessibility, and improvements in learning. The cost advantage of even basic forms of technology-based instruction has been documented.

Web-based training offers interactivity with instructors and students and





quick access to supplementary online resources. As the technology improves, Web-based instruction may have an ultimate advantage. Here are some:

- easy delivery of training to users
- opportunities for group training (asynchronous and synchronous) as well as individual training
- multi-platform capabilities (Windows, Mac, UNIX, PDA, phone, other wireless devices)
- easy updating of content
- quicker turnaround of finished product
- requires less technical support
- billing options by user ID, number of accesses, date/time of access
- access is controllable
- options for installations on private networks for security or greater bandwidth
- options to link with other training systems
- multitasking capability suitable for electronic performance support systems (EPSS)
- vast market for distributed training
- growing level of acceptance

## Disadvantages

Are there disadvantages? Yes, but only the provided technology can limit the performance something that can be easily overcome.

- bandwidth/browser limitations may restrict instructional methodologies
- limited bandwidth means slower performance for sound, video, and intense graphics
- someone must provide server access, control usage, bill users

## Web-Based Training in NATO community

The NATO School in Oberammergau together with International Relations Security Network (ISN), Allied Command Transformation (ACT) and United States Joint Forces Command (USJFCOM) developed a series of Advanced Distributed Learning (ADL) courses which are available to the NATO and partner nations. The use of the web-based self-training ADL-system as an enhancement tool to have, anytime and anywhere, highest quality education, training and performance aiding, tailored to individual needs.

The key principles of NATO's e-Learning initiative include:

- Effective, efficient and affordable: Concise instruction based on NATO current and strategic priorities is delivered globally through multiple methods and requires little investment to use.
- Improved nation and partner engagement: Courseware is readily available on networks, enabling personnel just-in-time acquisition of knowledge and skills to effectively contribute to the NATO mission.
- Incorporated guidance: Standards and guidelines for developing an e-Learning capability are available to education and training institutions.

The NATO School in Oberammergau contributing in NATO's eLearning, conducted first time in May 2104 the pilot

of the "M7-126 NATO eLearning Instructional Design Course". It aims to provide participants with the basic knowledge required to create eLearning products. Furthermore the students learn how to implement and evaluate eLearning solutions in support of NATO E&IT activities. The course accompany by an additional week of online instructions that introduces students to the possibilities of online tutoring and online teaching.

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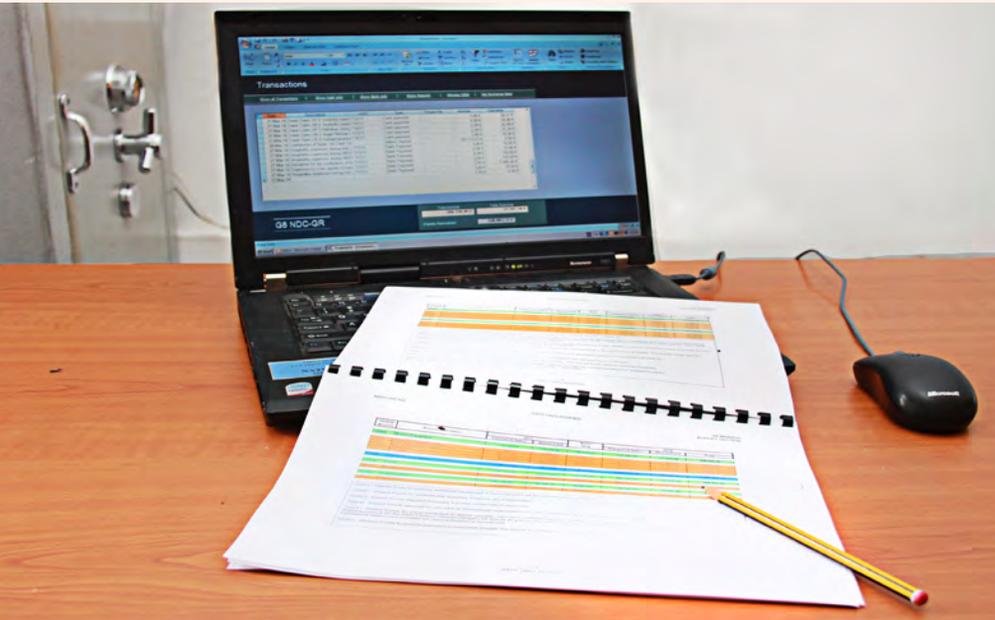


Polychronis PAPAVALSILEIOU  
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# G8 Branch “Let us introduce ourselves”

*Thucydides, one of the greatest of the ancient historians, quoted:*

**“Expenditure benefits the Army.”**



In G8’s point of view this quotation is fully applicable. Our mission is to manage the financial resources in order to ensure that adequate and appropriate funding is available to cover the NRDC-GR HQ training and exercises activities.

In order to accomplish its mission, G8 is organized into three sections, a Budget and Disbursing, a Purchase and Contracting and a FISCAL section. These sections, through solid and effective procedures, create the necessary flexibility to act and react under any circumstances, aiming at an effective financial management.

In particular, G8 responsibilities are as following:

- Budget section prepares the budget and is responsible for all necessary changes in the course of the budget planning and budget execution.

- Fiscal section is responsible for the detailed accounting of budget credits and for the checking and authorizing of the expenses and their compliance, aiming to the optimization and cost effectiveness of the budgetary resources with elaboration of the funding priorities and covering the “minimum capability requirements”.
- Purchase and Contracting section is responsible for all purchase and contracting through extensive and transparent procedures, seeking the reduction of purchased goods’ prices as well as gaining more benefits for NRDC-GR HQ.
- The Disbursing section receives guarantees and liquidates payments.
- The Internal Review Officer has to

check if the execution of G8 task is in line with the NATO regulations.

- In general G8 acts as the financial advisor of the chain of command.

Financial support is achieved through complex procedures and continuous practice during the exercises. The branch has already tested successfully its capabilities by participating in all the exercises of NRDC-GR.

G8 operates in accordance with the established Memorandum Of Understanding, the NATO Financial Regulations and the Financial Administrative Procedures. Following all the appropriate NATO financial procedures, implementing optimal use of available resources and reducing the risk of financial processes are G8’s pillars in order to provide the financial support.

**Pursuing the cost effectiveness is an enduring procedure and remains constantly our first priority.**



Aikaterini PETKOU  
OF-2 (HE A)  
Chief Contracting  
NRDC-GR/G8

# Operations Assessment Seminar 2014

**N**RDC-GR G5/Assessment Section carried out the Operations Assessment Seminar on 14 and 15 Jan 2014, which was the first pilot seminar referring to “Operations Assessment” domain.

The seminar focused on methodology and procedures with the aim to provide a comprehensive approach and cement a common understanding of Operations Assessment process that drives the decision-making process.

The outcome of the seminar is culminated to the following:

a) Raise awareness of terms and definitions and enable a common understanding in the conduct of Operations Assessment process.

(b) Underline the differentiation between Operations Assessment and other type of Assessments like Intelligence Assessment, Risk Assessment, etc.

(c) Train the participants through practice by giving practical examples on the Operations Assessment process steps in order to familiarize them with the work of the Assessment Working Group (AWG) during operations or exercises.

(e) Exercise and practice the Assessment Board (AB) Briefing to the COM.

In addition to the HQ staff personnel, external participants from affiliated to NRDC--GR formations such as 33 MECH BDE and XXIV ARMORED BDE joined the seminar.



# NRDC-GR Logistics Reporting Training



In the frame of “NRDC-GR Annual Training Plan” for 2014 and specifically the preparation for 2015 HRF Combat Readiness Evaluation, a training concerning Logistics Reporting System named “LOG REP” was carried out in NRDC-GR HQ on 27th to 29th January 2014.

The aim of this training was to familiarize the attendees with the software systems and pass them the knowledge concerning the creation of a new DataBase, in which a whole Force Profile can be included. Furthermore, the participants learnt how to create and export several kinds of reports upon the existing DataBases and Force Profiles through LOGFAS Data Manager (LDM) or Geographic Manager (GeoMan).

In addition, to the NRDC-GR HQ’s participants, external trainees from Hellenic National Defense General Staff, Hellenic Army Superior CSS Command, affiliated to NRDC-GR formations such as CSS Division, 33 MECH INF BDE, 71 AMB BDE, XX Armor Division, XXIV Armor Brigade, joined the training.



**N**RDC-GR HQ carried out the Operational Planning Process (OPP) Course from 03 to 07 Feb 2014.

Apart to the HQ staff personnel, external participants from SEEBRIG and affiliated to NRDC-GR formations joined the course.

The purpose of the Course was to prepare the attendees to contribute to NATO's Operations Planning Process as a planner or related staff officer while applying the Comprehensive Operations Planning Directive (COPD) and the principles of a Comprehensive Approach.

The objectives of the Course were:

(a) Provide a comprehensive approach of the organization, methodology, responsibilities and procedures of conducting the Operations Planning Process (OPP).

(b) Raise awareness of terms and definitions and enable a common understanding in the conduct of OPP.

(c) Apply the NATO Operations Planning Process in Crisis Response Operations and the principles of operational art in accordance with NATO doctrine.

During the course, the attendees worked in syndicates and implemented the Operation Planning Process in accordance with the NATO policy and doctrine.

Lieutenant General LEONTARIS Ilias COM NRDC-GR, ex-Chief of Staff, highlighted to all participants that this particular course is one of the most important for Staff Officers enabling them to plan any operation at any level of NATO organization.

## NRDC-GR Operational Planning Seminar



## NRDC-GR Public Affairs Seminar



**W**ithin the context of the Annual Training Plan 2014 and its cooperation with Civil Advisory Group, NRDC-GR carried out a Public Affairs Seminar in Thessaloniki on 10th February 2014.

It was a very fruitful and productive Seminar with special guest lecturers Mr Papathanasiou Theofanis, a famous news anchor at the Hellenic Public TV and Professor PANAGIOTOU Nikolaos, from the Department of Journalism and Mass Media of Aristotle University of Thessaloniki. In addition, the seminar was attended by post-graduate students from the Faculty of Economic and Political Science of Aristotle University.

The purpose of the seminar was to provide to all participants update infor-

mation on the latest developments of the military Public Affairs activities and responsibilities.

Mr Papathanasiou shared with the participants his unique and extensive personal experience in various military conflicts throughout the world and the challenges which military personnel is facing right now while dealing with Media.

Mr Panagiotou managed to provide a different approach to the seminar, contextualizing his comments within the setting "Diffused Wars, Diffused Media; Uses of new Media" inspiring the participants on the interaction with Social Media in current times.

During the fascinating morning ses-

sion, a thorough Q&A period followed each lecture.

Taking the advantage of the positive response Theofanis Papathanasiou to be presented in NRDC-GR PAO Seminar in Thessaloniki, Public Affairs Office materialized his experience as an embedded or unembedded journalist with military forces in an interview that will be included in the 2nd issue of the HQ's NRDC-GR HERALD magazine.

Lieutenant General LEONTARIS Ilias COM NRDC-GR, ex-Chief of Staff, expressed his warm thanks to the guest speakers for their contribution to staff individuals training program and pointed out the significant role that Social Media might play in future conflicts.



# Legal Conference at NRDC-GR

Within the context of the Annual Training Program 2014 and in cooperation with the Hellenic Society of International Law and International Relation, NRDC-GR Office of Legal Advisor organized and conducted on 17th February 2014 a Legal Conference on the “Evolution of the Law of Armed Conflicts; combining practitioners and academics perspective” in the facilities of NRDC-GR.

High Ranking officers, NATO military experts, legal advisers of the armed forces on one side and prominent academics and researchers of the Public International Law on the other had the opportunity to discuss on the same table about the contemporary challenges to the Law of Armed Conflict (LOAC) enabling a common understanding on the relationship between this part of Law and the operational art.

The discussions focalized on how operational commanders select and assess potential targets and how the LOAC reflects the logic of military doctrine related to this process, with a special reference to its relationship with the Rules of Engagement.

Due emphasis was put on the thorny issue of the Responsibility to Protect (R2P) and to cyber-attacks as a new form of disaqqregated warfare.

Issues of liability arising from multinational operations could not be skipped out from the agenda and also other complex - legal issues regarding the child recruitment, the special rights of prisoners of war, missing persons and last but not least the integration of a gender perspective into military operations.

COM NRDC-GR Lieutenant General



LEONTARIS Ilias, ex-Chief of Staff, welcomed all the attendees and expressed his appreciation to all participants and especially to University Professors Hadjiconstantinou and Sarigiannidis for their valuable contribution to the successful conduct of the event. In addition, COS highlighted the importance and the vital role of Legal Advisers in armed forces.



## NRDC-GR Affiliation Conference 2014



**H**Q NRDC-GR held the Affiliation Conference 2014 in Thessaloniki from 26 to 27 February 2014.

The aim was to enhance relationship and to establish a direct connection with the affiliation network, exchange of information, explain working procedures in operations and / or exercises and facilitate the contribution to the HRF upgrade process, especially the support needed for the exercise Gordian Knot 14 and 15, between NRDC-GR HQs and the affiliated formations and units.

During the first day of the conference all delegates were briefed about NRDC-GR training program for the next two years with focus to HRF Full Operational Capability (FOC) in 2014 and CREVAL 2015 activities that most of the affiliated units will be involved. In addition, detailed data needed for NRDC-GR HQs planning for exercises and Operations were provided to all representatives.

To achieve the conference's objectives, special briefers from NRDC-GR HQs branches delivered basic presentations followed by syndicates in branches' working areas, during which concepts, directives and all internal standing operational procedures and instructions were clarified in detail.

The whole event was successfully concluded by promoting and improving the mutual knowledge, identifying main expectations and training opportunities and proved to be an excellent milestone in the NRDC-GR road map for upgrading its capabilities as a High Readiness Force (Land) Headquarters.

# Main Planning Group (MPG) Training Seminar

The Main Planning Group (MPG) Training Seminar took place from 26 to 28 March 2014 in the Main Conference Room of NRDC-GR HQ. The Seminar included lectures that were presented by G5 Planers and by the representatives of the respective Branches as well as discussions over the operations planning process within NRDC-GR.

The purpose of the Seminar was to focus on providing necessary information about the Operations Planning Process in tactical level, enhancing planning capabilities of MPG members and to discuss the main Planning Standard Operating Procedure (SOP) in detail.

The objectives of the seminar were:

1. To study and discuss the operations planning process in tactical level.
2. To familiarize with the planning terminology and terms.
3. To discuss and clarify the role and functions of the relevant branches within the Operations Planning Process (OPP).
4. To understand the relationship between operational and tactical level in OPP, as well as with the sub units.
5. To understand the relationship between MPG and the other working groups, to define the synchronization of activities in particular with Logistic Planning Group (LPG) and Assessment Board.
6. To “refresh” MPG’s knowledge about Tools for Operations Planning Functional Area Service (TOPFAS).
7. To understand some mechanism related with planning during operations.



(Rules Of Engagement, Commanders Critical Information Requirements, Targeting).

During the seminar, DCOS OPS highlighted the importance of the MPG for the planning process within NRDC-GR, pointing out the necessity of professionalism and honesty to the Commander.

In the end Major General KALOGEROPOULOS Dimitrios, NRDC-GR Chief of Staff, stressed out that the form of a planning team is an important issue for each Command Group, as this staff is considered a key element for an effective execution of any operation.



## GORDIAN PIKE 2014



The first Key Leader's Training scheduled for 2014 was conducted from 05 to 08 May 14 in Alexander the Great room of NRDC-GR/HQ. The whole activity was conducted in the framework of Ex. GOKT 14, which will be the preparatory exercise - rehearsal of CREVAL in first semester of 2015 and prerequisite for NRDC-GR HRF upgrade. The exercise was given the nickname "GORDIAN PIKE 14" (GOPE 14) and its major purposes were not only to update and further familiarise NRDC-GR Key Leaders audience on the latest NATO concepts, procedures and on some evolving "techniques" but also to enhance team building at Command Group level by promoting focused discussions relevant to the sessions given during this exercise.

Lieutenant General Ilias Leontaris, Commander of NRDC-GR, who was present in this activity as well as the rest Command Group, exploited this activity in the way of preparing the upcoming high intensity exercise TRLE 14/GOKT14. Shared information, based on previous experiences, both collective in NRDC-GR and individual, gave the activity the true sense of it, not so much guiding debates but more importantly synthesizing practical and collective way ahead.

The briefings during GOPE 14 were well prepared, satisfactorily introduced and pedagogically delivered, providing controlled information and stimulating further discussions. Topics covered a wide range of aspects related to tactical operations at Corps Level and gave the opportunity to the training audience to discuss and exchange views on critical issues related not only to tactical activities at Corps level but also to logistics issues and aspects concerning Host Nation Support (HNS) or legal aspects arising during operations etc.

### ADAMS Training Course

**H**Q NRDC-GR welcomed Warrant Officer (W.O.) Renato Parsquali and Chief Officer (C.P.O.) U.S.S Navy Hector Eli Gonzales instructors from NCISS, Latina to train us in the M&T Fundamental and Allied Deployment and Movement System (ADAMS). Both of them are very experienced trainers of NCIS (LATINA), being able to teach all the related courses.

ADAMS is used by G4 and other Branches dealing with deployment of forces. It is a computer based application used by all NATO HQs and National Formations in order to plan and execute the deployment from the Home Base of the force up to the Theatre of Operation, based on the Commander's needs, priorities and the Desired Order of Arrival.

The training, that lasted two weeks, took place from the 5th of MAY 2014 to the 16th of MAY 2014. The representatives that participated in the training were not only from our HQ but also from the Hellenic National Defense General Staff, 1st Hellenic Army, CSS Division and National General Staff of Norway. The Commander of NRDC-GR Lt. General Ilias LEONTARIS addressed to the instructors and attendees, emphasizing to the fact that it was the first time that a MTT, NCISS, Latina came to our HQ and both of them highlighted the importance of the specific software to NATO planning process.

At the end of the course, a formal certificate from NCISS, Latina was given to the participants.

In conclusion, for the overall success of the activity it is important to stress out the professionalism of the instructors, the active participation of the attendants and everyone that guided and motivated us in our first step of our effort in order to improve ourselves and our competence so as to execute our mission in the most efficient and effective manner. For one more time it was proved that "NOTHING HAPPENS UNTIL SOMETHING MOVES".



# The CREVAL starts from Individual Skills

## Reflection from Individual Training Activity for first semester 2014



**IN ORDER** to maintain the capability to assure the readiness to deploy and successfully execute the CREVAL in 2015, it is decisive that the NRDC-GR HQ staff members keep up at high standard the individual military skills.

According to HRF Standard, the Commander's Training Directive 2014 - 2016, and the Individual Training Program for 2014, the Individual Training for the 1st Semester 14 consisted of: First Aid, CBRN, Basic pre-Deployment and Weapons Firing Training.

For all above topics, the aim was to train the HQ NRDC-GR Staff members to be ready (adequately prepared for deploying on operation), as well as to facilitate the preparation and execution of the CREVAL of the HQ in 2015.

Consequently, seen in this point of view, G7 established and integrated the overall requirements of the training for first semester 2014. This training was based on the individual standard and organized the activity within means and capability of HQ Support. HQ

Support was in lead to deliver the training.

The general concept was to deliver the bulk of the training package in barracks mainly through lecture during a unique centralized sequence, combined with practical training. However for practical limitations, weapon firing and practical part of First Aid training was conducted in ASSIROS firing range, and was repeated also two times, for allowing everybody to attend.



### First Aid and Preventive Medicine Training

The academic part was scheduled to be conducted in two days in plenary session and was a combination of classic briefings and discussions. It took place on the 11th and 25th of Jun 2014. The practical part of this activity had the aim to allow the Staff members to be confident with the First Aid procedures (Cardiac Pulmonary Resuscitation (CPR) - Bandage Application - Fracture Immobilization. This part of training was conducted in the area of ' Assyros, where a dedicated medical team trained practically the personnel on the First Aid maneuvers and how to load/unload a wounded person to/from a vehicle. The activity took place in close connection and coordination with the firing sessions. This training was conducted by G4 Medical Section

with the Support of a Battalion Medical Coy.

### CBRN Training

This training was scheduled to be conducted on one day in plenary session and was a combination of classic briefings and discussions with a short practical demonstration on specific CBRN

devices. The interest showed during this training was very high. It took place on the 10th and 24th Jun 2014 conducted by the C' Military Veterinary Hospital.

### Basic pre-Deployment Training

This training consisted of: Force Protection (G3), Mine-IED Awareness, Terrorism Awareness & Prevention (ENG), Espionage from G2 and from LEGAD with Law of Armed Conflict and Rules of Engagement. This training took place on 12th and 26th of Jun 2014 in Conference Room of Building D.

### Weapons Firing Training

This activity was organized by NRDC-GR's Support Battalion in two different days. On 23rd of May and the 30th of Jun 2014. Each training day included both firing training and First Aid practice. Firing was conducted by rifle and pistol.



It is important to say that; the interest of the personnel for all Individual Training Activity for the first semester was high. And the number of participants that took part in the training was large enough. They were also asking questions and making remarks, especially the personnel who had the experience from missions abroad. The preparation of briefers was excellent too. Almost all presentations consisted of clever combinations between theatrical parts and mission's experiences.

The high participation and interest shown by all staff officers, made us more optimistic in continuing developing and improving the Basic pre-Deploying Training for the second semester 2014 and consequently made us more optimistic to expect a full success in CREVAL 15.



Kasem SALIASI  
OF-4 (ALB A)  
SO Staff & Individual Training  
NRDC-GR/G7



## NRDC-GR Visits affiliated units



Within the context of the Annual Training plan for 2014 focusing to a better coordination, NRDC-GR has scheduled a number of visits to the Affiliated formations and units of Framework Nation, Greece.

During the visits, the representatives of NRDC-GR headed by HQ's key leaders, had the chance to inform in details the Commanding officers and the staff of Hellenic Formations and Units on the way towards the Combat Readiness Evaluation, which has been scheduled for 2015 and the requirements derived from this process.

In addition, NRDC-GR delegates were briefed about the training activities and capabilities of each unit.

Detailed discussions followed concerning the forthcoming Affiliated conference on 26-27th February and the issues that need to be addressed.

Each visit was concluded with a tour to main equipment and installations of the units.



# Hellenic National Defense College (HNDC) visit to NRDC-GR



On the 5th of May 2014 the Hellenic National Defence College (HNDC), visited NRDC-GR Headquarters in Thessaloniki. Commander Lieutenant General Andreas ILIOPOULOS, the staff and students of the HNDC were welcomed by COM NRDC-GR Lieutenant General Ilias LEONTARIS and they were briefed on the structure, role and mission of the HQ. The presentation was followed by a very fruitful discussion.

The Hellenic National Defence College (HNDC) is the last and highest level of academic education for the officers of the Armed Forces, as well as for the high ranking civilian personnel, and executives of the Security Forces, Coast Guard, ministries, public organizations and institutions, providing a high level academic knowledge in the broad field of Strategic Studies.



# NATO Intelligence Fusion Centre Senior Policy and Resource Committee (NIFC SPRC) Visit to NRDC-GR

A delegation of NATO Intelligence Fusion Centre Senior Policy and Resource Committee (NIFC SPRC) visited NRDC-GR on Thursday 08 of May 2014.

The delegation which was led by the Commander of NIFC Colonel (USAF) Tim TRAUB was welcomed by Chief Of Staff of HQ NRDC-GR Major General Dimitrios KALOGEROPOULOS.

The first part of the visit included a detailed briefing about the structure, role, mission, capabilities and the relationship to NATO intelligence activities of NRDC-GR. During the second part of the visit the delegates of NIFC SPRC had the chance to see some of the key installations and facilities of NRDC-GR related to the operational capabilities and they were informed about the higher readiness status of the HQ.



## Visit of the Alternate Minister of National Defense of Greece to NRDC-GR



In Tuesday the 20th of May 2014, the Greek Alternate Minister of National Defense Mrs. Fotini GENNIMATA paid an official visit to NATO Rapid Deployable Corps – Greece (NRDC-GR) premises in Thessaloniki.

After an office call with the Com-

mander NRDC-GR Lt. General Ilias LEONTARIS, the Alternate Minister received a detailed brief on the structure, mission and training activities of the HQ.

Mrs Fotini GENNIMATA expressed her appreciation for the high level of professionalism of all HQ's personnel, both

Hellenic and Allied, as well as her confidence that NRDC-GR, the only NATO entity in Greece, is capable to accomplish its mission to future challenges after the significant operational progress achieved within a short period of time.



## Commander of 1st Turkish Army Visit to NRDC-GR

The Commander of the 1st Turkish Army, General Ahmet TURMUS, paid an official visit to NRDC-GR HQ on Wednesday 4th of June 2014.

After a warm welcome by the Commander NRDC-GR Lieutenant General Ilias LEONTARIS, the guest received a detailed brief on the structure, mission and training activities of the HQ.

General Ahmet TURMUS was accompanied by the Deputy Commander of the Hellenic 1st Army, Major General Dimitrios RESKOS, the Commander of SEEBRIG, Brigadier General Hakan ESER and the Turkish Defense Attaché Colonel Ilhan YA-SITU.

The visit concluded with a ceremonial emblem exchange and a commemorative photo in front of the main entrance of NRDC-GR HQ.



## Bulgarian Flag Raising Ceremony



The Bulgarian Flag Raising ceremony took place on 28th of February 2014, on the occasion of the Bulgarian National Holiday (The Liberation Day) at “Pedion Areos Camp”. The event was carried out with the presence of the Deputy Commander of NRDC-GR Major General Plamen Lilov, the Consul General of Bulgaria Mr. Vassil Valchev, Senior National Representatives (SNRs) of the NRDC-GR participating nations, distinguished guests from the Consulate General and the Bulgarian community in Thessaloniki, as well as the entire HQ staff.

During the ceremony, a speech delivered by the Bulgarian Deputy Senior National Representative at HQ NRDC-GR LtC Vasil Enchev highlighted the importance of the day for the new chronology of Bulgaria and the history behind the flag.

The Flag of Bulgaria has changed for more than a thousand years’ history – from the “horse’s tail” at the time of Khan Asparuh till today’s tricolor flag.

One of the legends says that the Bul-

garian flag is three-colored because of the Bulgarian forces in the past. The soldiers on the left flank had a white band tied to their spears; the soldiers on the right flank had a red one and in the middle there were the best soldiers who were carrying spears with green bands.

The first historically established flag with colors: green, white and red was used in 1861-1862 by the Bulgarian Legia, founded by Rakovski – a Bulgarian revolutionary and writer, who devoted his life to the Liberation of Bulgaria. The white color symbolizes peace and its pure and sacred republic, green – the fertility of the Bulgarian lands and the forest – protector of Bulgarian rebels during the Renaissance, and the red – courage and hope of the people.

The first constitutional reference to the national flag of Bulgaria goes back to the First Constitution of Bulgaria adopted on April 16th, 1879, which stated that the national flag would be of three colors, and contain three strips in white, green and red colors.



The current flag was re-established with the 1991 Constitution of Bulgaria and was confirmed in a 1998 law. The constitutional specifications state that the flag of the Republic of Bulgaria be of three colors: white, green, and red from the top. Each stripe would be placed horizontally. White for peace, green for freedom and red to honor those who shed their blood for the independence of Bulgaria.

The ceremony ended with a military marching song “Botev” and a small reception to the distinguished visitors at the HQ Coffee/Bar facilities.

## Hellenic Flag Raising Ceremony

The Greek flag Raising ceremony took place on the 21st of March 2014 on the occasion of the Greek National Holiday (25th of March) at “Pedion Areos Camp”. The event took place with the presence of the Commander NRDC-GR Lieutenant General LEONTARIS Ilias and the entire HQ staff, political and military authorities from the city of Thessaloniki.

During the ceremony, a speech delivered by DCOS Support, Brigadier General SERGENTANIS Stylianos, underlined the importance of the day and the history behind the flag. The meaning of the Greek flag is the following: the blue color represents the Hellenic sky, whilst the white color represents the furious sea waves and the pure Hellenic soul. The cross symbolizes the dedication to the Greek Orthodox Christian faith and honors Church, which played a crucial role in the fight for freedom and independence.

The present form of the Hellenic Flag was defined in 1978. Nine horizontal lines were added, expressing the syllables of the Hellenic revolution’s signal, “ΕΛΕΥΘΕΡΙΑ Η ΘΑΝΑΤΟΣ” translated as “FREEDOM OR DEATH”.

The Flag hoisting ceremony was completed with a reception held in the HQs premises, hosted by the Commander of NRDC-GR.



# Italian Republic Day Ceremony

## 2nd June 2014



On the 6th June 2014, at the premises of NRDC-GR, the Italian contingent together with all NRDC-GR personnel paid a symbolic homage to this significant day that represents the beginning of a new era for Italy and the Italians. Col (IT A) LUNIGIANI Luigi Francesco, ACOS G3, as acting Senior National Representative, delivered the speech of the day.

“The flag of Italy (bandiera d’Italia, often referred to in Italian as il Tricolore) is a tricolour featuring three equally sized vertical pales of green, white, and red, with the green at the hoist side. Its current form has been adopted on 1st January 1948. A common interpretation is that the green represents the country’s plains and the hills; white, the snow-capped Alps; and red, blood spilt in the Wars of Italian Independence.

The Republic Day is the Italian National Day, which is celebrated on the 2nd of June each year. The day commemorates the institutional referendum held by universal suffrage in 1946, in which the Italian people were called to the polls to decide on the form of government, following the Second World War and the fall of Fascism. With 12,717,923 votes for a republic and 10,719,284 for the monarchy, the male descendants of the House of Savoy were sent into exile”.

The NRDC-GR Commander Lieutenant General Ilias LEONTARIS, the Honorary Consul of Italy in Thessaloniki Christos SARANTOPOULOS and all the staff members of the Headquarters were present to the raising ceremony. After the ceremony a reception was held in the HQ premises.

# Romanian Flag Raising Ceremony

**I**n the 27<sup>th</sup> of June 2014, the HQ held a celebration due to the day of the national Romanian flag.

The ROU SNR, LTC Ion MINCA expressed deepest gratitude to the Greek civilian and military authorities, to the commander LTGEN Ilias LEONTARIS for support and cooperation in the organization of this event and also, he addressed a warm welcome to the guests, colleagues, and friends.

The ROU SNR stressed: “in 2004 ROMANIA became a full member of NATO with clear commitment to pursuit peace, to provide security, development and prosperity. Since ROMANIA joined to the ALLIANCE, we share a common set of value, we served side by side in NATO operations and we work together on a daily basis representing our countries. The Romanian Armed Forces performed a vital role throughout our millenary history and encompassed the long lasting tradition of the Romanian people. Today we honor the sacred flag and the militaries that died in the line of duty for protecting the country.

In front of our HQ stand tough challenges and difficult missions but only together we will be able to accomplish any mission and I am really proud to be part of an outstanding team of professionals as it is NRDC-GR.”

After the ceremony, a small reception took place.





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Monument of  
**Alexander the Great**  
the founder of Thessaloniki