



# TRANSFORMATION THROUGH TRAINING



BYDGOSZCZ - POLAND

## 10 years of the Transformation Through Training



## Counter-Terrorism Policies & the Cost to the West

Living with Terrorism, Critical Infrastructure Protection, Counter-Piracy and the End of Atlanticism

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# „Transformation Through Training“

The aim of this magazine is to provide a forum for exchange of information and expertise among training and educational institutions across NATO in the area of training, military professional education, and related technological support. In the context of The NATO “Smart Defense” approach, there is growing importance for cooperation with partner states and international organizations, such as the United Nations, the European Union, the Organization for Security and Cooperation in Europe and others. With the above in mind, the JFTC invites authors from countries and institutions beyond the NATO environment, to publish in the Transformation Through Training magazine. The magazine will focus on the best practices in the areas of command and staff training, professional military education, simulations and simulation technologies, distributed training, military training development, and other related areas. The JFTC also welcomes recommendations for the application of the most recent experience and lessons learned from ongoing operations, training events and recent innovations in the field of simulations and information technologies. The magazine will also briefly cover the life of the international community at the JFTC with the aim of promoting the centre within NATO and among the partner nations. The magazine will be published twice a year, during the spring and fall, by the NATO Joint Force Training Centre in Bydgoszcz.

**The articles published in this magazine represent opinions of their authors and do not necessarily reflect the official policy of NATO.**

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■ **Brigadier General Wojciech Grabowski,**  
Polish Army,  
The JFTC Commander

As the Commander of the Joint Force Training Centre I am proud to present to you this special edition of the “Transformation Through Training” magazine marking the 10th anniversary of the JFTC. With this Special Issue we want to look back at from where we started, where we are today and what our future tasks will be as we are entering the second decade of training NATO tactical forces.

When I look at the whole JFTC history - from its modest beginnings in the buildings at Dwernickiego Street, generously provided by the Polish Armed Forces, to our fully operational state-of-the-art training facility at Szubinska Street, it is clear to me that this centre will continue to play a key role in focusing on joint and combined training at the tactical level.

Since the very first conference, held at the JFTC in August 2004, aiming at developing a plan to take Joint Warfare Centre, Joint Force Training Centre and Joint Analysis and Lessons Learned Centre to Full Operational Capability and beyond, the JFTC has been on the Alliance map and has evolved immensely.

When the JFTC was inaugurated on 25 June 2004, former Supreme Allied Commander Transformation, U.S. Navy Admiral Edmund P. Giambastiani, Jr., said: "Changes that used to take NATO years to implement are now taking place in months. These changes and the sense of urgency accompanying them are both wise and necessary for the new NATO that we need in the 21st century. Military wisdom also dictates that we must train as we fight."

After only a few months as Commander of the JFTC I can feel that in this team of dedicated, capable personnel the sense of flexibility is fully present to master the challenges of tomorrow. The JFTC is a small organization with only about 130 military and civilian working together, but I am convinced that they are providing the best value for money in NATO, especially as the first NATO institution in Poland and also in the area of the new member states that joined NATO after the collapse of the Warsaw Pact.

It is my commitment as the Commander to move this centre forward and to continue the excellent work which has been accomplished under my predecessors.

The first Commander, then Director, Danish Army Major General Peter Kühnel together with the two first Deputy Directors and Host Nation Liaison Officers - Brigadier General Bronisław Kwiatkowski and Brigadier General Tadeusz Buk, who perished in the plane crash near Smolensk in April 2010, were the driving force behind the initial



steps to establish a state-of-the-art training facility for the JFTC.

His successors, Danish Army Major Generals Agner Rokos and Ib Bager opened the new buildings for training purposes and brought Bydgoszcz on the NATO map as the place where NATO-centralised training on tactical level as well as experimentation is conducted.

Under my immediate predecessor, Slovak Army Major General Pavel Macko, the centre matured and enlarged its portfolio. It continued to play a key role in ISAF pre-deployment training, conducted training events for NATO Command Structure, NATO Force Structure and National Forces Headquarters and became the home of the Coalition Warrior Interoperability Exercise, an event which embraces the “Smart Defence” concept and the “Connected Forces Initiative” by pooling and sharing resources amongst NATO and Partner forces.

We will build on the achievements of my predecessors and their staffs as we continue to play an important role in NATO’s transformational process.

By the end of 2014 the ISAF mission in Afghanistan will have ended and - depending on the political guidance – will be followed by the Resolute Support Mission. A couple of weeks ago the JFTC has taken over the responsibility of all mission related training and will focus on Train, Advise and Assist roles assigned within Ministries, Institutions and at the Corps level as well as the Command and Control function from in-theatre Resolute Support Headquarters to Regional Train Advise and Assist Commands.

Being assigned as one of the Officers directing a 3-tier, distributed Computer Assisted Command Post Exercise supported from several locations on two Continents will be a new mile-stone in the history of the JFTC.

NATO centralised pre-deployment training for ongoing operations will remain our main responsibility for the near future. Additionally, the JFTC will continue to play an active role in the implementation of the “Connected Forces Initiative” to ensure future NATO training remains relevant and encompasses interoperability of personnel, systems and training. Conducting experimentation or providing training, the JFTC is at the very heart of the Alliance’s aspirations. The Centre’s motto, “Transformation Through Training” will also in the future reflect its mission as the importance of training and experimentation grows.

I am very proud to be the Commander of the JFTC and hope that the lecture of this Magazine will help you to share my feelings.



■ **Jean-Paul Paloméros,**  
French Air Force,  
The Supreme Allied Commander Transformation (SACT)

On the occasion of the Joint Force Training Centre's tenth anniversary, I would like to examine the centre's successful past and examine the clear links to the bright future that lies ahead for all Joint Force Training Centre staff, living in their scenic city of Bydgoszcz. I know that both the city of Bydgoszcz and their host nation of Poland fully embrace and are extremely supportive of this NATO centre.

Twenty years ago, our forces were predominantly Cold War orientated. Then a fundamental shift occurred that required a transformation of our forces and structures, at the same time that they entered a period of constant use over two decades of conflict, starting in the 1990s, in part in response to the turmoil in the Balkans and continued to the present day. NATO has had a central role in that transformation and the Joint Force Training Centre is a manifestation of that constant requirement to be operationally ready at the best level.

The Joint Force Training Centre started on 31 March 2004, in buildings on Dwernickiego Street and moved in September 2009 to its new simulation centre on Szubinska Street. Officially, the Joint Force Training Centre focuses on joint and combined training of NATO forces at the tactical level, in particular, on the conduct of tactical training to achieve joint interoperability at key interfaces. However those official words introduce the wide ranging and operationally focused nature of the Joint Force Training Centre's past activities. These accomplishments are well recognised across the Alliance, and almost exclusively due to the talented men and women of the centre who adapt daily to new developments and work effectively with the wider NATO community.

The Joint Force Training Centre has primarily been actively involved in the pre-deployment training for NATO and other troop contributing Nations deploying to ISAF. The centre has developed and managed training events for advisors at different levels, from Battalion up to Corps. As of mid-2014 the Joint Force Training Centre's role will further increase. For the upcoming NATO follow-on mission in Afghanistan, Resolute Support, Bydgoszcz will become the hub of all NATO pre-deployment training. Continuous integration of Afghan personnel into the NATO training events and a focus on advisor training will make the Joint Force Training Centre an expert centre for security force assistance related matters.

The Centre also provides support and expertise to a variety of other audiences. It cooperates with national training centres, including Partnership for Peace (PfP) Training Centres and Centres of Excellence, runs courses such as those to counter IEDs (Improvised Explosive Devices), hosts events such as CWIX (Coalition Warrior Interoperability eXploration, eXperimentation and eXamination eXercise) and continues to broaden its links with the training of the NATO Response Force Component Commands. The wider use of this sophisticated training centre is something I very much encourage.

If there is one thing certain about the Joint Force Training Centre's future, it will be the need to continue to "Innovate and Transform". The Connected Forces Initiative (CFI) carries a complex, ambitious but achievable, future exercise programme we face, supported by the better use of our available technology and the integration of new information technology. CFI has a price and much of that will fall on the Joint Force Training Centre, together with its sister training organisation in Norway, the Joint Warfare Centre, but our clear aim remains to provide the Alliance with "Ready and Interoperable" forces. I have full confidence in the Joint Force Training Centre's proven ability to meet this aim and provide high quality and full spectrum training through credible exercises that constantly adapt to the needs of our Nation's forces.

I would like to finish by wishing the Joint Force Training Centre a **very happy 10th birthday**.



■ **Tomasz Siemoniak,**  
The Minister of National Defence of the Republic of Poland

Dear Readers,

The issue of the “Transformation Through Training” magazine you are holding in your hands is a special one, as it is coming out on the 10<sup>th</sup> anniversary of establishing the Joint Force Training Centre.

When 10 years ago, here in Bydgoszcz, the JFTC began its operation, for Poland that was a source of pride.

After five years of our presence in NATO the Alliance decided that it would be Poland where one of its training centres would be located. For us it was a proof that the first five years had not been wasted.

On the other hand, however, it was a challenge and responsibility, because we were hosts for an institution that, to some extent, started from scratch, even though it had been modeled on similar centres operating in other Alliance’s states. We did our best, I hope successfully, to create as good conditions as possible for it to operate. Looking at what the JFTC facility looks like today and what the reputation of the staff is, I think we can congratulate ourselves on the job well done.

First of all the JFTC is people who through their everyday service and work make it an appreciated and important institution across NATO. This is the place where the Alliance’s idea that every member has equal rights comes true. Together we create a multinational and multicultural family whose priority is security.

The 10<sup>th</sup> anniversary is the time for a moment of reflection. That was the time when we managed to know one another better, to learn how to cooperate and respect national factors. Thousands of soldiers of different ranks and specialties have passed through the JFTC’s doors over the years. It was in Bydgoszcz where they improved their knowledge of how NATO operates, getting to know the power and the feeling of allied solidarity. For Poland it is a great chance, not only to host a NATO institution on its territory, but also to influence the way it functions and to treat it as an example to follow.

It can be openly stated that our training concept and approach to the allied cooperation matured along with the growing reputation of the JFTC. Today Poland is an active NATO member and the JFTC - a leader among NATO institutions in Europe. Many Polish officers successfully use the knowledge acquired in Bydgoszcz in practice. A Polish general, Wojciech Grabowski, is the JFTC commander during the anniversary period. This shows that the centre has well integrated into our Polish scenery. For the officers serving at the JFTC and their families, Bydgoszcz and Poland have become important places.

This year’s anniversary is an occasion to express thanks to all people related to the JFTC thanks to whom our NATO family is integrating. I do hope, that as it has been so far, for the staffs training here it will be an unusual place, where next to a substantial dose of knowledge and skills they will feel an extra tie that should, and that unites us all – members of the great military ally family.



■ **Mrs. Ewa Mes,**  
The Voivode of the Kujawsko-Pomorskie Region

Ladies and Gentlemen, Dear Readers,

In 2014 we are celebrating in our country anniversaries of events that from the point of view of geopolitics and civilization were epoch-making changes for Poland and for Poles.

25 years ago the society decided about the new position of Poland in the international arena taking part in the first, partly free elections.

Our return to the family of the democratic states of Europe was sealed with our membership in the North Atlantic Treaty Organization and the European Union. They became pillars of Polish security in its different dimensions. Full membership in the modern world's biggest military alliance is of unique significance for us since Poland is a NATO border state and remains a beneficiary of positive political and economic changes in Europe.

Among the military institutions active in the Kujawsko-Pomorskie province, the Joint Force Training Centre holds a prominent position. Establishing this centre 10 years ago, in the city and region proud of rich military traditions, was a significant event for us.

We were very glad and welcomed this as a form of award and trust in us and also emphasizing the need and importance of continual training of professional officer staff in modern armed forces. We are aware, especially in situations of threat of geopolitical instability, how precious security based on dialog, cooperation and keeping high level of defence capabilities is.

My words of appreciation go to the Joint Force Training Centre and through this institution – to NATO community, for your care in assuring the sense of security and your efforts focused on shaping the modern face and readiness of the armed forces.

On the occasion of the 10th anniversary I want the respect and benevolence to accompany the JFTC command and officers every day. I also wish you personal happiness and success in improving skills and capabilities of NATO armies that strengthen our common defense and security.



■ **Mr. Piotr Całbecki,**  
The Marshal of the Kujawsko-Pomorskie Region

Ladies and Gentlemen,

We are celebrating two anniversaries related to armed forces and important to our region: 15 years of Poland's membership in the North Atlantic Treaty Organization and 10th anniversary of establishing the NATO Joint Force Training Centre in Bydgoszcz. The latter is closely related to the first one.

The date of our accession to NATO – along with the Czech Republic and Hungary that joined at the same time – is a breakthrough in the modern history of our part of Europe. Enlargement of the Alliance facilitated a complete change to the world security system, changed the political alliances in the central-eastern part of the continent.

The membership in the biggest and strongest alliance in the world made Poland a secure country which is perceived as a reliable and trustworthy partner and ally. Polish army became a professional army, less numerous but much better equipped and trained. The NATO Joint Force Training Centre in Bydgoszcz has played an invaluable role in the process of evolution. Possibility of joint training and sharing experiences between NATO soldiers from different countries is a key element for building stability and partnership.

The Kujawsko-Pomorskie is a region of a strong military tradition where matters related to the army have been and will be important not only because our region is the home of important NATO structures and military units whose soldiers are the staff of the stability missions all over the world, but also because defense industry is an important part of our economy. It is an honor for our region to host on our soil soldiers training at the JFTC who serve in the Alliance armies.

History is not over yet, every day it creates new challenges. We must be ready to face them, we must be strong.

The JFTC is an important element of the security system in Europe and in the world.

Let me heartily congratulate and thank all the personnel and all those who wear uniforms and participate in training in our region, for your dedicated service, on the occasion of the anniversary, on behalf of myself and citizens of the Region.



■ **Mr. Rafał Bruski,**  
The Mayor of Bydgoszcz

Ladies and Gentlemen, dear Soldiers celebrating a very special Jubilee,

Ten years - full of constructive cooperation and valuable experiences – has marked the time of effective relations between the Joint Force Training Centre NATO and the City of Bydgoszcz. Today, everyone celebrating the anniversary can be proud and derive great satisfaction from fruitfully fulfilled time and achieved goals. Fifteen years ago, when Poland joined the North Atlantic Treaty Organization, armed forces of our country faced new challenges, new commitments and perspectives. Created five years later, Joint Force Training Centre undertook these important transformation tasks of Alliance mission, fostering the best defence potential and development of the operational military capabilities.

Bydgoszcz had the honour to become the place of creation of the first Polish NATO unit.

The landscape of our city is permanently being inscribed with the view of soldiers from the member countries, who improve their knowledge and skills in our city. Every year, more than 1,000 officers arrive for trainings, including commanders involved in the deployment of security in the Middle East. This efficient service to guarantee the stability and security of NATO countries is a pride of the city, strengthens its position and military potential. World events show that the power of a state is measured by the strength of its defence capabilities. This power is constantly and successfully gaining in value and by the combined actions, provide us with a sense of security and stability.

JFTC fulfils a very important mission through training and disseminating the latest technologies and solutions in the field of operations at the tactical level. The importance of NATO's role in Poland cannot be overestimated.

The country's accession to the Treaty began the process of integration and expansion of so much needed global solidarity as well as "the Partnership for Peace" .

10 years is a beautiful anniversary. It has been put down in the glorious annals of Bydgoszcz by mutual commitment and fruitful cooperation, which - I hope - will be successfully continued. The anniversary is also an opportunity for summarising the past and setting new ambitious targets. I am convinced that the Centre will face up to all demanding tasks that the future will bring. The achieved successes, effectively implemented practices and confirmed professionalism are the best guarantee - guarantee of further dynamic development.

I wish all co-creators of JFTC a sense of pride and satisfaction from achievements which have been gained thanks to joining common forces for the sake of safety, continuous stability and protection. Let global and regional solidarity be the values that accompany all your future undertakings.

All the best for the coming years of work and further successful activities. I believe that we will celebrate together many more beautiful anniversaries in the future.



■ **Major General (ret.) Peter Kühnel,**  
Danish Army,  
The 1<sup>st</sup> JFTC Director

I am deeply grateful for this possibility to contribute to the congratulations to the Joint Force Training Centre (JFTC) on the occasion of its ten years anniversary.

In the beginning of 2004, the Danish Chief of Defense, General Jesper Helsoe, informed me that - pending NATO approval - he intended to order me to take the position of the Commander (formally Director) of the JFTC in Bydgoszcz, Poland.

Shortly after, on 10 March the same year I paid my first visit to Bydgoszcz and to Warsaw. In Bydgoszcz I was received by a team of ten Polish Officers and NCOs, the JFTC Implementation Team. The team had already been working for some time to establish the physical frames for the initial centre and they did a splendid job.

During the visit I particularly noted the extremely warm welcome by all Polish authorities and by the press.

This was the first indication of the dedicated support and help we received in the following years. The JFTC was the first NATO installation east of the former Iron Curtain, and we had to be aware that JFTC development was followed closely by many different parties in and outside Poland.

The JFTC was officially activated on 31 March 2004, and the inauguration ceremony took place on the 25 June.

In my period as the Director from 2004 to the end of 2006 the JFTC used the barracks of the Pomeranian Military District commanded by Major General Zbigniew Glowienka, and I recall this cooperation with gratitude.

As the centre's manpower quickly grew, I was blessed with highly dedicated and competent soldiers and civilians, who made it possible to pursue both the build-up of the new training centre and to start the training of headquarters for both NATO Reaction Force Component Commands and Regional Commands in ISAF, as well as Operational Mentor and Liaison Teams for ISAF. The Polish established Support Unit provided superb support. Not only the employees of JFTC, but certainly also their families contributed significantly to build the „JFTC family“.

As we had very limited training capabilities in Bydgoszcz, we were fortunate that General B. B. Bell, commander of the US Army in Europe, established a possibility to use the US training facilities in Grafenwöhr, Germany, and provided invaluable expertise from his own training organization in the first, challenging years. Also, the cooperation with our partners in the Allied Command Transformation „JJJ“, The Joint Warfare Centre and the Joint Analysis and Lessons Learned Centre helped us develop the necessary tools and procedures for the „Transformation through Training“.

Allow me to specifically mention a few key persons from the first two years. As deputy commanders I was privileged with the Brig Gens Bronislaw Kwiatkowski and Tadeusz Buk, (both POL A). Two excellent officers who tragically died in the plane crash few years later. I shall always miss them. As Chiefs of Staff I had three other fine Brig Gens, Simeon Simeonov (BUL AF), Constantin Popov (BUL AF) and Panagiotis Mavropoulos (GRE A). Together with the staff and the Support Unit they made my period as the Director JFTC one of the best in my 40 years of service.

I have followed the development of JFTC over the years, and looking at the professional level of training and the extraordinary facilities in the training centre in Szubinska Street, it makes me proud to have been a part of the initial endeavor. To all present and former members of the JFTC family I send my warm congratulations.



■ **Major General Agner Rokos,**  
Danish Army,  
The 2<sup>nd</sup> JFTC Director

Writing these words about the Joint Force Training Centre immediately sends me back to that day in November 2006, when I came to Bydgoszcz for the first time. In rapid succession, other memories came back to me... celebrating the first International Day at the JFTC temporary location in May 2007, travelling widely throughout Europe and across the Atlantic in 2007 and 2008 to deliver training, while at the same time working hard to complete the permanent training facility in Bydgoszcz, and the day in late 2008, when the JFTC finally had its first training event at the new training facility, with the headquarters at Szubinska Street yet to be fully completed before the JFTC staff could move there from Dwernickiego Street.

There is a saying that it is the challenges you meet that will make your life interesting, and that it is the challenges you overcome that will make your life meaningful. The JFTC was certainly both an interesting and a meaningful place to work in those years.

When I arrived, the JFTC was in its infant stage. Within the next two years, it almost moved to adulthood, becoming a very promising teenager. Since then, the teenager has moved forward into full adulthood, all the time enhancing its ability to provide high-quality training in tune with shifting requirements. A satisfied customer comes back again, and the JFTC's customers have indeed done just that. And even more customers have come along, motivated by the relevance and quality of the training at the JFTC.

The JFTC was established to support joint training for tactical level staffs, headquarters and forces with special emphasis on single service component command headquarters for the NATO Response Force. Already in 2006, emergent requirements to deliver training for current operations led to a significant shift in priorities, and in 2007 and 2008 training were almost exclusively provided to help prepare staffs and specialised teams deploying to the ISAF mission in Afghanistan. This trend continued in 2009. The decision to establish the JFTC marked a new concept for NATO training and exercises, where commanders of headquarters and staffs would be supported by specialised trainers, leaving them free to set the requirements and then focus on the operational performance and outcomes during the training. This concept is especially relevant for a pre-mission training.

A special feature of the JFTC is the comprehensive exercise environment, including the technical platform with the newest information technology and training simulation tools. Establishing the new training facility was a challenging undertaking, and more than once well-laid plans were completely overturned by unforeseen events or delays, but each time without fail, even at short notice, the JFTC was able to reschedule programmes, deploy and deliver planned training at borrowed facilities, both in Europe and North America.

When my time was up in early 2009, I was surprised by the reluctance I felt having to leave the JFTC. This feeling of reluctance, which I am sure others have shared with me over the years, speaks highly to the uniqueness of the JFTC.

I have had the opportunity to come back to Bydgoszcz a couple of times since I left the JFTC, and it has been a pleasure to see how all the ideas, plans and hard work have come into fruition. However, none of these would have been possible without considerable effort from the Host Nation and the city of Bydgoszcz. One should not underestimate the challenges linked with successfully hosting an international organisation such as a NATO headquarters, and the foundation has been provided by people working behind the scenes at the host nation and the city of Bydgoszcz. Let me conclude by congratulating everybody involved – staff, support unit and CIS squadron personnel – on the first ten years of the JFTC's history and wish the whole JFTC family in Bydgoszcz many more interesting and meaningful years to come.



■ **Major General (ret.) Ib Johannes Bager,**  
Danish Army,  
The 3<sup>rd</sup> JFTC Director / Commander

First of all let me express my sincere congratulations to the JFTC on its 10th anniversary. It is a great achievement even though the road to it was not always easy.

Secondly, I would like to express my gratitude to the Commander for inviting me to share with a broader audience some observations from my time in the chair.

When I arrived in Bydgoszcz in 2009 with only a 3-week notice, the JFTC had already been a well established and developed training organization. The training concept had been developed over the infant years of the JFTC by my predecessors and “pressure tested”. It worked well and only minor adjustments needed to be tailored to the actual training events taking place.

The staff lived in barracks in Dwernickiego Street and conducted all training events in Germany. It was troublesome and placed the whole organization under certain amount of stress, but still very good results were achieved.

Soon a brand new state-of-the-art training facility in Szubinska Street was ready for a takeover, which took place while the staff was conducting another staff training in Germany.

As we returned, we stepped into quite another environment. Of course, on day one not everything was perfect, but close to. This fantastic building, masterly designed by Colonel Leo Hirschmann, German Army, gave so many opportunities, so much flexibility that JFTC soon became a very attractive place for training and quickly moved from the stage of the ugly duckling to the most beautiful swan, if I may refer to the famous fairytale of my fellow countryman, Hans Christian Andersen.

You can, however, build the best facilities in the world, but without dedicated people, nothing will happen. I had the good fortune to work with the most dedicated staff that anyone could have wished for. Heavily undermanned almost to the point of being under critical mass, officers, NCOs, soldiers and civilians from 17 different countries without looking at their own comfort worked hard and focused, knowing very well that if one individual had failed or leaned back, there would not have been anyone behind them to take over. Everybody knew that they deeply depended upon each other.

In this environment creativeness blossomed and over time, and having become more comfortable with the IT infrastructure and its possibilities, it became obvious that the IT capacities were suited for much more than just traditional training. When I left in 2011 the staff managed to conduct transatlantic pre-deployment training with participation of three regional staffs preparing for rotation into Afghanistan - two in the USA and one in Bydgoszcz. Soon after the Coalition Warrior Interoperability Exercise (CWIX) was moved to the JFTC, thus exploiting fantastic infrastructure for a completely different purpose which was a technical test centre for interoperability testing, certainly a purpose for which the JFTC had never been foreseen. The swan was certainly flying on its own wings.

As a foreigner, I think Poland is a great place to live. The hospitality we enjoy is unmatched. It is not only towards the JFTC as an institution but also to each and every one of us coming from other parts of the world. Many of my staff stayed in Poland, after they had retired, others, like me, frequently return to visit friends and favorite places. Many received a helping hand from many local contractors who actually form the back bone of the JFTC alongside with NATO civilians. They stay year in and year out and actually represent continuity of the JFTC.

For me personally, the time spent at the JFTC is beyond compare the best period in my almost 40 years of service. I wish all the best for the future of the JFTC. This unique institution certainly deserves it, and NATO is certainly very lucky to have it.



■ **Major-General Pavel Macko,**  
Slovak Army,  
The 4<sup>th</sup> JFTC Commander

Dear members and supporters of the JFTC!

First of all, let me congratulate you all on the occasion of the 10th anniversary of the establishment of this unique NATO command, the first one on the soil of new NATO members.

For me personally, for my nation and its armed forces it was an extraordinary privilege and honor to lead this great institution for almost three years. When I took over my command mission here in Bydgoszcz, I found a well established and state-of-the-art training organization with brand new infrastructure appropriate to the JFTC mission, cutting edge technology and strong international team of highly motivated professionals. The JFTC was well established in its training mission, primarily focused on ISAF mission in Afghanistan, in particular on pre-deployment training of Regional Commands and OMLT's and later on Military Advisory Teams on all levels of command.

By my arrival dozens of advisory teams had already been successfully deployed into Afghanistan, the RC North Headquarters training event was becoming a master model for the training of this level of command. Despite one of the smallest NATO HQ with the lowest fill rate of its peace time establishment, the JFTC was already a famous training centre and host of many creative ideas and initiatives within NATO Command Structure. However, while focus on ISAF was our biggest strength it was also our potential weakness in a long run. Simply, every mission including ISAF, must end sometime and then it may mean lack of focus and purpose if you do not plan for it in advance. It was clear for me that I could not just maintain the given status quo but rather provide a new vision for the future of the JFTC and maintain priority effort on supporting the ongoing mission. Therefore, during my whole command period I wanted to maintain the four key lines of effort as laid out at the beginning of my command: continuity of support to ISAF pre-deployment training, enhancement of professionalism and attractiveness of the centre, continuous transformation and maintaining relevance of the training program, and promotion of NATO values and strengthening of the JFTC community.

It was my life experience that despite gaining the highest possible operational tempo that almost destroyed personal life of our staff in consequence of these high ambitions, I found very strong support of my international team, incomparable with any of my previous experience during the whole military career. It was support and personal sacrifices of this great team which allowed us to be the place of innovation, strong promoters of distributed training,



an engine of unprecedented spirit of cooperation which preceded what was later named and formally introduced in NATO as the “Connected Forces Initiative” and customer oriented attitude of our team. We became well known within a much broader NATO community for more than just ISAF training, and the JFTC – a preferred training centre of choice for many Allied Commanders because of this attitude of our people, not due to a relatively low cost of training in this area.

When I look back I believe it was the most exciting and rewarding period in my professional and personal life. I believe it was similar for most of our former colleagues who had a chance to live this amazing story of the birth and growth of the JFTC as well as chance to experience this beautiful host nation and its people. I am sure we all found Bydgoszcz and Poland as one of the most favorable and welcoming environment for such an international institution. I feel absolutely safe to state that the JFTC is one of the most successful projects of the Alliance within the last decade. It took just ten years to build this great institution from scratch, develop it, mature and bring to full delivery of its mission in line with our motto “Transformation Through Training”.

I am so grateful to be given this unique chance to contribute with my personal “something” to this great success. I would like to express my sincere thanks to all my colleagues and predecessors as well as to all people of Bydgoszcz and Poland and their local and national representatives who provided unmatched support not just to me but the whole JFTC and NATO community throughout those 10 years. The JFTC’s success could not have been possible without the great support of our host nation. I am sure that I speak not just for myself, that NATO community will repay this warm reception and support by providing thousands of good messengers to the whole world represented by our guests and training audience; and that all the NATO members from Bydgoszcz will be great and dedicated ambassadors of this great region and city hosting the JFTC.

I wish the JFTC and this region success and prosperity in the years to come. Although it will be more and more difficult to keep raising standards for the JFTC and its mission, I am absolutely confident that this great centre and its people will meet this challenge as always. We are a part of the strongest alliance ever. Our ability to stay together shoulder to shoulder and operate together in safeguarding peace and stability for our nations and people is the core of this Alliance and a source of its strength. There is no better way of gaining interoperability than training together; there is, in my view, no better place than the JFTC to deliver this honest mission



# 10 Years of Transformation Through Training

## ■ JFTC Public Affairs Office

It has been already ten years since the Joint Force Training Centre launched its activity as one of the two NATO's training institutions. Throughout the years the centre has gone through many challenging changes, has grown in strength and significantly developed to become a key player in transformation of the Alliance.

### Beginnings

Since the NATO Prague Summit of 2002, transformation has been one of the Alliance's priorities. The summit focused

on NATO's enlargement, member nations' defence structuring with emphasis on enhanced deployment capabilities and the establishment of an improved command structure.

It paved a way for the new era of NATO transformation that has been leveraged since then through three new NATO organizations as part of Allied Command Transformation's (ACT) training network: the Joint Warfare Centre in Stavanger, Norway, the Joint Force Training Centre in Bydgoszcz, Poland, and the Joint Analysis and Lessons Learned Centre in Lisbon, Portugal.

Nowadays operational environment shows that many of NATO Forces within operational theaters are organized in a multinational manner at the tactical level. NATO's transformational ambitions include creation of further integrated, network-enabled and combined joint forces. This requires investment in the form of training which became the "raison d'être" for the Joint Force Training Centre (JFTC).

The JFTC was officially activated on 31 March 2004 but it may be said that creation *sensu stricto* started on 7 January 2004, when a Polish Implementation Team was established. The Team was a common



effort of the Host Nation Poland and ACT aiming at arranging the best conditions for the future JFTC structure and preparing input for the Capability Package. It fulfilled its mission by December 2004. Meanwhile, on 25 June 2004, the newly established Centre celebrated its Inauguration Ceremony.

The Bydgoszcz NATO training centre was the first NATO Command Structure unit established in the Central and Eastern Europe. It also paved the way for other institutions affiliated to NATO, such as the Military Police Centre of Excellence or the 3rd NATO Signal Battalion, which joined the JFTC in Bydgoszcz.

Since its inception, the centre has continuously developed and expanded in order to meet the tactical training needs of NATO forces.

The JFTC conducted its first training event for NATO forces in December 2005 - Mission Rehearsal Training/ Mission Rehearsal Exercise (MRT/MRE) for the South Eastern European Brigade that formed the Kabul Multinational Brigade (KMNb) IX. It was the first of the Command MRT/MRE series which, in 2006, developed into the Regional Command MRT/MRE, aimed at training brigade level staffs to subsequently assume the regional command headquarters role in Afghanistan.

The same year the JFTC supported first exercises, including those for the NATO Response Force (NRF) such as the Noble Javelin 2005, the Allied Action 2005 or the Bold Ambition 2005 Exercise – an AIR Component Command Rammstein.

As the centre's training aspirations and potential were growing, the centre needed an infrastructure tailored to its requirements. To meet the needs of the



JFTC and the Alliance's forces, a state-of-the-art training facility was developed by Poland in close consultation with the Allied Command Transformation and the centre's staff. The cornerstone of this unique facility was laid in September 2005.

However the temporary lack of an adequate training facility did not prevent the Joint Force Training Centre from accomplishing its assigned mission of preparing NATO tactical level headquarters for operations. From December 2005 to November 2009, the trainers of the Joint Force Training Centre delivered much needed, first rate training for NATO tactical headquarters at distributed locations such as Germany, Norway, Spain and the United Kingdom.

In 2006 the JFTC significantly increased its involvement in training in preparation of Real World Operations and NRF. The intensity of support varied from single positions in EXCON functions for several exercises to the lead role in the ISAF Regional Command Mission Rehearsal Training/Mission Rehearsal Exercise. In 2006 the JFTC supported two Key Leader Training events for ISAF RC Capital and ISAF RC South in Afghanistan, took over the lead in providing the Command and Control element for the Operational Mentor

*"I confirm that training support to ongoing operations is JFTC's first priority. For the foreseeable future, support to NRF Joint Component training will remain JFTC's second priority."*

**General J. N. Mattis, US Marine Corps,  
the NATO Supreme Allied Commander Transformation, August 2008**

and Liaison Team (OMLT) courses for ISAF at the Joint Multinational Readiness Centre (JMRC) in Hohenfels, Germany, and conducted the Exercise Planning Course in support of NATO Training Mission in Iraq. The centre staff also conducted Mission Rehearsal Training and Exercise for the ISAF RC Capital and South, provided Land Component Command Training Teams during the exercises STEADFAST JACKPOT and STEADFAST JAW and increased its training activities in support of Air and Maritime Component Commands by supporting NRF ACC Training, participating in the BOLD AMBITION and providing a response cell for the BRILLIANT MARINER.

2007 was yet another successful year marked with a variety of new challenges which led the centre to its further development. The JFTC remained a key player in the NATO common OMLT Phase II training execution. It also supported a Key Leader Training Event for ISAF RC South, the STEADFAST JACKPOT and STEADFAST JAW exercises, NRF ACC Training, conducted two training events for the ISAF RC South and participated in the NATO Partnership for Peace Exercise "Cooperative Marlin 2007" in Sevastopol, Ukraine.

Additionally, the Bydgoszcz NATO training centre became a host for various conferences and seminars, including the Second NATO Joint CAX Forum, the C-IED Seminar and the C-IED Train-the-Trainers Course. The JFTC also began playing an important role in developing tools in support of training. Its staff established a test bed for the Joint Conflict and Tactical Simulation (JCATS) system. It was launched in May and used for the first time in November 2007 during the ISAFRC South training.

## Change of Focus

"I confirm that training support to ongoing operations is JFTC's first priority.



ity. For the foreseeable future, support to NRF Joint Component training will remain JFTC's second priority." – said General J. N. Mattis, US Marine Corps, the NATO Supreme Allied Commander Transformation, in August 2008. These words began the process of shifting the JFTC's focus. The change of priorities was clearly visible already in 2008.

Throughout the year the centre conducted three visits in the ISAF Regional Command South Headquarters in Kandahar, supported two Key Leaders Training Events in Afghanistan directed for the same regional command, conducted two ISAF Regional Command South exercises (one in Kingston, Canada, the other

one in Grafenwoehr, Germany), provided the Command and Control element for four Kandak (battalion) level Operational Mentor and Liaison Team training events held at the JMRC, and organized and executed the first training for Above Kandak Operational Mentor and Liaison Teams (AK OMLT). The AK OMLT event was also the first training conducted in the centre's new facility.

In November 2008 the Regional Command North (RC N) section was established at the JFTC with the aim of providing Type B training for German led RC N based in Mazar-e-Sharif.

Although the main training priority had changed, the JFTC kept on providing



support to the NRF and other NATO significant events. In 2008 the centre was involved in the STEADFAST JUNCTURE 08, STEADFAST JOINER 08, STEADFAST JOIST 08. It also supported execution of the Stand Alone Experimentation ENABLER 08-01 Effect Base Approach to Operations and ENABLER 08-02 Counter-Improvised Explosive Devices.

The same year numerous tools supporting training were installed and tested at the JFTC new facility. Simulation and Modelling systems (JCATS, JTLS and ITC), exercise preparation and management software (JEMM, JEST, Orbat Builder), and other related exercise planning and support tools, such as ADAMS and TOPFASS, etc., got ready for upcoming events. The JCATS (Joint Conflict

and Tactical Simulation) system was used already in 2008 to support ISAF RC S MRT/MRE Training Event 08/02 with CAX involvement at Grafenwoehr. Additionally, the JFTC acquired deployable CAX package which significantly improved modelling and simulation capabilities of the centre.

### Towards New Challenges in a New State-of-the-Art Facility

On 9 September 2009, the staff of the JFTC staff moved from their temporary facility into their permanent home in Southwest Bydgoszcz. The heart of the Centre's permanent facility is a high-tech training facility and staff building, which

has been used in support of training since November 2008.

The building can accommodate a combined Training Audience and Exercise Control element of approximately four hundred persons. Additionally, it is equipped with state-of-the-art command and control and information systems and also has the ability to conduct joint computer assisted simulations at the tactical level. The training area is designed to be flexible and can be easily configured to meet the needs of the training audience. The facility was designed to be of dual use. Not only are NATO forces able to conduct training within the facility, but the Joint Force Training Centre may also serve as a venue for NATO conferences, workshops and seminars. The facility boasts a large number of conference and seminar rooms as well as a large auditorium with Video Teleconference (VTC) capability and three smaller VTC suites.

In addition to the training facility, the Joint Force Training Centre compound consists of several other administrative buildings which house office space for the Centre itself and for supporting organizations' staffs, a dining facility for use by both the Training Audience and permanent staff members, a gymnasium, a duty free store and a café. Within the JFTC compound one can also find an outdoor multi-function sport field, which is used by tennis, basketball and football players.

The new facility opened the new era of the JFTC training. The centre was able to conduct most of the exercises and trainings in Bydgoszcz but it also continued to provide Regional Command and Kandak Level OMLT trainings in Germany.

In 2009 the JFTC continued increasing its support to current operations and focusing its efforts on ISAF Regional Command South and North Headquarters pre-deployment training as well as on Operational Mentor and Liaison Team training. The centre conducted five separate staff visits to Afghanistan (Kabul, Mazar-e-Sharif and Kandahar) aiming at planning training events for 2009, continued to provide the Command and Control element to the battalion level OMLT training at the





JMRC, supported execution of Key Leader training events for both ISAF RC S and RC N Headquarters, organized and executed two Above-Kandak Level OMLT NATO centralised training events, conducted Type A and Type B exercises for ISAF RC S and two MRT/MRE exercises for ISAF RC N.

2009 was also an intensive year for the Training Support Branch, which continued work on installation and improvement of various systems, software and tools in support of training. The centre also supported the NC3A on NATO Live Virtual Constructive (NLVC) tests, conducted in December in The Hague.

Additionally, several conferences and seminars were organised at the Bydgoszcz new NATO training facility.

2010 was another successful year for the JFTC. The centre became a key player in Regional Command staffs and Operational Mentor and Liaison Teams preparation processes and the pre-deployment training for ISAF Regional Command South and North Headquarters significantly developed. For the first time, individual augmentees of different regional commands were trained together. The JFTC

trained numerous battalion level and above battalion level OMLTs and hosted the pilot Police Operational Mentor and Liaison Team Training Event.

The JFTC also continued to improve its newly established facility and ability to deliver high quality training to the Alliance. After many months of planning, the connectivity to the Combined Federated Battle Lab Network and the Afghan Mission Network Training Federation were established. The centre also became an important venue of choice within the Alliance for the conduct of distributed courses, conferences and experiments such as the execution of the Modelling and Simulation Group 068 (MSG-068) experiment and the conduct of four iterations of the NATO Counter-Improvised Explosive Device Course.

## Growing in Strength

On 1 August 2010 the JFTC finalized its Peacetime Establishment Transformation and began its works under the new structure, offering 105 instead of 87 posts for soldiers and NATO International Civilians.

At a time when other NATO headquarters were shrinking in size, the Joint Force Training Centre was growing in order to meet the demand for quality tactical level training for the Alliance's forces.

Since then the Joint Force Training Centre has been organized with a Command Group and three principal Divisions: Training Division, Training Support Division and Headquarters Support Division. In fulfilling its mission, the organization is also supported by the NATO Communications and Information Agency Squadron Bydgoszcz, the Host Nation Support Unit and several National Support Elements. With this structure the centre was able to develop the training provided to meet the needs of the evolving geopolitical situation.

2011 was a year of continuation of the centre's main focus, however again, apart from supporting and conducting a variety of events directed to ISAF Mission, such as Unified Endeavour/ISAF Joint Command training, ISAF RC N training or OMLT training, the centre hosted additional events, including Counter-Improvised Explosive Device courses. Additionally, two NATO-wide conferences took place in Bydgoszcz - the NATO Counter-Improvised Explosive Device Conference, the biggest NATO annual event devoted to C-IED issues, and NATO Public Affairs Conference. Also that year the JFTC became the home of Coalition Warrior Interoperability Exploration, Experimentation and Examination Exercise, focused on improving the interoperability of NATO and NATO nations' Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems, and has continuously hosted the event since then.

Another two years were the most intensive and most challenging period in the Joint Force Training Centre's history. In none of the previous years had the Bydgoszcz NATO Centre hosted or conducted so many and so diverse training events, exercises, workshops, conferences and experiments. The JFTC working at full speed also drew attention of numerous high



*“For all these reasons, we need an initiative to complement Smart Defence. One that mobilises all of NATO’s resources so we strengthen our ability to work together in a truly connected way. I call this the “Connected Forces Initiative”.*

**NATO Secretary General Anders Fogh Rasmussen, 4 February 2012**

military NATO and NATO Nations’ representatives who visited the Centre.

In 2012 the JFTC remained focused on supporting the currently ongoing NATO operations. It continued preparing future members of the ISAF Regional Command North for their mission in Afghanistan. The RC N Training Events were the most important parts of the JFTC agenda together with training for the future advisors of the Afghan National Security Forces. This second type of training evolved during the year from the old Above Kandak Operational Mentor and Liaison Team (AK OMLT) training to the developed

and improved Above Kandak Military Advisory Team/ Operational Coordination Centre Advisory Team (AK MAT/OCC AT) training with its new methodology concept. Training events for battalion level advisory teams, coordinated by the JFTC staff at the US Joint Multinational Readiness Centre in Hohenfels, Germany, were marked with a similar change and development.

The JFTC also continued supporting pre-deployment training events held in the United States and significant achievements of the Centre’s Training Support Division allowed the JFTC to remain the key player in distributed training events and even to

develop this type of training.

For the second year in a row the Bydgoszcz NATO training centre hosted two NATO-wide conferences covering two of nowadays’ most strategic issues for the Alliance - the Coalition Warrior Interoperability Exploration, Experimentation, Examination, Exercise and the Counter-Improvised Explosive Device Conference.

In 2012 the JFTC opened a new chapter of its activity. After the 2012 NATO Summit in Chicago, a new Secretary General’s initiative, the Connected Forces Initiative (CFI), was brought in place and became one of the hottest topics within NATO. Focusing on education, training and close cooperation of NATO forces, it has been implemented to the JFTC’s work. In 2012 the JFTC hosted the Puma 12 – an exercise evaluating Polish Special Forces Command’s capabilities in integrating special operation force multinational staff as well as in establishing and operating Special Operations Component Command – which was a perfect example of what the CFI was. The Centre also hosted the Bold Dragon 12 – an exercise for the Allied Joint Force Command Brunssum, which aimed at practising the HQ in deployment and operational level command and control procedures. During both events the JFTC proved that it was well prepared and ready to plan and execute completely new training events even on a short notice and that it would play a key role in implementing and developing the CFI.

2013 was a critical year, marked with rotations of approximately 50% of the Centre’s staff, including changes on positions of the Commander and the Deputy Commander/Chief of Staff, and most of all, with continuation of evolution of the JFTC focus and tasks. After the very busy 2012, which initiated long-range changes, especially related the CFI and training for NATO Command Structure (NCS) and NATO Force Structure (NFS), the Centre



Currently the staff of the JFTC consists of 105 officers, non-commissioned officers and NATO international civilians from seventeen NATO Nations (Albania, Bulgaria, Canada, the Czech Republic, Estonia, France, Germany, Greece, Hungary, Italy, Netherlands, Norway, Poland, Slovakia, Spain, Turkey and the United States of America) and one Partnership for Peace Nation (Georgia), and about 30 local contractors.



carried on its efforts in support of the Alliance's training and transformation.

The JFTC Commander's intent for 2013 was to maintain high training tempo in providing high quality training support to the ongoing ISAF mission and in the same time to cooperate closely with the Allied Command Transformation and the Joint Warfare Centre in designing a future training support to NCS and NFS. Throughout the year, the centre used all transformational opportunities, including non-ISAF training events and internal professional development, to finish transition and position the JFTC to assume its broader role and responsibilities as directed by the NATO Military Committee in the assigned mission.

The Centre continued preparing future members of the ISAF Regional Command North (RC N) for their mission in Afghanistan and the RC N Training Event together with the Above Kandak Military Advisory Teams/Operational Coordination Centre Advisory Team Training Events were the most important part of the JFTC 2013 agenda. Kandak Military Advisory Team/Operational Coordination Centre Advisory Team coordinated by the JFTC staff at the JMRC, completed the list of major JFTC's activities supporting the ISAF mission. The last events of this type took place in the first months of 2014. The JFTC was also significantly involved in

distributed pre-deployment training events and supported them in many locations, for example in various places in the United States or in Germany.

Continuing the chapter opened in 2012, the JFTC conducted and supported many training events and exercises for NCS and NFS. The centre planned, prepared, and executed the Loyal Bonus 13, a Battle Staff Training for the NATO Allied Land Command, Izmir, Turkey, supported and hosted the Little Eagle 13 and supported the Crystal Eagle 13 - both exercises for the Multinational Corps Northeast HQ, and supported COBRA-13, Field Training Exercise of the Polish Special Operations Forces Command.

The centre's staff actively participated also in the Steadfast Jazz 13 Exercise, which was the final step to the certification of the NATO Response Force 2014.

The variety of events the JFTC was involved in throughout the 10 years, not only in Bydgoszcz, Poland but also in many other headquarters and locations all over the world, promoted the JFTC in the NATO world. This resulted in a significant interest from high military representatives. Since 2004 the Centre has hosted visits of the NATO Secretary General, the NATO Military Committee, the Supreme Allied Commanders Transformation, numerous chiefs of defence, ministers, ambassadors, NATO commanders and many, many others.

## Looking Ahead

The Joint Force Training Centre entered 2014 with a new historical challenge. As the ISAF mission end is approaching, the centre was given another significant task – training for future members of the Resolute Support mission. In 2014 the centre starts its new training project – Train Advise Assist Command North (TAAC-N)/Train Advise Assist Team (TAAT) training. The first event of this type will be conducted in summer this year and will be dedicated to train, rehearse and contribute to the overall preparation of the future HQ TAAC-N and members of TAAT Theatre-wide. It will be a computer assisted command post exercise based on a realistic scenario with the primary objectives of promoting continuity and common standards, establishing mission and functional area awareness, facilitating and rehearsing staff actions and cross functional interaction as well as familiarizing with current RC-N and future TAAC-N operations including effective incorporation of ANSF and other players within the comprehensive environment.

The centre will also continue to support training for the NATO Response Force as well as NATO Command Structure and NATO Force Structure. ■



# Evolution of ISAF Pre-Deployment Training

■ MAJ Nicolas Konieczny, FRA,  
LTC Alain Julia, FRA,  
MAJ Ronald Roy, CAN,  
JFTC Training Division

## History of the ISAF Pre-Deployment Training within JFTC

When the Joint Force Training Centre (JFTC) was officially established on 31 March 2004, it was initially designed to support training of NATO Response Force (NRF) Component Command. However, after the decision of the Supreme Allied Commander Transformation, General James N. Mattis, USMC, in August 2008 to shift the priority to preparation of Allied Forces for current operations, the JFTC focused on International Security Assistance Force (ISAF) Pre-Deployment Training. From this date, the Centre supported ISAF commanders at the tactical level and conducted ISAF Regional Command (RC) training events. Its mission

was to ensure these Headquarters achieve a high level of interoperability, flexibility, and training as a part of combined and joint force in order to be fully prepared to execute assigned missions upon their deployment to Afghanistan.

The JFTC's first ISAF Pre-Deployment Training (PDT) experience was with Regional Command Capital (RCC) in 2005 and 2006, as support of Joint Warfare Centre but it was with RC South PDT that the JFTC found its best role and established its reputation in 2006. At that time, RC South HQ was run mainly by Canada, the Netherlands and the United Kingdom, each of them assuming a rotating command. From 2006 to 2009, the JFTC was an instrumental tool in bringing together the personnel of these three nations, plus limited numbers of representatives of

other countries, ensuring they worked as one team. As the capability of the centre in Dwernickiego Street in Bydgoszcz didn't allow it to host the Training Audience, the decision was taken to deliver the Training in Grafenwoehr and Sennelager, Germany.

The JFTC's training capability attracted attention of Germany, the lead nation for RC North and in July 2009, the JFTC conducted its first RC North Training Event, very similar to ones organised for RC South, in Grafenwoehr, Germany. The following one, in November 2009, was hosted in the new JFTC compound in Szubinska Street and since then, the JFTC has conducted all the RC North Training Events, in a 6-month training cycle, in Bydgoszcz.

On 1 March 2010, in order to assume all ISAF and expanded responsibilities,

a JFTC Training Division was created, replacing the former Training Branch. Three Branches were created at the same time and dedicated to RC South PDT, RC North PDT and Operational Mentor and Liaison Team (OMLT) Training. Then the Centre became fully capable of organizing three events concurrently.

In 2011, the RC Training for US Training Audiences was integrated with Unified Endeavor in close cooperation between NATO and U.S. partners. The JFTC was then also in charge of support of the Pre-Deployment Training for US-led Regional Commands (RC South still, RC East and RC SouthWest for a minor part) in close coordination with Joint Forces Command (JFCOM), Suffolk, Virginia, USA and Battle Command Training Program (BCTP), Fort Leavenworth Kansas, USA. Therefore, in 2011 the JFTC became the major actor for all the Regional Command Training Events (and OMLT Training Events), recognized by its US and German partners as an outstanding Training Centre by its experience, skills and capabilities.

## Regional Command North Training Event, JFTC Training Keystone

The Training conducted for Regional Command North became a reference for all ISAF Regional Command Training Events delivered by Joint Force Training Centre. Based on two Reference documents, Bi-SC 75-3, issued by ACT and ACO, and Bi-SC 75-8, issued by JFC Brunssum, this Training is designed on a 3-phase model: Academics (Form and Orient phase), Battle Staff Training (BST) - Shape phase, Mission Rehearsal Exercise (MRE) - Exercise Phase.

The JFTC's main responsibility was to coordinate, in close coordination with the Joint Force Command Brunssum (Officer Scheduling the Exercise and co-Officer Conducting the Exercise) and Bundeswehr Joint Force Operations Command (co-Officer Conducting the Exercise) preparation



and execution of this Event, in order for the HQ to achieve a high level of interoperability. This Event was also identified as the first venue for the future HQ to gather all the individual Augmentees with the core Staff and therefore facilitate the team-building.

Then, relying on the expertise of the Military Subject Matter Experts recently redeployed from the Theatre and Civilian Advisors, the Joint Force Training Centre gained a high reputation within the NATO community for high-quality of the Training, a well-balanced program of the Event and the level of professionalism of its staff.

This was enhanced every time by the RC North Commander (Major General Pfeffer in 2012, Major General Vollner in 2013) during the Staff Visit performed by the JFTC Training Team. "The Training performed at the JFTC is an outstanding value and is very well adapted to the real-

ity of our commitment in Afghanistan. We were thinking that the rhythm during the Exercise was too high with these numerous injects but keep it as it is; the rhythm here in RC North is even higher!", said Major General Pfeffer.

## Unified Endeavor or JFTC Integration in a Greater Training Community

In 2010, when Major General Bager, the JFTC Commander, decided to integrate the Centre in a great Training Community with its involvement in Unified Endeavor, it was the first step into a new era: the capability to deploy Training Teams overseas in US-led exercises and to facilitate distributed exercises requiring a strong Communication Information Systems (CIS) and Functional Area Services (FAS) support.



Photo: Courtesy of 3rd Infantry Division, US Army



Photo: Courtesy of 1st Cavalry Division, US Army

In its concept, the Unified Endeavor (UE) Training Event is composed of 3 phases: Phase 2A (Academics and Functional Area Training), Phase 2B (1<sup>st</sup> phase of the Mission Rehearsal Exercise called MRX in the USA) and Phase 2C (2<sup>nd</sup> phase of the MRX). The JFTC's role was to conduct Phase 2A and to support the US JFCOM (Joint Staff J7 now) and Battle Command Training Program (Mission Command Training Program now) in Phases 2B and C.

The first Unified Endeavor (UE) Event involving a Regional Command HQ was UE 11-3, in Fort Bragg, North Carolina, USA, for RC South HQ, was mainly manned by 82<sup>nd</sup> Airborne Division. In 2011 and 2012, the JFTC expanded its support to RC SouthWest (III MEF in Camp Pendleton, California but without

deployment of a Training Team) and RC East (1<sup>st</sup> Infantry Division, Fort Riley, Kansas). In 2013, the JFTC took over the Functional Area Services responsibility and became the major NATO actor at the tactical level for all the UE events.

In all these distributed trainings, one of the biggest challenges was to elaborate solid and coherent CIS plans to ensure the connectivity between the two parts of the Atlantic Ocean (servers at the JFTC, Bydgoszcz, Poland, but Training in the USA). In addition to that, the JFTC was also tasked to replicate the RC North Response Cell, relying on the JFTC Staff and later on Bundeswehr Joint Force Operations Command.

With its involvement in UE, the JFTC has shown that its capabilities could be exported and that its Staff was reactive,

adaptive and fully capable of conducting high-quality training in an external environment.

## From ISAF PDT to Resolute Support PDT

As the ISAF mission ends on 31 December 2014, a new Concept of Operations was issued in 2013 to adopt a new mission following the ISAF; then the design of Resolute Support Mission (RSM) was elaborated. This new mission will start on 1<sup>st</sup> January 2015 and is based on the Train, Assist and Advise (TAA) concept. Its purpose is concurrently to keep Advisors at the Corps level and above and in the same time to downsize the NATO capabilities in Afghanistan (from regional-centric to national-centric).

The JFTC was involved in the NATO working groups in charge of designing the new concept of Training and was identified as the key NATO actor to conduct the new Resolute Support Pre-Deployment Trainings. From NATO side, JFC Brunssum will provide the Officer Scheduling the Exercise and Officer Conducting the Exercise and the JFTC - the Officer Directing the Exercise for all the Resolute Support series.

These trainings will occur 4 times per year: three in January, April and July will be organized by NATO and the JFTC to train the Train Assist and Advise Command (TAAC) North and Individual Augmentees from Resolute Support HQ, NATO TAAC, Ministerial Advisory Group (MAG) and NATO Institutional Training Centre (NITC). The last one, in October, will be organized in close coordination with the US partners (US JS J7 and MCTP) and will be integrated in the UE annual exercise.

With this new challenge, the JFTC will become the major Training actor for the Current Operations dealing with Resolute Support and will expand his experience gained throughout the years not only in the Command and Control (C2)

Structure Training (RC to TAAC) but also in the Advisory Training (OMLT TO MAT/PAT to TAAT).

## OMLT and Transition of Training NATO Advisors for the ANSF

On 18 June 2013, NATO transferred lead for security in Afghanistan to the Afghan National Security Forces (ANSF). The operation took over ten years and cost lives and resources of both NATO and ANSF. Although the end state of Afghanistan achieving its goal of self-sustainment is still not complete, the JFTC continues to assist by conducting critical advisory training. Over the past ten years, the JFTC Advisory Training has evolved from Operational Mentor and Liaison Team/Police Operational Mentor and Liaison Team (OMLT/POMLT) to Military Advisory Teams/Police Advisory Teams/Operational Coordination Centre (MAT/PAT/OCC) to the latest version of Train Advise Assist Teams (TAAT).

In late October 2008, the JFTC conducted their pilot OMLT training event and, in May 2010, its first POMLT. Later on these two training events were incorporated into one. These programmes were designed to train both Military and Police mentors deploying within Afghan Army and Police at battalion, brigade, garrison levels, training institutions and Corps Headquarters. The most significant part of this training was the participation of ANA officers and Police from ANSF units. This opportunity allowed the mentors to practice their mentor skills through the use of interpreters before deploying into theatre. These NATO Contributing Nations' Infantry, Combat Support and Combat Services Support mentors were tasked to not only conduct hands on coaching, teaching and training in support of ANA/ANP unit operational deployment but also executed a liaison capability between ANA/ANP and ISAF forces. They also coordinated planning of operations and ensured that the ANA/ANP

units received NATO support. Finally, the teams assessed the units' overall capabilities in order to determine the ANSF growth and their development as security forces. As the ANSF gained capability, confidence and respect, the requirement to maintain mentors at the tactical levels was no longer required. However, the ANSF still needed advisors. The difference was that our Afghan partners were now capable of conducting their own tactical level training but still needed assistance above that level. From its pilot training event in October 2008 to the end of its requirement in mid May 2012, the JFTC trained 1300 OMLT/POMLT mentors.

In May 2012, the JFTC conducted its first MAT/PAT/OCC series of training

events. These programmes continued to train both Military and Police advisors deploying within Afghanistan Army and Police but now only at above Kandak (above battalion) levels. Again, one of the most significant parts of this training was the participation of ANA officers and Police from actual ANSF above Kandak level units and the process of "thinning up" commenced. This meant that instead of having one advisor with every unit or training institution, the Infantry, Combat Support and Combat Services advisors would be at the battalion level and higher and if required the team would assist the ANSF Headquarter staff to coach, teach and mentor their own units. Not only did the advisors provide advice in support





of ANA/ANP/OCC above Kandak level operational deployment but also continued liaison between ANA/ANP/OCC and ISAF forces to ensure that the ANA/ANP units received the necessary support. The teams still continued to assess the units' overall capabilities in order to determine the ANSF growth and development as security forces. The MAT/PAT/OCC provided advice to our Afghan partners on the NATO Military Decision Making Process. This permitted the ANSF to not only be capable of executing an operation but also to plan it as well. Our Afghan partners learned fast and soon they were capable of performing complex mission tasks with or without NATO advisors at the above Kandak level. So the evolution of advisors entered a new and final phase – TAAT. From the first training event in May 2012 till the last in March 2014, the JFTC trained 479 MAT/PAT/

OCC advisors.

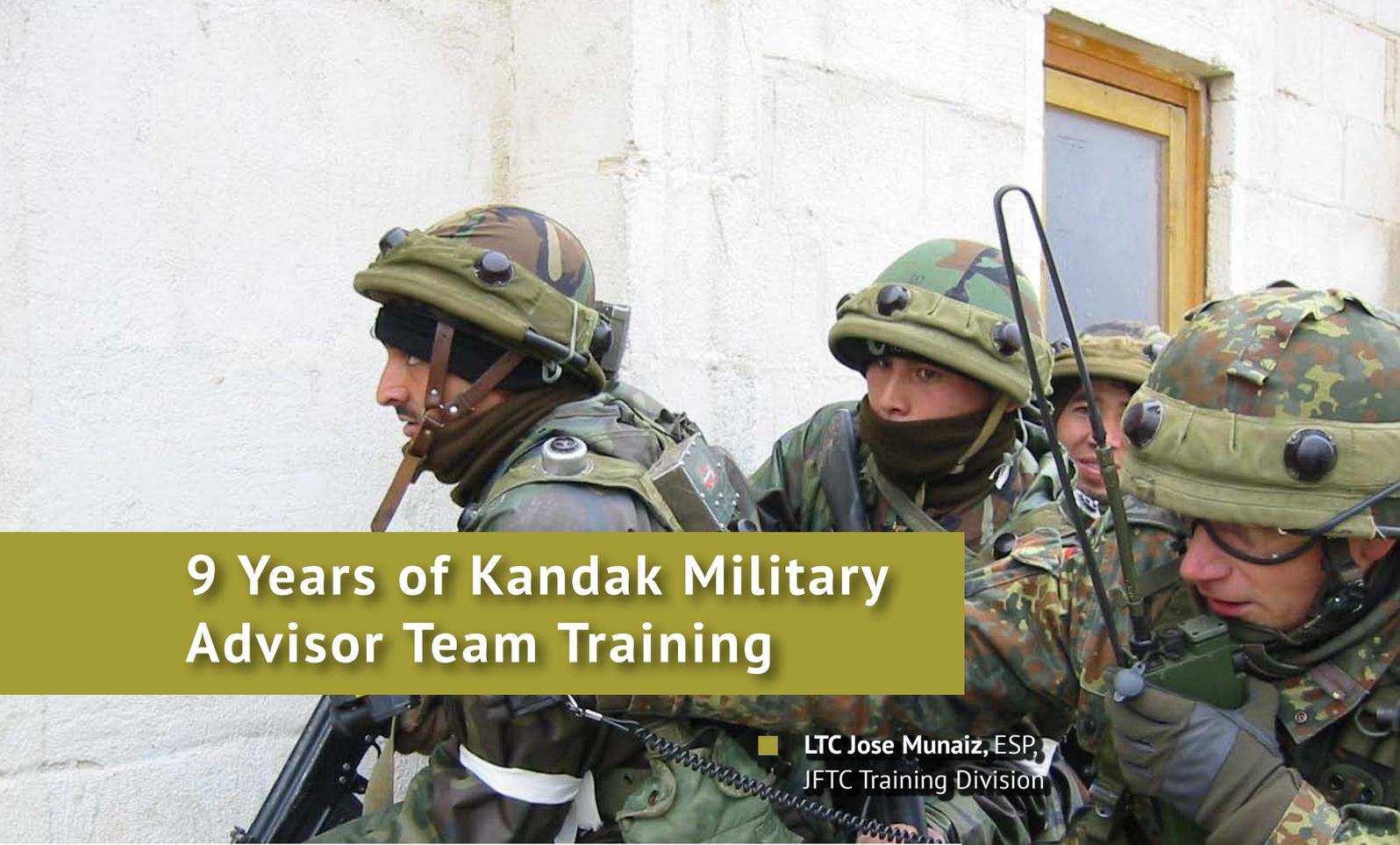
In July 2014, the JFTC will conduct its first TAAT Training Event. This event will support the post ISAF 2014 Resolute Support mission. This non-combat program continued to train both Military and Police advisors deploying within Afghan Army and Police but only at the above corps and ministerial levels. Once again this training will be supported with the participation of ANA officers and Police from ANSF Corps, institutions and ministerial level organizations. The “thinning up” process was coming to its completion which has resulted in the demise of the below Kandak advisors for both the Police and military. This mission adopted a limited regional and institutional support approach. This means that majority of the support is to be centered on Kabul/ Bagram but with four other main locations, Herat, Mazar-E Sharif,

Kandahar and Shorabak. The Advisors will only provide advice to support Corps, MOI and MOD level processes and will continue liaison between ANA/ANP and Resolute Support HQ. Finally the teams will no longer assess the ANSF units' overall capabilities as security forces but will now monitor the ANSF own assessment program to determine any trends and provide assistance or advice as required.

All these types of training events were supported by Subject Matter Experts from Allied nations, Non-Governmental Organizations, International Organizations and partnered Afghan National Security Forces representatives with the training audience. The result is that the deploying personnel received the latest training available and were able to engage with those who had first-hand knowledge on the actual situation in theatre.

## General Conclusion

Since its creation in March 2004, the JFTC has provided the Alliance with joint training at the tactical level, initially with a special focus on the NRF Component Commands and later on, in 2008, with a priority for ongoing operations. For several years, the JFTC played a key role in supporting ISAF pre-deployment training such as RC training and preparation of Military Advisory Teams (MAT). Today, the JFTC is unique for the Alliance, as a remarkable tool in NATO's inventory for training exercises and force preparation. The JFTC has incorporated and demonstrated complexity and importance of training for the future of the Alliance. It is perfectly in line with the ACT Commander's priorities as it focused on conducting pre-deployment training for current operations, while at the same time also training NATO Command and Force structures. Now, as the ISAF mission is coming to an end, the Centre was given another challenging task – training for future members of the Resolute Support mission. In 2014, the Centre will start its new training project, the Train Advise Assist Command North (TAAC-N)/ Train Advise Assist Team (TAAT) Training Event. ■



# 9 Years of Kandak Military Advisor Team Training

■ LTC Jose Munaiz, ESP,  
JFTC Training Division

Photo: Courtesy of Joint Multinational Readiness Center

The first kandak (Battalion) level Operational Mentor and Liaison Team (OMLT) training started at the Joint Multinational Readiness Center (JMRC), in Hohenfels, Germany on May 2006. In 2007 the JFTC started to coordinate this training event and finished in April 2014 with the last kandak level Military Advisor Team training. In December 2010 the training was combined with the participation of the Police Operational Mentor and Liaison Teams (POMLT) as well. During that time 27 Training Events were held with a total numbers of 8.403 participants, 288 OMLT/MAT and 50 POMLT/PAT.

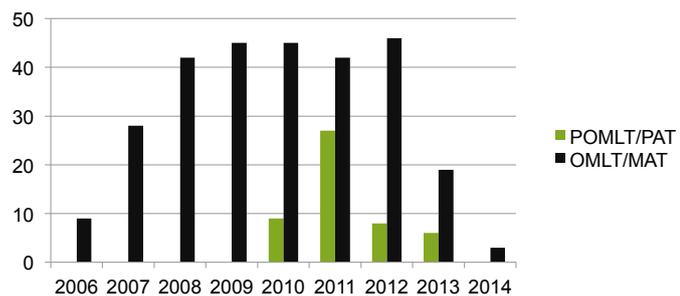
The aim of this training was to prepare the teams to successfully execute their mission of advising Afghan National Security Forces (ANSF) in accordance with the Afghan doctrine. It always provided the knowledge and skills to coordinate and liaise with ANSF and ISAF.

For most nations sending teams there was no better way to receive the proper phase II pre-deployment training than in Hohenfels. During all these years the training centre has demonstrated professionalism and provided experience and facilities necessary to achieve the training objectives. One of the main advantages

of this training is a realistic training environment, the real live “in theatre” scenario, ANSF replicators’ participation and support that provides cultural awareness.

The graphs below show the number of teams and participants in the respective years.

NUMBER OF TEAMS



NUMBER OF PARTICIPANTS

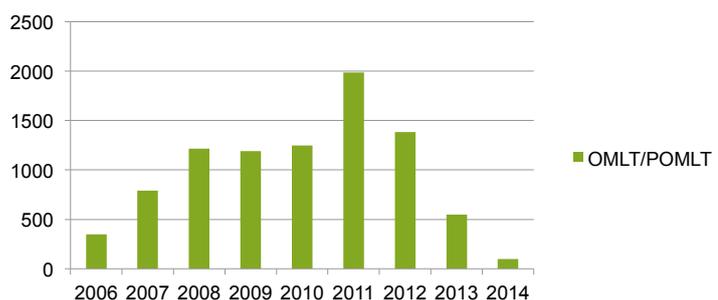




Photo: Courtesy of Joint Multinational Readiness Center

## OMLT-MAT training evolution

The basic design of this centralized NATO sponsored training, as the Phase II of pre-deployment for ISAF mission consisted of two phases - an academic phase and a field training phase. The mission of the teams in Afghanistan was changed with the readiness status of the ANSF Units. In accordance with it, the content of the training was changed too. The most important change happened in 2012 with new Security Force Assistance Concept of Operations. The teams reduced their composition, the mission consisted of

less teaching but more advice and more focus of the staff part on the counterpart units. The MAT or PAT acronyms appear to substitute the former ones – the OMLT and POMLT.

The ANSF participation in this training event has also changed - from complete ANA Units to train the teams on how to mentor, to just one selected group of officers and NCOs providing cultural awareness to each team.

## JFTC tasks during the training

Since 2007, the JFTC has directed the exercise from NATO side in

close coordination with the JMRC in charge of the execution of the training. During the planning phase the JFTC starts tracking participation, sends the Confirmation Letter and conducts the Final Coordination Conference of each training event. During the execution phase, the JFTC deploys a Command and Control Team to the training area to coordinate the reception, staging, movement and training of the teams. It also conducts the Subject Matter Experts meetings and contributes to the After Action Review process.. ■



Photo: Courtesy of Joint Multinational Readiness Center



# JFTC Re-engages in NCS/NFS Preparation: **LOYAL BONUS 13**

■ LTC Josip Sever, DEU,  
JFTC Training Division

The JFTC was originally founded as a training centre tasked to conduct and support the NATO Command Structure/ NATO Force Structure Training (NCS/ NFS Training). Due to the needs of Current NATO Operations, the JFTC mission was for a long time entirely dedicated to pre-deployment training of the ISAF Regional Commands and the former OMLT formation.

In 2012 the JFTC joined the NATO Response Force (NRF) cycle substantially supporting the NRF certification of the Allied Rapid Reaction Corps (AARC) in the Exercise Noble Ledger 2012 (NOLR 12) in St. Mawgan, Great Britain. This involvement can be considered as the JFTC's entry point for re-engagement in NRF Training.

The following year 2013 brought some important news for the JFTC. In late February 2013 it was agreed on commander level that the newly estab-

lished HQ Land Command (LC) in Izmir, Turkey, was looking for a strategic partner to train its staff and execute its first joint exercise to underline and prove its Initial Operational Capability (IOC) under deployment conditions. SACT designated the JFTC to provide a primary training event and exercise support to LC Izmir. Loyal Bonus 2013 (LOBS13) was the first step in the entire cycle towards the Full Operational Capability (FOC). For the JFTC this commitment was a challenge, too - it had to develop institutional capability to support an NRF oriented LC Exercise, taking over responsibilities of the Officer Directing the Exercise (ODE). That meant having COM JFTC in the role of the Exercise Director (EXDIR). So, besides the fact that the JFTC staff was already partially involved in capitalizing on Exercise Steadfast Jazz 13 (SFJZ13) for NRF familiarization and capability growth, the LOBS13 had another qual-

ity because it was an additional and fully operational NRF task.

Like in early 2013, LC Izmir staff was limited in number, so concept and design of LOBS 13 was mainly carried out by the JFTC. The established Core Planning Team (CPT) was fully dedicated to the LOBS13 exercise preparation, continuing and even expanding staff engagement and coordination opportunities with LC Izmir.

But, what was it about? This is the LC Izmir "Mission Statement": "The Allied Land Command Exercise in 2014 is to be a multi-echelon exercise that is conducted using a High Intensity Warfare SKOLKAN Scenario. The exercise would see Allied Land Command serving as a Combined Forces Land Component Command (CFLCC) under a Joint Force Command (JFC) and with two Graduated Readiness Forces (L) (GRF(L)) under command of the CFLCC. The purpose of this



exercise would be to test and validate the capability of Land Command in terms of Command and Control and Deployability whilst at the same time allowing it to gain credibility. Rigor and complexity will be two of the key components required of the exercise in order to prepare Land Command to carry out its mission.”

Due to lack of experience, many key assumptions were necessary throughout the planning cycle to propose feasible solutions to mitigate the existing lack of critical mission information:

- How big in total figures would LC Izmir Training Audience be - necessary to know to create and finalize a realistic Order of Battle (ORBAT);

- create, establish and agree upon precise and measurable Training Objectives;
- mitigate manning issues and establish the Exercise Plan as soon as possible;
- agree upon critical timelines and the way ahead, including all participating entities;
- a Higher Control (HICON) was needed; the JFTC requested support of an external agency having in mind the idea of collaborative involvement;
- Lower Control (LOCON) needed to be supported through coordination with LC Izmir;
- Response Cells (RC) could be coordinated and supported as required for the exercise;
- NATO common funding would support the budget requirements;
- LC Izmir staff would be able to pro-

- vide timely planning contributions for the development of the Exercise Specification (EXSPEC) and still pending exercise requirements;
- last but not least, that SHAPE would support and establish precedence for future roles, responsibilities and contributions.

For preparation purposes and due to a significant shortage of time - only seven months to conduct the necessary steps within the planning cycle, the JFTC CPT spent nearly 100 travelling days in preparation, executing the NRF cycle with LC Izmir in a kind of accelerated time-lapse. We learned very quickly, that the only realistic way ahead is to exercise a kind of Battle Staff Training (BST) and not the desired Exercise.





To ease the challenge a bit, the use of the basic idea of the SFJZ13 scenario for LOBS 13 helped. Nevertheless, the next steps in chronological order were quite challenging; we had the basic scenario and the developed SFJZ 13 OPLAN, but the overall scenario was not fitting to LOBS 13 intent. We were looking for a scenario with strong and capable Opposing Forces (OPFOR). Therefore, it was necessary to significantly enhance the OPFOR compared to the scenario of SFJZ 13. The JFTC J2 SME delivered a masterpiece based on which the following steps could be conducted:

1. Adjust/ rewrite the Steadfast Jazz OPLAN

for 13 purposes of LC IZMIR LOBS

2. Conduct a Threat Assessment based on the OPLAN
3. Develop a proper scenario
4. Execute the scripting on basis of the refined Operation Plan (OPLAN) and the developed scenario

The JFTC developed an adapted and suitable scenario for LC Izmir desired Major Joint Operation Plus environment.

Moreover, the entire MEL/MIL, scripting and massaging of the process were conducted with a very limited external support. Besides Training Division, the War Gaming Branch of the Training Support Division and

the Real Life Support were permanent members and very busy stakeholders in this rushing and challenging phase. A big support throughout the entire planning cycle was provided especially by the Multinational Corps North East (MNC NE) in Szczecin.

LOBS13 was executed as scheduled, in November 2013. It was a big success and a remarkable product for both partners: on one hand for LC Izmir proving its capability as an operational HQ and on the other hand for the JFTC, proving its capability to undergo an extensive preparation cycle with limited capacity and execute a self-developed product, that is perfectly tailored to the needs of the customer. ■





# White Cell

## The Importance of External Support

■ **Mr. Chesney Clark,**  
Senior Consultant in OAKAS Ltd.

*The true basis for...unity of command lies in the earnest cooperation of the senior officers. This...involves the human equation and must be met day by day. Patience, tolerance, frankness, absolute honesty in all dealings, particularly with all persons of the opposite nationality, and firmness, are absolutely essential'*

**General Dwight D Eisenhower**



Conflict resolution in the modern era has required a fusion of national and international power (political, diplomatic, social, economic), as well as military. The North Atlantic Treaty Organization (NATO) has taken steps to adopt a Comprehensive Approach, this has been a step change since the end of the Cold War, the Balkans, Iraq, Afghanistan all resulting in initiatives to create programs towards effective conflict resolution. Whilst NATO can provide a military element to a Comprehensive Approach, there is an important need for pan-governmental, national and international agencies to provide the civilian elements.

This article aims to detail some of the frictions with the concept of a Comprehensive Approach, consider the newly establish Inter-Agency model and describe the work of 'White Cell' NATO exercises. It is hoped this article will help demonstrate some successes

of external support to exercises that underpin the training at the Joint Force Training Centre (JFTC). Underpinning the terminology (Comprehensive Approach, Inter-Agency concept, White Cell) should be a common goal of wanting to 'achieve unity of effort and an acceptance that all three instruments of power (moral, physical, conceptual) are required for success'<sup>1</sup>.

### Comprehensive Approach (CA)

But, what is this concept and where did it come from in NATO? How is it related to the Inter-Agency Concept and how are these concepts being replicated in our mission rehearsal training. The very notion of the CA is steeped in confusion and lacks a common definition. This global concept is often associated with civil-military coopera-

tion, but it goes beyond the existing NATO doctrine on enhanced civil-military cooperation (CIMIC)<sup>2</sup>. Furthermore, it has often been grouped with terms such as: counterinsurgency, Provincial Reconstruction Teams (PRT-Afghanistan), peace support operations, stability operations and crisis management. These terms in themselves do not do the concept justice and leave the reader with a sense of 'doctrinal spin'.

A precise definition for a Comprehensive Approach is difficult mainly because most nations have introduced their own. This international concept finds its roots in the UN and EU, but that does not mean the NATO community agrees on it. In essence, the CA is a philosophy and a state of mind, an 'approved set of principles and methods intended to provide large organisations with a common outlook and a uniform basis for action'<sup>3</sup>. Experience from RC(N) training suggests that even NATO's members in Afghanistan, and between them and the Government of the Islamic Republic of Afghanistan (GIROA) have differing opinions.

With any conceptual thinking there will be large areas of grey, no more so than when finding continuity in NATO's CA. Two underlying principles seem to be expressed throughout relevant documentation. Two principles have been expressed in several NATO documents, including: The Declaration on Alliance Security 2009<sup>4</sup>, NATO's Bucharest Summit 2008<sup>5</sup>,

Comprehensive Political Guidance 2006<sup>6</sup>, and the Riga Summit 2006<sup>7</sup>. The two principles are:

1. Strengthening cooperation with other international actors (wider than EU, UN)
2. Combining civilian and military capabilities more effectively

Arguably, these 2 principles give a framework for NATO CA thinking. Where confusion and uncertainty has been introduced has been in the lack of detailed direction as to how NATO should cooperate, at what level and with who outside of itself. As Johnson writes in his work on the issue: "...these questions are contingent on political realities within the particular region or state in which NATO forces operate. They can change in every instance, based on what Nations of the Alliance agree to". In sum, NATO HQ's (political/strategic level) use of a CA should be to resolve conflicts, an overarching concept in the tool box of the planning process.

## Inter-Agency Concept

Why do national, inter-national and civ/mil agencies struggle to work together? This is perhaps due to the fact that military doctrine gives clear and definite parameters and practices, whereas in contrast, private and other nongovernmental relief agencies typically lack formal doctrine, though they may have some written standard operating procedures. This friction is not a game changer per se, but does make second guessing the actions of external agencies difficult for military planners.

One clear example for the requirement of Inter-Agency lead is that fact that most NGOs/PVOs meet their military counterparts for the first time on the ground in the theatre of operations or crisis area. This highlighting the need to forge long term links within a permanently established Inter-Agency center under the command of a suitably appointed leadership. In essence, creating a permanent Inter-Agency operations center is the necessary first step toward improving civil-military coordination. The characterises of each cell



will reflect the direction and guidance of the commander-in-chief, allowing for the individual leadership style of the unit. For example, some cells may contain only a limited amount of civilian experts, whereas another cell may reflect the particular issues of a crisis and build a staff accordingly to focused effort (e.g. a humanitarian crisis may have a large amount of experts from a refugee related background).

A positive observation from the Regional Command (North) staff visits conducted with the Joint Force Training Centre (JFTC) has been the increase of staff horsepower into this element of the HQ (OPCCCO), and an implementation of lessons learnt from Inter-Agency thinking. As an example, as huge success story has been the introduction and establishment of the Regional Media Information Centre (RMIC), a bespoke building within Mazar-i-Sharif which contains a range of broadcast journalists (Afghan civilians) who work to produce journalistic output across the North of Afghanistan. This was a classic Inter-Agency type project (UN, Media, Mil) to create a focal point for Influence operations by RC(N) – Soft power having huge operational impact. In my mind, as we complete the transition to Operation Resolute Support, NATO's continued advisory role to the ANSF, we must invest, in time, finances and education to ensure that the Inter-Agency Concept is given the position and status that it so deserves. Additionally, it must be replicated on Mission Rehearsal Exercises.

## White Cell

The challenge for military exercise planners is that of replication. How do scenario experts create the right conditions to

allow the commander to exercise his Staff, to add pressure and to test.

To a certain extent we have been spoiled by 12 years of military operations within Afghanistan, our planning has in many ways been fixed within certain clear parameters and geo-political landscape. Within the contingency landscape, prediction becomes an art form – how to second guess the next world hotspot and prepare to exercise troops who may well deploy there. What is certain, is that we can no longer ignore issues surrounding the Comprehensive Approach and the creation of Inter-Agency groupings, on the contrary this must inform our thinking and be a focal part of our planning.

The term 'White Cell' is used to define a pool of exercise players who provide the real time role-play function and academic expertise to ensure that the Commander and wider Staff are considering issues surrounding NGO/GO PVO involvement, and liaising with them. The successful integration of all key NGO/GO and other civilian players is critical to identifying where civilian agencies plug in. It is this friction that can be created by the use of bespoke White Cell providers. Defense Consultancy firms such as OAKAS Ltd provide a neat solution to exercise planners, namely the provision of a 'capability package' to significantly enhance a training audience experience, and ensure that the 'Inter-Agency piece' is captured within training objectives.

In broad brush, the package is two-fold.

The first element is a group of academic subject matter experts (SME) who have a background in political science or have worked within various influential positions. These SMEs contribute to the Mission Specific Training (MST) in the form of lectures, round table discussions and panel dis-



cussions. In addition, they bolt onto the scenario and scripting teams to create injections and storylines within their area of expertise (e.g. UNHCR may well brief TA on refugee issues in RC(N) and then write some injects focused on border control issues, food shortages).

The second element is that of role-play. Experienced personnel (with field experience), cultural advisors and specific country 'Diaspora' create vignettes and injections with the scripting team and then 'play out'



their role play with the TA. This training adds a realism and complexity to the training and allows for Working Boards or Regional Council meetings to be played out for real (E.g. using role players to act as the Provincial Governor at a Regional Operational Coordination Centre meeting).

In recent years, the JFTC has seen first hand evidence of contracting in a White Cell capability, and the added benefits of professional, credible individuals who provide resil-

ience and continuity to an already stretched training center. As the NATO machine looks to 'do more, with less', the fiscal considerations of a bespoke White Cell capability that delivers 'through life' exercise support is a must and an essential element to exercise success.

We have likewise seen a real success story in the continued use of Afghan National Police (ANP) and Afghan National Army (ANA) personnel on all Military Advisory Team (MAT) and RC(N) exercises. This

unique arrangement sees ANP/ANA personnel flown over from Afghanistan to assist real time training – frictions, language barriers, personality clashes and cultural differences all add to the TA experience. This model of training developed at the JFTC has been 'front and center' to achieving force readiness ahead of deployment – on occasion, JFTC staff have enabled TA to meet their exact ANA/ANP counterparts and to start to forge relationships prior to deployment. The role



of the SME contractor in this instance is to ensure that the scenario forces dialogue, creates complexity and is in line with lessons identified from previous exercises.

Arguably, it is usually military HQs that provide the Physical<sup>8</sup> means to enable a broader comprehensive approach because they have the resources and can provide their own security. But the approach does not need to be military led throughout and, once security has been firmly established other actors can take charge. Inter-Agency organisations that are progressive, forward looking teams prior to the operation (Mission Rehearsal Exercises) have the best chance of success.

It is more than evident that Inter-Agency coordination is important, if not critical and must continue to be considered in any serious military organisational structure. Whilst there are some clear flaws in the Inter-Agency coordination mechanism at both the strategic and operational levels (see above), the alternative is a return to the legacy stovepiping and blinkered approach of the past. The NATO mission in Afghanistan is drawing to a close after a demanding and costly conflict, what will be critical will be to capture and retain the lessons identified and lessons learnt by the JFTC surrounding civil-military co-operation and activity and replicate it through White Cell support on all Mission Rehearsal Exercises in the future – that will truly see the 'Transformation through Training' mantra played out. ■

<sup>1</sup> 'The Joint Operation' Army Doctrine Publication Operations - Chapter 4.

<sup>2</sup> "The Comprehensive Approach to Civil-Military Crisis Management : A Critical Analysis and Perspective" (2010) by Dr. Cécile Wendling.

<sup>3</sup> 'Comprehensive Approach', Three Swords Magazine, Johnson, T.F, May 2010.

<sup>4</sup> NATO, Declaration on Alliance Security, 2009.

<sup>5</sup> NATO, Bucharest Summit, 2008.

<sup>6</sup> NATO, Comprehensive Political Guidance, 2006.

<sup>7</sup> NATO, Riga Summit, 2006.

<sup>8</sup> 'The Joint Operation' Army Doctrine Publication Operations - Chapter 4.

# Training Support Division

## Yesterday, Today, Tomorrow

■ MAJ Dariusz Korpalski, POL,  
JFTC Training Support Division



10 years have passed since the establishment of the JFTC (31st March 2004). From the very beginning, the key role of Training Support Branch (TSB), which developed into Training Support Division (2010), was to organize and execute training and exercises based on and supported by the newest information technology.

10 years is an eternity in the information technology (IT) world, as Moore's law states, "the number of transistors on integrated circuits doubles approximately every two years". Similar tendencies can be observed over the 10 years of training support practice, roles and functions. The meaning and role of IT for modern military exercises is without any doubt crucial. Nowadays, it is hard for young officers to imagine executing an exercise with the use of a paper map, pencil and a ruler. Amongst the possibilities that IT offers are: fostering decision making

processes, easier communication between the stakeholders, automatic registration of Command & Control (C2) processes and an opportunity to execute a given exercise in several remote locations simultaneously and all this in a real time module.

Paradoxically, instead of drop in manpower, as a consequence of the growing importance of electronic equipment, we can observe the opposite trend which is an increasing number of IT qualified personnel to effectively deal with the surrounding technology. Such a tendency could be observed also within the Training Support Division (TSD). What started with an eight-personnel branch (TSB) grew into a Division with currently 23 members (military, NATO civilians and contractors) of different backgrounds. The TSD structure reflects the fields in which the Division works and develops. Since 2012, the current structure has included two separate

branches: the Wargaming Branch (WGB) and Computer and Information Services (CIS) Branch.

WGB (recognized before as a Computer Assisted Exercise - CAX) works within two main fields: Modelling and Simulation (M&S) and Concept Developing & Experimentation (CD&E). M&S main challenge is to develop and run simulations for pre-deployment exercises, both for potential NATO Response Forces (NRF) and NATO in-theatre current missions to be as close to reality as possible. In order to achieve this, simulators of varied spectrum are used, including single soldier simulation, similar to computer games - Virtual Battlespace 2 (VBS 2), tactical field simulation - Joint Conflict and Tactical Simulation (JCATS) and finally reflection of the strategic and political situation - Joint Theater Level Simulation (JTLS).



One of the main fields of interest for CD&E is the Connected Forces Initiative (CFI). CFI is a philosophy and broad political guidance, as defined on the NATO webpage as, “maintaining NATO’s readiness and combat effectiveness through expanded education and training, increased exercises and the better use of technology”. To enhance training and reduce redundancy, the Commanders of Allied Command Transformation (ACT) and Allied Command Operations (ACO) are looking for opportunities to Combine NATO and National Exercises. One challenge is how to coordinate NATO Command and Force Structure with National HQs and Forces. The JFTC’s role is to work as a point of entry for the nations to the NATO training environment and to provide more efficient use of national and NATO training capabilities in order to improve training of NATO Command Structures (NCS), NATO Force Structures (NFS) and below (sharing with nations).

CIS functions are planning and coordination both during Training Events (TE) and throughout expanding and sustaining current Automated Information Systems (AIS). It is a similar function to the one performed by J-6 units in operational HQs. The CIS Branch delivers a common IT platform for the entire core business in JFTC. Presently it is extremely difficult to imagine complex events such as trainings for

Command and Force Structure of NATO HQs without extensive IT support.

Within the military environment, CIS is considered „the nerve” without which the synchronization and management of remaining components would be impossible.

CIS is also looking and planning into the future, for potential technological developments that will further enhance training and the JFTC. Falling behind may mean losing compatibility and relevance within NATO’s training mission. A constant race for the newest technologies became one of the priorities. A recent IT upgrade was the implementation of a Virtual Desktop Infrastructure (VDI). Implemented in July 2013, the VDI-based system works now in all JFTC computer networks, it integrated existing user services into a “Cloud Computing” environment served from the JFTC data center. It is one of the cutting-edge technologies that, thanks to JFTC’s resources (both equipment and licenses), can deliver services to 945 work stations in four different networks (NATO Secret, NATO Unclassified, Exercise, Experimental).

On one hand, the CIS work is based on the requirements formulated by the JFTC Training Division (TD), on the other, CIS transfers those requirements to the NATO Communication and Information Agency Service Operations Bydgoszcz

(NCIA SOB), who is the final link in the process of delivering CIS services to the JFTC. As a result of the planning process, TD expectations are translated into technical requirements (C4 plan – Command & Control & Communication & Computers) and implemented by IT personnel of NCIA SOB. Communication, cooperation, precision and timely planning are key to succeed. Of course, miscommunication occurs, however, in the end they are successfully solved and do not influence completion of projects.

It is crucial to maintain high level of cooperation, especially with the perspective of forthcoming changes on NCIA side (reorganization, custom funded approach, takeover of IT infrastructure and budget). The common trace of both entities is permanent innovation, modernization and readiness for flexible adaptation to ever changing external circumstances.

Besides core business (supporting the exercises), the TSD is involved in a number of other initiatives. One of which is Coalition Warrior Interoperability eXploration, eXperimentation and eXamination eXercise (CWIX). CWIX is a NAC endorsed, Military Committee directed and C3 (Consultation, Command and Control) Board guided Bilateral Strategic Command (Bi-SC) annual programme designed to support the continuous improvement of interoperability for the Alliance. CWIX is

the biggest interoperability exercise within NATO, whose focus area lies within CIS and also, from this year on, the M&S's role is expected to grow in the next few years.

This is an ACT led event with support provided by the JFTC as the primary location for CWIX. The JFTC is not just providing the facility but also actively participates in the technical testing and set-up of the event. The TSD's role within this enterprise is to design and build the network that enables CWIX over the Combined Federated Battle Laboratories Network (CFBLNet) connections within JFTC and through INFOSEC to ensure all CIS security requirements are met in addition to all network and systems that are accredited through NATO prior to CWIX Execution.

CWIX has been hosted at the JFTC since 2011 and is scheduled to remain here through at least 2017. The JFTC actively fulfills its role as ACT's support for CWIX. As the Site Lead, the JFTC's responsibility includes coordinating all support between the JFTC, ACT and the Nations.

In 2014, the JFTC accepted co-leadership role within the M&S Focus Area. Expanded responsibility is important as it moves the JFTC into an active role as a participant in future CWIX events. The CWIX provides a good venue to practice interoperability and gives an avenue to further implement CFI principles within CWIX and NATO. This effort is important to future multinational training events as it provides an opportunity to test interoperability within the M&S and then with the appropriate C2 systems as well.

CWIX is not a typical collective training staff exercise with a clearly defined training audience with associated training objectives. CWIX provides a venue for interoperability testing between national and NATO communication systems. The ability to test and share the results can identify interoperability shortfalls before multi-national operations or exercises.

The implementation procedure of the new CIS systems consists of three phases: Test – Certify – Use. CWIX deals with the first phase, within which tests are run in order to assess systems' applicability for

NRF, FMN, ISAF and Joint, Land, Air and Maritime.

CWIX is open for both NATO members and Partner Nations, focusing on all components (Air, Land and Maritime). Widening CWIX focus area is possible thanks to the number of participating nations (18 in 2013) and Focus Areas (see table 1). Thanks to this, CWIX gives a unique opportunity to confront interoperability of systems features.

Another trend is the growth in technologies connected with remote services, such as Video Teleconferences (VTC), remote IT service support, distributing exercises to a number of locations (even on different continents).

Taking into account future IT within NATO, it is important to mention NATO's Future Mission Network Concept which was approved by the Military Committee on 16 Nov 2012 based on best practices that came

Focus Areas in CWIX	
Air	Geospatial Meteorological & Oceanographic (GeoMetOc)
Land	Joint Intelligence Surveillance and Reconnaissance (JISR)
Maritime	Logistics/Medical
Joint	Multilateral Interoperability Programme (MIP)
Ballistic Missile Defense (BMD)	Multilevel Security
Civilian/Military (CIVMIL)	Modelling and Simulation (M&S)
Cyber Defense	Mobile Computing
Friendly Force Tracking (FFT)	Service Oriented Architecture (SOA)
Federated Mission Network (FMN)	Tactical Datalink (TDL)

Table 1. Focus Areas in CWIX

The interest of the nations in CWIX can be illustrated in the following data: between 700 -900 participants (at JFTC) are expected in June 2014, around 4000+ Test Cases, 140+ CIS platforms, and finally around 20 distributed testing sites, which enables additional testing and expansion of testing opportunities.

IT, the basis of the TSD work, is a specific field, where no long-term prognosis is possible due to its rapidly developing nature. However there are visible tendencies, such as Cloud Computing (centralized data storage and management with the use of powerful data centers). The JFTC with its world class data centre is a good example of implementation of this solution. Profits of clouding include remote access to data, sharing and exchanging it with other users and financial efficiency (users do not require highly developed work stations, they only need desktop terminals).

from the Afghan Mission Network (AMN) experience. The concept provides guidance for establishing federated Mission Network (MN) capabilities for the future. ACT is leading the development of the NATO FMN Implementation Plan and the JFTC, being part of transformation family, is being involved in this project. The main objectives of FMN (Federated Mission Network) in a nutshell are to facilitate seamless human-to-human communication across the force for mission planning and execution and to allow a single view of the battle space across the Mission Network for NATO and partners.

Taking into consideration all the above mentioned facts, it can be concluded that the roles of both the WGB and CIS branches will grow. Therefore, upcoming anniversaries, 20<sup>th</sup>, 30<sup>th</sup> and onward will be most likely described as great, revolutionary steps in technological development, which makes for a challenging and exciting future for the Training Support Division as an important component of the JFTC. ■



# The Connected Forces Initiative

## Balancing Transformation in a Period of Austerity

■ Charles M. Stibrany, USA,  
Defense Consultant

*"To optimize a coherent and integrated training system, contributing directly to maintaining a collective set of national forces and a NATO Command Structure which are interoperable and possess the full range of capabilities and structures for the Alliance to be ready to respond in an uncertain future security environment."<sup>1</sup>*

The North Atlantic Alliance periodically, throughout its decades' long history, has had the remarkable ability to change its methodology and processes to improve its ability to perform its primary mission of providing member nations a military and political deterrent to any potential aggressor. As the geo-political situation in Europe and the world has evolved over these decades, it was critical that the alliance change and modify in order to meet the challenges inherent within the new security environment. As watchers of NATO know, each decade demonstrated the ability of the Alliance to successfully transform the various levels of command, structures, and internal and external relationships. As we know, the Alliance successfully expanded the geographic and political footprint in Europe and with other non-regional nations. This created better use and integration of emerging technologies to assist with these changes. The technology revolution, which we all benefit from, has had a remarkable impact on the Alliance and has become a major forcing mechanism for transformation.

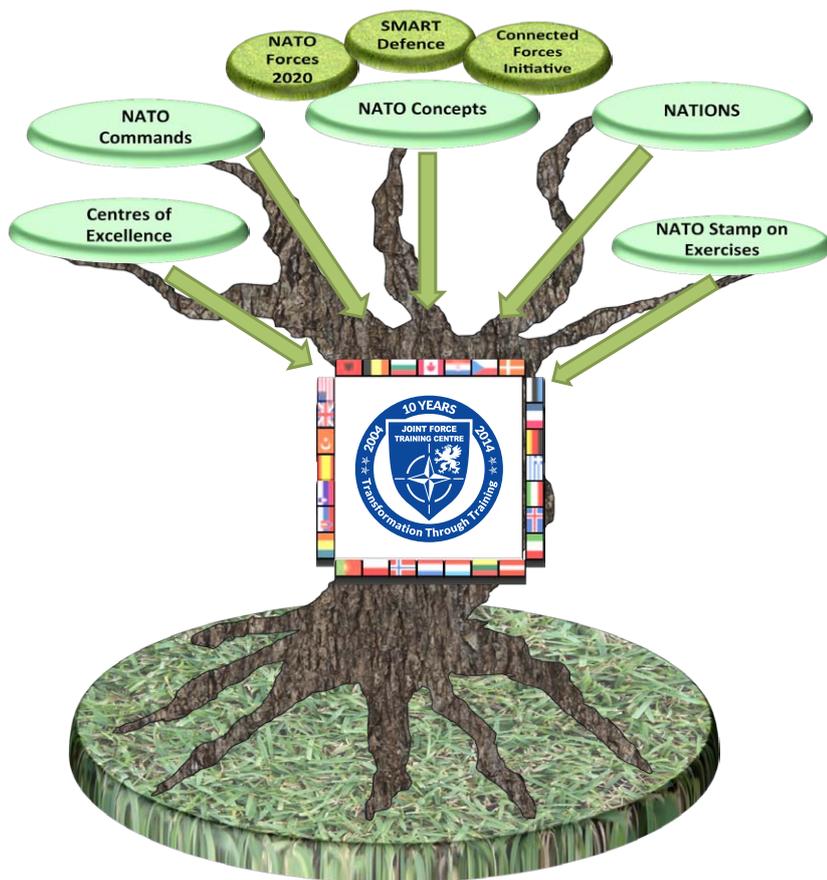
The Alliance is faced with competing and often divergent views. While internal to the organization, they often result from external national perspectives of events and situations that then influence and impact the thought process and philosophies within the organization. The fact that member states have been working within fiscal constraints over many years has had a profound impact on how NATO and the nations are conducting business both now and in the near term. Member nations, although faced with a constrained budgetary reality, have become increasingly concerned over losing momentum with transformation and the agreed value of lessons learned from its engagement in Afghanistan. The prevalent idea that nations can reduce their defense costs while maintaining a viable military posture is being reviewed with respect to the recent political and military situation along national borders.

To counter-balance the perceived need for defense reduction, while maintaining and enhancing the Alliance's abil-

ity to respond to future threats, Secretary General Rasmussen, and the Allied Heads of State announced during the Chicago Summit in May 2012 a concept that when fully implemented, would balance the fiscal constraints with increased efficiencies in the NATO training, exercise, and education environments. The concept would ensure that NATO increases the ability to be interoperable and create forces that are deployable for future operations. Known as the Connected Forces Initiative or CFI, the aim is to strengthen the bonds among the NATO Command and Force Structures, National Headquarters, and Partner nations. CFI development will integrate education, training, exercise, and technology, with a particular focus on the human dimension. When implemented, the CFI will enable NATO to remain relevant by being able to meet near, mid and long-term mission requirements in a continually evolving security environment.<sup>2</sup> Stated succinctly, the Alliance must become a nexus of knowledge as well as being a politico-military nexus.

Before we can discuss in depth what the CFI means to the Joint Force Training Center, we need to understand the “hierarchy” or context in which CFI is placed. The CFI is embedded in the overarching NATO Forces 2020 and Smart Defense Concepts. The creation of Smart Defense is a vehicle to realize the synergistic balance between capabilities and future requirements. It is a means of modernization with NATO in the role of a facilitator or broker among the nations. The overall intent of NATO Forces 2020 is to highlight its ability to continue with modernization during a period of defense austerity.

## Hierarchy of NATO Concepts with Nations



A key aspect of CFI is the stated understanding that the Alliance will shift emphasis from *operational engagement* to *operational preparedness*. The implication is that the Alliance will then need to remain capable of performing its core tasks – as described in its Strategic Concept of maintaining its forces at a high level of readiness. In order to achieve this, Alliance

leaders have set out the following goal of NATO Forces 2020:

*“Modern, interoperable, highly connected forces that are properly equipped, trained, exercised, and led. The Connected Forces Initiative (CFI) will help maintain NATO’s readiness and combat effectiveness through expanded education and training*

*and increased exercises and better use of technology.”<sup>3</sup>*

Within the CFI Implementation Plan as envisioned by SACT, there are four *strands* of activity in which the planning for CFI will take place:

- Education and Training
- Integrated Exercise Programme
- Evaluation and Certification
- A Management Process to make CFI a reality.

In line with the Smart Defense philosophy as actualized in CFI is the idea for a notable increase in multinational exercises through the planning of Allied training events that encompass the full spectrum of conflicts to increase the Alliance’s ability to conduct missions. Specifically, within the Integrated Exercise Programme strand, and in parallel with the other strands of activity, member nations are looking for resource *neutral* capabilities: capabilities that leverage national and NATO technical resources in a cost effective manner. As an example, in the case of a federated or distributed training or exercise event, our current technological capability in exercise management and execution will have the effect of lowering travel and billeting costs.

A distributed training and exercise network supports the training audience by enabling individual nations and their training centres access to standardized NATO command and control (C2) systems as well as use of available simulation systems. With Alliance support, it also places a “NATO stamp” on a training event or exercise. A robust, distributed network can be used by multiple nations to increase knowledge and improve interoperability among all participants. The JFTC is now actively preparing to support these types of distributed and federated exercises as we plan to execute our part of the overall CFI Implementation Plan.<sup>4</sup>

Under the auspices of CFI, the Joint Force Training Centre is - based on his role to provide training to Headquarters at the joint tactical level - the “Gateway” for nations’ future training and exercises in an



NATO environment below the joint operational level. The centre has a pro-active grasp of the requirements for the implementation of CFI and is actively pursuing its mandate to connect with the nations and other appropriate NATO force structures. The capability to support NATO and national exercises across a distributed network is a major element that supports CFI.

The ability and strength of the JFTC in the future will support CFI by providing full spectrum training to a wider training audience, thus supporting NATO's transition from ISAF to full spectrum training, as described above. The JFTC will have the ability to link nations with the centre and each other to allow faster planning cycles for smaller yet more numerous training events.

The JFTC as the lead element is supporting the development of phase one of the new Connecting NATO and National Training and Exercise Capabilities Bi-SC concept. This concept will identify requirements, gaps, and propose solutions to connect NATO and national training capabilities to facilitate joint collective training, exercises, and interoperability. The methodology that is being used will gather data from the NATO Command Structure (NCS), the NATO Force Structure (NFS), NATO Centres of Excellence, and the NATO and national training centres and after an analysis of that data provide SACT with a draft concept for future study and implementation.

As a by-product of our past involvement with various Allied nations, the centre is in discussion with select nations to possibly conduct the first CFI related training event in 2015 that will showcase the

ability of nations and the JFTC to cooperate and interact with the use of various technology platforms. JFTC's past and current involvement with the annual SACT Coalition Warrior Interoperability Exploration, Experimentation, Examination Exercise (CWIX) reinforces the JFTC's technical capabilities and provides direct support toward meeting goals of CFI.

The CFI initiatives in support of national linkages to JFTC include our engagement with the South East European Exercise and Training Network consisting of nine NATO and Partner nations. Additionally, we hosted the Modelling and Simulation Conference with Training and Simulation Centres from Poland, the Czech Republic, and Hungary. It is foreseen that these initiatives will continue to be developed in support of the CFI vision of the "Gateway" concept after 2015 and will be a subject for continual dialog with the nations.

Additionally, the JFTC has the capability to work with the various Centres of Excellence (COEs), providing technical support to them and in turn, receiving Subject Matter Expert (SME) and Exercise Control support from them. This relationship has been ongoing and has the potential, under the umbrella of CFI, to become increasingly effective and mutually beneficial.

It is envisioned that JFTC will be able to create valuable partnerships with National Force Structures, which will allow us to maintain our position as an integral contributor in the Alliance's Training and Exercise structure. The centre's research and testing with new innovative technological products such as *cloud-based platforms* will vastly

improve our ability to meet the discussed aims of the Connected Forces Initiative.

The centre in continued support of the Connected Forces Initiative will expand its joint collective training capabilities to provide both NATO and Headquarters of the National Force Structures an increased array of training capabilities including processes, platforms, systems, and distributed services to meet the objectives of providing NATO a well-trained interoperable force.<sup>5</sup>

The Joint Force Training Centre is transitioning from being a provider of computer assisted exercises (CAX) to a flexible full-spectrum training service provider using state of the art technologies to meet the training needs of the NATO Command and Force Structure and the nations as we conduct increased training events with less planning time, more efficiently.

In conclusion, the Joint Force Training Center is poised on the brink of the future of NATO. The centre is fully integrated into CFI to serve as a bridge between training, exercises, and technology and is working to optimize the use of coherent and integrated training systems to improve training and exercises among NATO, nations, and partners. It is a challenging but rewarding future that we have in front of us. ■

<sup>1</sup> NATO Website

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> SACT Transformer; CFI, LTC P. Lueck

<sup>5</sup> JFTC DHS Library: Selection of content from previous CFI briefs: CM Stibrany TSD/JFTC



## Connecting Simulation and Training Centres Conference within the Connected Forces Initiative

■ LTC Peter Lueck, USA,  
JFTC Training Support Division

On 27<sup>th</sup> November 2013, the Joint Force Training Centre (JFTC) hosted representatives from the Hungarian General Staff, Czech Training and Simulation Centres and Polish Simulation Centres to discuss future training and cooperation opportunities. Within the NATO Connected Forces Initiative (CFI), enhanced cooperation and communication will be critical to developing a more robust training program and prepare NATO and nations for future operations. The conference focused on the better use of technology and how the nations and NATO can enhance their collaboration to provide more robust exercises across the full spectrum of conflict in a multinational environment.

The one day conference had the objective for connecting each of the nations not only to the JFTC but also to each other and to increase awareness of the ongoing missions within each nation. To achieve that end the conference's morning session provided an opportunity for each nation and the JFTC to introduce themselves and provided a framework for the afternoon's syndicate work. This exploratory session proved very useful and provided the groundwork for additional pursuit in areas of mutual interest. In the afternoon, there were two syndicates with the first one outlining the NATO exercise preparation timelines and requirements. The second syndicate, focused on the technical details in connecting the nations with each other

and also to NATO exercises and training events. The work from both of these syndicates illustrated that future cooperation and work is required to realise more connected exercises and training opportunities.

By the end of the day all of the conference participants agreed that the conference provided a great venue to collaborate and discuss the practical applications of CFI. As the JFTC Deputy Commander Brigadier General László Szabó stated, "This conference is only the beginning for realization of CFI principles." As the Alliance continues to march forward it is important that the hard lessons learned in current operations provide a stepping stone to more connected and fully interoperable forces through the use of multinational and NATO training events. ■



# A Successful Decade of HQ Support Development

■ The JFTC Headquarters Support Division  
Team of Authors

The mission set for the newly created Joint Force Training Centre was to support training for NATO and Partner forces to improve joint and combined tactical interoperability. Regarding this function, the JFTC assists Allied Command Transformation (ACT) in promotion of NATO doctrine development by cooperating with Centres of Excellence (COEs) in order to improve NATO's capabilities and interoperability.

As far as infrastructure is concerned, the JFTC was developed based on Capability Package (CP) 09B0401 and supported with Information Technology on the basis of CP150. Within this project, the centre was provided with several new buildings and a few fully refurbished ones as well. The main building is the one where training events are held. There are also additional office and facility buildings which house the command, dining facility, allied club and a small fitness room. All buildings, offices and facilities were furnished and, under a separate Capability Package, equipped with IT means. At the design stage it was a state-of-art technology. However, in this rapidly evolving area constant upgrades are required and implemented to meet developing needs of modern Computer Assisted Exercises.

The JFTC had been initially located at Dwrnickiego Street in a Polish military compound until the construction works and

IT projects were finished. During this time the JFTC structure was filled, to the extent possible, with personnel and was getting ready to reach Full Operational Capability and handle the mission and all upcoming tasks.

In September 2009 the JFTC moved from its temporary location to the permanent location and immediately after settling down in the new location executed a large international training. It was a big challenge, but the JFTC, supported by personnel of the Support Unit and NCIA Squadron, achieved outstanding results.

Taking into account the fact that the JFTC was the first NATO HQ on Polish soil there were many challenges and difficulties to overcome. There was a tremendous organizational effort needed to handle all aspects related to creating such an institution. Significant effort was devoted to arrange numerous legal aspects of hosting foreign JFTC personnel and their families in Poland, including healthcare and education for children. Financial issues were also resolved together with other ones, such as ground and infrastructure maintenance.

Continuous cooperation between the JFTC and the Host Nation Poland has always been very good and fully deserves to be specifically underlined. Poland as the Host Nation has always demonstrated great hospitality. Among other manifestations of extremely positive attitude towards the

JFTC, establishing the JFTC Support Unit deserves particular attention. This Polish military unit is dedicated entirely to support the JFTC and the growing NATO garrison in Bydgoszcz. The JFTC SU is the main point of contact for any JFTC issues that require support which can be provided by the Host Nation. Apart from that, Polish authorities, both military and civilian, at local and governmental level on numerous occasions proved their willingness to support.

While the JFTC was originally established with a Peacetime Establishment (PE) of 84 posts, during the structural review in 2005-2006 and 2009 it was agreed to increase the PE to its current status of 105 posts. This is worth mentioning as an achievement and recognition of the JFTC importance, as this HQ was able to increase its personnel strength going against the general flow of shrinking the structures imposed on other NATO military bodies due to the overall decrease of the Peacetime Establishment ceiling agreed by the NATO Nations. Despite this achievement, the JFTC PE has never reached the level that would be fully adequate to meet all the requirements and fulfill constantly growing amount of tasks and responsibilities. For this reason, the JFTC is supported by local contractors and additionally by Subject Matter Experts contracted to support specific exercises prepared and executed by the JFTC.



Financial involvement of NATO common funds in the JFTC started in 2004 with a limited delegation of 400,000 PLN labeled as the JFTC Operating Fund. It was meant as an interim financing solution complementary to the effort of the JFTC Implementation Team established and financed by the Host Nation Poland. The first real O&M budgets assigned to the JFTC were relatively limited too (~1,1 M PLN in 2004 and 3,4 M PLN in 2005). However, over the next years, along with the rapid development of the centre and constantly increasing scale of activities, the funding level grew up significantly. Apart from the regular O&M budget the JFTC started to be assigned and administer the budgets specifically dedicated to the training events run or supported by the centre. The share of training budgets in total funding made available to the JFTC reached the level of ~40% in 2013 and includes both common funded budgets and funded nationally.

Budget preparation and execution is a complex process overseen, facilitated and administered by the JFTC Budget and Finance Branch (BUDFIN). Back in 2004 the entirety of the JFTC financial activities was initially executed by the JFTC Implementation Team. Later in 2004, when the JFTC became a self sustaining entity, those duties were taken over by the JFTC Budget and Finance Section. Initially the Section was filled

by a single employee provided by the Host Nation (VNC status). This person organized the section and performed all the duties singlehandedly for the first couple of months. It was not until the second half of 2005 that the Nations began to fill in the posts in BUDFIN. The Section Head (NATO Civilian A-3) was recruited and took over the lead on 1 August 2005. The Staff Officer Fiscal and Treasury post (NATO Civilian A-2) was filled in on 1 December 2005. Since those early days the structure of the JFTC BUDFIN section has gone through several modifications during the organizational structure reviews. Along that process, a military position of the Fiscal Assistant was deleted and the Contracting Officer position was created and filled in on 1 August 2010. Ultimately, the BUDFIN team evolved to the number of 8 (3 NICs A grade, 2 military NCOs and 3 contractors) and became a Branch. Currently the BUDFIN staff is a good combination of well qualified military and civilian professionals representing Poland, France and the USA. Two JFTC BUDFIN members are alumni of the prestigious NATO Executive Development Program (NEDP). All the members went through various specialized professional courses (i.e IPSAS, CNAFS etc)

The duties and activities performed by the BUDFIN Branch have

grown substantially since the early years of JFTC existence. Not only did BUDFIN have to accommodate the constantly increasing volume of business, but also numerous new tasks. Effective from 2006, BUDFIN started to administer VAT and excise duty to claim and process the reimbursement of those from the Host Nation based on the entitlements given to NATO. In 2009 BUDFIN (and the entire JFTC) was equipped with a new Centralized NATO Financial System (CNAFS) which forced the model of daily work, processes and procedures to change completely. In the accountancy and financial reporting area, BUDFIN has implemented the International Public Sector Accountancy Standards (IPSAS).

The JFTC BUDFIN Branch has gone through a lot of development over the last 10 years and has become a very efficient and well qualified organizational cell able to handle complex JFTC business from the financial perspective.

As a NATO organization the JFTC performs its mission in accordance with directions received from its Headquarters – Allied Command Transformation. The future of this centre will depend on NATO decisions driven by military and political circumstances. The JFTC with its highly qualified personnel and modern infrastructure capabilities is ready to assume future challenges. ■



# Counter-Terrorism Policies & the Cost to the West

## Living with Terrorism, Critical Infrastructure Protection, Counter-Piracy and the End of Atlanticism

■ Christopher McKeating, GBR,  
Military Advisor – Future Forces Exhibition  
& Conference 2014

### Introduction

Three counter-terrorism policies have been selected to show how thirteen years of asymmetrical, decentralized warfare have not only affected the integrity of age old alliances and the détente between East and West but, through the politicization of terrorism beyond the parameters of the reality on the ground, undermined NATO's ability to fight a conventional, multi-linear, 3<sup>rd</sup> generation war; how terrorism has not only distorted the geopolitics of the 21<sup>st</sup> Century, but shaped it. The policies are explored to highlight the blurring of lines that has taken place between real-war and real-politik, real-combatant and non-combatant and demonstrate that the networks and coalitions that superseded Huntington's 'civilizations' were wrong – that they under-estimated the shelf-life of 20<sup>th</sup> Century ideologies and failed to see that they cannot be changed or discarded without the prior destruction of nation-states in full scale, 3<sup>rd</sup> generation warfare. This issue of *Transformation Through Training* sets the scene by probing the cost of such policies to the west and what challenging the status quo could entail. The dynamics as to why such counter-terrorism policies have destabilized the world, obsoleted the Atlantic Alliance and enabled Al Qaeda to militarize its forces in Syria are dealt with in the Autumn issue. The three policies discussed are (1) Learning to live with Terrorism, (2) Critical Infrastructure Protection and (3) Counter-Piracy:

(1) The advantages and disadvantages of 'learning to live with terrorism' are discussed in an historical context and with an emphasis on literature that has critically engaged the debate. The discussion follows the argument that while it has been a worthwhile policy for countering nationalist-separatist groups on occasion, it has proven nothing but disastrous in combating trans-national terrorism. The main reason for this is that, in spite of a historicity not unlike that of trans-national groups, the cyclical nature of the relationship that exists between national-liberation movements and modern democratic states is fundamentally different; unlike trans-national groups, it is ancient, arguably patriotic, geographically and demographically dependent and, more importantly, embroidered into the fabric of a shared culture. It is argued that to contain the monster of terrorism that lives between the foundations of a state and its insurgent citizenry a government should consider (a) learning how to live with it or (b) destroying it asymmetrically. For that other monster, the monster which lives beyond the state, it is argued that neither policy is possible. The main premise for this is that as the national-separatists have a traceable lineage that is inseparable from that of the governments they oppose, they continue to remain, essentially, 'civilian'. Many groups like today's Al Qaeda, however, have a bloodline and an ideology that is soaked not in politics or insurrection, but combat. As a result of a shared experience and a shared ideology that stems from the battlefields of Bosnia,

Chechnya, Afghanistan, Iraq, the Great War of Africa and Syria they have arguably transitioned from 'civilian-terrorists' to 'stateless-soldiers' and are beyond the diplomatic norms of a state, a coalition or an alliance.

(2) The second section of this essay questions the cost of 'critical infrastructure protection'. As installations and networks critical to nation-states have been reinforced over the years and protected against potential attacks, terrorists have had to project their capabilities and search further afield for 'softer' targets, different types of people to kill and open or lightly guarded infrastructure to disrupt and destroy. Ironically, this has led to a heavy cost: an expansion of conflict that has helped globalize the threat of terrorism and, with the advent of drone-strikes and remote war, a questionable stretch in the already broadening definition as to what constitutes a legitimate target. Two consequences of this fundamental shift in warfare have been an increase in suicide attacks on 'hard-targets' at the 'near enemy' and an increased para-militarization of terrorist groups in conflict zones and failed states; an unexpected, multiple birth in a 'species of warfare'. A third consequence has been that this phenomenon has not only distorted the definitions of a 'hard-target' and a 'soft-target' but blurred the distinctions between the two. By helping to globalize terrorism, 'critical infrastructure protection' has not only pushed NATO beyond its geographical limits, but its operational and military capabilities. Moreover, by breeding a

‘species of warfare’, it has helped entrench the differing positions between hitherto solid allies

(3) Section 3 considers the connections between terrorism and piracy, the absence of any large scale maritime attack post 9/11 and indications that contemporary expectations were largely based on vulnerability assessments as opposed to threat assessments. The essay asks not so much why so few attacks have occurred, but whether or not the threat has diminished. The reason for this is that, as no credible evidence of a convergence between piracy and terrorism has yet to emerge, how far the experience of countering it will be of value upon any resurgence in Al Qaeda’s or any other force’s maritime ambitions needs to be questioned.

## Living with Terrorism

In his seven policy recommendations English characterizes ‘learning to live with terrorism’ as being vital to not only countering it but engaging it - by keeping the threat in perspective, and any policy response to it in proportion to that threat, violent politics can be tempered and brought into the mainstream. Richardson (2006) concurs with such policies that lead to containment and goes as far as implying that had recent policy been informed by long-term researchers in the field it, “*would never have had as an objective the completely unattainable goal of obliterating terrorism*”.

Both hence see terrorism as an intrinsic part of the societies in which they live and, when manifest, a phenomenon that can be effectively managed and pro-actively countered if society learns to live with it. Where this essay disagrees with them, however, is when facing trans-national groups like Al Qaeda which, when given space in the past, have either regrouped elsewhere or simply para-militarized - English’s use of Ireland (2009) as an historical precedent for liberal democracies to take comfort is advise many countries would be unwise to test.

On top of this, with the IRA, it could equally be argued that it was actually the Baltic Exchange and Corporation Street Bombings of 1996 that, through surpassing the sustainable level of violence, brought concessions from the government - not a policy of containment. Moreover, with the implementation of new

state and non-state terrorist tactics and targets such as drones, rendition, suicide bombings, mass-casualty and ‘fedayeen attacks’, ‘living with terrorism’ might prove (if not intolerable) at the very least premature. For example, not only did the ‘fedayeen attacks’ in Mumbai succeed in raising the stakes between two nuclear powers and causing billions of dollars in economic damage, they showed the risks in failing to pre-empt attacks from beyond the borders of a state.

A further risk to ‘learning to live with terrorism’ is that it is a fine balance between action an inaction that, if misjudged, can breathe life into hitherto redundant, yet credible and legitimate causes. ‘Learning to live with terrorism’ risks not just a society’s levels of tolerance but the legitimization of “*social myths, traditions, and habits that permit the development of terrorism as an established political custom*” (Crenshaw, 1981). The IRA of the 1970s are an example of this phenomenon. They had little in common with the IRA of the 1950s or the 1920s and, despite claiming credibility and legitimacy from a lineage stretching back to the last century, were foremostly an urban guerrilla group with little heritage beyond that of the peripheral antipathy that surrounded the civil rights marches of the 1960s. ‘Learning to live with terrorism’ is also a policy without an end – as with each manifestation of the IRA being in essence a different terrorist organization over its history, the threat persists with each generation. “*Inaction is not, therefore, an option*” (Veness, 2001).

And this is the conundrum. To say that the policy was a failure in that it enabled the IRA to bomb their way to the negotiating table (or the British government to it) is to inappreciatively negate what has been achieved and what was at stake. To say that it was a success is to negate the possibility that the policy of containment was actually little other than a long line of failures: be it Acceptation, Separation, Incarceration, Criminalization, Ulsterization or just the impossibility of dealing with terrorists. At the end of the day, in that the conflict took more than 30 years to come close to a resolution, cost billions of pounds and destroyed the lives of tens of thousands of people, it would be hard not to argue that containment was a failure.

*“A bomb outrage to have any influence on public opinion must go beyond the intention*

*of vengeance or terrorism. It must be purely destructive.”*

**Joseph Conrad (1907)**

And with Al Qaeda, this is what many states from Pakistan and Syria, to the United States and Great Britain are facing. Hence, for many manifestations of terrorism, the question at the end of the day essentially comes down to whether or not ‘learning to live with it’ entails higher risks than attempts to obliterate it through pre-emptive, calibrated, and proportionate responses that are designed to restore and maintain the primacy of a state’s monopoly of violence or international law and order. Although English rules out ‘learning to live with Osama Bin Laden’ (2009) and was writing before the Arab Spring (2010), what has happened since puts his comparisons between Irish terrorism and Islamic terrorism into question. Whilst ‘learning to live with terrorism’ today might indeed be a political reality for Irish terrorism, containing Islamic terrorism whilst striving to root out its causes is likely to prove logistically more complicated than the ‘War on Terror’ he lambasts.

Ironically, history demonstrates this very point in that many terrorist groups, at least since the fall of the Berlin Wall, have their roots in issues that simply can no longer be addressed: the demise of the Ottoman Empire cannot be reversed; the 70 years of repressive, dictatorial regimes that gave rise to the Arab Spring cannot be undone; nor can the rise in nationalist and ideological violence that has surfaced as a result of the Soviet Union’s Reformation. Indeed that the religious rhetoric of Al Qaeda is influenced more by the politics of historical issues than the strategic objectives of their ideology speaks volumes. The root causes of terrorism across much of the world are, by default, simply beyond addressing - the world has moved on.

The benefits of learning to live with the IRA and the downsides in overwhelmingly failing to address its last manifestation show that against national-separatist groups English’s recommendations of containment and compromise do, however, have value. Whether these are unique to the IRA or the historical context in which they were applied is open to question. That they could be applied internationally or



‘wholesale’ is a different matter and it is not just a question as to whether or not they would work. The reason for this is that a state’s primary role is to defend its citizenry and, irrespective of the policy value, the political and economic cost is paramount; English’s recommendations would bring little comfort to victims or a populace under threat nor prove cost effective in terms of eradicating it. Pre-emptive strikes, kill-capture missions and premeditated acts of lethal force against targets across consenting or non-consenting states enable countries a surgical option that is, today, arguably more effective and more efficient in containing and managing terrorism.

## Critical Infrastructure Protection

*“... the motives are known, the methods can usually be estimated, and the opportunities are fairly plentiful. What one has to determine is who or what is likely to be the victim.”*

**(Drake, 1998)**

To determine what Drake poses, is not possible. It is not possible to ascertain either by research or calculation exactly what target a terrorist has chosen to attack and why. What is possible is to assess the criticality of a potential target, establish its vulnerabilities and implement decisions based on identified levels of threat. Actions can then be taken to lessen the vulnerabilities through remediation and mitigation. Furthermore, given that models of probabilistic risk analysis have been used for decades for informing risk management decisions by governments (for example on safety issues or the environment), very rarely do the *motives, methods and opportunities* play a role. Saying this, however, Drake has a valid point, *“Trying to find out why terrorists do what they do is a bit like trying to solve a good fictional murder in that one is dealing with the elements of motive, method, and opportunity.”* The reason for this is that terrorists are sentient beings and have a different operating basis to systems or storms. Terrorists can not just improvise, overcome and adapt to counter-terrorism measures – they can exploit them and this is key to understanding why, given the plethora of ‘soft-targets’, they might opt to attack a comparatively ‘hard’ one. The term ‘hard-target’ is often used by state

and non-state entities to differentiate between targets that have been reinforced and those that have not. In its broadest sense a ‘hard-target’ could hence loosely be defined as a target in which the physical environment, infrastructure and / or human capital has been protected / prepared to mitigate the consequences of an armed or cyber attack, and it is in this sense that Hoffman used it to describe New York City.

The reason for this is that the identification and hardening of a target is often based on an assessment of risk that is temporal and intelligence that is often dependent on the fluidity of a given threat and the context and time of a target’s classification. In short, the world is littered with ‘hard-targets’ that are either redundant or, ironically, ‘soft’ and the City of London’s ‘Ring of Steel’ is arguably such an example. Designed 25 years ago to deter IRA car-bombs, it is no more attractive today than a crowded stadium for groups that pose a type and level of threat consistent with, for example, the Bali bombers of 2002.

For a more detailed understanding as to what constitutes a ‘hard-target’ it is therefore necessary to go beyond the semantics and focus not on the targets as such, but on the perceptions of what makes the targets actually worth attacking or defending – from the weaponry likely to be employed by the attackers to the potential loss of the target to those dependent on it. Over the last twenty years, the perceived value of such targets, has been calculated in terms of identifying their potential loss against the cost of defending / attacking them. The vulnerabilities of infrastructure and the criticality of state and capital assets are hence of fundamental importance when discussing why terrorists might choose to attack ‘hard-targets’. Understanding why terrorists risk attacking ‘hard-targets’ such as Downing Street is of course also key to defending them.

One feature, for example, of past attacks on ‘hard-targets’ has been that they have dramatically changed the dynamics of political violence and approaches to counter-terrorism. The ‘long wars’ of yesterday and decades of containing sustainable levels of political violence or even proxy wars in which sectarian tit-for-tat killings dictated the field are today largely redundant; that the *“disruption of concentrated infrastructure could have greatly dis-*

*proportionate effects, with costs potentially running into billions of dollars and spreading far beyond the immediate area of disturbance”* has become the game-changer (Parfomak, 2008). In this respect, 21<sup>st</sup> century terrorism has metamorphosed into something hitherto unseen. With its potential to drain a state, such attempts at ‘hard-target’ terrorism have opened up a new dimension in the front-line of the ‘war on terrorism’. Be the targets hardened ‘in the field’ or layered over time, their concentration, functionality and interdependency on each other have become so critical to the functioning of a state that, as Zimmermann says: *“Infrastructure interdependencies are now recognized as both opportunities as well as points of vulnerability”* (2004).

Appreciating that such ‘opportunities’ have actually been a relatively recent introduction to the equation (Scott Stewart, 2012) is fundamental to understanding that what has been termed a ‘paradigm shift’ in how targets are today selected and exploited for their weaknesses by terrorists has taken place. Not only has the hardening of critical infrastructure legitimized targets, para-militarized terrorist cohorts and brought credence to terrorist causes, it has added to the political argument that ideas spring higher from deeds of propaganda and that terrorism for the purposes of terrorism has been a worthwhile tactic. To compound this, with some terrorists groups now looking elsewhere for softer targets, it has fundamentally changed the nature of attacks on such targets and what they constitute; be they apocalyptic terrorists or not, earlier concerns of alienating constituent support are now dated concepts for many groups. Indeed, as a consequence of the fanaticism that defines modern terrorism, hardening targets could in effect be argued to have actually helped globalize terrorism and that mass casualty attacks on ‘soft-targets’ have become less anomalous as a result. As Laqueur (2004) points out, entire societies have since become legitimate targets and the murder of non-combatants, if not random, has at the very least become indiscriminate – indeed the strategy has become, by many, to simply kill *“as many members of the enemy group as possible”*. The tragedy here, particularly in nation-states where the criticality of their infrastructure is predominantly human capital, is that many

countries have become not just 'soft-targets' of terrorism but 'soft-sources' of terrorism.

So, if a 'hard-target' is a zone deemed to be of such value that it is worth the provocation and increased human and financial cost of protecting by the state or worth attacking by terrorists for the above reasons, what is a 'soft-target'? Does it by default entail one of less value by the state and of less risk to the terrorist? The answer is not really. For example, a 'soft-target' choice could be argued to be little other than an approach based on ideological grounds or operational parameters for terrorists who have little interest in how the enemy classifies their actions. For the state, a 'soft-target' could equally be defined as an attack with undetermined consequences or anything that involves the death of 'innocents' or the destruction of something of critical, symbolic value. Furthermore, what is determined to be a 'soft-target' by the state could be perceived a 'hard-target' by terrorists – it is often a question of perception. And here is one key identifier. If the potentiality of collateral damage to a 'hard-target' is negated from the argument, 'soft-targets' epitomize the legitimacy of target selection for both state and terrorist. 'Soft-target' choices mark out the moral stances of a people or a state and help define the primary differences between War, Terrorism, Revolution, Insurrection, Insurgency and Jihad.

Although the mass killing of civilians can have a positive affect on political change for terrorists (Madrid Bombings, 2004), in other instances such attacks on civilians have actually hardened resolve (Basque Bombings, 1997). It is also important to note here that attacks on 'soft-targets' can be more easily sustained by some states and actively or inactively managed by others. In short, while 'soft-targets' contain the risk that the attack, whilst not thwarted, can be negated and in a surprisingly short period of time; 'hard-targets' are less likely to do so.

The greatest advantage of a 'soft-target' however is that it can be attacked with few resources and little training. With Al Qaeda broken into a myriad of component parts that are unable to inter-operate effectively and who are in any case ideologically inclined towards mass-casualty terrorism, the advantages are obvious. That they are equally abundant and more likely to enable the terrorist to project his capabilities beyond those of his enemy's

logistics make them preferable propositions to Taliban styled raids on heavily fortified positions. Experience is also key here and, that the opportunities to be adaptive are far more tangible, it is not a giant leap of the imagination to gravitate from mortaring airport fields to sinking passenger liners like the Queen Mary in the middle of the North Atlantic.

Although there are too many variables to accurately determine why one target might be chosen over another, this is not to say that the undertaking, prioritization and implementation of a process of criticality assessment is redundant; the defense of the state is a government's primary task and determiners from the terrorist's perspective invariably involve: **1.** the education of the civilian populace, its demographics and its global projection; **2.** the target country's media network, the condition of its emergency response services and history of terrorism attacks; **3.** the weapons to be used and the men to wield them; **4.** tactics to exploit any 'targets of opportunity', collateral damage and escape **5.** the long and short term objectives of the campaign being waged.

The main problem with determining risks of terrorism and implementing policies to assess and eliminate vulnerabilities however is that the degree of criticality is qualitative and the threat changes pending the nature of the armed conflict employed. In short, the threat changes as the targeting and tactics evolve to overcome the defenses employed. As too does the criticality of the target in question. Furthermore, due to the lack of intelligence on terrorist threats and the consequences of a terrorist attack on critical infrastructure, there is a serious risk of not only over-protecting a potential target, but over-protecting the wrong one or the wrong system. At the end of the day, it is impossible to protect every bridge, dam, power-station and railway hub etc. in a country and hence determining the criticality of a potential target and its vulnerabilities is vital when assessing the threat of terrorism.

But it is not just a matter of categorizing targets that enables us to gamble on whether or not they will be selected. The targets are just too different from one another and indiscriminate enough to create a unicity that puts them beyond boxing. Determining why a target was selected might be better done by following

Drake's advice and looking at not the attraction of the target, but the common thread of normalcy that runs through all terrorists – the man behind the mask.

## Counter-Piracy

Further attacks at sea by terrorists after 9/11 were widely expected; the LTTE style assault on the *USS Cole* the previous year, the stated aims of Al Qaeda and the perceived vulnerability and attractiveness of tankers, cruise-liners and maritime infrastructure to terrorists as espoused by media and academia at the time all contributed to this line of thought. To identify with why the argument was so convincing and to put the fear of terrorists engaging in 'piracy' into perspective, the expectations need to be analyzed in the context of their time. Al Qaeda had not only set a benchmark with their attacks on New York for 'expectations of terrorism', but brought about an electorate that frequently assessed the vulnerability of the United States from a 'victim's perspective' and an administration that legislated accordingly. Given that there has been no spectacular maritime attack in recent history however, the answer to the question would appear to be that the expectations were either based on hype or indeed warranted and the subsequent counter-terrorism policies a success. But this would be an analysis that could be argued to have diluted any existing insight or foresight as to the true ambitions or capabilities of terrorists across the maritime environment and distorted how far piracy and terrorism have metamorphosed.

The answer as to why there have been so few terrorist attacks on the seas post 9/11 is perhaps best exemplified by an explosion that took place on the 12th October 2000 at 11:18 in the Port of Aden; an attack that followed the 1998 bombings of the embassies in Kenya and Tanzania and that paved the way for the attacks on New York just a year later. The reason for this is that the attack on the *USS Cole* which left 17 US sailors dead and damage in excess of a quarter of a billion dollars was not the hallmark of a sustained campaign and, like most Al Qaeda attacks, never intended to be the first of many; indeed it was as much a signature of Al Qaeda's ambitions to project a naval force as



9/11 was of any long-term plans or developed capability to hijack airplanes and fly them into iconic western buildings.

*“Since the attacks of September 11, 2001, security experts have frequently invoked a 200-year-old model to guide leaders contending with the threat of Islamist terrorism: the war on piracy.”*

**Luft / Korin, 2004**

As the above authors point out however, “... the popular perception that the international community has eliminated sea piracy is far from true.” Moreover, given the rout of Al Qaeda’s assets in Afghanistan, the subsequent targeting of key terrorists and the asymmetrical nature of terrorism, why expectations of a maritime theatre with Al Qaeda continued becomes an anomaly. Whilst easy to put the ambiguous positions on maritime terrorism after 9/11 down to hype and the anomalies of the War on Terror, this does not however do justice to the genuine fear that was experienced at the time from maritime terrorism. The reason for this is that there was an equally good case to think it was anything but political hype in the wake of 9/11. As Michael Richardson (2004) points out: the weaponry used in the US embassy attacks in 1998 had been delivered by freighter; the attack on the *USS Cole* had been preceded by an attempt to destroy the *USS Sullivans*; in 2002, the LTTE’s Sea Tigers, were able to engage the blue water fleet of the Sri Lankan Navy at will. If not an asymmetrical blueprint that matched the emerging needs of Al Qaeda’s routed forces, they had at the very least set a precedent.

However, to translate this as a roadmap for Al Qaeda’s affiliates is a quantum leap of faith. They lacked not just the experience of the LTTE but the configuration of a para-military force at that time. Furthermore, with regards to piracy, the threat posed by engaging with pirates is quite distinct from that of engaging in piracy. Their leadership was also in disarray, their bases had been destroyed, their arms supplies disrupted and their training was predominantly urban. State forces had hit hard and left little room for them to re-group, re-position, re-arm or re-train. On top of this, the franchising of Al Qaeda had effectively turned it from an international terrorist organization with ambitions to attack the ‘far enemy’ into a

myriad of sub-groups with nationalist agendas, little experience of the west and with different, more viable, more localized targets in mind.

Despite the contradictions, it was generally accepted that trade had become increasingly susceptible to the over-spill of conflict from failing nation states and remains at risk from organizations such as Hezbollah that transcend national borders. As such “*the continuing and in many cases unavoidable vulnerabilities of the global maritime transport system could magnify the consequences of any attacks, with effects throughout the system as a whole*” (Murphy, 2008) and hence, a sustained global response to both terrorism and piracy remains essential. Once again, the emphasis is squarely balanced however on what is ‘vulnerable’ as opposed to what is at ‘threat’. To avoid the doomsday scenarios of yesterday, what is needed to make this plausible is a continuum of counter terrorism measures that matches the continuum of third world and first world economies; without it, the maritime terrorism that was expected in the wake of 9/11 will continue to constitute an unknown threat and cost billions of dollars in countering. The crime here is that a “*great number of these scenarios have remained unchallenged*” and this “*has led to a misunderstanding of the threat posed by maritime terrorism*” (Raymond, 2005).

Lessons learned since 9/11 demonstrate that, whilst counter-terrorism measures and political counterweights at sea and on land can force terrorists from their nautical and aeronautical ambitions, changes in tactics, applications of technology (such as drones) and politics can only go so far. Terrorism, whilst largely curtailed in the west as a result of military intervention cannot and has not been militarily defeated. And Al Qaeda is a classic example of this experience. From Afghanistan to the fall of Mubarak, although forced to wage a different war to the one they had initially set out to fight and technologically and militarily forced out of the realms in which they had invested so heavily, it has ironically found itself back where it started and was at its best - as a para-militarized force fighting with emerging opportunities in a proxy war between regional super-powers. Today the global threat lies in its ability to project its forces in Mumbai-like raids, but its power lies in its threat to regional stability and

proximity to state and state-like forces.

Given the above, how far the experience of countering piracy will be of value upon any resurgence in maritime terrorism is based largely on how they are perceived today and to group them together - be it for convenience or academic arguments that a nexus exists between them - could prove very dangerous. Not only might lightly armed contractors suddenly find themselves facing heavily armed drones or missiles approaching the speed of sound but a court of law for their employers and the impounding of their ship and cargo.

Nevertheless, despite the fact that there is no credible evidence to suggest anything more than past acts of collusion, the arguments persist. Whilst there are many reasons for this two are of fundamental importance: they are the rise of the private military industry which has, since the end of the war in Iraq, monopolized the security industry for maritime companies and the need for an international framework that recognizes in law the threat that terrorism poses to nation-states - an international definition of terrorism along the lines of that which exists for pirates. Indeed, equating maritime terrorism and doomsday scenarios with piracy after 9/11 could well be argued to have been more of an attempt to universally proscribe terrorism as opposed to any genuine fear of attack.

## Conclusion

In short, by probing just three counter-terrorism policies, it can be seen that the war on terror has had far reaching implications for the future: the war on terror has set a precedent for pre-emptive and remote strikes; the war on terror has enabled terrorism to para-militarize into a trans-national force and, ultimately, it has metamorphosed NATO into something for which it was not designed. In doing so the west has not just abandoned its historical roots, its ideological inheritance and the spirit of 1949 – it has abandoned its tanks. Although it would be premature and extremely short-sighted to conclude that Atlanticism is over and that it has no future role to play, the question remains as to whether or not the cost has been too high. How that cost is calculated and what this translates to will be covered in the Autumn issue of 2014. ■

# Future Forces

## Exhibition • Prague 2014

■ **Christopher McKeating, GBR,**  
Military Advisor – Future Forces Exhibition  
& Conference 2014

### The Great Exhibition

In London's Hyde Park, in the largest building on earth, at noon, on the 1<sup>st</sup> of May 1851, *The Great Exhibition of the Works of Industry of all Nations* was officially declared open by the Empress of India, Her Imperial Majesty, Queen Victoria of the United Kingdom. Although some 163 years have passed since that afternoon, it continues to have been the greatest exhibition ever to have taken place. In fact, not a single event has come close to it: by October, for example, more than six million people had visited its 13,937 exhibitors and marveled at the palatial one million square feet of exhibition space that it had taken less than 9 months to build. With the proceeds from the Exhibition, the Commission purchased 86 acres of London and created the Imperial College, the Royal College of Art, the Royal College of Music, the Victoria and Albert Museum, the Science Museum, the Natural History Museum and the Albert Hall and continue to own and manage much of this estate.

That the *Great Exhibition* of 1851 was a one-off, an Olympian event which set a benchmark for every exhibition that has followed in its wake is well known. But, contrary to popular belief, the secret to its success was not that it was the first international exhibition - Prague's for example date back to the *Industrial Exhibition* of 1791 – but that it was the first exhibition that was truly *trans-national*. What made 1851 so special was that it was the first and the

last to do this. Since 1851, from Abu Dhabi to Las Vegas, the only difference in most exhibitions has been in the distance it takes to travel between them. In essence, they are much the same, with the same companies, the same customers, the same values and the same goals.

Future Forces 2014 (FF14) aims to re-address this phenomenon and host not just an exhibition, but a *great* one, an exhibition that impacts upon those beyond its visitors and has an effect beyond the day it closes its doors – an exhibition of not only proportion, but ambition. Ironically, given the nature of FF14, 1851 has been fundamental to identifying the 4 key ingredients to what it is that will make such an exhibition and achieve this goal. Like that of 1851, FF14 will hence be *trans-national* in nature, *political* in essence, *incontrovertible* in practice and *modern* in scope. At the same time, it will reflect the best of the Czech Republic and play host to the industrial ambassadors of the world.

### The Recipe for Success

#### Trans-national in Nature

The Great Exhibition of 1851 was not an international event per se - it was a *trans-national* one; the difference being that internationalism refers to global co-operation between nation states whereas trans-nationalism refers to global co-operation between peoples and 1851 was the epitome of this

concept. The exhibition involved not just a huge swathe of the British Empire, but the world; it was a global event designed to reflect upon the world what it was to be British – it was the beginning of globalization with London at its centre by nature. With an estimated 18,000+ Visitors, 3,000+ Military and Industrial Experts, 8.5 Million Hits across a Worldwide Media and Marketing Campaign, 200 additional International Exhibitors, 400+ VIPs and Official Delegates, over 80 Officially Represented Countries and 70+ mainstream Military Journalists and Media Organisations, FF14 will secure Prague as a truly global venue - the home venue for the arms industry in Europe.

#### Political in Essence

1851 was not, however, a solely British affair nor a celebration of Empire. It was a political message and one with an economic impact that reverberated across the world. Of course the best of British industry was displayed in all its glory but the essence of the exhibition was a celebration of the commercial advantages of the British political model of liberalism and free trade. In fact, over half of the exhibition was devoted to foreign goods and, of the British half, much of this consisted of imperial produce. Alongside the technologies and equipment of the 2012 event, FF14 will hence focus on: UAVs, Metropolitan Policing, Maritime Security, Special Forces, Homeland Security, Critical Infrastructure,



Cyber Security, Future Enemy Soldier Profiles, Terrorism, Counter-Terrorism and, with the City of Prague at its centre, it will be a celebration of Atlanticism and the Velvet Revolution of 1989.

We have also invited over 700 ICOC companies to set the precedent of being the first European venue to openly promote and support the PMC industry. And, along with a salute to the Centenary of the First World War and the Czech Legions of Masryk, satellite venues across the city, namely Prague Castle, the City's Military and Aviation Museums and Kbely Airfield - which PMCs can use for live demonstrations - will host an array of functions and displays to promote the principle objectives and core tasks of the Alliance and its partners across the globe.

#### Incontrovertible in Practice

As a nation and not a state, product or identity was on display in 1851, compromised by the Commission as to what the intentions of the country were with regards to the exhibition ensured that controversy was courted. As Oscar Wilde said, *'There is only one thing in life worse than being talked about, and that is not being talked about at all'* and the variety of interpretations and the controversial discussions that took place regarding them became of national importance. From the papers and cartoonists mocking the American contribution and its slaves to politicians and industrialists debating trade tariffs, the debates raged. *Would it educate the masses? Would it bring about a social revolution? Would the Queen, amidst thousands of people, be viewed differently? Would it demonstrate confidence and unity in the Kingdom or reveal its weaknesses?* The exhibition had to be incontrovertible proof that technology was the way forward. In today's globalised world this truth is even more poignant and FF14 will stand as testimony to the fact that *"a nation's compass of possibilities is critically limited without intensive cooperation"* (Lieutenant-General Petr Pavel, M.A. Chief of General Staff, Czech Armed Forces).

#### Modern in Scope

Ultimately, the significance of the Great Exhibition of 1851 lay in its vision and scope. By exhibiting the debate on globalization with the Kingdom at the centre of it, the UK was able to maintain its place at the forefront of industrialization both home and abroad and demonstrate the values of liberal democracy, trade and commerce. 1851 was a precedent for the modern world. Future Forces Exhibition & Conference 2014 intends to honour this tradition by providing an insight to the immediate requirements of today's armed forces post-Afghanistan and an international response to the future challenges of 21<sup>st</sup> Century warfare.

#### **Future Forces 2014**

To achieve the above, between 15<sup>th</sup> and 17<sup>th</sup> October 2014, at the PVA Expo Exhibition Grounds in Prague - Letňany, the Czech Republic, an exhibition of titanic ambition is being planned. Alongside the Future Soldier Technologies and Equipment of 2012 and the usual Robotics, Weapons and NBC Equipment of every other arms exhibition, a centre-piece on the future of Unmanned Sea Air & Land Systems, Private Military Companies and Counter-Terrorism expertise is being assembled. FF14 aims to be the first exhibition in the world to exhibit and debate the controversy surrounding this multi-billion dollar market upon which, ultimately, peace and security in the world is now dependent.

#### **The Philosophy Behind Future Forces 2014**

Whilst the philosophy behind FF14 will continue to remain true to the exhibition's origins and in compliance with the principal objectives and actual core tasks of the Alliance and its Partners across the globe, it will be trans-national in nature. Exhibitors and visitors will thus be able to experience not only the changes the world

is facing today but what has always made this exhibition so unique - an atmosphere of trade, information exchange and the forging of relationships. From workshops, live demonstrations and panel discussions on what Armed Forces need today, to one-to-one talks with academic and military experts at international levels on the demands of tomorrow, the Exhibition will be geared around people being able to meet with each other and develop business in a global environment. The organizers also plan to bring to the Czech Republic leading manufacturers of state-of-the-art robotic technologies for ground and airborne applications, as well as training systems and simulators. More manufacturers of special wheeled vehicles are also expected and, due to the proximity of the Kbely Air Base and its excellent facilities for demonstration purposes, a greater emphasis is to be placed on the aviation segment (in particular Unmanned Aerial Vehicles (UAVs), other types of drones and rotary-wing aircraft upgrade capabilities).

#### **Expert Groups And Educational Workshops**

In addition, FF14 will be attended by various expert working groups who will actively participate in the rich selection of programmes. Open NATO workshops are being organised for exhibitors and experts from Allied and Partner Countries, namely the Future Soldier Workshop, a CBRN Workshop, a Multinational Logistics Coordination Centre (MLCC) Workshop and an Unmanned Sea Air and Land Systems Workshop. Among the topics related to the FF14 Educational Programme, the future of drone warfare and other new technologies such as, fabrics and trends in combat clothing, lightweight ballistics, load-carrying systems, small arms, integration options, camouflage, interoperability, ISR, ISTAR, deception and efforts to improve logistics capabilities in theatre will also be discussed. In conclusion, Future Forces 2014 will be trans-national in nature, political in essence, incontrovertible in practice, modern in scope and the Czech Republic at its best. ■



# JFTC Recent Events



## First Polish General in Command of the JFTC

Brigadier General Wojciech Grabowski, Polish Army, assumed the position of the Joint Force Training Centre Commander. He replaced Slovak Army Major General Pavel Macko who had led the centre since April 2011. The Command was handed over by French Air Force General Jean-Paul Paloméros, the Supreme Allied Commander Transformation (SACT), who hosted the ceremony on 17 December 2013.

“I am very pleased to be with you for this important Change of Command ceremony which is a very moving time for the departing Commander Major General Pavel Macko and a very challenging perspective

for the new Commander, Brigadier General Wojciech Grabowski” – said General Paloméros while opening the event. He also highlighted the achievements of the JFTC and recognized the development the centre had gone through during the last 2.5 years under the Command of General Macko and welcomed General Grabowski on board.

The JFTC’s commitment to pre-deployment training for ISAF, the centre’s current transformation toward a broader training mission for NATO Command Structure and NATO Force Structure, including numerous events the centre has already conducted and supported in this field, and the JFTC’s central role in devel-

oping a distributed training concept as well as in NATO Live Virtual Constructive simulations – all these elements marked significantly the last JFTC’s years. General Paloméros highlighted that the centre is now appreciated across the Alliance and this is due to its highly motivated staff and the leadership.

“Major General Macko, I am truly grateful for the way you have led this centre. JFTC would not nearly be the same success story without your exceptional qualities and your unreserved commitment” – the SACT addressed the outgoing Commander. “Your dedication to excellence is reflected in JFTC’s accomplish-



ments, which have always been timely, relevant and of the highest quality and have been recognized as such both by ACT and by SHAPE. (...) In addressing the present and preparing the future, throughout the entire portfolio of the Connected Forces Initiative; Education-Training-Exercises-Technology, you have truly put the JFTC at the forefront of the great challenge of improving NATO's readiness and interoperability."

SACT also addressed the new JFTC Commander. "Brigadier General Grabowski, I know JFTC will remain in very capable hands – under the leadership of an officer who perfectly understands NATO and knows JFTC's high potential" – said General Paloméros. "I am completely confident that JFTC under the leadership of its new Commander will rise to the challenge, as it has done magnificently up to now. I can assure JFTC's men and women of my personal, and my Headquarters', full support."

In his farewell words Major General Macko also summarized the years he spent at the JFTC and in Bydgoszcz, Poland, and

thanked all who supported him throughout those years.

"It was for me as well as for my nation an extraordinary honor and privilege that for 32 consecutive months I could command this state-of-the-art centre. It wouldn't have been such a pleasure without people like you, the JFTC staff members, JFTC Support Unit members, NCIA staff and technicians and command or 3rd NATO Signal Battalion members. We all managed to create one great team, success oriented and focused!"- said the outgoing General. He thanked his nation for giving him the possibility to come to Bydgoszcz, the Host Nation Poland and local authorities for their tremendous assistance and his wife for her continuous support. General Macko also addressed General Paloméros: "Sir, thank you for your outstanding support to me and to the whole centre. It was an honor to serve under your command. Although, having the HQ over the Atlantic, and despite the time difference, you always found time to visit us and to listen to our requirements and problems."

And to his successor he said: "Under your command the JFTC will further grow and there are enough new challenges left ahead of you as the centre will assume its greater role within the implementation of the "Connected Forces Initiative". Simply, the Centre under your command will live its motto "Transformation Through Training". And give it fresh meaning. I wish you and to this great team all the best."

After receiving the JFTC Colours from the SACT, the new Commander welcomed his staff and the distinguished guests to the ceremony. General Grabowski started his speech with words of appreciation to his predecessors. "I would like to thank them for their pragmatic vision, hard work, and flexibility. Their command ethos, along with their efforts, has led to the many achievements of the Joint Force Training Centre. Because of their great perseverance and flexibility, I have taken over a key NATO training centre, which has already proved its great usefulness to the Alliance." He also added that he would do everything in his power to continue the excellent job



of his predecessor. “I will spend every possible effort to make JFTC even better and more effective training institution. I will give no less than 100%, and I expect no less in return.”

2014 will be marked by three important anniversaries - the 65<sup>th</sup> anniversary of NATO, Hungary, the Czech Republic, and Poland will celebrate their 15<sup>th</sup> anniversaries of joining the Alliance and the Joint Force Training Centre will celebrate its 10<sup>th</sup> anniversary. “I am honoured to get the opportunity to organise, and of course to celebrate these anniversaries with you, here on Polish soil” – said General Grabowski.

During the press conference he also highlighted four key lines of effort he would focus on as the JFTC Commander:

- Training for tactical commanders and their staffs for the ongoing NATO operations. In particular the mission in Afghanistan will remain the highest priority for the centre;
- The centre must continue its own development and enhancement of its professional level in order to be the

place of first choice where the NATO commanders will come for their training before reaching operational readiness or before deployment;

- The centre will continue preparing itself for future missions and tasks beyond ISAF mission;
- Developing the JFTC’s esprit de corps, to make the JFTC’s internal community stronger and to build strong bonds with local community in order to promote true values of NATO.

During the ceremony Major General Macko was decorated with three medals for his exceptional service and work as the Commander of the Joint Force Training Centre. Major General Andrzej Fałkowski, the Deputy Chief of Staff of the Polish Armed Forces, presented the outgoing Commander with the Polish Armed Forces Medal in Gold, Lieutenant General Reinhard Kammerer, the Commander of the Field Army and the Vice Chief of German Army, decorated him with the German Armed Forces Cross of Honor

in Gold and Mr. Rafał Bruski, the Mayor of Bydgoszcz, awarded General Macko with the honorary Medal of the Mayor of Bydgoszcz.

Among distinguished guests who bid farewell to General Macko and welcomed General Grabowski, there were also many other military representatives of NATO and its nations, diplomats and local authorities, including the Ambassador of the Republic of France, H.E. Pierre Buhler, the Ambassador of the Slovak Republic, H.E. Vasil Grivna, Member of Polish Parliament, Mr. Łukasz Krupa, the Voivode of Kujawsko-Pomorskie Province, Mrs. Ewa Mes, the Chairman of the Regional Council, Mrs. Dorota Jakuta, former Deputy Supreme Allied Commander Transformation, General Mieczysław Bieniek, the Deputy Chief of Staff of the Slovak Armed Forces, Lieutenant General Peter Gajdoš, the Commander of the German Multinational Joint Operational Headquarters, Lieutenant General Richard Rossmannith and the Deputy Commander of the Allied Land Command, Lieutenant General Gordon Messenger. ■



## New Year at the JFTC Officially Opened

The new Joint Force Training Centre Commander, Brigadier General Wojciech Grabowski, inaugurated another busy year for the JFTC. With close to 100 guests, including representatives of regional authorities, the City of Bydgoszcz, numerous civilian and military organizations, the centre started a very demanding time of training and exercise as well as the time of significant jubilees, amidst them the centre's 10<sup>th</sup> anniversary. The JFTC's annual New Year's Reception took place on 9 January 2014.

"2013 was a very intensive and dynamic year for the JFTC. We executed a number of training events that were highly evaluated by our superiors. We also successfully established cooperation with NATO Land Command in Izmir, Turkey" – General Grabowski briefly summed up the last year. He also highlighted

major goals for the future and mentioned the upcoming changes in the JFTC main focus. "2014 will be the year of challenges also because the ISAF mission comes to an end and thus the character of the support provided for the training of the Afghan National Security Forces will change."

Annual New Year's Receptions also give the JFTC Commander a fantastic opportunity to thank all the centre's friends from Poland, the region and the City of Bydgoszcz for the support and good cooperation provided throughout the past year.

"Without the support received from the Host Nation through the JFTC Support Unit and without the hard work done for our centre by NATO Communications and Information Agency, 3 NATO Signal Battalion and the Allied Command Counter Intelligence, the

present success would simply be impossible (...) Let me also highlight excellent cooperation with the Voivode Office, City Hall, Local Government, Police, Military Police, Customs Office and other institutions supporting the JFTC activities. Thank you all from the bottom of my heart and I am looking forward to further fruitful cooperation" – said General Grabowski.

Earlier that day, the JFTC Commander addressed his staff.

"I thank each and every one of you for your support and dedication that contributed to the success of the JFTC mission (...) Thanks to your efforts NATO advisors and regional commands' staffs in ISAF were able to fulfill their tasks better and units in NATO Force Structure are at the higher level of readiness for assuming new missions – General



Grabowski highlighted and added: “Your efforts and dedication built a great, positive image of the JFTC which is recognized NATO wide”.

In his New Year’s Address to the staff, General Grabowski also pointed out five main JFTC priorities for the upcoming months. He mentioned continuity of support to ongoing missions, assumption of full spectrum

training, implementation of the Connected Forces Initiative, enhancement of community of interest and cooperation as well as enhancement of the JFTC’s institutional strength.

The JFTC will start fulfilling the priorities in a few days, when the first 2014 training for future staff of the ISAF Regional Command North kicks off. ■



# JFTC Directors and Commanders



**Major General Peter Kühnel**  
**DNK A**  
Director  
01.05.2004 – 30.11.2006



**Major General Agner Rokos**  
**DNK A**  
Director  
01.12.2006 – 28.02.2009



**Major General Ib Johannes Bager**  
**DNK A**  
Director  
01.03.2009 – 28.02.2010  
Commander  
01.03.2010 – 29.04.2011



**Major General Pavel Macko**  
**SVK A**  
Commander  
29.04.2011 – 17.12.2013



**Brigadier General Wojciech**  
**Grabowski**  
**POL A**  
Commander  
17.12.2013 -

# JFTC Deputy Directors and Deputy Commanders



**Brigadier General Bronisław Kwiatkowski**  
**POL A**  
Deputy Director  
01.07.2004 – 31.08.2005



**Brigadier General Tadeusz Buk**  
**POL A**  
Deputy Director  
01.09.2005 – 30.11.2006



**Brigadier General Ryszard Wiśniewski**  
**POL A**  
Deputy Director  
01.12.2006 – 31.03.2008



**Rear Admiral Stanisław Zarychta**  
**POL N**  
Deputy Director  
26.05.2008 – 28.02.2010  
Deputy Commander  
01.03.2010 - 02.09.2010



**Brigadier General Grzegorz Buszka**  
Deputy Commander and Liaison  
**POL A**  
Officer to the Host Nation  
07.07.2011 – 22.04.2013



# JFTC Deputy Commanders / Chiefs of Staff



**Brigadier General Jaromír Žůna**  
**CZE A**  
Deputy Commander/Chief of Staff  
01.12.2012 – 25.07.2013



**Brigadier General László Szabó**  
**HUN A**  
Deputy Commander/Chief of Staff  
25.07.2013 -



# JFTC Chiefs of Staff



**Brigadier General Simeon Simeonov**  
**BGR AF**  
Chief of Staff  
08.09.2004 – 04.05.2005



**Brigadier General Constantin Veselinov Popov**  
**BGR AF**  
Chief of Staff  
05.05.2005 – 28.08.2006



**Brigadier General Panagiotis Mavropoulos**  
**GRC A**  
Chief of Staff  
21.08.2006 – 23.07.2008



**Brigadier General Neyko Nenov**  
**BGR A**  
Chief of Staff  
23.07.2008 – 09.07.2010



**Brigadier General Jaromír Zůna**  
**CZE A**  
Chief of Staff  
02.08.2010 – 30.11.2012



Photo: Robert Sawicki, City Hall of Bydgoszcz



**TRANSFORMATION  
THROUGH TRAINING**