2006
A comprehensive look back
Allied Reach 06 tackles NRF support issues

NORFOLK, Va. – NATO’s Military Committee, Allied Command Operations and Allied Command Transformation met Jan. 24 at the Joint Forces Staff College here to kick off Exercise Allied Reach 06, which runs through Jan. 26 and is the third in a series of exercises to examine and work out the remaining issues facing the NATO Response Force.

The aim of this year’s Allied Reach theme, “The NATO Response Force beyond Full Operational Capability,” is to contribute to the enhancements of the NRF, by examining transformational and operational issues with all strategic and operational level commanders and their key staff.

ACT to partner with USJFCOM for MNE4

NORFOLK, Va. - In today’s ever-changing operational environment, the war against an adaptive enemy will not be won by armed conflict alone. Alliance forces currently find themselves working more with other military services, coalitions, interagency, governmental and non-governmental organizations in support of unified actions.

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Partnering with each other aids in transitioning from major combat operations to stability operations – a major goal of which is to help citizens in the host country with security, restoring essential services, meeting humanitarian needs, and securing lasting peace.

The importance of the NRF, which is scheduled to reach full operational capability Oct. 1, was explained by Supreme Allied Commander Transformation U.S. Air Force Gen. L. Lance Smith in his opening remarks.

“Clearly its primary focus is to be the military arm of the Alliance should we have to resort to the use of military,” Smith said. “At the same time, it is the primary vehicle of transformation within the Alliance. The NRF is the vehicle for where we will develop the technologies to work together, as well as tactics and procedures. All of this goes into building a cohesive force that can rapidly respond in time of war.”

Special logistics course conducted

OBERAMMERGAU, Germany -- Two hundred fourteen students participated in a revised logistical training programme developed by Allied Command Transformation at the NATO School in Oberammergau.

The purpose of this two-week training programme was to prepare logistical personnel from NATO, Partner and Mediterranean dialogue nations in NATO logistical and movement planning to support the NATO Response Force, out-of-area expeditionary operations and sustaining ongoing missions in the Balkans, Afghanistan, Iraq, Sudan and Pakistan.

ACT’s programme revision condensed four logistical courses into one time period. This decreased the amount of time needed, removed duplicate information, allowed for more subject matter experts to participate, and saved valuable training money for participants and the NATO School.

The first week consisted of three courses; the expeditionary logistics course, the joint logistics operations course and the movement operational planning course. This revised concept presented lectures and hands-on training on topics that directly affect operations. These covered key areas as command and control, multinational logistical operations in a Multinational Joint Logistics Centre. The second week consisted of the expeditionary logistic planning course in which lectures and hands-on training in logistical planning were provided.

Correction: In a story printed in September 2006, the Former Yugoslav Republic of Macedonia was mistakenly identified as Macedonia. The Transformer staff regrets the error.
NURC, Mine Warfare Command team up for exercise

LA SPEZIA, Italy -- Amphibious landings have always played a vital role in conventional warfighting. While a successful assault on enemy beaches can be the pivotal point in an engagement, such a landing can be made extremely dangerous if there is a large presence of mines and underwater obstructions that can slow, or ultimately stop, amphibious troops from reaching their target.

Recently, the Unmanned Underwater Vehicle Platoon from Commander, Mine Warfare Command returned from collaborative experimentation conducted at the NATO Undersea Research Center in La Spezia, Italy.

Experimentation took place off of the northwest coast of Italy from Dec. 12-17. The primary objectives of the experiment were to assist in testing the NATO prototype autonomous underwater vehicle planning and evaluation tool and develop tactics, techniques, and procedures for employment of small UUVs from surface mine countermeasures vessels.

SACT adresses OSCE Seminar: Hi-tech a ‘double-edged sword’

VIENNA, Austria -- With the proliferation of “dual use” technology that has both military and civil applications, nations have a greater responsibility to defend such technology from misuse by criminals and terrorists, Gen. Lance L. Smith told some 300 delegates here at the headquarters of the Organization for Security and Co-operation in Europe.

The dual-hatted NATO Supreme Allied Commander Transformation and Commander U.S. Joint Forces Command was a keynote speaker at the OSCE Seminar on Military Doctrine, February 14-15, 2006. This was the international organization’s fifth seminar on military doctrine since 1991.

ACT begins human intelligence training

NORFOLK, Va. -- One of the main concerns of a commander during a military operation is keeping well informed of the threats posed to the forces under his command.

Human intelligence, or intelligence gathered by human sources, rather than electronic sources, is one of the commander’s tools for gathering the information he needs to keep his forces safe and his operation bases secure. As commanders change their strategies to meet the evolving threats they face, they will also have to change the way they gather and use the information provided by human intelligence.

Allied Command Transformation’s Intelligence Branch division has been instrumental in driving NATO into changing the world of human intelligence to ensure compatibility among Alliance nations.

Multinational Experiment 4 kicks off

NORFOLK, Va. -- Military and civilian personnel from eight NATO and Partnership for Peace nations today began the nearly month long Multinational Experiment 4 from several locations around the world.

The experiment will test the full range of effects-based operational concepts used to influence an adversary’s behaviour.

United States Joint Forces Command is the sponsor and overall lead for MNE4, while NATO and coalition partners lead the specific concepts and processes the experiment will explore.

The environment of the experiment includes stability operations, with increasing levels of intensity, to assist in the development of future processes, organizations and technologies at the operational level of command. Some NATO-specific concepts, capabilities and tools to be examined during MNE4 include logistical capabilities, data management, interagency cooperation and Web portal availability.

Greek Defense Delegation meets with ACT leadership

NORFOLK, Va. -- Members of a Greek defence delegation met with Allied Command Transformation leadership Feb. 16 at ACT headquarters to discuss ties in future Alliance capabilities and Greek transformation efforts.

Greek Navy Cdre. Ioannis Alvertos, defence policy director of the Hellenic National Defence General Staff, also discussed his country’s role in current NATO-led operations.

One of the major changes Greece has made since transformation within the NATO Alliance began in 2002, is the creation of an Evolution Office under the chief of the Greek armed forces.
ACT supports Crisis Management Exercise 2006

NORFOLK, Va. -- A suicide bomber in a city subway station is watching and calculating when to attack a group of NATO personnel beginning their morning commute. Improvised explosive devices are in place near an entrance to a NATO training site. Right now, a terrorist cell is plotting a biological attack at a NATO command building.

This may sound like an excerpt ripped from the pages of a recent work of thrilling fiction, but how far from the truth is it?

From March 1-7, NATO held Crisis Management Exercise 2006 at its headquarters in Brussels, Belgium, to tackle how best to improve the communication, response and overall management of these specific scenarios.

A major experiment in CMX06 investigated how the experimental Crisis Management Fusion Centre could contribute to shared situational awareness and understanding at the political/military strategic level. The experiment explored how shared situational awareness could be collaboratively developed between experiment personnel who staffed the CMFC along with relevant NATO headquarters personnel who participated in the exercise.

MNE4: good or bad, it’s all under control

As MNE4 begins its last week for the NATO forces at the Ataturk Wargaming, Simulation and Culture Center in Istanbul, injects have become essential elements in evaluating and adjusting the effects-based systems involved in multiple crises.

“Injects” is a common buzz word among participants in Multinational Experiment 4 and to define it further would be to say, in real-life terms, injects are equal to having the power to control the weather and the lives of those around you.

Delivered from the experiment’s Control Group, injects alter scenarios and force operational planners to re-evaluate situations and plan for actions they may not have expected.

“For this experiment, there is a series of major muscle movements that stimulate the effects-based approach to operations concept,” said Control Group leader John Catania of NATO’s Allied Command Transformation’s Joint Experimentation, Exercises and Assessment directorate. “The injects we are putting into the system daily are little pieces that stimulate the process in various areas. The information is then used to develop assessments, which in turn are put back into the planning and execution phases to make adjustments and to maintain control of the track the planners are trying to follow.”

Multinational Experiment 4 wraps up

ISTANBUL, Turkey -- The nearly month-long Multinational Experiment 4 ended March 17, and it is now time for NATO Member and Partner nations to examine the results and continue to refine effects-based planning processes.

The scenario for MNE4 was based on the current military and political situation in Afghanistan using real-world data tailored to meet specific experimental objectives and requirements. The experiment’s goal was to assist NATO in transforming its operational planning a more well rounded approach, where factors other than military are considered and used in operational planning.

To accomplish this, NATO tested the various components of an effects-based approach to operations. EB AO focuses on the achievement of desired effects at all levels of engagement.

Rather than primarily focusing on planned actions, EBAO involves identifying and planning for projected changes in the behaviour of all actors, which include both military and non-military adversaries, friends and neutrals to achieve desired strategic, operational and tactical effects.

MNE4 was the fourth in a series of multinational exercises designed to look at EBAO.

Hooah! ACT U.S. Army company trains combat skills

NORFOLK, Va. -- The U.S. Army is bringing its training expertise to ACT headquarters. Bravo Company, SHAPE Battalion, trained on a series of combat skills for two consecutive Wednesdays at Fort Story, a small U.S. Army Reserve camp located near Virginia Beach.

The training consisted of tasks such as land navigation, movement under direct fire, weapons maintenance, and medical aid.

“This type of training is important because NATO’s missions in Afghanistan and Iraq are not going away,” said Capt. Keith Toler, Bravo company commander. “These soldiers need this type of training on a consistent basis because we do not know where they may potentially be in weeks or months from now.”

U.S. Army personnel are required to maintain proficiency in a series of basic combat skills regardless of the individual’s specific job.

PfP gives opportunity for ‘dialog and cooperation’

SKOPJE, former Yugoslav Republic of Macedonia -- Nearly 150 defence representatives from Partnership for Peace and NATO member nations attended a conference entitled ‘Understanding NATO Military Transformation’ in the city of Skopje, FYROM, from March 15-17 to discuss and learn more about the changes taking place within the PfP nations and NATO Alliance.

NATO’s Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith said the transformational efforts throughout the Alliance and Partner nations have been “dynamic and impressive.”
New harbour defences demonstrated

New technologies for defending harbours against terrorist attacks were demonstrated to Alliance decision-makers during a visit to NATO’s Undersea Research Centre in La Spezia, Italy, 4 April.

The North Atlantic Council, made up of the Permanent Representatives of the 26 NATO member countries, travelled to La Spezia to witness a simulated attack against a naval station.

“The presence here today of the North Atlantic Council reflects the importance of the work that the NATO Undersea Research Center is undertaking in meeting new security challenges,” said NATO Deputy Secretary General, Ambassador Alessandro Minuto Rizzo.

The mock attack put to the test some of the new technologies being developed by NATO to protect harbours against possible terrorist attacks.

These include sensor-nets, electro-optical detectors, rapid reaction capabilities and unmanned underwater vehicles.

The technologies are being developed as part of NATO’s Defence Against Terrorism Programme of Work.

Italy is leading the work on the protection of harbours and ships, with support from the NATO Underwater Research Centre.

A total of ten cutting-edge counter-terrorism technologies are being developed under Defence Against Terrorism programme.

NATO NCOs meet to discuss interoperability, standards

NORFOLK, Va. -- Senior enlisted leaders from 16 NATO Nations and one Partnership for Peace nation met at the Supreme Allied Commander Transformation headquarters to discuss the future of the non-commissioned officer, or NCO, in NATO.

NATO has been undergoing a transformation to change from a regional defence alliance to a force for projecting stability globally. The changes involved in this transformation affect the entire organisation, from the most senior members to the most junior.

“It’s not the old NATO, a defence against the big bear that may be coming,” said Canadian Forces Lt. Gen. Michel Maisonneuve, SACT HQ chief of staff, during a speech to the symposium attendees. “The new NATO’s mission is to bring stability to the globe. Developing standards for NCOs is an essential part of developing the new NATO.”

ACT prepares for the International Azalea Festival

NORFOLK, Va. -- The Hampton Roads community is holding a week-long festival celebrating its relationship with NATO and the Allied Command Transformation, still going strong after more than 50 years.

“For us at ACT, the Azalea Festival represents 53 years of friendship between NATO and the citizens of Norfolk and Hampton Roads,” said Canadian Forces Lt. Gen. Michel Maisonneuve, ACT’s chief of staff. “Like NATO, the festival has endured 50 years of change and has remained relevant thanks to a commendable blend of commitment and creativity.”

Norfolk’s International Azalea Festival is an annual event saluting the allied forces of NATO and the international presence they bring to the Hampton Roads area of Virginia through the ACT headquarters located in Norfolk.

Every year, one nation is selected as the “most honoured nation.” This year, Canada was selected, and this gives Canada an opportunity to strengthen its relationship with Hampton Roads, and bring a little Canadian culture to the area, said Canadian air force Col. John Roeterink, Canada’s national liaison representative to ACT.

ODU Symposium examines future security challenges

NORFOLK, Va. -- The week of Norfolk’s International Azalea Festival is one of parades, ceremonies and family activities. While this annual event is one of celebration, it also allows members of the international military community and academia to meet and discuss serious topics.

This year’s festival included a one-day symposium entitled “Meeting the challenges of the 21st Century,” sponsored by Old Dominion University, and hosted by NATO’s Allied Command Transformation and the Canadian Embassy.

Old Dominion University is one of most diverse universities in the United States, boasting students from more than 80 nations with 25 percent of its student population having a direct tie to the military.

Smith’s remarks reflected the need for continued progress toward closing gaps in Alliance capabilities and security funding.

“The capability gaps NATO has experienced in the past may still exist,” Smith said. “As we look at the threats we are dealing with today, and what we are going to need to fight this long war, we are either going to have to change our approach and attitudes or find new ways of doing business. Maybe this symposium can help solve these problems today.”

ACT, Norfolk hold ceremony to begin Azalea Festival

NORFOLK, Va. -- Despite an unseasonably cold day, Norfolk community leaders joined with staff from Allied Command Transformation to honour the nation of Canada in a flag raising ceremony at the ACT headquarters flag complex today.

Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith presided over the ceremony, which officially begins Norfolk’s International Azalea Festival.

The ceremony began with the raising of all 26 NATO member nations, with the Canadian and U.S. flags hoisted on the ceremonial flag poles. Once the flags were in place, Smith addressed the guests and staff.
ACT Reserve Detachment hosts Operational Planning Process Symposium

BATTLE CREEK, Mich. – Reservists from Allied Command Transformation Detachment 113 in Battle Creek, Mich., hosted an Operational Planning Process Symposium May 22-23 at the Michigan Air National Guard Base. The event involved 28 Reservists from ACT Detachments from Battle Creek; Bessemer, Ala.; Kansas City and Salt Lake City, as well as other officers from non-NATO commands.

Instructors for the symposium came from Joint Forces Staff College, Norfolk, Va., and led courses on preparing for operational contingencies. ACT Reservists provide direct operational support to NATO’s Joint Warfare Centre in Stavanger, Norway, and to ACT headquarters, Norfolk.

ACT Command Surgeon receives Spanish Navy Cross for Merit

NORFOLK, Va. -- Allied Command Transformation’s command surgeon received the Spanish Navy Cross of Merit at a recent ceremony in Washington, D.C., for service he provided more than 20 years ago while serving as director of surgical services and medical director of the emergency room at Naval Hospital Rota, Spain from 1983 to 1985.

During his tour in Rota, Rear Adm. Gregory Timberlake ensured all surgical care and emergency treatment rendered to patients at the hospital was of the highest quality. This included providing service on a “compassionate” basis to a number of Spanish civilians and military members who were brought to the hospital for life- or limb-threatening emergencies.

The award ceremony was originally scheduled in June 1986, but Timberlake had already returned to the United States for a new assignment and was unable to attend. The diploma and medals were not sent to him due to an oversight by the office handling this matter at the Spanish Navy Headquarters.

ACT participates in London ITEC

LONDON — Officials from Allied Command Transformation headquarters are taking part in this year’s International Training and Education Conference in London from May 16 to 18. ITEC is Europe’s only conference and exhibition dedicated to defence training, education and simulation, and demonstrates qualified international military training and simulation from 40 countries.

This year, ACT Deputy Assistant Chief of Staff for Joint Education and Training Brig. Gen. Gundars Abols will brief on the international military and industrial audience on NATO and NATO Partnership for Peace advanced distributed learning programme.

SACT visits Slovenia during country’s Armed Forces Day

CERKLJE, Slovenia -- Amidst national armed forces day celebrations here, Slovenia’s defence chief and NATO’s strategic commander responsible for Alliance transformation found time for productive staff talks about the country’s ongoing integration into the Alliance. Slovenia joined NATO in 2004.

At the invitation of the Chief of the Slovenian Armed Forces General Staff, Army Gen. Ladislav Lipic, NATO’s Supreme Allied Commander Transformation, U.S. Air Force Gen. Lance L. Smith, was guest of honour at Cerklj Airport on May 13 for events marking the 15th anniversary of the day Slovenia began training its own armed forces. This was Smith’s first visit as SACT to Slovenia.

“What we saw today was a great indication of how far we’ve come together,” Smith said after watching a simulated ground assault by the Slovenian Armed Forces that involved infantry, armoured assault vehicles, tactical helicopters, and various support services.

“What Slovenia has done so well is to focus on a high-quality ground force that is able to contribute positively to the Alliance,” Smith said at a press conference held with Lipic following two hours of staff talks.

“I know that every nation wants a large and modern air force, navy, and ground force, but the nice thing about being part of the Alliance is that we can all contribute together,” he added.

In 2004, the Slovenian government approved a long-term defence plan developed in consultation with NATO. In line with ACT’s transformational thinking, it calls for a mobile, multipurpose land force that can support Alliance and coalition operations around the globe.

SACT signs CJOS CoE MoU

NORFOLK, Va. -- Thirteen NATO nations signed the functional and operational Memorandums of Understanding, marking an important milestone toward creating the Combined Joint Operations from the Sea Centre of Excellence, May 31 at Allied Command Transformation headquarters.

Hosted by the United States, the CJOS CoE will facilitate joint maritime expeditionary transformation in support of NATO.

Among the signers were Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith and the centre’s prospective director, Commander Second Fleet U.S. Navy Vice Adm. Mark P. Fitzgerald.

“What makes this so important to ACT is the opportunity to capitalise on the expertise and bring that back into our concept development and experimentation program,” Smith said. “This [CoE] is essential to transforming the Alliance. It is a win-win situation for the nation, for the centre and NATO.”
Why Cape Verde?

SAO VICENTE, Cape Verde — More than 7,000 NATO troops have invaded the island nation of Cape Verde.

The troops, members of the NATO Response Force, have come to Cape Verde for Exercise Steadfast Jaguar, their first live-fire exercise taking place June 15-28.

Planning for an exercise of this magnitude started two years ago with analysis and initial discussions of a site location and scenario. It only seemed fitting to put NRF troops to a test by situating them in a rugged, mountainous African nation.

Five options were presented to Supreme Headquarters Allied Powers Europe from Allied Joint Forces Command, Brunssum, The Netherlands, and Allied Maritime Component Command headquarters in Northwood, U.K.

Aside from Cape Verde, other options included Ghana, Gabon, Iceland and Newfoundland, Canada.

U.S. Army Lt. Col. John Kelley, a staff officer with Allied Command Transformation’s Joint Exercises Branch, was involved in planning Steadfast Jaguar as a staff officer with AJFC’s Plans and Policy Branch.

Kelley explained the reason for using such an isolated location for the exercise.

“NATO is demonstrating the ability to deploy the NRF at a strategic distance to an austere environment exactly as the North Atlantic Council directed it to in the Prague Summit of 2002,” he said.

Although the distance and geography were important, there were other reasons Cape Verde was the chosen location for the exercise.

“The NRF is also here to offer military assistance to the Cape Verdeans,” said U.S. Navy Reserve Cmdr. Eric Jabs, a Jaguar exercise officer assigned to Allied Command Transformation. “We are also sharing best practices and learning from each other in both operational planning and execution.”

Jaguar shows warfighting, humanitarian capabilities

FOGO, Cape Verde — Hundreds of Fogo island residents voluntarily left their homes and villages June 26 as part of a simulated, NATO-assisted evacuation during Exercise Steadfast Jaguar.

The island of Fogo, which translated from Portuguese (one of the common languages of Cape Verde) means “fire,” contains the last active volcano in the Cape Verde archipelago. The last violent eruption occurred in 1995 and caused the evacuation of nearly 5,000 people, most living at or near the base of the more than 3,000-metre (two-mile) tall volcano.

While Cape Verdean Civil Protection authorities led the evacuation, troops from the NATO Response Force assisted with setting up a refugee camp and hospital. All of the equipment, to include generators and troop transport, was delivered from helicopters aboard the Spanish amphibious landing ship “Castilla” and the German supply ship “Berlin.”

For the simulated event, Evert Somer, a civil emergency expert assigned to NATO, said NRF support was necessary to support the evacuation.

“The Cape Verdean authorities said there were some shortfalls and asked the NRF for additional tents, manpower and generators for the refugee camp,” Somer said. “Old and young were evacuated, the youngest being 30-days old.”

Jaguar bares its teeth during ‘star-studded’ visit

SAO VICENTE, Cape Verde -- NATO Secretary General Jaap de Hoop Scheffer, along with key NATO political and military leaders, visited the African island nation of Cape Verde to witness first-hand the capabilities of the NATO Response Force in action during the forces’ first live-fire exercise.

More than a week into the exercise, the group of distinguished visitors witnessed everything from NATO-led experiments to a full-blown beach assault.

The day started with a visit to the Land and Maritime Component Commands for a look at NATO experimentation led by Allied Command Transformation. The group was introduced to new technologies used in reduction of fratricide incidents, security and wastewater treatment.

Supreme Allied Commander Transformation Gen. Lance L. Smith said ACT’s experiments were necessary and helpful for the exercise.

“There were a few problems with some of our experiments, but this is good,” Smith said. “This is the reason for experimentation. We will work out the bugs we discovered, perform more analysis and include more experiments in future exercises.”

SACT: ‘NATO is transforming for the future’

STAVANGER, Norway -- On Wednesday, June 21, U.S. Air Force Gen. Lance L. Smith, Supreme Allied Commander Transformation, hosted a press conference in the Radisson SAS Atlantic Hotel, Stavanger, Norway, with Her Excellency Anne-Grete Strom-Eriksens, Norwegian Minister of Defence and His Excellency Jaap de Hoop Scheffer, NATO Secretary General.

The theme of the press conference was this year’s SACT Seminar on “Delivering Transformation”. The one-and-a-half day seminar brought together the senior leadership of NATO to foster relationships and to guide transformational thinking.

Smith opened the press conference with a short statement about NATO’s transformation, its most significant organizational change in NATO’s history. The General stressed that NATO is transforming for the future, and highlighted the importance of the Joint Warfare Centre in this process. Through tailored rehearsals and robust training programs, the Joint Warfare Centre and the Joint Force Training Centre ensure NATO forces can effectively respond to crises prior to engagement in contingency operations.
ACT participates in RUSI conference

LONDON, England -- With the support of Allied Command Transformation, the Royal United Services Institute hosted a NATO transformation conference July 20-21 in London.

The conference brought together representatives from NATO, military leaders, academia, government and industry to focus on NATO’s key issues, and was endorsed by NATO headquarters as a significant milestone on the way to the Riga summit later this year.

The event addressed the full range of issues associated with transformation – the NATO Response Force, effects-based planning, operations in Afghanistan, how the Alliance has met capability requirements since the 2002 Prague Summit, the Alliance’s political development and public image, and future priorities.

During his address to the conference, Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith said there are challenges facing NATO’s abilities to meet certain expectations.

“Transformation is a process that all nations will handle differently, but it is a process that will be continuous and ongoing,” Smith said. “The Alliance needs the capability to operate globally and that’s the capability we are trying to achieve.”

SACT visits NTM-I training site

BAGHDAD, Iraq -- Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith met with the Iraqi minister of defence during his recent tour of NATO Training Mission-Iraq to meet with senior Iraqi and coalition officers.

While touring the Baghdad facilities, Smith met with Minister of Defence Abdul-Quader Mohammed Jasim al-Obeidi July 17 to discuss the training and equipment needs of the Iraqi Security Forces.

Iraqi Training and Doctrine Command officially opens

BAGHDAD, Iraq -- The Iraqi Training and Doctrine Command officially opened in a watershed ceremony at the Cultural Centre Compound in Baghdad July 25.

At the ceremony U.S. Army Lt. Gen. Martin E. Dempsey, commander NATO Training Mission – Iraq, granted ITDC Staff the initial operational capability, which states that the ITDC has sufficient resources to carry out its work.

This is an important milestone in the development of the ITDC, which is now well under way to achieving its function of organizing and directing general training for the Iraqi Security Forces. The aim is that the ITDC receives full operational capability by July 2007.

Subordinate organizations such as the Iraqi Tactical Doctrine Centre and the Iraqi Lessons Learned Centre have already achieved FOC and the Iraqi Defence Language Institute recently graduated its first students and will achieve FOC by the end of 2006.

ACT strives to implement transformation through CMF

NORFOLK, Va. – Allied Command Transformation was created in June 2003 as NATO’s forcing agent for change, helping NATO nations transform their militaries to meet the changing threats of a new global security environment.

But how does ACT actually go about changing NATO?

ACT personnel assess the strategic environments facing NATO military forces; identify the need for new capabilities to adapt to those environments, and work to develop possible solutions. This daunting task never ends, as planners find themselves constantly forced to adapt to new situations.

Each NATO nation has its own process for developing new capabilities. NATO as an organisation also has processes of its own. When 26 different nations research multiple solutions to varied capability gaps, ACT’s task of coordinating and guiding transformation goes from daunting to nearly impossible.

To facilitate this process, ACT developed the Capability Management Framework concept, which aims to bring together disparate ways of doing business into a coherent system.

“The way we will define capability requirements will be through the Capability Development Process, which is based on the framework of the CMF,” said Spanish Army Maj. Gen. Angel Guinea, assistant to the Chief of Staff for capabilities. “Everyone in ACT will be working in that framework. A better understanding of the framework will help us focus on transformation.”

SACT sailors receive awards for halting flood

NORFOLK, Va. — Two U.S. Navy petty officers assigned to Allied Command Transformation headquarters received Joint Service Achievement Medals during an all hands call at the Joint Forces Staff College July 27.

U.S. Navy Petty Officer 1st Class Raymond Hopkins and U.S. Navy Petty Officer 2nd Class Thomas Helms received the medals from NATO’s Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith for their rapid response in stopping a potentially costly flood in the headquarters basement.

According to the citation, Hopkins, a Seabee assigned to ACT’s Maintenance Department, and Helms, of the ACT Staff Mess, secured a leaking pipe which could have caused more than $50,000 dollars in damage. They were awarded for their troubleshooting skills and attention to detail.
Clusters of Staff Conference held

NORFOLK, VA. -- Chiefs of Staff from Headquarters, Supreme Allied Command Transformation, three of ACT’s element commands, all three NATO Joint Force Commands and Supreme Headquarters Allied Powers Europe met at HQ SACT Sept. 26 and 27 for a conference aimed at further strengthening the relationship between operators in the field and the strategic command responsible for ensuring these troops are operating with the best available technology and capabilities.

Supreme Allied Commander Transformation Chief of Staff Lt. Gen. Michel Maisonneuve, Canadian Forces, said this conference had one specific goal.

“We decided it would be very important for ACT to have a specific and direct relationship with the three Joint Force Commands because they are one of our two main customers,” Maisonneuve said. “We wanted to meet with the operators from the three JFCs to ensure that they and we are on the same net as to what ACT is doing and how we expect to be supporting operations, as well as to get feedback as to whether we are doing a good enough job of that and whether they have ideas as to what areas we should be pursuing. It was critical to have SHAPE, our other main customer, represented here as well to talk about operational issues.”

Maisonneuve said the meeting’s outcome helped strengthen the foundation of continuous and direct dialogue between all involved.

ACT Reserve units discuss future force structure

NORFOLK, Va. Commanding officers from all 12 Allied Command Transformation U.S. Navy Reserve units gathered at ACT headquarters Sept. 22-23 to receive their Commander’s guidance and lay out the plan for the upcoming year. They also shared best practices and lessons learned from the past year in supporting NATO’s transformation and operations.

During the symposium, ACT Deputy Chief of Staff for Transformation U.S. Air Force Lt. Gen. James Soligan focused on the way ahead for ACT Reserve Forces.

A major change Soligan talked about was transforming ACT’s current Navy-only Reserve program to one that provides joint support from all services. He said it makes sense to broaden the pool of expertise joint support would offer in order to provide greater mission success in areas other than just maritime.

“Reserves play a critical role in the Alliance based on their civilian skill sets, the continuity they provide in manning certain areas, plus their military subject matter expertise and experience,” Soligan said. “By incorporating other services, we can more appropriately align these valuable skills with operational missions within NATO, to include working with and supporting the Joint Force Commands in Europe. This will require our reserve program to change.”

Soligan also said ACT is inviting Reserve programs in other nations to further this initiative and bring their national and service expertise to the effort - and some Alliance nations have already expressed a preliminary interest in supporting this Reserve initiative, including the Netherlands and Canada.

ACT hosts Chiefs of Staff of Transformation Conference

NORFOLK, Va. -- The first-of-its-kind NATO Chiefs of Staff of Transformation Conference held at Headquarters, Supreme Allied Commander Transformation came to a close Sept. 13.

Leaders from 25 of the 26 Alliance member nations met at ACT to discuss topics related to the conference theme of “Moving Forward Together,” an apt title for a conference designed to establish collective transformation efforts throughout NATO.

The conference began the evening of Sept. 11 with welcoming remarks by NATO’s Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith.

“I think this is a great opportunity to get bright minds together and talk about issues that face the Alliance,” Smith said. “I’d say the most important thing about transforming the force is about changing cultures and mindsets and being open to change.”

The following two days were comprised of a series of keynote speakers and panelists who discussed such topics as interoperability, future capabilities, defense planning, joint education and training, concept development, and experimentation.

U.S. Air Force Lt. Gen. James Soligan, ACT’s deputy chief of staff for transformation, stressed three key topics during the conference. He talked about the importance of sharing best practises, creating ways to improve interoperability through better communication and networking and how to improve capability development in support of NATO operations.

ACT marks third anniversary

NORFOLK, Va. -- NATO’s strategic command responsible for leading Alliance transformation marked its third anniversary today with a series of special events. Allied Command Transformation was established on June 19, 2003, on the same day Allied Command Atlantic was stood down after 50 years.

When the former naval headquarters closed its doors three years ago, there were some 300 personnel from several of the Alliance’s then 19 member nations. Today, the headquarters has grown to more than 650 personnel from 24 of NATO’s now 26 nations, with several hundred more personnel serving in newly established subordinate commands across Europe.

The day began with a media breakfast attended by several journalists from the Norfolk area. U.S. Air Force Gen. Lance L. Smith talked about the roots of NATO’s desire to transform from a static, regional alliance during the Cold War, to a new mobile Alliance with global reach.

“That is what has really been the huge transformation that has occurred within NATO. It’s a change of culture, a change of infrastructure, a change in how you go about doing business. And our role in that is to try and build a roadmap,” said Smith. This is also a big change for a command whose job it was to “stop the bad guys from sinking ships out in the Atlantic.”
Industry Day held in Paris

PARIS, France -- More than 200 NATO and industry leaders gathered today in Paris to discuss the way ahead for the partnership in the face of a challenging strategic environment placing new demands on NATO operational forces.

Mr. Philippe Marland, France’s vice minister of defense, was joined by U.S. Air Force Gen. Lance L. Smith, strategic commander for NATO transformation, and Ambassador Minuto Rizzo, NATO deputy secretary general, in welcoming participants to this year’s event. All stressed the critical nature of the NATO and industry partnership and the need for the development of collaborative, mutually beneficial partnerships to advance NATO’s military transformation.

A sense of urgency was expressed by Smith during his comments in session one, “Transformation: a driver for facing strategic challenges,” as he emphasized the need for improved capabilities enabling quicker, more reliable means for the NATO operator to get inside the mind of today’s adversary. Through processes that turn concepts into capabilities quickly and support interoperability between NATO nations, he stated, the Alliance is best poised to put forces rapidly into theatre that can work seamlessly with each other from the beginning.

Smith was followed by German Army Gen. Gerhard Back, Commander, Joint Forces Command Brunssum, who presented his view on the challenges placed by NATO forces in today’s operational environment and the associated impact of these new demands on force requirements.

Industry leader Denis Ranque, Thales chief executive officer, and Smith sat down with Paris-based reporters immediately following for a round-table discussion about what industry and NATO need from each to best achieve the common goal of support to the NATO operator. Both expressed their commitment to this important partnership and to working together to achieve common goals.

ACT staff returns from NTM-I

NORFOLK, Va. -- Three members of Allied Command Transformation recently returned from a tour working with NATO Training Mission-Iraq, a two-year old endeavour helping to ensure Iraqi military leadership is trained and prepared at the strategic level.

U.S. Navy Commanders Duane Childress and David Grambo, and Hungarian Army Lt. Col. Jozsef Szpisjak spent months assisting Iraqi senior military and police leadership with the coordination and training of current and future Iraqi officers.

“NATO has a distinct role,” said Grambo, who himself had a distinct and unique role as liaison between NTM-I and coalition forces involved with Iraq training. “NATO was invited by one of the previous prime ministers of the interim government to provide support to Iraqi Security Forces, and has a distinct structure from the rest of the coalition.”

Grambo said NTM-I falls under the command of U.S. Army Lt. Gen. Martin E. Dempsey, who is also the person in charge of the coalition-run, Multi-National Security Transition Command - Iraq.

“The general in charge wears a NATO and coalition hat,” said Grambo, whose time in Iraq was spent as the liaison officer between the two entities. “As NATO, he reports to Joint Forces Command, Naples, Italy. ACT supports this mission through coordinating out-of-country training at NATO or national facilities. We also support the manning of specific posts and mission in-country, with three positions right now on a rotating basis.”

ACT works to enhance civil-military interaction

NORFOLK, Va. -- There are thousands of civil organisations throughout the globe, dedicated to issues as diverse as providing medical care in areas where there is none, to preventing environmental abuses.

These agencies often find themselves operating in the same geographic areas as NATO forces, facing the same difficulties and challenges. Though this could be a source of conflict, Allied Command Transformation personnel are working to improve interaction between civil and military actors in operational areas.

The Enhanced Civil-Military Cooperation Integrated Capability Team is a team of four military personnel working at the Norfolk, Va., strategic headquarters to develop methods and implement training in order to improve NATO’s relationship with these agencies. Italian Army Col. Luciano Trogu leads the ICT.

“What we are trying to do is prepare NATO to face future challenges, so we are trying to improve civil/military interaction,” he said. “In the present fields of operation, you can find thousands of civilian organisations working close to the military. It is impossible to ignore them. In order to achieve good results in a NATO action, we need to understand how to work with the non-NATO actors working in the same environment.”

CD&E experts discuss improved operations

ATHENS, Greece -- During the first day of the Concept Development and Experimentation Conference in Athens, Greece, attendees met to discuss how CD&E can improve current operations and operations in the near future.

This breakout workshop, co-chaired by Allied Command Transformation’s U.K. Army Lt. Col. Nicholas Keen, of the Operational Concept Development Branch, and U.S. Joint Forces Command’s Innovative Group Director Monica Shephard covered six current or recent projects from the two commands, and invited discussion among the attendees as to how the nations should move forward.

Keen opened by introducing ACT’s Coalition Combat Identification program. He added that by developing NATO standards for the device, nations would be able to design and field their own units, with assured interoperability.

“Battlefield identification devices built separately by France, the U.S. and the U.K. by different companies came together for the first time in 2004 and worked instantly together,” he said. “This is because the standards ACT had recommended had been applied when they were built.”
First NATO SCRA visits ACT

NORFOLK, Va. -- The first NATO senior civilian representative in Afghanistan visited Headquarters, Supreme Allied Commander Transformation Nov. 21 to discuss his experiences in stabilisation and reconstruction efforts, as well as his impressions of how to improve military and political interaction in Afghanistan and what support ACT can provide.

The former Turkish foreign minister Hikmet Cetin delivered an hour-long briefing to Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith and staff before taking questions regarding NATO’s operations and reconstruction efforts in Afghanistan.

Cetin, who served as NATO’s senior civilian representative in Afghanistan from Jan. 2004 to Aug. 2006, said that although NATO faces continuing challenges, operations against the Taliban and Afghan insurgents are “winnable,” and there are many positive reconstruction efforts that go relatively unnoticed.

“There should be no doubt about the achievements in regard to the International Security [Assistance] Force in Afghanistan,” Cetin said. “We have to recall the point where we started, which was zero. Most obvious is that there have been two national elections for both president and parliament, more than six million children now attend school including two million girls, and millions of refugees have returned. Hospitals operate alongside hundreds of clinics that are now providing basic health care. For the bulk of Afghans, life is better.”

Decision Wall big hit at Riga Summit exhibition

RIGA, Latvia -- Imagine you are a commander of troops gearing up for the next deployment of the NATO Response Force and you have been outfitted with an information knowledge-sharing device called the Decision Wall. The name itself doesn’t say much, until you actually get a chance to see its many capabilities. NATO delegates, international media and Latvian citizens have the opportunity to see firsthand why ACT’s Decision Wall is a centrepiece of the NATO Summit exhibition at Arena Riga venue which opened Nov. 26.

What appears at first to be nothing more than two huge screens, one projecting an image of Google Earth, a free Internet software application, and the other displaying myriad software applications such as crisis reports, e-mails, press briefings and even a notepad writing function, the user suddenly realises is much more.

These display walls are highly interactive whiteboards, incorporating the functions of a flip chart, TV monitor, multimedia projection, dry erase board, and stereo sound system into one easy-to-use install solution for the classroom, meeting room or command centre.

According to Tracy Cheasley of ACT’s C4 Technology Coordination Branch, a command can greatly benefit from Decision Wall technology. “The wall is a collaboration tool,” said Cheasley. “Leaders can view information they normally see on their PCs. You can view anything from a command operational picture to briefings. The beauty of it is you can quickly move around from different applications.”

The concept of a Decision Desk/Wall was first devised in support of Multinational Experiment (MNE3) conducted in February 2004 in Germany. The Decision Wall was part of an experiment organised by the ACT C4 Technology Coordination Branch to establish C4 experimentation as a required activity during operational exercises. The notion of a “big TV” with powerful situational awareness and collaboration capabilities was used to get the attention of senior decisions makers. That technique worked very well and the Decision Desk/Wall was evaluated and improved during numerous NATO Response Force exercises.

Latvian president, SECGEN look at ACT capabilities

RIGA, Latvia -- It’s not easy for the president of Latvia and the leader of NATO to simultaneously visit ACT in Norfolk. On Tuesday, ACT brought its capabilities to them at the Riga Summit’s exhibition inauguration in Arena Riga.

In attendance were Secretary General Jaap de hoop Scheffer, President of Latvia H.E. Dr. Vaira Vike-Freiberga, Chairman of the Military Committee Canadian Air Force Gen. Raymond Henault, Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith, Assistant Secretary General for Defence Investment Mr. Marshall Billingslea, and Assistant Secretary General for Public Diplomacy Mr. Jean Fournet.

Delivering opening remarks at the inauguration ceremony, the Secretary General thanked the Latvians for their hospitality and commented on how accurately the exhibitors are showcasing NATO’s transformation in pictures and words.

“The exhibition demonstrates very clearly that NATO transformation is much more than a catch phrase,” said the Secretary General. “Over the last few years we have worked very hard to adapt our Alliance to be better able to safeguard our democratic values and our security wherever they are threatened. We have already made valued progress in this adaptation process, and the broad range of displays at this exhibition gives a good insight both into what we have already achieved and the work that is ongoing.”

ACT hosts new course

SHRIVENHAM, United Kingdom -- Allied Command Transformation’s Joint Education and Training branch, in partnership with the Defence Leadership and Management Centre, developed a new NATO senior leadership course to deal with emerging leadership issues and the ever increasing spectrum of leadership required in today’s Alliance senior positions.

The prototype course ran from Nov. 19-24 at the Defence Academy in Shrivenham, United Kingdom, and provided 21 senior NATO officers with numerous lectures from senior leadership specialists as well as a personal and confidential evaluation of their leadership style and behavior. The evaluations were aimed at providing feedback they can use in their operational roles.
ACT reflects on 2006; looks ahead to 2007

NORFOLK, Va. — 2006 was a year of tremendous progress for NATO’s transformation headquarters. It was a year of many “firsts,” as well a year that showcased many of ACT’s efforts in operational settings.

Beginning in late January, ACT began ramping up to take part in Multinational Experiment 4. This experiment showcased NATO’s ability to communicate and react decisively to real-time scenarios through a comprehensive approach to operations.

While experimenting within this framework, through coordinating and integrating all the organisations (civilian, military, government and nongovernmental) in the operational field to influence an adversary’s behaviour, one key discovery was made in how civil organisations can operate at all levels of an operation, even tactical.

“What we have discovered here is that we, in the military, have to engage other organisations in a much more effective way to deliver the requirements of government,” Deputy Supreme Allied Commander Transformation UK Adm. Sir Mark Stanhope said. “A government needs to fully appreciate what it wants to achieve and decide what the military needs to do to assist in that achievement and the military cannot do that alone. We need civilian organisations at the strategic level, as well as working with military units on the ground.”

Shortly after MNE 4 concluded, a first-of-its kind Partnership for Peace conference was held in Skopje, former Yugoslav Republic of Macedonia.

While the NATO Alliance is 26 nations strong, the organisation relies on a great number of other countries to assist in conflicted regions throughout the world. Partnership for Peace was created to break down barriers and to build security through dialogue and co-operation—that process continues through conferences like “Understanding Transformation”. Partner nations like FYROM are already supporting NATO operations in areas like Kosovo, Iraq and Afghanistan. Full story begins Page 18

SACT holds all hands call

NORFOLK, Va.—Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith held an all-hands call at his headquarters Dec. 14 and covered major topics affecting the command, including the results of a recent off-site meeting and the outcome of the Riga Summit. Smith talked about ACT’s top 20 priorities and three strategic goals, which are: support to current operations, the improvement of Alliance capabilities and organisational streamlining to improve mission effectiveness.

“Support to Alliance operations is absolutely critical in what we do, both now and in the future,” Smith said. “Our number one priority is to provide whatever support we can to the soldiers, sailors, airmen and marines in harm’s way. We do that by supporting current operations and developing the capacity and capabilities for future operations. All of these priorities are tied very closely together as we look at our capabilities process to give [the troops] the capabilities they need.”

The results of the Riga Summit tie directly into ACT’s future capabilities development. The summit explicitly addressed the need for continued transformation of the Alliance and the development of enhanced capabilities for the NATO operator.

“Most important was the reassertion that NATO’s transformation is important,” Smith said. “The results raised the bar for transformation of new capabilities.”

The Riga Summit Declaration also supported the concept of the comprehensive approach, known to military planners as effects-based approach to operations. This concept promotes better civilian-military relations.

ACT representatives attend I/ITSEC conference

Allied Command Transformation Joint Education and Training division representatives are participating in the 2006 Interservice/Industry Training, Simulation and Education Conference, in Orlando, Fla., December. 4-7.

The week-long conference, held in Orlando’s Orange County Convention Center, offers attendees the chance to see more than 500 exhibits demonstrating industry’s newest technological developments. It is expected that more than 16,000 will visit the exhibition, with representatives from close to 50 countries and approximately 2,000 foreign visitors.

For ACT representatives, it’s an opportunity to accomplish two tasks during one mission. Five JET members are presenting an ACT display in the conference display area, while five more are attending the conference seminars and panels. ACT’s attendance at this conference is very beneficial to the strategic command’s education and training projects, said Dr. Gokay Sursal, head of the Joint Advanced Distributed Learning and Simulation Section.

ACT participates in Steadfast Jaw 06

NORFOLK, Va. -- Allied Command Transformation’s Joint Experimentation, Exercises and Assessment Branch recently participated in Exercise Steadfast Jaw 06, an exercise designed to evaluate NATO’s Combined Joint Task Force capability to plan, prepare and execute an operation.

The third in a series of “Steadfast” exercises, Jaw was based on a combination of real-world and fictitious geography centred on Cape Verde, Africa. The exercise provided an opportunity to certify the Nuclear, Biological and Chemical Joint Assessment Team for NATO Response Force 8 and confirm that Allied Joint Force Command Brunssum’s component commands will be able to operate in a CJTF-led operation, said Spanish Navy Cmdr. Fernando Martin Paz, an ACT Exercises Branch staff officer.

“The exercise improved interoperability through the integration of the partners in the implementation of the CJTF capability, and enhanced military interoperability by training commanders and staffs in the procedures required to conduct a multinational operation,” he said.
The first NATO Joint CAX Forum

By Dr Erdal Cayirci, CAX Support Branch Chief, SMC4, JWC

STAVANGER, Norway – The First NATO Joint Computer Assisted Exercise Forum (CAX FORUM) was held at NATO’s Joint Warfare Centre in Stavanger, Norway, Sept. 26-29. CAX FORUM focuses on technical issues and operating procedures relating to simulation-based exercise and training support. The Forum’s primary goal is to promote the exchange of information and “best practices” between the staffs of NATO and national simulation centres. It also aims to provide a venue for bridging between JWC and national CAX centres, as well as, among the national CAX centres. This will help not only exchanging ideas but also connecting NATO nations to each other through NATO Education and Training Network.

In CAX FORUM ’06, 105 participants from 21 Alliance nations were present. The main theme of the Forum was NATO distributed CAXs and NETN.

The venue was opened by the Director of JWC, Air Marshal Peter B. Walker from the UK Royal Air Force, and the keynote was given by HQ SACT representative Maj. Gen. Bjorn E. Kristiansen from the Norwegian Air Force. During the Forum, 45 presentations were made in nine sessions. Apart from these one full day tutorial about Joint Multi Resolution Modelling and two half day tutorials about Joint Exercise Management Module and ORBAT Editor were provided by US Joint Warfighting Center, JWC and NC3A respectively.

ISAF X MRE: 1st training event with a composite headquarters

ISAF Mission Rehearsal Exercise at JWC is NATO’s most advanced, effective and efficient operational level training

By Inci Kucukaksoy, JWC PIO and Maj Jo Ydstie, JFC Brunssum PIO

NATO’s Joint Warfare Centre conducted ISAF X Composite Headquarters Mission Rehearsal Exercise from 9-19 October 2006 at its Ulsnes Training Facility.

Joint Warfare Centre is executing this training event in support of the ISAF mission. ISAF’s primary role is to support the Government of Afghanistan in providing and maintaining a secure environment in order to facilitate the re-building of Afghanistan. JWC’s Mission Rehearsal Training has continually evolved and has been recognized as an excellent preparation exercise for the ISAF mission. Joint Warfare Centre conducted its last ISAF MRE for the NATO Allied Rapid Reaction Corps in March 2006.

NATO’s ARRC, which currently leads ISAF until February 2007, was the last ISAF Headquarters to deploy under the “core headquarters” model. All previous ISAF headquarters’ were manned after this core model, which indicates that the bulk of the headquarters would come from one source for a certain period of time, with some augmentees filling the remaining positions.

In order to increase situational awareness and bring greater stability to the Afghanistan mission, NATO has decided to change from current system to “composite” format. This kind of headquarters with a number of countries participating where they do not rotate simultaneously will add stability, increase continuity and enable nations to play a stronger role within a multinational structure.

ISAF X marks the first time that the headquarters is manned after the composite model. In this model, the nations have bid for the various posts and are then responsible for manning them over years. There will be an element from a standing headquarters, but this will be only about 15% of the ISAF Headquarters’ manpower.

A new transformational tool: ‘Enabler 07’

By Adrian CM Williamson
Experimentation Analyst
Joint Warfare Centre, Capability Development Division

March 2007 will witness a new event in JWC’s busy schedule: the Stand-Alone Experimentation Event ‘Enabler 07’.

The aims of Enabler 07 are to directly support capability implementation and concept development as well as to provide a venue to “train the trainers” on new concepts and capabilities. This event will also assist NATO’s operational arm by exposing new concepts and capabilities to joint forces commanders and will also provide De-risk experimentation for the NATO Steadfast series of exercises by exploring experimentation options to ensure future experimentation has minimal impact on the actual exercises.

In addition, there is an important internal JWC objective. Enabler 07 will be utilised to hone processes for stand-alone events and to shape the design of the NATO Joint Battle Lab to be developed at JWC in 2009.

Enabler has strong benefits outside experimentation. It allows new and evolving capabilities to be exposed to JWC divisions to help ‘train the trainers’ in advance of Exercises Steadfast Jackpot and Jaw. Of critical importance, it also allows the joint commands and joint forces commands to keep up to speed with these developments to reduce the learning curve when such capabilities are operationalised. In Enabler 07, they will be exposed to the Joint Common Operational Picture / Joint Situational Awareness capability which is to become operational in 2007 and to the related Recognised Civil-Military picture. They will also be exposed to developments in effects-based approach to operations, time sensitive targeting, counter IED and intelligence reachback, not all of which will include specific experimentation.
NATO Military Budget Committee visits JFTC

Joint Force Training Centre hosts JJJ Conference

New deputy director at Joint Force Training Centre

Joint Force Training Centre conducts course for Iraqi officers

JFTC holds change-of-command ceremony

Approximately 65 generals, staff officers and NATO civilians from the Joint Warfare Centre, Joint Force Training Centre and the Joint Analysis and Lessons Learned Centre came to Bydgoszcz – most of them for their first time – to participate in the JJJ Conference. Many other NATO Headquarters were also represented at the conference, which took place Nov. 7 and 8 and was organised in cooperation between the JWC and the JFTC under the lead of the two Directors, Air Marshal Peter Walker from JWC and Maj. Gen. Peter Kühnel from JFTC.

Main subject of various briefings, workshops and discussions was the transformation of NATO and the coordinated contributions the three Centres are able to deliver. As the three Centres are located in different European countries the close co-ordination of specific topics in the Programme of Work of the Centres was an important part of the conference as well as the synchronization of the way ahead.

NATO Military Budget Committee visits JFTC

For the first time, the NATO Military Budget Committee visited JFTC. JFTC Director Maj Gen Peter Kühnel, welcomed the members of the Committee.

The committee members were informed about JFTC in three briefings. The first briefing contained general information about the Centre and defined its primary mission and roles. In the second briefing, information about the training activities of the Centre in the past and in the coming year was provided. The third briefing was about the capabilities the Centre will have, when the new facilities are in use.


During the ceremony, Smith said that this change of command marks another key point along the continuum of NATO transformation. “Since the Joint Force Training Centre was established, Major General Kühnel has commanded it with skill and ingenuity, and done so during an extraordinarily dynamic period in NATO history,” Smith said. “For nearly two and a half years, Major General Kühnel and the JFTC team built up an entirely new NATO entity literally from scratch. Under Major General Kühnel’s leadership, he and the team have gone from zero manning to taking on full training responsibilities of a tactical headquarters.”

In his farewell speech, Kühnel said it has been a privilege for him to work under Smith’s leadership, direction and guidance, as well as that of UK Air Force Air Marshal Peter Walker, the director of the Joint Warfare Centre in Stavanger, Norway.

Twenty three Iraqi lieutenant colonels and majors participated in a first-of-its kind course conducted by the JFTC.

The course, which ran from Dec. 4-15 was conducted in the overall framework of the NATO Training Mission - Iraq.

The course, Exercise Planning, introduced the students to NATO exercise concepts and processes, the planning and development of exercise stages, the support of exercises and the execution of exercises were given to the course participants.

The course did not only consist of theoretical lessons but also in practical work for the participants in different syndicates. Since the course participants have been in Poland for the first time, some cultural activities like visits to the cities Torun and Malbork, to the JFTC. JFTC Director Maj Gen Peter Kühnel, welcomed the two Directors, Air Marshal Peter Walker from JWC and Maj. Gen. Agner Rokos during a change of command ceremony held Nov. 30.

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Kühnel stressed that his support, especially in dealing with the Polish authorities, had been a great help.

To express his gratitude, he awarded Buk with a Certificate of Appreciation and wished him all the best for his mission to Afghanistan.

Kühnel welcomed Wiśniewski as the new deputy and wished him the best of luck for his new and challenging task.

Photo: JFTC


Photo: JFTC
NURC’s SCNR elect new chairman

The NATO Undersea Research Centre’s Scientific Committee of National Representatives (SCNR) elected Dr Dirk Tielbuerger, the national representative from Germany, as Chairman during the 89th SCNR Meeting in La Spezia on 18 October 2006. Dr Tielbuerger, Acting Director of FWG (Forschungsanstalt der Bundeswehr fuer Wasserschall und Geophysik - Federal Armed Forces Underwater Acoustics and Marine Geophysics Research Institute), replaces RAdm Nazim Cubukcu, national representative from Turkey who retired earlier this year. The SCNR also elected Mr Elling Tveit, the national representative for Norway as Vice-Chairman. Mr Tveit is Director of Research at the Norwegian Defence Research Establishment (FFI), Maritime Systems Division.

The SCNR provides scientific guidance to the Centre and the Supreme Allied Commander Transformation (SACT). In particular, the SCNR reviews the current and projected Scientific Programme of Work, provides assistance and advice on matters related to the Centre’s research, proposes new research activity on behalf of their nations, and ensures that related information and knowledge in their respective nations is made known to the Centre. The SCNR meets twice a year in a joint session with HQ SACT, normally in the spring and the fall. Representatives from 4 new nations, Estonia, Latvia, Romania and Slovenia, attended the fall 2006 meeting for the first time.

NURC takes part in exhibition during Riga summit

RIGA, Latvia—Dr. Edoardo Bovio, a scientist with the NATO Undersea Research Centre in La Spezia, Italy, discusses with Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith and U.S. Sen. Jeff Sessions (R-Alabama) the capabilities of the off-the-shelf autonomous underwater vehicle during a visit to the Arena Riga Exhibition site Nov. 29.

Because the AUV can function without tethers, cables, or remote control, it has a multitude of applications in oceanography, environmental monitoring, and underwater resource studies.

“The AUV has a mature technology that provides an easily deployable and cost effective survey capability of ports and harbors,” said Bovio. “It is both cheaper and faster than using a ship or divers, and is a valuable asset for countries which do not have Mine Counter Measures ships. It was recently used to detect mines in the harbour of Tallinn, Estonia, during Exercise Open Spirit.”

FAF06 sea trial starts 16 June 2006

The NATO Undersea Research Centre Focused Acoustic Fields (FAF) 06 sea trial is scheduled to run from 16 June to 11 July 2006. The trial will conduct a variety of environmental acoustics studies in the Tyrrhenian Sea. Participants in FAF06 include L’Università degli Studi di Pisa, Dipartimento di Biologia, the Massachusetts Institute of Technology, Scripps Institution of Oceanography, the US Naval Research Laboratory and NURC. The trial involves both NURC research vessels, the Alliance and the Leonardo.

The Leonardo will conduct various environmental measurements in the waters surrounding Pianosa Island, operating in areas where the water is deeper than 5 m. These measurements are useful in understanding the relationship between underwater acoustic ambient noise and sound propagation. The measurements will also be used to create a high resolution bathymetric map of the sea bottom used to evaluate natural changes of seafloor plant life and sediments. The Alliance, operating in water deeper than 40 m outside of the Pianosa park boundary, will be involved in an experiment with the Leonardo to evaluate the effects of environmental acoustics on modern digital communication methods when implemented under water. Another group of scientists will compare oceanography data from satellites with real-time in-situ environmental data in a ground truth exercise as part of NURC’s Rapid Environmental Assessment Project. Both ships will also be monitoring and collecting acoustic data related to the behaviour of marine mammals, their vocalizations and sensitivity to noise sources as part of the Marine Mammal Risk Mitigation Project.

DART06 Field Trial to begin in March 2006

The ‘Dynamics of the Adriatic in Real-Time’ (DART06) field trial is a multi-disciplinary scientific field programme that will investigate real-time observational and modelling capabilities in the Adriatic Sea. The trial hopes to produce a comprehensive dataset of oceanographic and atmospheric properties of the Adriatic Sea in order to improve ocean and atmospheric models.

Scientists from 35 different research institutes (from 10 NATO nations, including Italy) will collaborate to gather a broad suite of oceanographic and atmospheric measurements and run models aboard the NURC Research Vessel Alliance.

During the research trial, meteorological, wave and ocean models of different resolutions will be compared with real-time local observations taken by oceanographic buoys and moorings around the Gargano Peninsula and in the Gulf of Manfredonia on the East coast of Italy. These large scale and fine scale oceanographic surveys will be used to produce more accurate atmospheric and oceanographic models. These models will be used to better understand air-sea interactions in the region, so as to improve weather forecasting.
NATO School instructs Iraqi Security Force officials

OBERAMMERGAU, Germany - Forty seven students from Iraq's security forces were at the NATO School from 18 to 29 September 2006 as part of NATO's Training Mission in Iraq. These students participated in the Operational Education Course and discussed a wide range of operational issues. NATO-sponsored out-of-country training started in November 2004 when 19 Iraqis underwent key leader training at the Joint Warfare Centre in Stavanger, Norway, and another three joined regular classes here at the NATO School where, to date, 298 more Iraqi students have been trained. “We are pleased to have the opportunity to work with Iraqi security personnel. Given our vast experience working with many different nations, we are well prepared to integrate these Iraqi officers into our courses,” said Colonel James J. Tabak, the School commandant.

The Iraqis received instruction on working in national and joint operations centres, and on working in a NATO-led multinational headquarters conducting peace support operations. The language of instruction was English and translation support was available as needed. “We would like to extend our deepest thanks and gratitude for the training provided by the NATO School,” the senior Iraqi in the delegation said shortly before the group departed. He works for the Iraqi Ministry of Interior. “The training we received proved the truthfulness of NATO's treaty strategies towards nations participating in Peace Support Operations and in the fight against terrorism, to approach a free Iraq”, he concluded. Another Iraqi senior official, who works at the Iraqi Ministry of Defence, added: “We would like to express our special thanks to the NATO School for training the Iraqi Security Forces both on the tactical and strategic level in order to help Iraq regain its place amongst other nations living in peace.”

First ISAF PRT pre-deployment course at NATO School

OBERAMMERGAU, Germany - The NATO School has successfully conducted the first International Security Assistance Force (ISAF) Provincial Reconstruction Team (PRT) Pre Deployment Course from Sept. 18 - 22. Fifty students from 20 nations attended the course. The course attracted junior officers, senior officers, and civilians. The aim of this course is to provide common knowledge and understanding of the ISAF mission to personnel dealing with PRTs and to harmonize structures within the NATO chain of command. Thus it is designed to prepare future NATO/ISAF personnel for their forthcoming deployments to Afghanistan.

This pilot course was run by experts from Joint Forces Command Brunssum as well as from Head Quarters ISAF. Subject matter experts from NATO Head Quaters, Allied Command Transformation, ISAF, JFC Brunssum, Allied Land Component Command, Allied Air Component Command, United Nations Assistance Mission Agency, and Combined Allied Forces Command contributed to this course with lectures and panel discussions.

NATO School METT visits Algeria Air Defence School

REGHAIA, Algeria - At the request of Algeria’s Ministry of Defence, the NATO School conducted a training mission at the Air Defence School in Réghaia May 13 through 17 to provide the latest information about NATO’s policy, doctrine and ongoing operations.

More than 40 officers from the Algerian Popular National Army, to include the army, air force, air defence, navy and gendarmerie attended the training.

On the first day of the training session, Chief of the Department for Operations and Mediterranean Dialogue nations and NATO invited nations, such as Argentina.

In his welcome remarks, the Deputy Dean of Academics said he was honoured to welcome two senior officers from Pakistan. NATO invited Pakistan to send students to the NATO School and other NATO training facilities in 2005 to enhance cooperation with Pakistan in view of the mutually shared experience of civil emergency in the earthquake relief effort in 2005.

Subject matter experts from NATO Headquarters, the European Union, the United Nations Department of Peace Keeping Operations, the Norwegian Refugee Council and the Organisation for Coordination of Humanitarian Affairs contributed to this course with lectures and panel discussions.

Training Gen. Amar Amrani welcomed the members of the NATO School Mobile Education and Training Team.

In his opening remarks Amrani mentioned the importance of confidence building and cooperation between NATO and its Mediterranean partners.

After Amrani’s opening remarks, the NATO School Director Military Cooperation Branch Hungarian Air Force Col. András Ujj said the NATO School did not come to instruct but to share information and promote understanding amongst the Algerian students.

The training programme comprised a broad selection of general NATO information lectures. These lectures were given by members of the NATO School faculty and other subject matter experts from various NATO agencies.

The NATO School plays a key role in the operational education and training of officers, noncommissioned officers and civilians from NATO, Partnership for Peace, Mediterranean Dialogue and other nations.
BSC: What’s your grade?

You may have seen the Balanced Scorecard pamphlets some months ago outside the HQ SACT quarterdeck. Although there was a high level of participation in the past, not all of the information was measurable and was too open for subjective interpretation. As a result, many in ACT’s echelon of leadership did not receive the feedback they were looking for due to incomparable data. As the command moves forward into 2007, it’s time to re-examine this important tool and help ACT meet its goals for this year and beyond.

The BSC is a performance measurement system, initially introduced to ACT following a directive from the Deputy Supreme Allied Commander Transformation UK Navy Adm. Sir Mark Stanhope under the lead of the Chief of Staff Canadian Forces Gen. Michel Maisonneuve in 2004. It’s a tool used to translate high-level Alliance and command strategy into down-to-earth operational objectives. These objectives make day-to-day staff work understandable and connect it to high-level NATO strategic objectives.

ACT has begun to focus more on developing capabilities to help current operations and operations in the near future. This focus has affected the NTG approach as well. The group has developed a system for trying concepts under development in operational environments, offering a reality check much earlier in the process than before.

“The experimental tactic system allows something that’s not yet mature to be sent to front-line forces for them to try, so they have an idea of what they’re developing,” Shelford added. “If it doesn’t work, they can scrap it, but if it does work, then it’s already on the front lines. That was extremely well received in the Alliance.”

Some of the capabilities developed through this process during 2006 were counter-improvised explosive device techniques and riot control strategies. As the new year begins, the training group looks forward to creating a handbook for operations in urban environments, as well as working to enhance air-to-ground integration.

“We’re developing a number of different initiatives,” he added. “For example, we’re working to enhance air to ground integration, in order to prevent blue on blue incidents. We’re trying to get a better understanding of why they happen. While some areas may be solved with technology, there are some areas where the solution is with training, and that’s where the NTG comes in.”

As new capabilities are developed in the individual nations and through NATO, units must be properly trained to use these capabilities efficiently. The NTG is uniquely well suited for this task, as it is made up of sea, land and air components. The group can develop training that integrates the separate components into a joint, interoperable force, said Shelford.

“Jointness is key in Alliance operations,” he added. “Not only do we have to work in a combined arms environment within the land piece, we have to work in a joint environment connected to the air and maritime. If that’s not hard enough, we have to hook into Allies and make sure we’re all working off the same piece of music. The NTG significantly helps that by its structure.”

Combining their joint nature with their role as an essential conduit for information to and from the nations in the Alliance, as well as many nations working with NATO, the NTG is a powerful tool to help ACT achieve its transformational goals.

NTG: conduit of transformation

By U.S. Navy Petty Officer 2nd Class Tyce Veld

NORFOLK, Va. – Three years after transferring from the NATO Military Committee to Allied Command Transformation, the NATO Training Group has hit its stride as a conduit for sharing information and expertise between Alliance and partner nations.

The NTG was originally formed in 1970 as the EURO/NA TO Training Group, run at first by Germany, and then transferred in 1999 to the NATO headquarters. Following the Prague Summit in 2002, it was agreed that the NTG would be transferred to ACT, said U.K. Army Lt. Col. Mark Shelford, Staff Officer for the NTG Army Subgroup at ACT.

“Transformation and training go hand-in-hand, therefore the synergy of having the NTG at ACT made sense,” he added. “However, ACT doesn’t own the NTG; the nations own it. We are just the custodians here.”

NTG’s mission aligns closely to ACT’s mission of transforming NATO’s military from a static, reactionary force to a proactive, expeditionary unit. Training plays a key role in this transformation, and the training group helps this process by channeling the expertise available throughout the Alliance and the nations, said Shelford.

“It’s fair to say that NTG has a significant impact on NATO, by bringing together best practices in training between Alliance nations and allied nations,” he added. “Also, because of the number of coalition operations that we do, not only with partners, but also outside nations, such as Australia and New Zealand, they have also come into the NTG recently. Interoperability is spreading through a network between the Alliance and coalition forces.”

Not only does the group generate NATO standards to help nations develop units and capabilities that are compatible with other Alliance units, but it relies on information available from the many nations involved in developing these standards. The NTG helps maintain this flow of information, said Shelford.

“It’s a two way street,” he added. “We’ve seen how NATO can help the individual nations, but equally, the nations help NATO, because they spread their best practices. NTG is a conduit to allow that to happen.”
NORFOLK, Va. — 2006 was a year of tremendous progress for NATO’s transformation headquarters. It was a year of many “firsts,” as well a year that showcased many of ACT’s efforts in operational settings.

Beginning in late January, ACT began ramping up to take part in Multinational Experiment 4. This experiment showcased NATO’s ability to communicate and react decisively to real-time scenarios through a comprehensive approach to operations.

While experimenting within this framework, through coordinating and integrating all the organisations (civilian, military, government and nongovernmental) in the operational field to influence an adversary’s behaviour, one key discovery was made in how civil organisations can operate at all levels of an operation, even tactical.

“What we have discovered here is that we, in the military, have to engage other organisations in a much more effective way to deliver the requirements of government,” Deputy Supreme Allied Commander Transformation UK Adm. Sir Mark Stanhope said. “A government needs to fully appreciate what it wants to achieve and decide what the military needs to do to assist in that achievement and the military cannot do that alone. We need civilian organisations at the strategic level, as well as working with military units on the ground.”

Shortly after MNE 4 concluded, a first-of-its kind Partnership for Peace conference was held in Skopje, former Yugoslav Republic of Macedonia.

While the NATO Alliance is 26 nations strong, the organisation relies on a great number of other countries to assist in conflicted regions throughout the world. Partnership for Peace was created to break down barriers and to build security through dialogue and co-operation— that process continues through conferences like “Understanding Transformation”. Partner nations like FYROM are already supporting NATO operations in areas like Kosovo, Iraq and Afghanistan.

NATO’s Assistant Secretary General for Defence, Policy and Planning John Colston spoke on the topic of NATO transformation and the role of Partner nations.

“NATO and its Partners are working to confront threats to our security on an increasingly global scale,” Colston said. “We have to recognise [these threats] know no borders. Only sustained efforts by the international community can promote peace and stability, create a solid basis for democracy, and economic growth.”

Every April ACT annually celebrates Norfolk’s International Azalea Festival. The 2006 Canadian-hosted event was a bit different in that Canadian hockey great Wayne Gretzky’s daughter, Paulina, was Queen Azalea.

The week of Norfolk’s International Azalea Festival is one of parades, ceremonies and family activities. While this annual event is one of celebration, it also allows members of the international military community and academia to meet and discuss serious topics.

This year’s festival included a one-day symposium entitled “Meeting the challenges of the 21st Century,” sponsored by Old Dominion University, and hosted by NATO’s Allied Command Transformation and the Canadian Embassy.

The event’s keynote speaker, former Canadian Ambassador Dr. Paul Heinbecker, set the tone for several panel discussions held throughout the remainder of the day.

“NATO transformation is happening in a very difficult environment because of factors within the Alliance and external to the Alliance,” Heinbecker said. “The external factors are obvious — cultural resentment, the failure of states, such as Darfur and Afghanistan, and the dangers they present to their own citizens. Internally, there is the inadequate response of multilateral organisations, including NATO itself. There are disagreements on controlling weapons of mass destruction, especially nuclear weapons. There are also disagreements on effective responses to terrorism. These internal factors are going to be a lot harder to deal with. Complicating Alliance transformation are two linked challenges: the absence of consensus in the world about common danger and the absence of consensus about what the roles of NATO and the European Union need to be.”

Some of the challenges discussed during the symposium were met head on in June when the NATO Response Force was put to the test on the remote African island nation of Cape Verde.

More than 7,000 NATO troops, members of the NATO Response Force deployed to Cape Verde for Exercise Steadfast Jaguar, their first live-fire exercise.

U.S. Navy Cmdr. Eric Jabs, the ACT exercise officer for Jaguar, said ACT had four distinct roles to perform for the exercise.

“ACT was there to perform experiments ranging from radar perimeter security to wastewater purification,” he said. “We also provided senior mentors to the Cape Verdean leadership, tracked analysis for lessons learned and provided a deployed
2006  
Continued from page 18

Navy Reserve component.”

The NRF is one of the key factors in the dramatic NATO transformation, which began after the Sept. 11 attacks and prompted by the Prague Summit of 2002.

The importance of the NRF, which was recently declared as fully operational, was explained by Supreme Allied Commander Transformation U.S. Air Force Gen. Lance L. Smith.

“Clearly its primary focus is to be the military arm of the Alliance should we have to resort to the use of military,” Smith said. “At the same time, it is the primary vehicle of transformation within the Alliance. The NRF is the vehicle for where we will develop the technologies to work together, as well as tactics and procedures. All of this goes into building a cohesive force that can rapidly respond in time of war.” As summer turned to fall, ACT hosted several major conferences.

The first-of-its-kind Chiefs of Transformation Conference was held in early September. Hosted by ACT Deputy Chief of Staff for Transformation U.S. Air Force Lt. Gen. James Soligan, the conference was a way to further establish important ties with all of the member nations to better coordinate collective transformation efforts.

“The nations created ACT to help guide and accelerate Alliance transformation. And we are doing this by developing new concepts, by gathering and sharing lessons learned on NATO operations, by advising the nations on defence planning, and by training battle staffs before they head to Afghanistan or other NATO-led operations,” said Soligan. “We bring additional value to the Alliance and the nations by building networks of subject matter experts and creating venues like this conference where we can share best practises and highlight the work of leading nations.”

Later that month, two more major conferences were held at ACT headquarters. Commanding officers from all 12 Allied Command Transformation U.S. Navy Reserve units met Sept. 22-23 to receive their commander’s guidance and lay out the plan for the upcoming year. They also shared best practices and lessons learned from the past year in supporting NATO’s transformation and operations.

Following the Reserve conference, Chiefs of Staff from Headquarters, Supreme Allied Command Transformation, three of ACT’s element commands, all three NATO Joint Force Commands and Supreme Headquarters Allied Powers Europe met at HQ SACT Sept. 26 and 27 for a conference aimed at further strengthening the relationship between operators in the field and the strategic command responsible for ensuring these troops are operating with the best available technology and capabilities.

Supreme Allied Commander Transformation Chief of Staff Lt. Gen. Michel Maisonneuve, Canadian Forces, said this conference had one specific goal.

“We decided it would be very important for ACT to have a specific and direct relationship with the three Joint Force Commands because they are one of our two main customers,” Maisonneuve said. “We wanted to meet with the operators from the three JFCs to ensure that they and we are on the same net as to what ACT is doing and how we expect to be supporting operations, as well as to get feedback as to whether we are doing a good enough job of that and whether they have ideas as to what areas we should be pursuing. It was critical to have SHAPE, our other main customer, represented here as well to talk about operational issues.”

In October, more than 200 NATO and industry leaders gathered today in Paris for the annual Industry Day Conference to discuss the way ahead for the partnership in the face of a challenging strategic environment placing new demands on NATO operational forces.

A sense of urgency was expressed by Gen. Smith during his comments in session one, “Transformation: a driver for facing strategic challenges,” as he emphasized the need for improved capabilities enabling quicker, more reliable means for the NATO operator to get inside the mind of today’s adversary. Through processes that turn concepts into capabilities quickly and support interoperability between NATO nations, he stated, the Alliance is best poised to put forces rapidly into theatre that can work seamlessly with each other from the beginning.

To further meet NATO’s demands for greater capabilities and interoperability, representatives from 35 nations met in Athens, Greece, Oct. 31 for the sixth annual, two-day Concept Development and Experimentation Conference, focussing on the theme of “The Past, Present and Future Contributions of Concept Development and Experimentation,” jointly hosted
## 54th Azalea Festival schedule of events

All events are located in Norfolk, Va. For more information, visit [http://www.azaleafestival.org/](http://www.azaleafestival.org/)

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scotch tasting and silent auction</td>
<td>January 29</td>
<td>Hollywood's</td>
</tr>
<tr>
<td>Bollywood’s</td>
<td>April 13</td>
<td>Jamestown Symposium</td>
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<tr>
<td>Azalea Festival kick-off</td>
<td>February 9</td>
<td>Velvet 5 Oceans race</td>
</tr>
<tr>
<td>Chrysler Museum</td>
<td>April 15</td>
<td>Queen’s fashion show &amp; luncheon</td>
</tr>
<tr>
<td>British film festival</td>
<td>March 9</td>
<td>Hampton Roads harbour</td>
</tr>
<tr>
<td>NARO Theatre</td>
<td>April 16</td>
<td>International Tattoo</td>
</tr>
<tr>
<td>Model NATO Conference</td>
<td>March 15</td>
<td>Scope Arena</td>
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<tr>
<td>HQ SACT</td>
<td>April 17</td>
<td>Town Point Park</td>
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<tr>
<td>NAROTfest</td>
<td>April 20</td>
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</tr>
<tr>
<td>NATO Student Forum</td>
<td>April 21</td>
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</tbody>
</table>

### 2006

Continued from page 18

by the Hellenic National Defence General Staff, NATO’s Allied Command Transformation’s Joint Experimentation, Exercises and Assessment subdivision and U.S. Joint Forces Command’s Joint Innovation and Experimentation branch.

A key issue discussed at the conference, and one that is under development right now at ACT is the counter improvised explosive device concept. The need for a program to counter this tactic arose quickly and ACT staff responded without hesitation to meet the immediate needs, said Italian Army Lt. Col. Alessandro Ortolani.

“IEDs are a real threat for NATO troops, so we had to develop a counter IED capability very quickly,” he said. “The counter IED concept is based on three pillars. Firstly, we defeat the system, or what is behind the attack. Education and training is another pillar of the concept. Training allows our troops to operate on the ground properly to counter this threat. Then we defeat the device. In this third pillar, we neutralise, mitigate or attack the devices.”

Perhaps the most important event for 2006 was the Riga Summit in Latvia. The summit endorsed the Comprehensive Political Guidance, which provides a framework and political direction for NATO’s continuing transformation, setting out for the next 10 to 15 years the priorities for all Alliance capability issues, planning disciplines and intelligence.

The Riga Summit Declaration also supported the concept of the comprehensive approach, known to military planners as effects-based approach to operations. This concept promotes better civil-military relations.

The Riga Summit Declaration states “while recognising that NATO has no requirement to develop capabilities strictly for civilian purposes, we have tasked today the Council in Permanent Session to develop pragmatic proposals … These proposals should take into account emerging lessons learned and consider flexible options for the adjustment of NATO military and political planning procedures with a view to enhancing civil-military interface.”

The Riga Summit Declaration, signed by all 26 NATO heads of state and government, states experience in Afghanistan and Kosovo demonstrates that the confronting of today’s challenges require a comprehensive approach by the international community involving a wide spectrum of civil and military instruments, while fully respecting mandates and autonomy of decisions of all actors.

During an all-hands call held Dec. 14, Gen. Smith covered major topics affecting the command, including the results of a recent off-site meeting and the outcome of the Riga Summit. Smith talked about ACT’s top 20 priorities and three strategic goals, which are: support to current operations, the improvement of Alliance capabilities and organisational streamlining to improve mission effectiveness.

“Support to Alliance operations is absolutely critical in what we do, both now and in the future,” Smith said. “Our number one priority is to provide whatever support we can to the soldiers, sailors, airmen and marines in harm’s way. We do that by supporting current operations and developing the capacity and capabilities for future operations. All of these priorities are tied very closely together as we look at our capabilities process to give [the troops] the capabilities they need.”

The results of the Riga Summit tie directly into ACT’s future capabilities development. The summit explicitly addressed the need for continued transformation of the Alliance and the development of enhanced capabilities for the NATO operator.

“Most important was the reassertion that NATO’s transformation is important,” Smith said. “The results raised the bar for transformation of new capabilities.”

As ACT marches forward into 2007, the results from Riga and continued efforts from ACT staff will ensure another successful year for the command and the Alliance.