



*Any mission..
Any place..
Any time..*

HQ NRDC-GR Herald

1st Semester 2016 / Issue 07

Exercise "GORDIAN KNOT 2016"
(page 30)



THE MAGAZINE OF NATO RAPID DEPLOYABLE CORPS - GREECE

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Communication Information

Tel.: +30 2310 882452 / IVSN 451-2452

email: infopao@hrfl.grc.nato.int, email: nrdcgr@gmail.com

www.nrdc.gr

Twitter: @NRDC-GR

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1st Semester 2016 / Issue 07

EDITORIAL

Dear readers,

Once more it is our pleasure to welcome you in the new, seventh issue of our Headquarters magazine, HERALD NRDC-GR. Here we bring you the views, opinions and experiences of the NRDC-GR staff and others in the NATO forces as well as views and beliefs of subject master experts and special guest, hoping to provide you with the most current and informed perspectives on military, security, collaborative activities, historical, science, cultural and other issues of a global interest.

Up to now 2016 has been a very busy year, full of achieving objectives and overcoming obstacles and challenges, as NRDC-GR worked with members and organisations from over 20 nations to complete the Exercise Gordian Knot '16, that consisted the first big step on the transition of our Headquarters to a Joint Task Force HQ. We want to extend our acknowledgement of the tremendous efforts given on the part of all participants and contributing national and multi-national personnel.

It has been a year since the great leap forward in NRDC-GR's online presence and visibility, when we first started NRDC-GR twitter and Facebook accounts, while still maintaining the NRDC-GR YouTube channel and Flickr. The Public Affairs office, always trying to keep up with the latest updates, has this year upgraded NRDC-GR's website (www.nrdc.gr). It will be our pleasure to visit us in our new, upgraded website and follow us on our social media.

The Public Affairs Office would like to express its appreciation to our contributing guests and writers for the articles, interviews, news and events coverage, and more. We remind you that the views expressed in the articles are those of the contributing writers and do not represent the official opinions of NRDC-GR or NATO. In addition, we want to thank our readers for their support. We value your contributions, criticisms, and praises in our goal of informing you on the latest developments at NRDC-GR Headquarters. Any input and ideas you may have to improve the experience we deliver are greatly appreciated, and we welcome individuals who wish to write and be included in our next issue.

Before closing, we wish you and your families, health and prosperity, and all the best in your endeavours and efforts for the rest of the year.

Until next time,



Elias NIKEZIS
OF-3 (HE A)
Chief Media OPS/Deputy CPAO/PAA
NRDC-GR/PAO

COMMANDER NRDC - GR HQs LIEUTENANT GENERAL ALKIVIADIS STEFANIS



In an increasingly complex security environment, the nature of threats will continue to evolve. Alliance security could be threatened by competing values and ideas from actors who promote alternatives to democracy, human rights and the rule of law. These threats might be complex in nature; they may be interconnected, unpredictable and a combination of traditional warfare mixed with terrorism.

As consequence, the security of the Alliance is tied to the readiness of NATO capabilities. NRDC-GR over the last decade has evolved quickly to become a structured, flexible and credible organization that is ready to meet the challenges of executing joint operations.

As the current Commander it is my great privilege to lead NRDC-GR to the next level of readiness as a JTF. In order to that I'm obliged to share my vision and Commander's intent with you.

I envision NRDC-GR to evolve in a modern unit that can operate in a complex environment within the framework of the Alliance, infused with the military values, professionalism, optimism while empowered by exquisite human relationships, able to conduct a rapid deployment.

My intent is directly related to the NRDC-GR's mission and role concerning its contribution to the defense of the Alliance.

I want all personnel to understand their role and importance of NRDC-GR's mission. I want to develop an environment of trust, at all levels, within the chain of command and be ready to confront emerging crisis by following processes and procedures, while pursuing CIMIC cooperation. Above all, I want us to maintain our rapid deployment capability in the frame of NATO commitment, including the LTRP.

As we continue the demanding path to transformation in order to become a JTF HQs in 2018, we recently completed this year's capstone exercise "Gordian Knot 2016" at where critical fundamentals of operations at the joint level were tested, with the emphasis placed on the deployment of JLSG and ICE. This exercise continues the NRDC-GR process of its near term objective of becoming a JTF HQ able to undertake Land-centric Heavy SJO and leads to the "Gordian Knot 2017" (GOKT-17). GOKT-17 is our next critical building block to our evolution to a highly integrated, multinational unit that will be deployed when and as required.

The achievements of NRDC-GR are a direct result of the organization's efforts, personnel, framework nations, dedication and professionalism. Our evolution to a successful organization, adaptable, able to carry out a full range of missions, is an unswerving reflection, of its personnel hard work and did not go unnoticed. I would like to thank each one of you for making this unit a great organization and I know that you will continue to build our path to success.

A comprehensive approach by the Chief of Staff (COS) of Kosovo Force (KFOR) Brigadier General Janson D. BOYLES



On May 23rd, 2016, Chief of Staff (COS) of Kosovo Force (KFOR) Brigadier General Janson D. BOYLES visited NATO Rapid Deployable Corps Greece Headquarters (NRDC-GR HQ) and Public Affairs Team had the opportunity to have a 20 minutes interview with the General.

Janson D. BOYLES is an experienced General and leading expert on Shaping the Changes, like back in 2005, in the States when he managed the engineer response to Hurricane Katrina in Mississippi, from state disaster relief to federal combat rotations, General Janson D. BOYLES talks about KFOR's "Success Story" and the dangers - threats the Region will come across in the near future.

Good morning Ladies and Gentlemen I would like to welcome in NRDC-GR HQ premises the Chief of Staff (COS) of Kosovo Force (KFOR) Brigadier General Janson D. BOYLES, General welcome again,

Sir, NATO has been leading a peace-support operation in Kosovo since 1999 in support of wider international efforts

to build peace and stability in the area. I would like to ask you: How many countries consist today this NATO –Led Kosovo Force?

We have 31 Nations participating in many different skill sets. We have engineers from certain countries, we have security personnel from other countries, and most of the countries participate in the KFOR staff. The Swiss, Italians, and Turkish contingents provide a lot of situational awareness for the population force. The Italians and the US provide a kinetic asset force in the Region; we work very well together. I am very impressed with our partners from the NATO and Non-NATO countries. I have a favorable impression of each country I have worked with at KFOR.

So all these countries are working well with NATO countries?

They are working very well, for example, the Swiss contingent made a big contribution in the area. What I found is that a lot of non-NATO countries have inter-

est in Kosovo, it goes beyond just KFOR. They participate because they have a real interest, which in turn improves the country.

More international actors have been engaged in Kosovo from the beginning of the crisis to support the developments of a stable, democratic, multi-ethnic and peaceful Kosovo. HOW do you find the cooperation with all these entities, especially NGO's and International Organizations?

They are all making a contribution. The International partners all contribute in their own way. UNMIC provides a lot of foundation for what we do; OSMIC contributes in the legal areas. OSCE protects the elections, EULEX provides security protection protocols and KFOR provides security. All the Chiefs of Staff of each of those organizations meet on a regular basis. We compare notes to make sure that we all know each other what is doing, what our priorities are for that topic; our communication is very strong. I keep saying that I am very impressed with the leadership that I see in these organizations, the passion about what they want to accomplish, they always want to accomplish something positive for Kosovo.

So you are satisfied?

I am.

The last years NATO has been gradually adjusting KFOR posture towards a smaller and more flexible force. Is this a limiting factor for your mission, according to the current security situation especially up in the fragile NORTH?

So that's a great question, because that's one the top issues in our agenda. We have been looking at posture in Africa and Europe and we've been making some changes to that posture. We got reaction from SHAPE, which was to reduce our numbers. We have not reduced our numbers, but we can better deploy the soldiers that we have. We have all been working for the past year to go from a kinetic posture to a NON Kinetic posture because the Kosovo Police have a very good handle on the population, the protests, and the freedom of movement. Therefore, we are not needed as much in those scenarios. There are other areas we are needed, [for example] you mentioned terrorism earlier in our interview. We need better situational awareness about what is happening to the population, [and] how we can influence [in order] to provide better security in depth for the population. The days [of] Kosovo reacting to riots are probably over because the Kosovo Police do a good job.

You mean that belongs to the past?

It does.

General, KFOR is definitely an essential element of regional stability in the Balkans. Can you explain to us which are the key elements to consider its mission as a "SUCCESS Story?"

Another good question, because what we are seeing is countries who've been in Kosovo while others still provide a safe and secure environment for Kosovo and citizens. We recognize a lot of the challenges that are faced in the future are regional, not necessarily Kosovo specific. So, I think we will continue to have an interesting Kosovo because it is a Regional cornerstone for our presence in the whole Region, does that answer your question? Yes.

NY Times published recently an article related to Islamic extremism and characterized Kosovo as a pipeline for jihadists. According this article Kosovo police identified 314 Kosovars – including two suicide bombers, 44 woman and 28 children- who have gone abroad to join the Islamic State, the highest number per capital in Europe. Do you consider this issue as a threat to KFOR, as well as, to the region for the future?

So I think the numbers are actually higher than that to be honest. [We] are looking at the numbers more you know. We know that because of the economy in Kosovo, what we are seeing is gang men do not have any opportunity in Kosovo. They go off, become fighters, and have some pride for what they do. We see some of them going off and they come back less charmed. We still consider it a threat; [but,] we can't predict what their reaction would be in Kosovo. We know they are real threats in Kosovo, to the population, and KFOR.

Such as?

Well just like anywhere, we have radical mosques.

Not specific kinetic?

Not specific kinetic threats, KFOR is aware that we have gang men. We are aware that some of them are determined. I know that President Thaci had said that the numbers increased. At the end of the day, terrorism is a threat anywhere, so KFOR's vision is to protect ourselves from that threat. It is more likely that Kosovo is more of a safe haven for these gang men to go somewhere else and that's what we are seeing.

Sir, we know that Greece supports KFOR mission in multiple manners, in terms of troops, equipment and logis-

tical support. Could you tell us a few words about the current Greek contribution, including COMMZ South which is located here, in the city of Thessaloniki?

Greek contribution is broader than just what we do here. The Greek contingent provides security for Film City, in a very professional way. They work very hard; actually, they spend a lot of hours in these positions and the Gates have to be very visional with stamina. It requires not only stamina, but awareness. I am very impressed with the job and they do it with a smile. The Greek contingent also has staff positions, so that leads to COMMZ. It is a logistical hub for KFOR and it's a very important position because this one sea pod brings the supplies and equipment to the troops through this location in Thessaloniki. That's why I am here; we have a very good relationship with them and check them to make sure they are accomplishing the goal.

A last question, at Camp Shelby in 2014, you took a dip in the dunk tank during a Family Day, if you will be asked to do it again, for a good cause like fund raising, will you say YES?

Of course. I did it that day for the soldiers. To be very honest with you, I was getting wet that day one way or the other, the condition was to get in the lake. We were having a picnic, so I thought that taking a dump in the tank by a baseball would be less threatening than in the lake. It was just good fun, I can't believe you know that.

General I would like to thank you very much for this short but very interesting interview.

Close Support to KFOR from Thessaloniki, Greece



Are you considering Support for KFOR or even NATO in Greece? Looking to support movements of forces or equipment? Even looking for some recreation? Well think out of the box, think Thessaloniki and Communication Zone South [COMMZ (S)]. Thessaloniki is never too far when support for KFOR or NATO is required. COMMZ (S) is the breathing heart of KFOR support in Greece.



COMMZ (S) is located in Camp KODRA in Kalamaria Thessaloniki. Camp exists since 1915 when it staged French Forces for the World War I, it has been staging a NATO Base since 1973. Initially was an Allied Forces South Advance Command Post (ACP) that moved here from an old classic building of the city. ACP existed in Thessaloniki since 1953. In 1999 COMMZ(S) was established in the Camp to support KFOR operations from the very



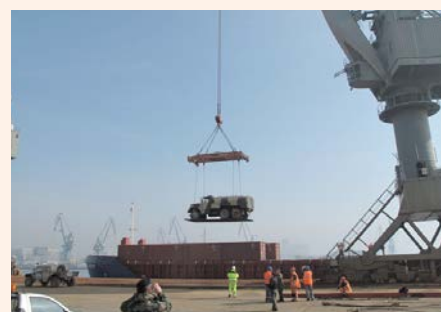
Overview of the Camp “KODRA”

beginning of the KFOR Mission. ACP closed in 2007.

With the liaison and coordination of COMMZ (S) more than 135.000 NATO troops, accompanying equipment and supplies have been moved successfully through Greece taking advantage of country’s vast capabilities.

So consider experience and knowledge granted. COMMZ(S) until now continues to do its work for more than 15 years uninterrupted.

What Thessaloniki, in terms of supporting KFOR mission, has to offer? First of all it is the biggest port in the Balkans, when measuring size, cargo capabilities, storage, staging and marshaling areas. More than 1.5 mil m2 of harbor area and more than 6.5 km of quay are available. Combining that with the road and railway inside the port it is a unique characteristic.





Gateway to Kosovo: Being the second largest in Greece, the seaport of Thessaloniki is the main gateway to Kosovo.



Airport: The airport in Thessaloniki, second largest in Greece, is essential for KFOR movements.

Thessaloniki is also suitable due to its excellent transportation capabilities. Think of rail network and vast highways begging from the Port or the Airport of Thessaloniki, extending throughout Greece East to West and South to North reaching central and east Europe and from Thessaloniki the eastern Mediterranean and the whole world.

Thessaloniki is the second biggest market in Greece. With a population of over one million offers a big market with a vast range of supplies and services for KFOR.

Thessaloniki is also the headquarters of the 3rd Army Corps, a NATO Rapid Deployable Corps, and the headquarters of Greek Army Support Division. The combined support capabilities of them

in terms of Greek Host Nation Support are available to KFOR mission. They can support all classes of equipment and services like accommodation, transportation, refueling , staging ,recovery , force protection and not limited only to them. And COMMZ(S) can liaise successfully with both of them.

The 424 General Military Hospital of Thessaloniki, a very modern and well equipped hospital is ready to offer role 4 medical support in peacetime and in operations.



424 General Field Hospital

And in the very heart of Thessaloniki is COMMZ (S). With its constant and reliable liaison with the Greek authorities, military and civilian, COMMZ(S) is available to NATO forces 24/7.



COMMZ(S) Staff

Colonel Kostarelos, Commander of COMMZ (S) and his five enthusiast, professional officers and civilians can liaise to all available assets and plan reception staging and onward movement operations in Greece for them successfully.

COMMZ (S) owns a high tech NATO

communication node capable of providing all the necessary communication for the mission. With its equipment and experience the COMMZ(S) personnel can de-conflict and coordinate movements from single ones to large scale movements and convoys.

Even the Camp itself can offer limited



Large Scale KFOR Movement in Greece

but excellent reception and staging capabilities. First of all it is ideally located in Thessaloniki with a view of the open of Thermaikos Gulf, overseeing both the Airport and Sea Port of Thessaloniki. The seaside view of Thessaloniki from the Camp is breathtaking.

The Camp itself has also staging ca-



Camp KODRA Accommodations

pabilities. It can stage 40 people in lately renovated rooms. It provides a full range

special guests

of indoor capabilities like on call meals, a well-equipped Gym, indoor bar, Wi-Fi internet connection, refueling station and many others.

Camp KODRA has also the necessary



Camp KODRA Dinning Facilities



Camp KODRA GYM



Camp KODRA White Tower Bar



Camp KODRA Recreation Area

means to host conferences for up to 40 people in the Camp’s two state of the art conference rooms.



Camp KODRA Conference Room

Finally, COMMZ (S) has organized a number of LIVEXs either in the sea port of Thessaloniki or in its installations.

So, do you consider support for large scale movements through Greece? You now know that Communication Zone South is always in Thessaloniki to help you to organize each single aspect of the operation. You know that there are officers and civilians there devoted to NATO forces. You know that you can plan there your movements with the full Greek support, stay there, conduct your conferences or even have fun. COMMZ(S) staff

will offer you a really close support. Find out for yourself.



Charalambos PALLIOUDIS
OF-3 (HE A)
Deputy Commander &
Movement Coordination Center Chief
COMMZ(S)

Information Concerning the AMSCC



The Athens Multinational Sealift Coordination Center (AMSCC) is a multinational independent organization, established in 2004, which operates under the auspices of the Hellenic Ministry of Defence and the Hellenic National Defence General Staff. The Center is being supported by the Hellenic Chamber of Shipping and the Union of Hellenic Ship-owners.

Currently ten (10) European Nations and three (3) International Organizations have become Members of the Center, signing bilateral agreements with the Hellenic Ministry of Defense, concerning cooperation with the AMSCC. In chronological order the following ten (10) European Countries have become AMSCC's Partners/users: Italy, Slovenia, Czech Republic, Poland, Romania, Cyprus, Slovakia, Hungary, Portugal and Bulgaria. Members of the Center are also the following International Organizations: NATO/SHAPE and E.U. «ATHENA» Financial Mechanism. Additionally, the Center has in effect Standing Operating Procedures (SOPs) with the European Union Military Staff (EUMS). Finally bilateral negotiations are in progress with Serbia, Croatia and Montenegro, following their interest expressed during the Military Cooperation Programs with the

Hellenic MoD.

Aiming to resolve strategic sealift shortfalls for its member States / Organizations, especially for NATO and EU-led operations/exercises, AMSCC's mission is to find suitable transportation assets, at market competitive prices, through Procurement procedures in line with Directive 2009/81/EC.

In accordance with the Directive 2009/81/EC of the European Parliament and of the council of 13 July 2009, Article 33(7), acquisition of sealift could be realized till 5 month from the date of sending request to AMSCC. In the case of high readiness forces, the directive allows to cut down the process in to half of time in accordance with Article 28(1)(c).

In response to immediate needs (humanitarian operations), for instance evacuation of citizens from area affected by natural disaster, AMSCC is using "pool of vessels". Nevertheless, AMSCC is not limited to the database and it can turn



towards all vessels in the world through the existing close cooperation of the center with the Hellenic Chamber of Shipping.

The vessels database is the main tool of the Center since provides detailed information about companies, their capabilities etc. As a result of that the database is updated minimally two times per year. These days, the database consists of 160 commercial ships of several types (e.g. RO-RO Passenger, multi-purpose, tankers, containers, general cargo and bulk carriers).

The AMSCC's services are provided to



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its members at no costs; since the Center's operating costs are funded by the Hellenic Ministry of Defence. Furthermore, the utilisation of the AMSCC's services is optional, since member Nations / Organizations reserve the right to use other means of movement and transportation, alternative to the ones provided by the Center.

The AMSCC commitments are not only dedicated to realization of transportation needs. The second important commitment is to provide expertise support NATO and EU operations and exercises. Like AMSCC has participated at Capable Logistician Exercise succession.

Exercise Capable Logistician 2015 (CL15) was a Logistic Standardization and Interoperability Field Training Exercise in Hungary focusing on logistics command and control as well as theatre level logistics. CL15 provide training opportunity for TRJE15 participants of individuals and units. The main focus was on JLSG operational level and tactical logistic support planning, whilst conducting Interoperability trials and training participants for



JLSG HQ and Multinational Integrated Logistics Units processes and to exercise theatre logistics utilizing MILUs. Participating nations contributed logistics assets, equipment and logistics personnel. The role of AMSCC during CL 15 was dedicated to EXCON MEL/MIL.

Recently AMSCC conducted Multimodal Transportation Seminar 17-19 May 2016. The seminar presented thorough overview about Multimodal Transportation Operations, procedures, constrains, advantages, standards and regulations for better understanding of planning and feasibility of multimodal transport in accordance with NATO, EU regulations. Furthermore, this initiative has enhanced



profound confidence within NATO and mutual cooperation between NATO and EU partnership to minimize shortfalls in strategic transport. Above mentioned success has been accomplished due to willingness and erudition of lectors and contribution and interest from NATO, EU, public and private sector audience.

Being part of ambitious reestablishment project of Greek strategic transport & movement field, the AMSCC's restructuring will take place by means of legislative initiative which is focused on rearrangement of AMSCC's organizational structure, aiming to simplifying and facilitating operational flexibility and prompt reaction in view of an exponential growth in future demands. Next initiative is the introduction of a reshaped member-



ship status, which will consist of three types of affiliated entities such as Members States being part of EU/EEA and/or NATO, Member states which are not part of EU/EEA and/or NATO, and Observer states/organizations. Each of abovementioned categories is going to have different rights and privileges in relation to its participation in AMSCC mechanism.

Then the most significant ambition is to extent AMSCC's operational capacities, with the inclusion of Air and Land transportation besides the already existing Sea transportation. Consequently the AMSCC will be upgraded to a multimodal organization.

Nevertheless, the second important objective for AMSCC is to facilitate the role as issuing contracting authority regarding its members in view of upcoming developments in the field of EU military procurement which has to be responding to the new organizational structure.



Themistoklis DIMOU
OF-4 (HE A)
Planning Section NMIOCTC

NMIOTC, a Critical Infrastructure for NATO in the Eastern Mediterranean



The maritime environment is characterized by complexity and diversity, and while it offers by its own nature broad freedom to nations to exploit this domain, it also is vulnerable to activities that threaten the security of seafarers and the safe flow of world commerce at sea. The threats to the maritime domain include activities related to terrorism (or support to it), human trafficking, piracy, proliferation of Weapons of Mass Destruction and are often connected to the transnational organized crime, with a global reach from or through the sea.

The global security challenges, including but not limited to those mentioned above, have led the NATO to seek new



capabilities in order to effectively cope with the present and the emerging threats, and to this aim new training requirements have been set. In the field of Maritime Interdiction Operations (MIO), NMIOTC responds to these requirements and leads the effort throughout the Alliance and beyond, and aims at improving the capability of allied and partner naval units in the conduct of interdiction operations to enable them to deal with a wide range of maritime security challenges.

NMIOTC is a NATO Education and Training Facility (NETF), multi-nationally and jointly manned and commanded by a Flag Officer of the Hellenic Navy. The Centre is associated with the Allied Command Transformation (ACT), with which closely coordinates to get directions and guidance on training, and has strong links with other NATO and partner maritime entities, in particular with the other NATO training providers such as the NATO School Oberammergau (NSO), the NATO Communications and Information Systems School (NCISS) in Latina, NATO Defense College (NDC) in Rome, the Joint Warfare Centre (JWC) in Stavanger, Joint Forces Training Centre (JFTC) in Bydgoszcz and the Joint Analysis and Lessons Learned Centre (JALLC) in Lisbon.

The Centre, as part of the Alliance's transformational network, conducts combined theoretical and practical training necessary for NATO forces and Partners to better execute surface, sub-surface, aerial surveillance and special operations activities in support of Maritime Interdiction Operations, and trains naval units and specialized teams in the safe conduct of MIO. NMIOTC not only aims at improving allied and partner vessels' expertise in MIO while promoting skills, interoperability and cooperation among them, but also supports the Supreme Allied Command Transformation in developing MIO tactical doctrine, and to this aim provides SACT with proposals for new doctrines, tactics and procedures and supports the research and experimentation of equipments and the modeling and simulation to develop new methods and procedures on a wide operational range.

Our aim is to develop a diverse and highly effective Maritime Interdiction Operations workforce by mean of education and training, mentoring operational teams and individuals and providing them with opportunities to gain experience and increase their capacity at full potential. By embracing NATO standards and emphasizing innovation and ex-



HNDGS CHOD, SACEUR and SACT
MOU signing

special guests

perimentation as well as simulation and modeling, NMIOTC contributes directly to force integration and standardization along with the improvement of interoperability across the Alliance, and all these are granted while forging a law enforcement culture through dedicated training on international maritime Law.

All the activities of the Centre are scheduled and included in the annual NMIOTC Program of Work (NPOW), which is continuously updated and reported in the website www.nmiotc.nato.int.

Each NMIOTC Resident Course, programmed and delivered as a whole in specified periods, is based on a modular structure that allows for the building and definition, in a very flexible and adaptable way, of dedicated Tailored Training packages to meet the preference of the customer, who can easily pick and choose only the modules he need for his training. The Tailored Training packages can be customized to specific mission requirements and operational constraints, and the teaching plans can be built on the customer's request according to the time available and level of ambition.

Additionally, in order to provide ad-hoc MIO training to organizations or units unable to bring their personnel to NMIOTC, the Centre can provide Mobile Education and Training Teams (METTs) that are ready to be transferred to the customer's location, though this option preclude the possibility to exploit the several facilities and the infrastructures available at NMIOTC.

The Centre's premises, strategically located in Souda Bay, on the island of Crete, and in the protected compound of the Souda Naval Base, offer a main building with classrooms equipped with interactive boards, a conference-sized auditorium, meeting hall, a MIO Tactical Simula-



tor, a Video Tele Conference (VTC) room and capable storage facilities for the equipments, while a significant added training value is given by assets such as:

- the Training Tower, a 16-meter fast-rope tower situated in the training ground area next to the main building, used for the practical Helicopter Insertion/Extraction training prior to the execution from a real helicopter;

- the containers stack, a group of 3 three containers piled up and used by the trainees during the dedicated practical training module to perform climbing – opening techniques;



- rigid hull inflatable boats (RHIBs), two 9.5 meter RHIBs with specification to carry a whole Boarding Team composed of 12 persons and the respective equipment necessary for boarding operations, available to the trainees for the practical training on procedures for RHIB insertion, small boat handling and small skiff investigation. Additionally, a 6 meter RHIB is used to cover safety requirements during the training drills;

- the training platform "ARIS", a 130



meters long decommissioned training ship (former HS ARIS) with multiple decks and the accommodation concept of a merchant ship is used for multiple practical training modules such as small arms training, tactical sweep indoors, crew control, RHIB insertion, helicopter insertion, divers insertion, boarding under multiple threats and for simulated MIO scenarios. This naval platform is moored alongside



to a pier situated in vicinity of the NMIOTC main building, and is equipped with the Enhanced Training System (ETS), designed to monitor and record the training and also to create a more challenging and realistic environment. The ETS comprises 35 CCTV cameras and audio-visual effects, like environmental noise from the ship engines, collective announcements in foreign languages, sound blasts, light flashes, smoke and booby traps. All the effects are managed from a control room where the instructors can supervise

training and synchronize the effects in accordance with the trainees' actions. The recorded videos are made available to the trainees on completion of the activity to be used for debriefing. This system serves the purpose to provide high quality of training and achieves the double objective of enhancing the safety of the activities while increasing the trainee's sense of immersion in the training environment by reproducing conditions close to reality. Moreover, in 2015 the Centre has acquired a second decommissioned unit (former HS ALKYON), a mine sweeper which is exploited as an additional training platform, capable of accommodating a 12 members team for practical drills on small vessels;

- actual pirate boats, an original pirate whaler and two skiffs confiscated during



the counter-piracy operations in the Horn of Africa and donated to the Centre are used during counter-piracy training for an increased level of realism and effectiveness, while NMIOTC Sea Trainers act as role-players to simulate seafarers and pirates or aggressors during advanced "force-on-force" scenarios;

- the MIO Tactical Simulator, a facility functional to train Command Teams and Staff Officers in the conduct of MIO op-



erations. The simulator can train up to 2 teams of 6 trainees each, based on their background and initial training level (basic or advanced). The simulator includes 4 cubicles that simulate the Combat Information Center (CIC) and the bridge of two naval units. During the simulation the trainees can control their own ship and direct the actions in order to fulfill their mission in the context of a computer assisted exercise, in order to practice MIO principles and procedures that have been taught in the theoretical classes and, also, to practice on tactical picture evaluation, prioritization, decision making, management of Rules of Engagement (ROEs) and voice communication procedures. In the MIO simulator the instructors are able to create a scenario off-line, execute it and change the tactical picture at runtime, and they also can play various roles in the context of this scenario, such as a merchant vessel's master, the Boarding Team Leader, the helicopter pilot or the higher authority to implement ROEs and endorse the actions to trainees;

- an Hellenic Navy's SH70 helicopter can be made available, on request, to be used both during day and night time for the execution of the helicopter insertion and extraction module, either on the

flight deck of the training platform "ARIS" or at the airfield of the Hellenic Air Force 115th Combat Wing, which is located at short distance from NMIOTC.

The NMIOTC Training Concept refers to Command Teams and Boarding Teams, and is designed to fit their specific roles and responsibilities. In particular, the Command Team is educated in detail in all organizational and procedural aspects of MIO through classroom teaching and tactical computer-based simulations, while the Boarding Team, after having acquired the theoretical background and the necessary safety precautions, proceeds gradually to the practical training, adjustable to their skills and capabilities. When the step-by-step capability build-up is completed, and once their knowledge, understanding and adherence to safety precautions is validated, both teams are challenged to perform all together, and their skills as a whole are exercised and evaluated.

NMIOTC operates in adherence to the highest quality standards of NATO, and in recognition of its high levels of training and education, on November 7th, 2013 Supreme Allied Command Transformation has awarded the Centre with the Quality Assurance Unconditional Accreditation Certificate.

To sum up, NMIOTC is an Education and Training Facility that significantly and effectively contributes to the combined effort of developing and delivering training solutions and addressing current and emerging global security challenges in the maritime domain.



EXERCISE "GORDIAN KNOT 2016"

Through the eyes of a journalist



The Beginning

It all began almost a year ago, in October 2016. It was when I started my Master in Digital Media, Communication and Journalism in Aristotle University of Thessaloniki. I chose a course offered to the students of the program, named, "Reporting Wars and Crises" and taught by Assistant Professor Mr. Nikos Panagiotou. At that time I didn't know what to expect, from the course itself and from the opportunities that presented later on. During the course I had my first encounter with Public Affairs Staff of the NATO Rapid Deployable Corps Greece. They were my fellow students and I started learning quite a few things from them, concerning the nature of their jobs and NRDC-GR itself, enough to trigger my curiosity. I was keen on learning and about NATO work and I kept in touch with everyone, even after the course was over. After a few months, I was first approached by my professor, we had a dis-

cussion and I was presented with an opportunity to participate in the NRDC-GR Exercise, Gordian Knot 2016, at the Asyros Camp, as a trainee for a few weeks. I immediately said yes. I was selected for this position along with another journalist from the MA program, this is the first time NRDC-GR cooperated with civilians, through an agreement with Aristotle University.

The Preparation

After the agreement, I sent all the relevant information for the registration procedure in order to get security clearance for the exercise itself and for the preparation. The preparation started with a visit to the offices of NRDC-GR where I had the opportunity to meet with the Commander of NRDC-GR Lieutenant General (HE A), Alkiviadis STEFANIS and Chief of Staff, Major General Dimitrios BONORAS, who welcomed me in to the project and expressed their willingness for a fruitful collaboration. The NRDC-

GR Public Affairs Team was more than willing to show me around and help me get acquainted with the assignments. The preparation phase began two weeks before the exercise; there was a circulation of roles- we were working nonstop, creating content, writing articles, blog posts, and press releases as well as producing and shooting videos.

The Exercise

The tasks I had, for the exercise, were based on a hypothetical scenario. Arnland was a country in Crisis since 2013 and its government had asked for NATO's assistance in order to overcome the problems in the region. The job was to provide the staff working on the exercise, with the necessary background information of the crisis, by creating video content with breaking news related to the multiple events. Well it was more complicated than it sounds! Although, I did not have security clearance to all the locations of the exercise, I was always accompanied by a staff member and thus, my circulation was facilitated the best way possible. We were placed in the "Media Tent" with computers, a camera and a microphone with the relevant background. That was where the



magic happened everyday! Furthermore, we had the chance to witness the use of a drone, for the purpose of the exercise, that took panoramic photographs which were used for the creation of the official video of "Exercise Gordian Knot 2016". I had the opportunity to interview American Observers and ask about their experience in the multinational environment, and the privilege to interview the Italian General, Mr. Bruno MORACE. The day before last, we shot a press conference, along with the help of NRDC_GR staff who participated as NATO Representatives and role-players journalists for a more complete and believable outcome.

I also had the pleasure to attend the Ice Breaking Event, organized the day before last of the exercise, at the Naval Base of Northern Greece, in Krini, Kalamaria. The location is one of the best in Thessaloniki and the time of the event gave the distinguished guests the opportunity to mix and mingle, enjoy a great buffet accompanied by live jazz music and enjoy the amazing view of the sunset by the sea. Men in formal attire, women in gowns, people enjoying themselves with a glass of wine in the beautiful garden, completed an evening of new acquaintances.

The final outcome- Impressions

The day before last, Major General Alkiviadis STEFANIS awarded and congratulated us for our journalistic excellence and our significant contribution to the overall outcome of the exercise, mentioning that the involvement of journalists brought a different spirit to the military world. He gave me a signed golden coin, and joked that if I do not carry it with me, the next time I see him, I would have to buy him a drink. Otherwise, if I had it with me, he would have to buy me two drinks of my preference!

The last day of the exercise I had a chance to witness the closing ceremony, with the raising of the Greek and then the Italian flag- it was a unique experience and something that I personally never had the chance to see before.

The overall experience, I have to admit, was something I did not expect. With this article-text-story, I tried to present my experience but believe me, you have to see it and to live it, in order to believe it. I had the chance to work, at least for a while as a trainee at my dream job- the public affairs office of NATO and to do what I love- being a journalist. I am grateful for the opportunity that was given to me and

I certainly hope for a future collaboration with NRDC-GR. I especially like to thank the Public Affairs Team that was by my side every step of the way and helped me successfully achieve my assignments and all the staff that made me feel more than welcome at the NRDC-GR offices and the Assyros camp and made my experience one to remember.



Theofani Lola holds a BA in Political Sciences from Aristotle University of Thessaloniki, Greece and is a MA Student in the faculty of Journalism and Mass Media and in the department of Digital Media, Culture and Communication in Aristotle University of Thessaloniki, Greece. She also studied in Maastricht University, in the faculty of Arts and Social Sciences in a program of European Policy and European Institutions. Having a background in the process of policy-making, international relations, diplomacy and cooperation, she discovered her passion of writing by working as a freelancer- journalist in various magazines and portals and her passion for new media by being a blogger as well as by working as a radio producer-interviewer.

Fields of interest: Politics and Diplomacy, European Policy-Making, International Relations, Warfare, Reporting Crisis, New and Social Media and Media Marketing.



JOINT INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE



JOINT INTELLIGENCE, Surveillance and Reconnaissance (JISR) are very important for all military operations. It provides information and intelligence to decision-makers and action-takers, helping them make informed, timely and accurate decisions. While surveillance and reconnaissance can answer the questions “what,” “when” and “where”, the combined elements from various intelligence sources and disciplines provide the answers to “how” and “why”. When all of this is combined, you create Joint ISR.

Components

Intelligence, Surveillance and Reconnaissance (ISR) provides the foundation for all military operations, and its principles have been used in warfare for centuries. The individual elements of ISR are:

- o Intelligence: the final product derived from surveillance and reconnaissance, fused with other information;
- o Surveillance: the persistent monitoring of a target; and
- o Reconnaissance: information-gathering conducted to answer a specific military question.

Both surveillance and reconnaissance can include visual observation (for example soldiers on the ground covertly watching a target, unmanned aircraft systems (UAS) with cameras), as well as electronic observation.

The difference between surveillance and reconnaissance has to do with time and specificity.

Surveillance is a more protracted and deliberate activity, while reconnaissance missions are generally fast and targeted to retrieve specific information.

Once surveillance and reconnaissance information has been obtained, intelligence specialists can analyse it, fuse it with other information from other data sources and produce the intelligence which is then used to inform military and civilian decision-makers, particularly for the planning and conduct of operations.

The objective of Joint ISR is to champion the concept of “need to share” over the concept of “need to know”. This means that NATO can facilitate the procedures and technology to promote sharing while simultaneously providing information assurance (i.e., the protection of data and networks). As a result, Allies can have a holistic picture of whatever crisis is occurring and NATO decision-makers can make well-informed, timely and accurate decisions.

To achieve this ambition, must be done the following :

- o Trained ISR experts

Having a cadre of experts who fully understand how to use ISR to support decision-makers and

- o Information assurance: protection of data and networks

Special procedures need to be in place to provide information assurance.

- o This takes time and resources to obtain a genuinely efficient, secure, holistic and relevant Joint ISR system.

– Mechanism

The experience gained from its operations has resulted in collection assets (for example information gathering equipment such as surveillance aircraft) becoming far more accessible to military personnel, even at the lowest tactical levels. Assets that would have been used only for strategic purposes at the discretion of military generals 15 years ago are now widely available and their use is decentralised. This shift occurred because countries procured significant numbers of maritime, land and airborne collection assets to help them locate adversaries, who often operate in complex environments and among civilian populations.

To enable information-gathering to take place, and to ensure that information is analysed and intelligence is produced for decision-makers, there are a number of primary actors involved, including:

- o Surveillance and reconnaissance



collection assets

Their role is to collect information. Examples include Alliance Ground Surveillance (AGS), AWACS aircraft which use radar, observation satellites, electronic assets and special ground reconnaissance troops.

- o Intelligence analysts

Their role is to exploit and analyse information from multiple sources. Examples include national military and civilian analysts working at the strategic level in intelligence organisations, imagery analysts at all levels, and encryption experts.

- o Decision-makers

Their role is to use intelligence to inform their decision-making. Examples include political leaders and military commanders.

– Evolution

Based on the experience gained in recent operations, the countries are looking to establish a permanent, effective ISR system. It aims to provide a mechanism which brings together data and information gathered through Smart Defence projects such as the AGS system or AWACS, as well as a wide variety of

national ISR capabilities, including troops on the ground, maritime and air assets, space-based platforms such as satellites, and Special Operations Forces.

A Joint ISR project is currently developing, aiming at the following pillars:

- o Training and education

The personnel involved with the Joint ISR capability in NATO will possess expertise to guarantee the efficiency of the JISR enterprise. This area of the project examines ways to ensure that personnel receive the highest standard of ISR training and education.

- o Doctrine and procedures

To improve interoperability, efficiency, coherence and effectiveness, Joint ISR doctrine and procedures will be continuously developed and reviewed, from strategic thinking to tactical procedures.

- o Networking environment

Communication and information systems (CIS) will guarantee efficient collaboration and sharing of ISR data, products and applications between the Allies. This is the core business of Joint ISR effort.

NATO’s 2012 Chicago Summit es-

tablished the objective to strengthen cooperation and ensure tighter connections between Allied forces. During the Summit, the Allied Heads of State and Government expressed the ambition to provide NATO with an enduring and permanently available JISR capability, giving the Alliance the eyes and ears it needs to achieve strategic decision advantage.

At the 2014 Wales Summit, Allies reconfirmed that Joint ISR remained a high NATO priority.

Every two years technical trials take place in order to demonstrate and assess progress on the Alliance’s JISR capabilities in a real-world environment.

At their meeting on 10 February 2016, defence ministers declared Initial Operational Capability for Joint, Intelligence, Surveillance and Reconnaissance. It represents a significant achievement, enabling better connectivity between NATO and Allies’ capabilities and enhancing situational awareness throughout the NATO Response Force (NRF).

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www.nato.int



Loukas VOULTSIOS
OF-3 (HE A)
J2X/CI Control SO
NRDC-GR/J2

NRDC-GR AIR OPERATIONS COORDINATION CENTRE

The Air Operations Coordination Centre (AOCC) is a tactical level air entity, collocated and integral part of NATO Rapid Deployable Corps – Greece (NRDC-GR), yet functionally subordinate to Commander Air Command (COM AIRCOM). In order to fulfill its mission, Hellenic Air Force (HAF) provided to AOCC an integrated mobile system, unique in NATO environment, with all the necessary equipment for data and voice communication as well as for life support under almost any extreme condition.

AOCC MISSION

The AOCC provides permanent air expertise to, and liaison with, the NRDC-GR HQ Commander on behalf of HQ AIRCOM at the tactical level. Additionally, air advice is also provided up to the operational level when the NRDC-GR HQ is required to act as a Joint Task Force (JTF) HQ. Mission elements include:

- Coordination between the designated Joint Forces Air Component (JFAC) and the Graduated Readiness Forces Land - GRF(L) HQ.
- For exercises, operational work-up phases and operations, the AOCC facilitates and assists/coordinates in the planning, refining and execution processes of air operations. Where planning is concerned, the AOCC assists in the planning of air operations.
- During peacetime, a GRF(L) HQ that is rostered on the Long Term Reaction Plan (LTRP) as a Joint HQ (JHQ), requires AOCC staff to proffer higher level (tactical/operational) air advice, with-



in means and capabilities, on a routine basis. Should the GRF(L) HQ be required for exercise or operational purposes then the AOCC staff provide necessary support and air advice, within means and capabilities, pending the arrival of air liaison

staff from the relevant JFAC HQ.

The main functions of AOCC, peacetime, exercise and operations, include but are not limited to the following:





- Advise the GRF(L) Commander and his staff, within means and capabilities, on all matters concerning air operations that affect the GRF(L) mission.
- In the event that the NRDC-GR is acting as a JTF HQ, AOCC advises the JTF HQ Commander and his staff, within means and capabilities, on matters concerning air operations and air issues that affect the mission.
- Advises the GRF(L) HQ on the current Air situation

The structure of the AOCC is normally tailored to the mission. However, it generally consists of the Operations/Plans and the Support sections. Moreover, the first one is divided further to the Anti Surface Forces Air Operations (ASFAO), the Air Defense/Air Space Coordination (AD/ASC) and the Intelligence (INTEL) cells. All



posts are manned with HAF Officers with a variety of expertise.

HISTORIC REVIEW

The idea of a deployable AOCC system that can be easily packed, transported and unpacked to the field of operations was initially conceived back in 2002. Since then and until 2009, the pre-mentioned system was designed and constructed by a Greek corporation, under the instructions and the audit of HAF engineer officers. All the above, designated the AOCC Mobile System as a unique system in NATO environment, at the same time that no other AOCC system of this configuration has been implemented. After extensive test of the equipment and the system's capabilities, the system was delivered to AOCC in October 2009 and placed in a brand new outbuilding, located in the NRDC-GR garrison. Since that moment, AOCC Mobile System consists a useful tool that multiplies the AOCC's and generally NRDC-GR's capabilities by serving a crucial role in HQs' mission.

SYSTEM CONFIGURATION

The system is composed of seven con-

tainers, three of which are the operation shelters, two contain a variety of servers, one with all the voice telecommunication equipment and one is set up for debriefing purposes. Furthermore, there is a container in which a powerful power generator has been installed alongside with the necessary distribution equipment and finally, a container used for the transportation of cables and electronic gear.

All containers are commercial ISO standardized, 20 ft. aluminum containers that meet all NATO standards in order to be transported with military, as well as commercial, vehicles, aircraft and ships. That provides a great flexibility when it comes, the AOCC Mobile System to be transferred to distanced or hard-to-reach areas and reduces the time, the means and the cost needed for the transportation.

Moreover, the containers were manufactured in a special way that provides two significant advantages. The first one is the fact that they are Electro Magnetic Pulse (EMP) protected, which means that, combined with the use of fiber optics for the interconnection of the containers, an



EMP attack cannot harm the system, at the same time that a data intercept with electronic means is excluded (class A security area). The second advantage of the system's special construction is the lack of thermal signal that makes it invisible to thermal radars and thermal targeting systems. Additionally, a special paint was used at the external surfaces, which provides infrared and ultraviolet protection.

Every container is also embodying a protection system against Nuclear, Biological and Chemical (NBC) attacks, which collaborates with two extremely powerful Air Condition (A/C) units that can work in an environment of -40 to +55 degrees Celsius (oC). Furthermore, a fire detection and extinguish system is also installed in every container, capable to counter any kind of fire.

ELECTRONIC EQUIPMENT

The AOCC mobile system is equipped with special hardware for exchanging Voice and Data, both internal and external and consists of the telecommunication management center and interfaces, automated data processing hardware and 18 workstations. All the above hardware forms two main systems, the Voice Communication System (VCS) and the Data Communication System (DCS).

VOICE COMMUNICATION SYSTEM (VCS)

The VCS provides AOCC personnel with access to Ground-to-Ground (G-G) telecommunications via E1 (2 Mbps) lines, Integrated Services Digital Network (ISDN) circuits and analog telephone networks. It also provides Ground-to-Air (G-A) telecommunications (HF, VHF and

UHF networks) by the use of two latest technology, dedicated radios and the remote access of another up to ten radios. The internal telecommunication network of the system uses the Voice over IP (VoIP) technology and provides multiple capabilities to the operators, like interconnections, voice conference and public announcements. VCS also includes a Voice Recording/Reproduction (VR/R) system that can be used for debriefing of education purposes. Also, the system





provides red-black (secure-non secure) circuit separation and is equipped with the appropriate cryptos that meet the required secure voice and data exchange capabilities. Finally, it has suitable interfaces for exploiting the communication capabilities of a transportable 2Mbps SATCOM terminal.

DATA COMMUNICATION SYSTEM (DCS)

The DCS consists of WAN and LAN Switches as well as Data Link Interface for E1 (2Mbps), Link-1 and Link-11b circuits. It also contains equipment and subsystems necessary to establish Digital Data communications over the LAN, for information exchange internal to AOCC, and over the WAN, for information exchange with other entities or other military Command & Control (C2) systems.

DCS also uses a variety of software, provided mainly from NATO, like the Integrated Command & Control (ICC) and the Networked Interoperable Real-time Information Service (NIRIS). The first one is a Command, Control, Communication & Information (C3I) suite, used for information management and decision making during NATO Air Operations. The second one is a software that disseminates the Recognized Air Picture (RAP) between the NATO entities and is used by AOCC to receive the RAP and distribute it to



NRDC-GR HQ.

Finally, when the Air Command & Control System (ACCS) will be released, AOCC Mobile System is capable and ready to install and use the new software.

AOCC MAINTENANCE ELEMENT

In 2009, alongside with the acceptance of the AOCC Mobile System, a new support entity was created under the name of AOCC Maintenance Element.

This HAF unit has the mission to provide technical support and maintenance to the system and its equipment. Moreover, it configures and manages the software used not only in the system, but also by NRDC-GR clients, connected to AOCC. The element's personnel consists of telecommunication and electro-mechanic technicians, highly trained and specialized to the system equipment.



NRDC-GR CHANGE OF COMMAND



ON March 8th 2016, in a ceremony that took place in the premises of “Pedion Areos” camp – Thessaloniki, Lieutenant General Ilias LEONTARIS, after two years of successful accomplishments, handed over the Command of NATO Rapid Deployable Corps Greece (NRDC-GR) to Lieutenant General Alkiviadis STEFANIS, who assumed the command of the Headquarters by order of the Hellenic Governmental Council for Foreign and Defense Affairs. The event honored with their presence the Chief of the Hellenic

National Defence General Staff Admiral Evaggelos APOSTOLAKIS, representatives of the religious, military and political authorities from the city of Thessaloniki, General Consuls from the contributing to NRDC-GR Nations and other distinguished visitors.

Lt Gen Ilias LEONTARIS, whose new assignment is that of the Commander of the Hellenic 1st Army, mentioned during his farewell speech “Together, C’ Corps and NRDC-GR you are a complete and coherent unit, despite your distinct roles and modes of operation. As such I urge you to give your best to respond to the call of current times”. Regarding NRDC-GR he added “I highlight the HQ’s success last year when evaluated for its operational readiness, and as expected by many, exceeded all expectations”. Referring to the great successful cooperation with the lo-

cal Universities he mentioned “It would be an unreasonable omission to exclude my thanksgiving to the leadership and authorities of our city Universities with which our collaboration exceeded all expectations”. Ending his speech the General thanked all personnel for their efforts from the “bottom of his heart”.

The new commander of C’ Corps/ NRDC-GR, Lt Gen Alkiviadis STEFANIS, in the beginning of his order of the day said “I hold high admiration for the excellent





work which is achieved so far and invite you all to continue your efforts to further enhance the operational readiness and combat capabilities”. Referring to his command he added “My command will be people centric in accordance with law and military regulations” and “My basic principle is that the management of human resources of the organization should include excellent human relations, optimism and smile, civilized behavior, fine sense, military ethics and values”. Regarding the Army’s image he mentioned “This pillar must be further complimented by the international role of C’ Corps/NRDC-GR as ambassador of defense diplomacy, among NATO and non NATO nations”. To the acclaimed outgoing Commander he expressed on behalf of the entire organization sincere gratitude and appreciation for his valuable contribution and best



wishes for personal and family health and prosperity.

visitors and leadership had the opportunity to exchange further wishes with both Commanders.



The Chief of Defense, Admiral Evaggelos APOSTOLAKIS, expressed his satisfaction for the way the outgoing Commander exercised his duty, and noted his contribution to the successful evaluation of NRDC-GR during exercise Gordian Knot 2015, while extended his wishes to the assuming Commander for success in his new duties. A parade ended the ceremony followed by a reception in the premises of NRDC-GR HQ where



Georgios THEODOROU
OR-9 (HE A)
Chief Production
NRDC-GR/PAO

GLOBALIZATION: A SIMPLE APPROACH OF THE MODERN LIFE

PREFACE

Globalization, a word increasingly appeared day by day in all the frames of our life. Almost in all places and times during the day we hear about globalization and the consequences follow this trend of 21st century era. But is globalization something good or bad? Is it something right or wrong? Have we had to be afraid of this new posed factor in daily business or to adopt it as a helpful tool? To answer these questions we must first find what globalization at a dispassionate glance is and what the possible consequences to the society are. But let's take the things from the very beginning.

DEFINITION OF GLOBALIZATION

"Globalization is the fact that different cultures and economic systems around the world are becoming connected and similar to each other because of the influence of large multinational companies and of improved communication" (Oxford Advanced Learner's Dictionary).

Looking at the definition above it is obvious that the state – of – the – art technology may be the leading factor of globalization due to the fact that nowadays the internet is able to pass a great amount of information from one place of the globe to another in no time. Moreover, a large number of trade companies have used these windows of opportunity in order to send their products and services in low cost all around the world.

From another aspect, globalization



means that we get a more open world and we feel we are in a smaller world due to extremely developed communications, giving a sense of small village, also known as "the World Village". In fact, everyone can understand the level of globalization by calculating how much faster can one travel to another continent today, or how fast lethal diseases spread over the world, or how much damage can be caused by single computer virus only within a day. Definitions of the term globalization are various depending on the given area. Generally speaking, globalization refers to the acceleration and intensification of mechanisms, processes, and activities that are promoting global interdependence, and political and economic integration.



But are these the only causes of globalization we live that day? Let's go back further in the past with the view to be able to gain a wider view of the phenomenon.

ROOTS OF GLOBALIZATION: NEW OR OLD? THE THREE WAVES

Globalization is not a new trend. After scientists' study found, globalization can be divided into three waves, based on the basic characteristics they convey.

As the first wave indicates, globalization started from 1860 and ended at 1914. In this period of time the important drivers of this movement were both the new technology of the era bridged long geographical distances and the fact that more and more countries began to embrace liberal trade policy after years of protectionism. Furthermore, Europe and America contingents strongly affected by the Internationalism where capital moved relatively freely between countries, caused a great migration wave of 60 million people from Europe to seek their fortunes in the New World, America.

The second wave of globalization covers from 1950 to 1980, starting from Cold War after WWII. This period focused on integration between rich countries and



regions as Europe, North America and Japan, restored trade relations through a series of multilateral trade liberalizations. Also, there was the era of emerging new international economic organizations such IMF, World Bank Group and World Trade Organization, widely known as the “Three Sisters”. But only the developed countries gained benefits from this trade cooperation, instead of poorer countries that remained largely isolated and stuck in primary commodity exports. In addition, some other social this time organizations such UN, Red Cross and International Amnesty approached and underpinned the social side of globalization.

The third and the last one wave started from 1980 and do still exist. As the most recent wave of globalization started in 1980, was spurred by a combination of advances in transport and communications technologies and the choice of large developing countries to seek foreign investment and open themselves up to international trade. Countries that strongly increased their foreign trade included Brazil, China, Hungary, India, Uganda, Vietnam and Mexico. The more globalized developing countries saw their aggregate per capita growth rate rise from 1 percent in the 1960s, to 3 percent in the 1970s, 4 percent in the 1980s and 5 percent in the 1990s. Other developing countries, home to about two billion people, actually experienced negative

growth in the 1990s.

THE DIMENSIONS OF GLOBALIZATION

Globalization covers a wide range of realms of the world system. It should be noted that these dimensions are connected and sometimes overlapped each other, so this brings about confusion in defining the globalization process as a whole. In any case, all dimensions of globalization are close related with each other’s. However, the most significant sectors are the following:

Economic globalization:

Due to consumerism and migration first, globalization is generating cultural and social globalization. On the other hand, the increasing interdependence and integration consist of the second aspect of economic globalization. Historically speaking, economic globalization has been connected with neo-liberalism and capitalism contrary to mercantilism (the exclusively right of trade and production of goods only to rich countries) and protectionism, provided by states during 17th and 18th centuries. It could be stated that capitalism is the driving force behind the economic globalization, promoted the increased interaction of

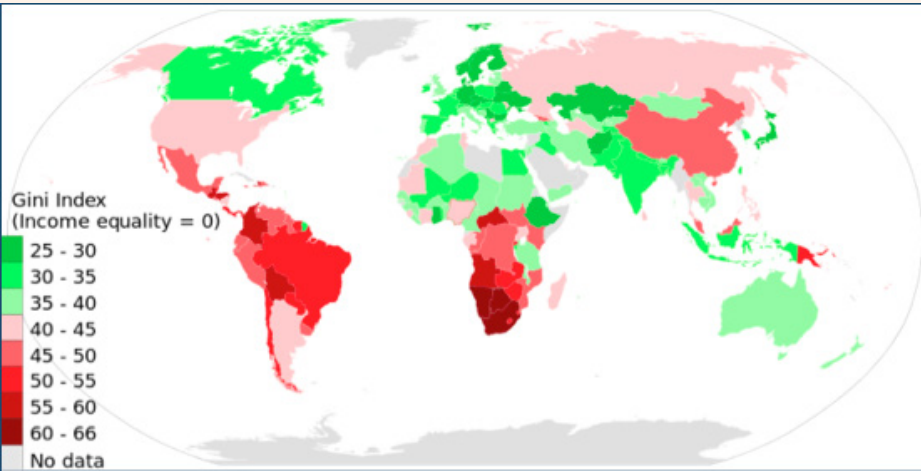
corporations among numbers of states. Notwithstanding, during 1970 – 80 the development in East Asia was rapid, but in Africa the things remained in low level. Ultimately, the situation in Latin America was even worse because of the side effects of globalization.

Cultural globalization:

Cultural globalization may be one of the consequences of economic globalization under the negative light (Hollywood movies, big companies like Mac Donald’s, Coca-Cola and others). On the contrary, cultural globalization could be characterized by the new value cultural standards (human rights, gender equality



based on UN Charter signed by member states in 1945 in San Francisco), but not all societies welcomed these changes across the globe. Additionally, cultural globalization is characterized by closer contact between people and different



parts of the world as well as growing possibilities of personal exchange, mutual understanding and friendship between ‘world citizens’, helped by social media. It also helps to be built mutual trust among all involving parts, particularly between businesses.

European Union (EU) is a great sample of cultural unification, in an attempt to forge a supranational “European identity”. It goes without saying that EU poses a political mainly and economic risk of growing acute nationalism among member states.

Political globalization:

Political globalization is focused on liberalism logic which is promoting both democracy and human rights. In reality, it is a combination of liberal thinking, market economy and democracy, as the dominance of democracy used as the basis of decision making process worldwide.



This aspect influence further the international relations among the states in the world, caused the need to form some supranational organizations, such as EU (political unit), UN (international organization) and NATO (multilateral treaties). These organizations emerged after the end of WWII as a result of voluntary granting individual sovereignty from all countries participating in these formations. Perhaps, this authority may undermine some states because contracting countries may face difficulties in

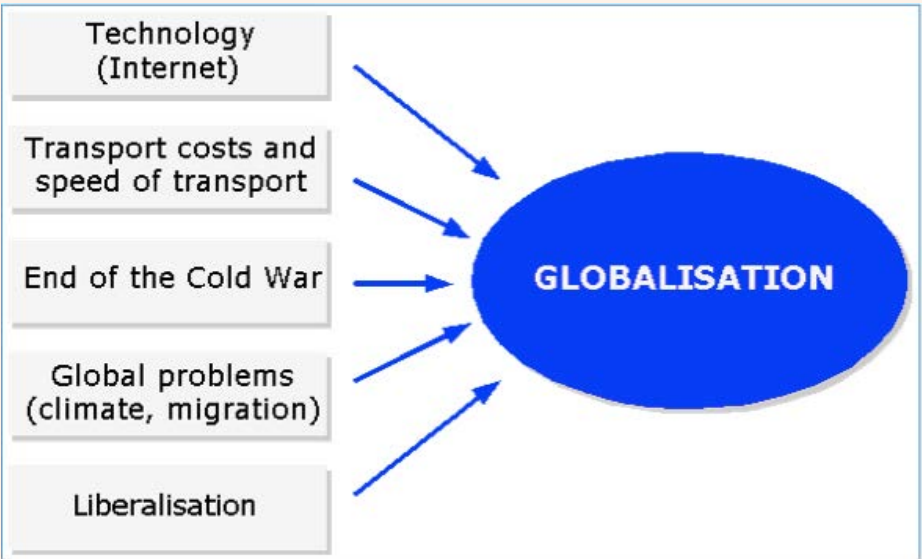


exercising national policy, restricted by formations’ laws. At this point it will be useful to underline that the main idea of creating the above mentioned units and international organizations – treaties was on the one hand the willingness of the winners of the WWII (USA, Great Britain, France, Russia and China) to avoid the massacres and disasters and to save succeeding generations from the scourge of war, which twice has brought untold sorrow to mankind and on the other to reach to a higher level of living standards through economic development for the whole people.

Environmental globalization:

Rainforests, ozone layer and drinking water are only a few challenges of global problems that dozens of states, especially the developing, face more and more frequent. This arise a request for wider approach to reach to a solution, needed a global endeavor.

Other aspect is common threats starting from cross-border diseases (HIV, Ebola, etc.), up to processes leading to climate change, tsunamis, rise of global water level etc, which have a global effect and can only be countered together.



This diagram names the frequently given causes of globalization, without claiming to be a complete list

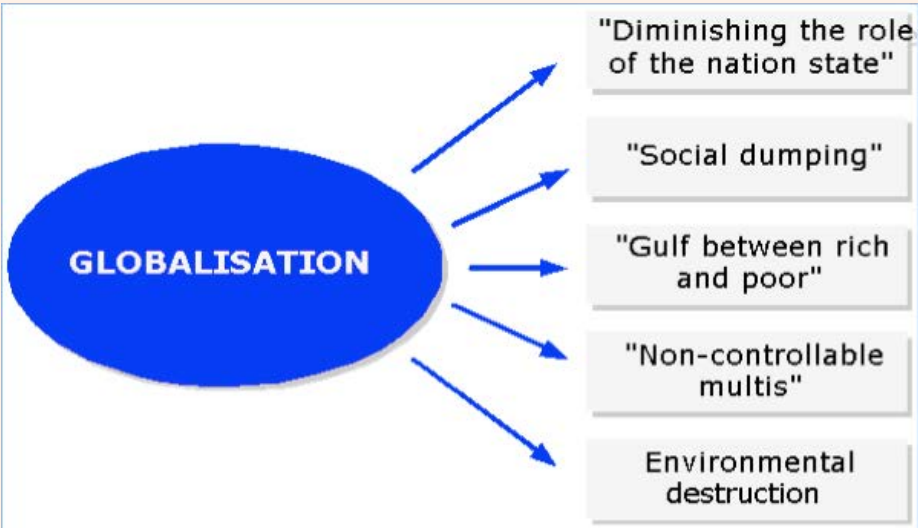
For this reason, Greenpeace organization has been formed, introducing aggressive environmental protection all over the world. Of course, there were numbers of setbacks and misunderstandings concerning the global environmental thinking, especially in ratification problems of Kyoto Protocol, set by strong national and economic interests.

Finally, migration is one of the big problems nowadays to be solved by the international community, borne by climate change which is a negative effect of environmental global problems. Climate change provokes the migration because people need to live in more suitable and security environments

CAUSES OF GLOBALIZATION

Globalization has engendered many controversies and debates as for the advantages and disadvantages of this process in the life. But how globalization phenomenon has been come of? What are the main causes of?

In the following diagram you can have



This diagram presents a selection of main aftermaths of globalization, depending on the situation and the main points of emphasis.

a generic view of the answer.

As mentioned above, the advanced technology is the leading factor in globalization process. The internet, an unparalleled innovation, is without doubt the symbol of globalization in many respects.

The second globalization factor implies that the cost of goods transportation has been shrinking and the speed for this activity has been increased in the possible high levels. In other words, the goods arrive to their destination from one corner of the globe to another very quickly. But the services are able to use immediately.

It has been stated that the winners of the WWII transform their eagerness to create international organizations in an attempt not only to reduce the percentages to relapse the world in a new catastrophic WW but also to prepare the world for the new era of international stability and prosperity.

A comprehensive approach is on the upper level of collaboration among states

in order to give the best resolutions in environmental problems, such as migration and climate change as results of global warming. Neither single state can solve these obstacles, nor a small part of them. There is a requirement for bringing new ideas and concepts from all over the world because the problems belong to all of us.



Last but not least, liberalization of world trade within the framework of General Agreement on Tariffs and Trade (GATT) signed in 1947 by 23 countries or the World Trade Organization (WTO) set up in 1994 by 80 states, the sequence of GATT, resulted in deregulation politics of the countries in the globe. It was the outcome of abolishing a great number of national obstacles such as customs and taxes severally in imports and consequently the reduction of sovereignty of the countries.

CONSEQUENCES OF GLOBALIZATION

All of us are affected by globalization indirectly. However, it is an inevitable attitude to gain as further knowledge as we can for a trend that affects directly our society. The picture beneath depicts in a broad face the consequences of globalization.

In the higher position of the list of

globalization consequences is the fear of diminishing the role of nation states. A number of debates have been taken places, following the assertions of erasing the nation state authorities. For example, in order to form the EU, all member states have given up their central competencies - up to and including sovereignty of currency - to a new, supranational organization on a voluntary basis.

Social dumping is another big challenge in the frame of globalization shifts. Reducing social benefits in order to reduce payroll fringe costs to increase competitive ability in global location competition is seen a pure necessity, above all by industry, whereas the trade unions warn of the dangers of “social dumping”.

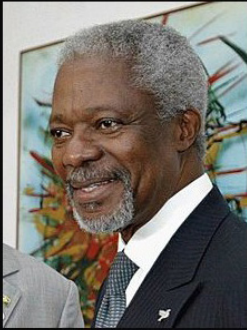
existed prior the appearance of globalization, but these problems unfortunately become more serious in the era of globalization. On the contrary, globalization creates the framework for encountering global problems at a suitable, namely global level.

ATTAC: THE GREAT OPPONENT OF GLOBALIZATION



Globalization critics in particular, such as the ATTAC network, continually point out that we are not dealing with an inevitable process, but that globalization, in essence, is more the result of deregulation policies under the leadership of the USA since the Second World War.

In the light of increasing the global population, we must think in further innovative ways so as to keep the balance between our needs and the bright future of our planet. It could be said more and more on this big issue of globalization but the rest of wider thoughts and recommendations coming from your experiences are available at your hands. Hopefully this article sparks your concerns of paying more attention in global issues under a broader glance.



It has been said that arguing against globalization is like arguing against the laws of gravity.

(Kofi Annan)



Konstantinos PALOUKAS
OF-4 (HE A)
SO1 Exercise Section
NRDC-GR/J7

Even the national barriers for more free trade have been reduce significantly, the chasm between richer and poorer countries remain large. It is undisputed that a worker in a developing countryside earns less than in Europe or America, and this will remain so in the foreseeable future.

Acid rain, air pollution, landslides, global warming, water pollution and deforestation are the largest problems globalization results. It is worth underlining that environmental destruction already

Without the liberalization of world trade within the framework of GATT or the WTO, these developments would, in fact, have been unthinkable.

FOOD FOR THOUGHT

Is globalization finally an inevitable process in our life? Can we deal with this phenomenon in more productive way? I hope the answer will be positive. We live in a planet which is in need due to our wrong habits, to our super consumerism and too little of interest for it.

ONE WAY TICKET FULL OF HOPES AND FEARS FOR MIGRANT AND REFUGEE CHILDREN



From the brutal five-year conflict in Syria or the thirsty earth of Somalia, to rickety boats, every step of the journey is fraught with danger, all the more so for the nearly one in four children travelling without a parent or a guardian.

Last year, the vast majority of refugees and migrants arriving at Europe’s shores were Syrians, Afghans and Iraqis, who would travel through Turkey, and then on to Greece by boat. But the numbers fall dramatically following border closures in the Balkans in March 2016 and the introduction in the same month of the Turkey-EU agreement to send back refugees and migrants to Turkey. Until when will the borders be closed; It’s a matter of time that the numbers go high again.

Some migrants are forced to flee their country of origin fearing persecution, to escape war and conflict, human rights abuses or severe social deprivation. Others may have been trafficked for sexual exploitation, forced labor, domestic servitude, criminal activities or illegal

adoption. All arrive alone and in need of support and protection. Many find their encounters with police officers, immigration officials, social workers and are treated with suspicion. They frequently face an exhausting legal process beyond their comprehension as they attempt to prove that they need help.

They risk detention, rape, forced labour, beatings or death. Yet, tens of thousands of children, many of them unaccompanied or separated, are making the dangerous refugee and migrant journey in the hope of finding safety or a better life in Europe. They are fleeing brutal violence, poverty, drought, forced early marriage, lack of prospects and hope in many countries in Africa, and the Middle East. (1)

Children who are unaccompanied or separated from their parents are particularly vulnerable to human rights violations and abuses at all stages of the migration process. Adding to the dis-



articles



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advantages migrants face, such as the lack of understanding of the law, possible language barriers, and often undocumented status, child migrants are inexperienced and underage. They are therefore more vulnerable, and risk becoming victims of trafficking and sexual exploitation.

Some migrants, particularly from sub-Saharan Africa, use a “pay-as-you-go” system, often stopping to work for a few days, weeks or months along the way to pay the smugglers. These migrants are more likely to become stranded and exposed to abuse.

The UNICEF report said nine out of every 10 children arriving in Italy were

unaccompanied minors, noting that more than 7,000 of them arrived in the first five months of the year. (2)

The number of unaccompanied children making the dangerous Mediterranean crossing aboard unseaworthy boats has more than doubled this year.

Almost 100,000 under 18’s- travelled without parents or guardians and are now “ geographically orphaned”, presenting a huge challenge to authorities in their adapted countries.(2)

Unaccompanied and separated children are at particular risk of abuse and exploitation, notably by the smugglers they rely on to get to Europe.

When they arrive they face an overload system that is unable to meet their needs.

For many children, moving is the only option to improve their chances at a better life. Many of them, especially those who are unaccompanied or separated, have fallen between the cracks of asylum systems that are overstretched, slow and uneven. All too often children are



held behind bars – in detention facilities or in police custody – because of a lack of space in child protection centers and limited capacity for identifying alternative solutions. Procedures to determine a child’s asylum request are typically complex and lengthy – up to two years in some countries – and processes for family reunification can be equally slow. As a result, children often spend long periods of time in a social welfare centre, uncertain of what their future holds, and many have been out of school for months or even years.

When children place themselves in the hands of smugglers, what may begin as willful migration can easily turn into a case of human trafficking. Girls are the number one target for sexual abuse during the migration process. Even children of legal working age face difficulties migrating through legal channels and are therefore likely to migrate illegally.

Children move within and between countries for various reasons, such as work, education, escaping violence, or reuniting with family. They all face high risks at every step of the journey – death, rape, attacks, detention, forced labor. Every country – those they leave, those they cross and those in which they seek asylum – has a duty to protect them. It is Paramount that Europe must take im-



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mediate action to look after unaccompanied minors, who are the most exposed and vulnerable victims of migration.

In the Western World, policy and legislative reform should be used to create more opportunities for safe, legal and regular channels for refugees and migrants, improving procedures to reunite children with family members.

- No child should be detained as a result of their or their parents’ or guardians’ migration status.
- According to international law all children have a right to housing.

- The no –returning status should always implemented for a person to a country where he or she may face persecution and serious human rights violations. Under this principle, children cannot be returned if they face risks such as torture, detention, forced recruitment, early marriage, trafficking or exploitation. Additional precautions must be taken, looking not just at the risks, but also at the child’s best interests.
- Every child should have access to basic services, including healthcare, and education.
- Recruitment agencies and labor inspectors should be made more sensitive



to issues concerning child labor and exploitation.

- Regardless of their migration status, children are children. Their rights are enshrined in the Convention on the Rights of the Child, to which all countries in Europe are parties. (3)
- All effort’s should be made to reunite unaccompanied children with their families in Europe when it is in the child’s best interests.

Unless these drivers of migration are addressed as a global priority, they will lead to a never-ending movement of children in search of a better life. We can not stop migration but what we CAN DO is, to increase the protection of migrant children, to enable them to better protect themselves.

Investing in children and young people, particularly the most vulnerable, is mandatory in order to tackle the cycle of poverty and conflict that is driving so many to flee their homes.

References:

- (1) EUROSTAT DATA
- (2) UNICEF
- (3) IOM

Photos: web open sources



Sotirios ROUMELIOTIS
OF-1 (HE A)
Chief Social Media
NRDC-GR/PAO

EXERCISE “GORDIAN KNOT 2016” JOINT TASK FORCE - TEST ONE



From June 8 to June 17th, 2016, NATO Rapid Deployable Corps - Greece (NRDC-GR), conducted the final - execution phase of its annual exercise GORDIAN KNOT 2016, that has been the test bed for the initial deployment of NRDC-GR to a Joint Area of Operations, and the Command and Control arrangements for the initial Command Element (ICE), as well as the Joint Logistics Support Group (JLSG), trying also for first time our Joint Staff Processes and Procedures.

Exercise GORDIAN KNOT 16 has been a dual-focus exercise and the main training activity for 2016, opening the JTF annual cycle allowing initial JFT-HQ experimentations through deployment of JLSG, and also aiming at sustaining affiliation training. GOKT 16 exercised NRDC-GR in commanding and controlling a multinational deployed force, tailored to conduct Initial Entry Operations (IEO) and Reception Staging and Onward Move-



ment (RSOM) in a Small Joint Operation (SJO-(L)) environment involving high intensity combat operations. The exercise has been a CPX in a NATO-led Crisis Response Operation (CRO) in a non article 5, high intensity situation, that required the setting up of a large number of deployable communication and information systems.

The main aim of the exercise GOKT16 has been the initiation of the transformation from HRF HQ to a Joint Task Force capability and securing affiliation relationships, while other objectives of the exercise have been the following:

- The partial validation of the recently drafted JTF Command and Control (C2) concept. The findings of the exercise aftermath will be used to revise the Joint staff processes and procedures in order to enhance the C2 effectiveness.
- To maintain the level of training of HQ NRDC-GR personnel, through prac-

ticing the planning and military decision making process.

- To train NRDC-GR selected JTF C2 elements (OLRT, FCE, ICE) of relevant to initial entry, and JLSG in an unknown, realistic, overseas environment in the early stages of an NRDC-GR deployment including liaison and RSOM of assigned formations. This includes the correct timelines for deployment, construction, integration and operation within an operational timeline.

- To train NRDC-GR Staff and Command Group in the C2 of multiple subordinate formations in a complex, high-intensity SJO (L) scenario, including the deployment of NRDC-GR Group elements, in order to validate NRDC-GR C2 concept.

- To experiment with reach-back capability by establishing a “reach-back” HQ in PHQ “PEDION AREOS”.

- To exercise on NATO non Art V deployment: Reassure - Deter - Dem-





onstrate and Prepare for “hybrid” operations, contributing to Visible Assurance.

The scenario on which the exercise was based on is the JWC-created exercise scenario “SKOLKAN”. The countries of Skolkan include Bothnia, Torrike, Lindsey, Arnland, Framland and Otso. Currently, Skolkan has two settings: Skolkan 1.0 presents a complex Article 5 collective defence of a NATO Member Nation that enables interaction between the Nations and the NATO Command Structure at all echelons, whereas Skolkan 2.0 provides a complex non-Article 5 setting, in which a failing state contributes to regional instability, leading to a NATO-led Crisis Response Operation (CRO). Ex. GOKT 16 was based on the Skolkan 2.0, which focuses on the failing state of ARLAND in the fictional SKOLKAN region of northern Europe and challenges the staff with re-

storing security in that unstable region, pressured by political, military, and civil turmoil.

It has been a long process before reaching to the execution phase of the exercise. According to its concept, GOKT16 was conducted in four phases:

- Phase I: Foundation Training. First one of these phases was the Foundation Training, during which the main training events have been the following:

- The Ex. GORDIAN BONUS III/15 - (BST III), which was consisted by the JTF ACADEMICS, taken place from 30 Nov to 4 Dec 2015. This training event was focused on getting NRDC-GR staff familiar with JTF policy and concepts (C2, DEPLOYMENT, LOGISTIC).

- The Affiliation workshop 16, that was contacted from 25 to 26 Jan 2016. The aim of the workshop has been

to enhance affiliation relationships at Commanders level, exchange information and explain the ongoing working documents, and procedures towards JTF HQ and JLSG.

- Ex. GORDIAN PIKE 16 - KLT 1, contacted from 2 to 3 Feb 2016. The aim was to update and further familiarise NRDC-GR Key Leader audience on the HQ’s JTF policy and concepts. A fruitful focused discussion helped in order to achieve a common approach on the procedures and outcomes needed to be followed during deployment of NRDC-GR FCE/ICE and JLSG.

- Ex. GORDIAN BONUS I/16 - BST I, the first in the series of Battle Staff Trainings to test the C2 concept, from 22 to 26 Feb 2016. Aim of BST I was the familiarisation of NRDC-GR Staff with the FCE/ICE and JLSG deployment concepts and policy, with particular emphasis on JLSG SOP’s, SOI’s and concepts. During this training the interaction among Divisions - Branches have been promoted. At the end of this BST, NRDC-GR Staff had been acquainted with the procedures and outcomes needed to develop FCE/ICE and JLSG capability blocks.

- Ex. GORDIAN BONUS II/16 - BST II (Deployment of OLRT), from 09 to 13 May 2016. During BST II main effort was to train and exercise the deployment of OLRT. Its task have been to gain and provide situational awareness, liaise and assess requirements, support the planning process and shape the information





environment.

- Phase II: Crisis Response Planning. The second of the Ex GOKT 16 phases have been focused on the production of an executable Operation Plan (OPLAN) and has been conducted from 15 - 31 Mar 2016 (GORDIAN VENTURE 16-GOVE16).

- Phase III: Execution. The execution phase of the exercise was divided in two sub phases. During the first one (Phase IIIa), from 20 - 21 Apr 16, a ROC - Drill took place. The aim was to rehearse GOKT 16 OPLAN and to improve synchronisation, through conducting a theatre map exercise. The second sub-phase (Phase IIIb) consisted from the Ex. GORDIAN SIGNALLER I/16 - GOSR I/16 - COMMEEX, that took place from 30 May to 3 Jun 2016 to check the CIS settings for Ex. GOKT 16 and finally from the Ex. GOKT 16 that has been the execution of the OPLAN tailored to the developing situation. NRDC-GR JLSG with full CE and FCE/ICE CP have been deployed while higher, adjacent and subordinate HQ/

Commands have been portrayed.

- Phase IV: Assessment. Last phase of the exercise have been the assessment. An After Action Review (AAR) conducted on 17 Jun 2016, where were captured actionable Lessons Identified and requirements for correcting deficiencies and making improvements in the HQ's organisation, processes, procedures, and training.

The main phase of the exercise have been the execution phase, which has been conducted successfully with the participation of more than 530 troops from 12 countries. As already mentioned, the aim of the exercise was to train NRDC-GR in commanding and controlling a multinational deployed force, tailored to conduct Initial Entry operations and Reception Staging and Onward Movement (RSOM), in a small Joint operation (SJO(L)) environment. The exercise was a Command Post Exercise (CPX) in a non-article 5 NATO led Crisis Response Operation (CRO), in order to prepare for the role as a JTF HQ in 2018.

The execution phase of the exercise concluded on June 17th, 2016, when NATO Rapid Deployable Corps – Greece (NRDC-GR), welcomed the distinguished visitors. Among others the HQ honoured with their presence the Chief of Hellenic National Defense General Staff Admiral Evaggelos APOSTOLAKIS, Consul Gener-



als of Albania, Bulgaria, France, Romania, Spain, Turkey and USA, along with DCOM ARRC, NRDC-SP, NRDC-T and other distinguished guests.

Ex. GOKT 16 consists the conclusion of the NRDC-GR's first step to its transformation from a High Readiness Force (HRF) to a Joint HQ. Our vision for NRDC-GR is to be evolved in a modern and complex operational environment, infused with faith to military values, professionalism, optimism, morale and a good dose of smile. Our headquarters empowered by exquisite human relationships, while working on a new challenge, still maintains the capability of rapid deployment, demonstrating our country's commitment to the Alliance through solidarity and collaboration; two virtues that along with the devotion to mission and Chain of Command are the best weapons in order to face the challenging and fragile changes of the geostrategic environment and improve the stability in the southern flank of the Alliance.



Elias NIKEZIS
OF-3 (HE A)
Chief Media OPS/Deputy Chief PAO/PAA
NRDC-GR/PAO

AN INTERVIEW WITH THE OUTGOING NRDC-GR Dcos RSC BGEN (ITA A) BROUNO MORACE



Brigadier General (ITA A) Bruno MORACE has served in NRDC-GR since June 2013. His contribution to our HQ evolution through out those years has been more than significant. During his last exercise with NRDC-GR HQ, he honoured us, with a last interview.

Sir, you have been assigned in our Headquarters since June 2013 in a challenging post as Deputy Chief of Staff of Rear Support Command. Looking back could you tell us which have been your most memorable moments in NATO Rapid Deployable Corps Greece?

All my three-year tour of duty has been memorable, because I have worked in a great multinational environment, alongside with a professionally prepared and highly motivated staff. We made a lot

of things, training our HQ continuously and tackling always new challenges, but if I have to name one specific event, I would say our effort to achieve a full operational capability at the CREVAL in 2015. That

was really an impressive and engaging effort that lasted for many months, eventually culminating with the GORGIAN KNOT 15 exercise. That excellence result was a success whose credit goes to all NRDC-GR staff and to the Greek Army and Defense General Staffs for their unlimited support.

You have been together with both Greek and Allied personnel, but most of them left according to the annually rotation plan of their respective commands. What is your message to all of them as you are considered an expert, professional and successful officer and as I know your first priority all these years was the personnel?

A three-year tour of duty in a NATO HQ is recommended: unfortunately many staff officers, due to their national laws and regulation, left the HQ earlier than that. In my case I'm convinced that, however long they stayed here, they have en-



riched themselves in terms of human relations and professionalism. Serving in a NATO HQ, among colleagues from many Nations, with a vast array of different cultures and military backgrounds, is always a rewarding and enjoying experience. We have always to learn from each other... so many message is “open your minds”!

I am aware that you have visited a lot of the Greek archaeological and other recreation sites. Could you tell us your opinion about the similarities of both Greek and Italian ones as well as the social life here in Thessaloniki?

There are a lot of similarities between our cultures: our roots are in common, we are Mediterranean people. My family and I enjoyed every moment in Thessaloniki. There are so many things to do here! Thessaloniki reminds me of many

Southern Italy’s cities where I lived in , like Naples, or Salerno, it’s so lively, but... on a calmer tone!

During the last years NRDC-GR has been tested through several challenges and achieved significant results. As you have already been part of this effort, which are your expectations for this new beginning towards its transformation to Joint Task Force HQ?

The next goal to reach for NRDC-GR is something very new for us: we need to be and to think joint, then at the same time our staff will plan and execute at the operational and at the tactical level. It’s a new way of thinking and operating. We had a flavour of those challenges in our GOKT-16 exercise: we are eager to start analyzing all the lessons we have already identified. Then, later this summer, the

HQ structure will be modified and we’ll start welcoming more joint staff. All together toward the next objective, the JOINTEVAL.

NRDC-GR has already a high representation of multinational personnel and Italy has a significant part on this staff. As the Senior National Representative of your contingency what is the message to your Italian colleagues in NRDC-GR?

What to tell to my Italian colleagues here? They are already realized they have been blessed to have been posted here, in NRDC-GR. They and their families have to enjoy every moment in this wonderful city and discover Greece, its culture and traditions, possibly with Greek friends of them. I wish them all the best for their time in NRDC-GR: as far as I’m concerned, Thessaloniki and Greece will have a special place in my heart forever.



Theofani LOLA
Journalist

NRDC-GR AFFILIATION CONFERENCE 2016



The Commander of NATO Rapid Deployable Corps – Greece Lt General Ilias Leontaris welcomed the Commanders of the Affiliated and Dedicated Forces to NRDC-GR, who participated to the Affiliation Conference 2016, held on 26 January 2016 within the Headquarters in Thessaloniki.

The Affiliation Conference is an annual event to enhance affiliation relationships at staff level, to exchange information and to explain working procedures in operations and exercises. After the Framework Nation's decision to offer NRDC – GR HQ as the NATO Force Structure Joint Headquarters (NFS JHQ), the conference focused on the transformation process to the Joint Task Force HQ (JTF HQ) which has been already initiated. The aim was to enhance affiliation relationships at Commanders level, exchange information and explain the ongoing working documents, and procedures towards JTF HQ and JLSG.

The conference was concluded with all the Commanders of the Affiliated Formations stating that they understood the role and the requirements that they have to exercise in the new JTF Concept.

EXERCISE GOKT-16 MAIN PLANNING CONFERENCE 2016

On 27th and 28th of January 2016, NATO Rapid Deployable Corps – Greece HQ hosted the Main Planning Conference (MPC) of Exercise GORDIAN KNOT 16 (GOKT-16), which is the HQ’s main training activity for 2016 and the first exercise on the road map to its transformation into a Joint Task Force (JTF) Headquarters. In the event participated representatives of the Affiliated Formations/ Units, as well as subordinate formations at staff level to cover MPC Syndicates.

The aim of the MPC was to collect final inputs for the upcoming exercise’s EXPLAN as required to gain endorsement and enable the development of the remaining scenario modules. The Conference started with a plenary session and then spilled into syndicates for detailed planning. It demonstrated precisely the current situation of the Ex. GOKT – 16 planning process. As outcome, it helped in creating a common understanding in order to improve mutual knowledge and identify main expectations and training opportunities, being an excellent milestone in the NRDC-GR road map for upgrading its capabilities, as well as the upcoming challenges on the way ahead to NRDC-GR transition to Joint Task Force HQ.

Chief of Staff NRDC- GR Major General Dimitrios KALOGEROPOULOS, in his closing remarks, expressed his gratitude and his appreciation to all participants, not only for their presence and significant contribution but also for their high level of professionalism and the excellent work they have done during the conference.



NRDC-GR EXTRAORDINARY PLENARY CONFERENCE 2016

NATO Rapid Deployed Corps – Greece Extraordinary Plenary Conference was held at the HQ's premises on Wednesday, February 17th 2016. National Representatives from the participant Nations and additional countries that are interested in joining the HQ participated, while Greece was represented by the Hellenic National Defense General Staff (HNDGS) and the Hellenic Army General Staff (HAGS) officers. Participating Nations representatives confirmed their commitment to support NRDC-GR in all the necessary changes on the way to the transformation of the Headquarters to Joint HQ and there was consensus in all discussed subjects.

Commander of NRDC-GR Lt. General Ilias LEONTARIS welcomed all the participants and highlighted that we have to cope with the new challenges that came up as well as the changes needed for the next steps of the HQ, in order to deal with the evolving NATO transformation and thanked all National Representatives for the support provided to NRDC-GR.



NRDC-GR EXERCISE “GORDIAN BONUS I/16”



NATO Rapid Deployable Corps – Greece (NRDC-GR) conducted from 22nd to 26th Feb 2016 exercise GORDIAN BONUS I/16 that was not only the first of the year but also the first Battle Staff training (BST) with Joint Headquarters procedures and Operational level mindset, towards the transformation to Joint Task Force Headquarters.

This collective training event was designed to check and refine HQ’s capabilities in mission essential task, comprising responsibilities from several functional areas. The aim of BST was the preparation of staff, with a special focus on procedures in connection with the desired battle rhythm, in order to test and operationalise the knowledge of the Joint Task Force Command and Control concept.

Through exercises such as “Gordian Knot 2016”, NRDC-GR is able to visibly assure Alliance members of the ability to meet it’s obligations, by maintaining and sustaining the achieved high readiness standards, while at the same time the exercise scenario demonstrates the defensive nature of the activities and the ability to adjust this posture if necessary.

NRDC-GR AOCC SEMINAR “IKAROS I/16”

NATO Rapid Deployable Corps – Greece / Air Operations Coordination Centre (NRDC-GR/AOCC) organized in the premises of our HQ the “IKAROS” Seminar, which is held on a biannual basis, with the participation of Air Subject Matter Experts (SMEs) from other NATO HQs.

The aim of the seminar was to familiarize the staff of NRDC-GR on matters related to air force issues, focusing on the transformation process of the HQ to assume the role of NATO Force Structure Joint HQ. The NATO Air SMEs from the other HQs delivered briefing sharing their experience on the Joint Operational issues.

The seminar was highly productive, due among others to the valuable contribution of the external participants and the establishment of a forum for fruitful discussion and sharing of experiences, being a precious milestone in the NRDC-GR road map for upgrading its capabilities, as well as the upcoming challenges on the way ahead to NRDC-GR transformation to Joint HQ.



ENHANCING THE “OPERATIONAL MINDSET”

NATO Rapid Deployable Corps – Greece (NRDC-GR) contacted successfully, from the 7th to 10th of March 2016, the Joint Operations Planning Group (JOPG) training, enhancing further the Headquarters’ Operation Planning Process (OPP) capabilities. The activity consists one of the key points towards the NRDC-GR transition to Joint HQ. The training has been organized by NRDC-GR G5 and with the support of Subject Matter Experts (SMEs) from ARRC, who shared their experience with the HQ personnel.

The aim of the training was to provide the academic framework and doctrinal background for the operational level planning and to practice on selected steps/events of the OPP. In addition, a Tools for Operations Planning Functional Area Service (TOPFAS) practitioner course has already been concluded during the previous week, in order to familiarize NRDC-GR’s Staff Personnel that will be engaged in JOPG during the upcoming Crisis Response Planning (CRP) and exercise Gordian Knot 2016, with TOPFAS capabilities and make the participant skillful of using the respective tool during the OPP.

It has been a great opportunity to exchange opinions, experiences and ideas, on issues concerning Joint Operational Planning and raised personnel’s knowledge on planning procedures in operational level. NRDC-GR will keep up its solid contribution to the association enrichment effort with sister HQs in terms of mutual training assistance, partnership, sharing of knowledge and experience.



A MILESTONE TOWARDS NRDC-GR TRANSITION TO JTF HQ



On Wednesday, April 6th 2016, NATO Rapid Deployable Corps – Greece (NRDC-GR) conducted successfully the Final Coordination Conference (FCC) of exercise “Gordian Knot 2016” (GOKT-16). Host Nation (Greece) & Affiliated Units representatives, NRDC-GR Core Planning Team, the Senior National Representatives of the Headquarters’ (HQ) troop contributing nations, along with key personnel from the HQ, were the main participants of the conference.

The conference consisted of a combination of briefings, syndicates, and discussion periods in order to accomplish final coordination activities and to decide the way ahead for the execution phase of GOKT-16 in line with the Exercise Planning Process. Exercise GOKT-16 will be the main training activity of NRDC-GR for 2016, focused at initiating transition towards a Joint Task Forces capability, adapting the nowadays fragile security environment’s physical, virtual, and psychological dimensions.



“DYNAMIC TARGETING COURSE” IN NRDC-GR



NATO Rapid Deployable Corps – Greece (NRDC-GR) conducted, from 11th to 15th April 2016, the “Advanced FAST, FAS & Dynamic Targeting” External Training Course in the HQ’s premises.

The training event, concluded in a friendly and very constructive atmosphere, provided the participants with advanced knowledge concerning Dynamic Targeting / TST process and skills to use the FAST application. Furthermore, as the HQ is at the point of transformation to a Joint HQ, the training was focused on the Operational Level within the new joint environment.

NRDC-GR continues to train its multinational personnel along with external participants and Subject Matter Experts from NATO Command and Force Structure HQs, adapting doctrines and procedures, to achieve the appropriate capability and capacity to meet its level of ambition for future upcoming challenges.



5TH GRF(L) HQ's CHIEFS OF STAFF CONFERENCE HOSTED BY NRDC GR HQ

From June 27th to 29th 2016, NATO Rapid Deployable Corps – Greece (NRDC-GR), hosted the 5th GRF (L) HQ's Chief of Staff (COS) Conference which was chaired by LANDCOM. On behalf of the Commander of NRDC-GR the Deputy Commander welcomed the distinguished visitors in the HQ's premises. The overarching theme of the conference was LANDCOM's role, as the bridge between the NATO Command Structure (NCS) and NATO Force Structure (NFC) for Graduated Readiness Forces Land ,GRF(L)s.

The focus was to come together and provide perspective, useful solutions and constructive feedback on progress and future initiatives, finding solutions, forming a common shared visualization. The goal of the event was to provide NATO Command Structure, NCS insights and facilitate discussions, as well as to outline the numerous milestones and challenges LANDCOM and GRF(L)s face in order to engage in a review of thoughts and ideas at every level to identify the best ways to face them.

The conference was conducted in a very fruitful and constructive atmosphere thus being a unique opportunity for strengthening relationships and understanding across the Alliance, providing all attendees with a considerable sum of additional ideal platform for developing practical solutions. In the end of the conference LANDCOM Chief of Staff, expressed his appreciation for the support provided by NRDC-GR for the successful execution of this event.

GRFs (L) provide the Alliance with rapidly deployable, mobile, sustainable and



flexible multinational forces and their command and control capabilities. The NFS is composed of allied national and multinational forces and HQs placed at the Alliance's disposal on a permanent or

temporary basis under specific readiness criteria. These provide a pool of forces in order to allow for a high degree of flexibility to meet the requirements of conducting and sustaining operations.

NRDC-GR COMMANDER RECEIVES THE VISIT OF NRDC-ITA COMMANDER

The Commander of NATO Rapid Deployable Corps – Greece, Lieutenant General Ilias LEONTARIS, welcomed the Commander of NATO Rapid Deployable Corps – Italy, Lieutenant General Riccardo MARCHIO, while on an official visit to the NATO Headquarters on Tuesday, February 16th 2016.

After the welcome ceremony, Lt Gen Riccardo MARCHIO, had an office call with the Commander of NRDC-GR, where they discussed subjects of common concern involving both NRDC-GR and NRDC-ITA headquarters. The office call was followed by a briefing presentation, regarding the structure, role and mission of the NRDC-GR Headquarters as well as the upcoming challenges, which lay ahead the NRDC-GR transition to Joint Headquarters (JHQ). After the conclusion of the briefing, NRDC-ITA Commander had the opportunity to answer questions regarding the NRDC-ITA JHQ transformation experience followed by a short tour of the HQ facilities.

This visit was a follow up to the NRDC-GR Commander’s visit to NRDC-ITA on February 4th, 2016. Both visits were conducted in the spirit of mutual appreciation, demonstrating the strong relation between the two NATO Force Structure (NFS) Headquarters, which share the same challenges as they are located in the South flank of NATO.



NRDC-GR CELEBRATES THE BULGARIAN LIBERATION DAY



On February 26th NATO Rapid Deployable Corps – Greece Headquarters (NRDC-GR HQ) celebrated the Bulgarian Liberation Day, with a flag raising ceremony in front of the main building of the HQ at Pedion Areos camp. The event honored with their presence the Commander NRDC-GR Lieutenant General Ilias LEONTARIS, the Bulgarian Deputy Consul Mr. Ivan Dimitrov, the entire staff of the HQ as well as many Bulgarian invitees living in Thessaloniki.

The official Liberation Day of Bulgaria is March 3rd and this day is referred to the Russo-Turkish War of 1877-78 that led to the re-establishment of the Bulgarian state under the Treaty of San Stefano of March 3, 1878. According to the treaty, the Ottoman Empire was deprived of a large portion of its territory, which was assigned to the client state, Bulgaria.

Major General (BGR A) Plamen LILOV, as Senior Bulgarian Officer assigned to NRDC-GR, delivered a speech explaining the history and the meaning of the colors and the three discrete parts of Bulgarian flag. A reception hosted by the Bulgarian contingent followed the celebration.

NRDC-GR CELEBRATES THE ANNIVERSARY OF THE HELLENIC REVOLUTION OF MARCH 25TH, 1821

On Thursday, March 24th 2016, an official Hellenic flag raising ceremony was held in the NATO Rapid Deployable Corps – Greece (NRDC-GR) Headquarters (HQ) in “PEDION AREOS” Camp in Thessaloniki, within the framework of the celebration of the anniversary of the Hellenic Revolution of March 25th, 1821.

The ceremony was attended, along with the Commander of the C’Corps/ NRDC-GR, the General Consuls of the Troop Contributing Nations (TCNs) to the HQ personnel, representatives from the political and military authorities of Thessaloniki and the entire staff of the HQ.

The Chief of Staff (COS) of NRDC-GR, who delivered the speech of the day, highlighted during his speech the self-sacrifice of Greek soldiers in their efforts to protect the holiest symbol of the Greek Nation, the “National Flag”, during the long history of the Greek Nation. Moreover, he explained that the motto “Freedom or Death (Eleftheria i Thanatos), arose during the independence revolution, is still popular regarding the use of nine (9) strips (for the nine syllables of the motto) in the Greek flag.

NRDC-GR flag raising ceremonies are annual events within the HQ’s multinational context that promote our common values, built and enhance relationships with political and military authorities, respect the historical dimensions of the TCNs, and promote the HQ’s and the Alliance’s transparency and openness.



CHIEF OF STAFF OF KFOR VISITS NRDC-GR HQ



On May 23rd, 2016, Chief of Staff (COS) of Kosovo Force (KFOR) Brigadier General Janson D. BOYLES and Commander (COM) of KFOR Joint Logistics Support Group (JLSG) Colonel Arnold STAUDACHER visited NATO Rapid Deployable Corps Greece Headquarters (NRDC-GR HQ) on the opportunity of their presence in Thessaloniki.

The distinguished visitor had a courtesy meeting with the COS of NRDC-GR, where they had the opportunity to discuss the current situation in Kosovo.

During the visit they received a detailed brief on the structure, mission and training activities of NRDC-GR HQ, as well as the upcoming challenges on the way ahead for NRDC-GR transition to Joint HQ. "Focus on KFOR mission", Brigadier General Janson D. BOYLES was interviewed by NRDC-GR PAO and in a comprehensive approach materialized the last developments in Kosovo towards the future. In a special reference the General stressed out the outstanding professionalism and commitment of the Greek soldiers from the beginning of KFOR mission.

Before they departure, COS and JLSG COM of KFOR expressed their appreciation for the warm hospitality as well as their confidence that NRDC-GR has the capabilities to accomplish its mission, highlighting the professionalism of both Hellenic and Allied personnel. The visit was concluded with a commemorative family photo in the Landmark of the Headquarters.

NRDC-GR CELEBRATES THE ITALIAN REPUBLIC DAY



On May 27th NATO Rapid Deployable Corps – Greece Headquarters (NRDC-GR HQ) celebrated the Italian Republic Day, with a flag raising ceremony in front of the main building of the HQ at Pedion Areos camp. The event honored with their presence the Commander NRDC-GR, the Honorary Consul of Italy Mr. Christos Sarantopoulos, the entire staff of the HQ as well as many Italian invitees living in Thessaloniki.

June 2nd 1946 is the real day we honor today, the day when Italians voted and chose the Republic instead of the Monarchy. The same day in addition represents the end of the “Risorgimento” period, during which the people of Italy achieved the reunification that signaled the beginning of modern Italy, after the tragedies of Fascism and the World War. “Today, stand proud with our Tricolore” Brigadier General (IT A) Bruno MORACE stated during his speech of the day, as Italians call their Green, White and Red flag, which dates back to 1797, inspired by the French revolution colors.

Brigadier General (IT A) Bruno MORACE, as Senior Italian Officer assigned to NRDC-GR, during his speech also highlighted that the Italian personnel of the HQ is very proud being part “of this outstanding team and ready to give their best contribution in achieving all the goals set for the transformation into a Joint Headquarters and beyond”; and NRDC-GR is proud too, having them among its staff and grateful of their significant contribution.

UNITED KINGDOM'S 104TH LOGISTIC SUPPORT BRIGADE DELEGATION VISIT NRDC-GR Ex."GORDIAN KNOT 2016"

On June 8th, 2016, NATO Rapid Deployable Corps – Greece (NRDC-GR) hosted a UK Delegation. Led by Brigadier General Simon Tony HUTCHINGS, Commander of 104th Brigade, along with seven officers, they visited NRDC-GR Joint Headquarters at Gordian Knot 2016 (GOKT-16) exercise area, in "PROKOPIDI" Camp, Assiros, where the HQ's annual exercise Gordian Knot 2016 (GOKT-16) is currently ongoing.

The visit took place in the frame of a Battlefield Study, which concerns the lessons learned, in the Thessaloniki front, during World War I, especially on Combat Service Support (CSS) issues. After receiving a general briefing about NRDC-GR HQ, an introduction to the exercise scenario and a Joint Logistic Support Group presentation took place, followed by a fruitful discussion between logistic area subject matter experts, including aspects related to the Joint HQ transformation approaches by NATO HQs in the last years' exercises.

In continuing, the visitors had the opportunity to have a first-hand view from the several functional areas within the Initial Command Element (ICE) of the HQ as well as the Joint Logistic Support Group (JLSG) Command Post (CP) receiving individual briefings on the respective services provided by all deployed entities. Commander of NRDC-GR joined the team at the end of the tour, having a very interesting exchange of views with the head of the UK delegation. The visit concluded with a family photo, at the gate of the exercise area, underneath the flags of the 28 NATO Nations.



ITALIAN “FRIULI” DIVISION DELIVERS INSIGNIA TO NRDC-GR

On June 17th, 2016, the Italian “FRIULI” Division officially delivered its own insignia to NATO Rapid Deployable Corps – Greece (NRDC-GR). The event that signifies the strong bond between Greece and Italy, took place in “Prokopidi” Camp (Assiros village in North East of Greece), in the deployment area of exercise “Gordian Knot” 2016, during the Distinguished Visitors Day.

“FRIULI” is the name of an Italian region located in the North – East of Italy and the current insignia is very similar to the traditional one adopted by “Friuli” Division before the Second World War. The “FRIULI” Division emblem consists of a blue, yellow rimmed shield with the gladius, the short sword used in ancient Rome by legionaries, superimposed to the oak leaves symbol of the strength. It is completed with the words “DIVISIONE FRIULI” and the two stars referring to the divisional level.

The “FRIULI” Division was raised in Milan in November 1884 and it has contributed as to the First and Second World Wars. In recognition of its gallant behavior during the period 1943-1945, the Flags of “FRIULI” Regiments were awarded with two Silver Medals and one Bronze Medal for Military Valour. Today, “FRIULI” Division is a cornerstone of the Italian Army and consists of 11.000 personnel, 3 Brigades: “POZZUOLO DEL FRIULI”, “ARIETE” and “FRIULI”, 15 Regiments and 4 Battalions. “FRIULI” Division, thanks to its comprehensive and joint capabilities (airmobile, armored and amphibious) represents a tremendous and valuable asset for NRDC-GR.

Its Units have been participating in operations in Italy, as homeland security as well as abroad, in Lebanon, Kosovo,



Afghanistan, Djibouti, Iraq and Somalia. The Division has been affiliated to NRDC-GR since 2014.

The Commander of “FRIULI” Division, Major General Flaviano GODIO, during his speech thanked the Commander of NRDC-GR, Lieutenant General Alkiviades STEFANIS, for the opportunity offered to officially deliver the insignia of the Division to NRDC-GR. Moreover, he highlighted that exercise “GOKT-16” is a key

and welcomed opportunity for “FRIULI” Division to train in NATO context, in a more general affiliation with NRDC-GR. The Commander of NRDC-GR returned back the compliments, welcoming the “FRIULI” insignia and expressed his appreciation to the Italian Division for their effective cooperation and contribution, especially on this intense effort of NRDC-GR HQ, towards its evolution to a Joint Task Force HQ.



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