



HQ NRDC-ESP



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April 2017

The eNRF/VJTF Commitment



HQ NRDC-ESP



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COMMANDER'S FOREWORD

Dear reader,

this edition of the NRDC-ESP magazine provides you with insights on our 2016 rotation as enhanced NRF Land Component Command (LCC eNRF16). It covers our most important lessons and I very much hope that you will find it useful and interesting.

Due to new security challenges from the east and the south, NATO's heads of state and Governments, in their summit in Wales in 2014, decided to implement the Readiness Action Plan (RAP). The RAP included a stronger eNRF with the Very High Readiness Joint Task Force (VJTF) as its core; both to be operational by the Warsaw summit in 2016.

The aim was to give all member states strong assurance of collective defense and to strengthen the valid deterrence against any adversary; with the eNRF being a powerful, flexible, and scalable military tool capable to react in any state for any crisis with a 360 degrees' approach in accordance with the political intentions and supporting the respective strategic messages.

Spain was the framework nation for the land portion of the first eNRF in 2016, providing the 7th Infantry Brigade "GALICIA" as the core of the VJTF16 Brigade and NRDC-ESP as the LCC HQ. Although being the first, we did not start from zero but could rely heavily on the experiences of the Interim-VJTF 2015 which was led by the 1st German / Netherland Corps.

During our rotation, we had two main tasks which were also enduring challenges: to build the force as well as to increase its readiness and speed of deployment.

Many nations contributed to the eNRF16. Each and every one was welcomed, since their participation was a strong signal for the Alliance's unity and solidarity. However, at the tactical level, multi-nationality requires much effort to achieve interoperability. It was paramount, and a prerequisite for credibility, to transform this impressive set of land capabilities into a fighting force. In order to achieve this goal, my main effort was combined training from the very beginning of

the preparation phase until the end of the stand-by phase – as we fight, in realistic scenarios. The VJTF Brigade and my LCC Initial Command Element (ICE) became an indivisible package - deeply integrated well before activation and with a very high readiness of just two to five days' notice-to-move (NTM).

The criterion for speed is the time a force needs to become effective on the spot. This is the sum of NTM, strategic deployment and in-theatre reception, staging, onward movement and integration (RSOM-I). It is a complex chain and, as you will find in later articles, we used many adjusting screws to increase speed in every link of this chain. However, it is crucial that commanders and troops understand that readiness is not only about streamlining processes, but first and foremost is a mental attitude.

Finally, the eNRF16 Land team performed impressively in major exercises like Trident Juncture 2015 (TRJN15) and Brilliant Jump 2016 (BRJP16), was evaluated successfully and well perceived by the population as well as key military and political leadership. We accomplished our mission and contributed to the RAP deliveries on time prior to the Warsaw summit. My thanks go primarily to the troop contributing and host nations, to our higher and sister HQs, national ones, part of the NATO Command Structure or Force Structure, but in particular to each and every member of the team – the soldiers and civilians of the eNRF16 Land Component.



*LTG Javier Varela
COMMANDER NRDC-ESP*



The enhanced NATO Response Force 2017 (eNRF 16) commitment is not the first important challenge our Headquarters NATO Rapid Deployable Corps Spain has faced; the NATO Response Force first real deployment was in 2005 after a dramatic earthquake that occurred in Pakistan that triggered the humanitarian assistance operation carried out by NRDC ESP. However, the 2016 rotation has been extremely special because it concurred with the implementation of the new resolutions approved at the Wales Summit in 2014: increasing of the force strength, reducing the notice to move and creating –inside the enhanced NRF- the so called Very High Readiness Joint Task Force (VJTF).

The eNRF is a highly ready joint force based on land, maritime, air and special operations, technologically advanced, and able to face all kind of threats from 360° in a flexible manner. It is important to understand the differences between the Land Component Command of the eNRF and the VJTF Brigade. The multinational Brigades offered by the nations (each brigade with a Framework Nation) to the eNRF LCC are organized in a three years cycle system: preparation (stand up), readiness (stand by) and reserve (stand down). In 2016, the core of the stand-by brigade (also known as the VJTF Brigade) in readiness category two (RC2), which is five days' notice to move, was provided by the Spanish 7th Infantry Brigade "GALICIA" with whom we worked closely, following this new and challenging "path" together.

The certification process of the new force was a long process that started with the exercise Trident Juncture 2015, the first contacts with our units (mainly the Spanish Brigade) as well as testing the new procedures. The milestones of the certification of the eNRF – that allowed the Warsaw NATO Summit to declare it Full Operational- were the

exercises Brilliant Jump and Valiant Falcon 2016 carried out in Poland.

The "package" deployed in Poland as "spearhead" of the VJTF (with 2 days' notice to move) was: the Field Liaison Reconnaissance Team (FLRT) from the HQ NRDC-ESP as eNRF16 LCC, the Forward Command Element (FCE) from the VJTF Brigade, the Spanish Infantry Battalion San Quintin (spearhead battalion) from the VJTF Brigade as well as some joint and logistics enablers.

After the first "spearhead" package, the eNRF LCC continued to grow with the Initial Command Element (ICE) and other units from the VJTF Brigade with 5 days' notice to move readiness category, a British Infantry Battalion, an Albanian Infantry Company, a Polish Armored Company as well as attack helicopters from the US 12th Combat Aviation Brigade.

The ICE was comprised of 120 personnel from the HQ NRDC ESP staff, and other personnel from supporting units to our HQ: Military Police Battalion, Support Battalion, Intelligence Regiment and Signal Brigade, summing up a total of 300 soldiers manning the ICE.

The VJTF Brigade comprised 6.000 people from 12 different nations, although, for the certification exercises in Poland, not all the VJTF package was deployed. For Brilliant Jump 2016 about 2.050 soldiers were deployed.

The indivisible package built-up by the NRDC ESP HQ, as the "three stars" LCC eNRF HQ and the VJTF Brigade, has proven to be a valid model to accomplish the very demanding criteria of this new force.

Even though not all the LCC eNRF package was deployed in Poland (due to budgetary reasons), it meant a huge logistic challenge that had to be tested in the short period of time of 10 days from the “activation order” to the deployment in the “area of operations”, including a robust but quickly RSOM process carried out in close cooperation with the Multinational Corps Northeast (MNC NE). This tremendous effort allowed the Warsaw NATO Summit to declare the full operational capability of that new force at the beginning of July 2016; only one and a half year after the Wales NATO Summit decided its creation.

The LCC eNRF 16 has constituted a significant effort on planning and execution, in convergence with the evolution of the eNRF Concept, its progress and implications in an evolving environment.

These are the main conclusions:

- **Command & Control (C2) Structure:** the employment of a VJTF (L) needs to be based on the LCC HQ – VJTF (L) Brigade package, because it ensures training, readiness and interoperability through the Framework Nation support.
- **NATO Crisis Response System:** Credible and rapid military answers should be based not only on the availability of high readiness forces, but also on executable plans and pre-established activation systems. In addition to the enhancing of the high readiness forces (eNRF), NATO is currently making a great effort to develop and update its defense planning as well, including the set of Graduated Response Plans. The NCRS needs to be aligned to the real eNRF requirements, especially for VJTF employment, which should happen much faster than the former NRF.
- **Preparation:** the LCC eNRF needs to be trained as a whole in the stand-up year, if possible, in a joint environment. The stand-down and the stand-up brigades should be incorporated to the preparation and readiness processes as well, in order to achieve an integrated force prior to the stand-by year. Alert procedures testing and anticipation may be considered the key words.



- **Availability:** during the stand-by year, eNRF should be activated in NATO real exercises that include alert procedures, as well as deployment, RSOM, Reverse-RSOM and reach-back processes, and finally, collaboration with other NATO HQs and Host Nations. C2 arrangements with these forces should be arranged previously.
- **Employability.** NATO adversaries will likely employ hybrid warfare approaches. Thus, some issues such as status of Forces, freedom of movement, use of HN capabilities and logistic arrangements (RSOM, R-RSOM) need to be arranged previously.
- **STRATCOM guidance:** the availability of a clear STRATCOM Guidance would be highly valuable, guaranteeing the opportune and timely employment of the eNRF. Effective STRATCOM will be paramount in determining the VJTF's success in defusing or preventing escalation of any crisis.



To conclude, many obstacles have been overcome to construct a capable force for the full range of missions, with an emphasis on Collective Defence, able to protect the Alliance territory and populations. In spite of this, several steps can still be taken to progress and improve decisively the efficiency and credibility of the force.

The VJTF is a reality: NATO has an interoperable and agile force, ready to deploy its first elements within 48 hours. The Spanish Army has shown its capacity to assume the enormous challenge of leading the Land Component Command of this new force.

*MG Juan Montenegro
COS NRDC-ESP*

TRAINING FOR eNRF/VJTF

In order to comply with the eNRF regulations, the eNRF LCC HQ and the VJTF Brigade had to face a certification process that was partially carried out during the second half of 2015. This process culminated with the exercise Trident Juncture 2015 (TRJN15).

During that exercise, both HQs deployed with their Command Posts (CPs) and the various units

assigned to the Brigade and were required to demonstrate the necessary capabilities to comply with the Readiness Action Plan. By exercising these capabilities, it was determined to provide the eNRF with an indivisible package which was composed of the Initial Command Element (ICE) from HQ NRDC-ESP and the VJTF Brigade CP, with its subordinate units.



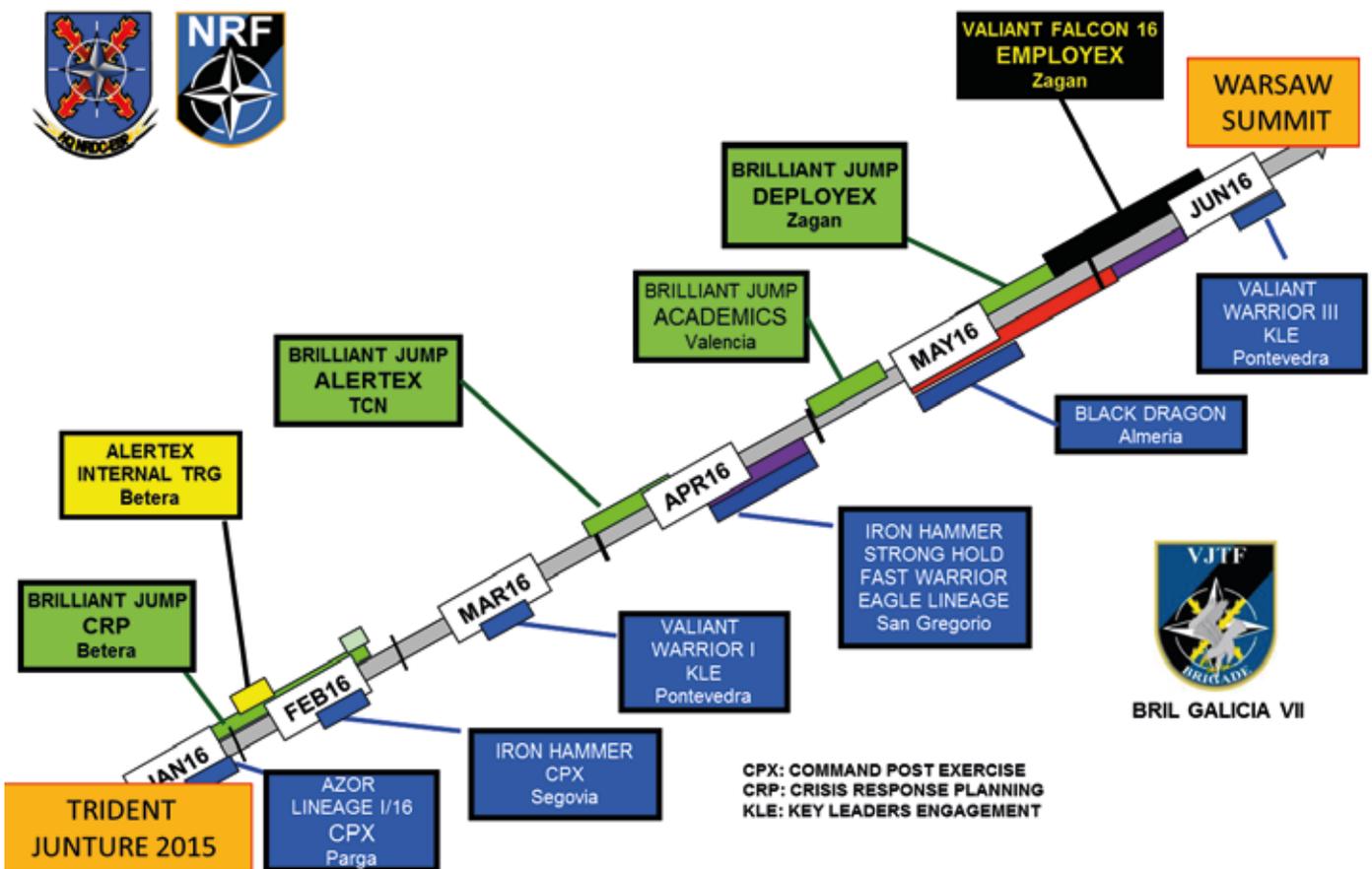
During the stand-by period, HQ NRDC-ESP was required to prove that it was able to deploy in the prescribed timeline, as well as to demonstrate the new eNRF concept. In accordance with the procedures established in HQ for training, a series of exercises, seminars, workshops, and internal exercises within the different cells and elements of the functional areas were organized.

Simultaneously, HQ prepared itself to achieve training objectives, determined in advance with the higher NATO echelon, Joint Force Command Brunssum (JFCBS). JFCBS led a series of NATO exercises/seminars called Brilliant Jump 2016 (BRJP16) with which HQ NRDC-ESP progressively demonstrated its capacity for activation and deployment.

The major BRJP16 exercises focused on the ability to activate the personnel and CPs by conducting an "ALERTEX" which was later on followed by a "DEPLOYEX" to demonstrate the ability to deploy from the Home Base to Poland. In addition, taking advantage of an actual deployment, NRDC-ESP in coordination with the Framework Nation (Spain) and the Host Nation (Poland), planned and executed the employment exercise ("EMPLOYEX") Valiant Falcon 2016 (VF16) to demonstrate its ability

to integrate and employ forces under their command during the phase of Conflict Prevention.

After these exercises, the VJTF HQ and its Signal Service Group (SSG) were proposed by NRDC-ESP to SACEUR to be declared fully certified. Those exercises facilitated the training of the ICE and the VJTF BDE CP after both were established and fully operational. At the same time, reachback process was implemented from Betera Military Base (BMB) by the Parent HQ.



1st semester 2016, a very demanding year

HQ NRDC-ESP has been the spearhead of the eNRF concept application at LCC level, and, after the various exercises carried out during the stand-by period, is the focal point for other NATO Force Structure HQs assuming the same role in the

upcoming eNRF rotations. HQ NRDC-ESP continues to be willing to share lessons learned in order to assist other eNRF LCC HQs in their process to validate or improve their own concepts.

*LTC Jaime Vidal
G7 TRG&EXER PLAN/COORD*



A NEW CONCEPT

One of the NATO measures to face new challenges has been the adaptation of its high readiness forces in order to face these new risks, decisively evolving the NATO Response Force (NRF).

The new model of the NRF, known as Enhanced NRF (eNRF), constitutes a fundamental pillar to overcome these challenges, becoming a strengthened force with higher readiness supported by advance plans and arrangements for deployment, focusing on defending NATO territory.

Hence, the eNRF model introduces many changes and adaptations in comparison with the former model. In addition to the Operational Command and Control, where the tactical land C2 was provided by the NRDC-ESP as LCC HQ, the eNRF is structured in three groups:

- Very High Readiness Joint Task Force (VJTF)- This is a Joint Task Force operating on land.

The VJTF (L) consists of a multinational brigade-sized land force (eNRF 16, a multinational force, led by the Spanish 7th Infantry Brigade "Galicia").

The VJTF (L) has a very demanding readiness status (Notice To Move – NTM 7 days), including a Spearhead Element (Battalion size, NTM 2 days). It is a robust and capable land force: it is made up of 7000 soldiers, including armored and mechanized units, long range artillery, attack helicopters and wide ISTAR capabilities.

- Initial Follow-on-Forces Group (IFFG): it consists of two similar VJTF Brigades but with a lower readiness (NTM 30 days first Brigade, NTM 45, second Brigade), providing the necessary additions to the VJTF.

- Follow-on-Forces Group (FFG): this is a bag of capabilities to build mass, covering a broad spectrum of proficiencies encompassing C2 Combat (including Divisional HQ), Combat Support and Combat Service Support. They offer the opportunity to partners to participate.

Furthermore, the preparation procedure has greatly evolved. The certification process includes new criteria, being activation, deployability and readiness the key milestones in the new preparation and certification model. The NRF deployments, in some specific and sensible areas, have become the best demonstration of NATO's credibility and solidarity.

The strategic environment requires the eNRF to be capable of the full range of missions though having an emphasis on Collective Defense. Therefore, the eNRF is the demonstration of the Allies' effort at "28 for 28" 360°.

In conclusion, the eNRF and the VJTF are a robust, coherent, joint-trained and certified force package, ready to face the strategic security requirements.

*MAJ Carlos Pereira
G5 PLANS POLICY AND PROJECTS*





THE DEPLOYMENT IN POLAND: THE ICE COMMAND POST

Strictly speaking, "deployment" refers to activities required to move military personnel and materials from a home installation to a specified destination. This is what NRDC-ESP conducted and trained from 17 to 27 May 2016 when the Very High Readiness Joint Task Force (VJTF) Land component (L) package executed a real life deployment of some of its elements from the home installations, in Spain, the United Kingdom and Albania to Poland during the participation in Brilliant Jump 2016 (BRJP16) exercise.

To fully understand the aim of the exercise, some background information should be examined. In 2014, one of the outcomes of the Wales Summit was to develop and test the enhanced NATO Response Force (eNRF) and the VJTF concepts. For Land Forces, the VJTF would be a Corps Headquarters from the NATO Force Structure and a brigade size organization. As NRDC-ESP was the HQ on standby as the Land Component Command Headquarters (LCC HQ) for NRF 2016, the HQ was in a good position to assume its upcoming role in implementing the Wales Summit conclusions. The Spanish 7th Infantry Brigade "Galicia" would be the first VJTF Brigade in the history of NATO.

Thus, exercise BRJP16 /DEPLOYEX involved the deployment of the HQ's Initial Command Element (ICE) to Swietoszew, the base of the Polish 10th Armoured Cavalry Brigade as well as the Forward Command Post of the VJTF Brigade's HQ and its Spearhead Battalion (San Quintín Battalion) to "Camp Karliki" in Zagan training area in the southwest of Poland. Also deployed in "Camp Karliki" and part of the VJTF Bde, were 600 British from the 2nd Mercian Battalion and 150 Albanians from the "Lionheart" 1st Infantry Company. These initial elements of both forces would incur a 2 to 5 day "notice to move" (NTM) readiness requirement, a very challenging level of readiness for any military organization, but especially challenging for multinational military organizations.

The NRDC-ESP's ICE Command Post (CP) is the first C2 capability in theatre. It is based only on Peace Establishment personnel, around 120 strong held at 5 days NTM. The CP functions as the advance element of the LCC HQ until the Consolidated CP is fully deployed and operational and operates as a stand-alone force for up to 30 days, or longer if resupplied, using embedded logistics capabilities.

It is led by COM NRDC-ESP but can be delegated to DCOM/DCOS OPS depending on the command and control requirements upon arrival.

The structure of the ICE is mission-tailored to the specific demands and circumstances of the operation to support the COM decision cycle and processes. It relies on reachback to the Home HQ, in Betera, Spain, especially for the long-term planning, but has two out of the three multidisciplinary cells of the HQ: the Operations Centre (OPSCEN) and the Battle Management Cell (BMC) which enables the ICE to conduct the operations and plan up to a 96 hour time frame.

Upon receiving the activation order/alert, preparation for deployment began, including required briefings and additional training (apart from the medical and dental evaluations that were previously done), to ensure that service members were ready and able to be deployed. In the end, around 2000 soldiers, 600 vehicles and 100 containers were transferred by land, sea and air from Spain, the United Kingdom and Albania to Poland under a time constraint demonstrating NATO's capability to rapidly deploy and meet any challenge. The exercise validated the alert and NTM requirements of the VJTF (L) as well as the ability to conduct Reception, Staging, Onward Movement and Integration (RSOM-I) and to achieve Full Operating Capability (FOC) within 10 days, which meant that the deployed forces had to be able to communicate to the higher, lateral and subordinate HQs/Units, to be logistically self-sufficient and have the means ready to take on any required task.



Decisive to this operation was the close coordination during the planning and execution of the whole exercise, with the host Nation, Poland, with the Multinational Corps Northeast (MNC-NE) and the Polish NATO Force Integration Unit (POL NFIU), and, on the Spanish side, with the Operational Logistic Force (FLO) and the National Support Element (NSE).

Also, a Distinguished Visitors Day was held during the deployment in Poland at Wroclaw airport and the Zagan training area to display the prowess of the new "star" of the Alliance. Soldiers from Albania, Poland, Spain, United Kingdom and United States participated in the dynamic display.



*LTC Eduardo Pombo
ACOS G3 OPS*

THE REACHBACK: SUPPORTING FROM BÉTERA

Reachback (RB) is the process of obtaining mission essential command and control (C2) products, services and applications, in a timely manner, by using communications and information systems technology between deployed and static elements forming a single Headquarters (HQ), in order to achieve operational efficiency and effectiveness.

The NRDC-ESP Command, Control and Command Post (C2&CP) concept describes different Command Posts (CPs) deploying in different moments in the deployment sequence. Some of these CPs contain an element to provide the necessary capabilities to the deployed elements. This is the Reachback process led by the Parent HQ.

As soon as the HQ starts the deployment, the HQ organizes the following cells in the Permanent HQ (PHQ) at Betera Military base (BMB):

- a.** Movement and Deployment Cell (MDC)
- b.** RSOM Team
- c.** Situation Centre (SITCEN)
- d.** Plans element (PLE)
- e.** Land Assessment
- f.** CIS support cell
- g.** Rear Detachment





These Reachback elements perform the following functions for the LCC commander (COM LCC):

- a.** Monitor current operations and provide situational awareness (SA).
- b.** Provide functional area (FA) expertise through Reachback to the forward deployed elements of the different CPs (G1 to G9).
- c.** Conduct Working Groups and boards for the Initial Command Element HQ and push all critical products and decisions forward to theatre.
- d.** Conduct planning for operations.
- e.** Conduct operational analysis and campaign assessment.
- f.** Monitor and support of disbursement, procurement and contracting activities.
- g.** Support the deployment of the different elements of the LCC CP (HQ Group), as well as monitor the deployment of the LCC forces.

NRDC ESP HQ had the opportunity to put this concept into practice during the exercises Brilliant Jump 2016 (ALERTEX and DEPLOYEX) and Valiant Falcon 2016.

During the ALERTEX Reachback was activated through the SITCEN.

During the deployment to Poland, and prior to the departure of the Forward Liaison and Reconnaissance Team (FLRT), the SITCEN was also activated and organized to provide SA and facilitate effective C2 at an early stage of the operation allowing a timely decision making process to the COM LCC. After the deployment of the ICE, once it reached Full Operating Capability (FOC) and the subsequent C2 capability, Reachback was gradually decreased handing over different responsibilities to the deployed elements.

At this point, the Parent HQ main function switched to provide SA to the Command Group (CG) remaining at BMB while providing functional area (FA) expertise to the forward deployed elements.

During both exercises, the PLE activated the Land Operations Planning Group (LOPG) to conduct the planning process for the next phases of the operation. This multidisciplinary team developed planning products, briefed to the COM LCC through VTC, thus delivering timely long term outputs for the Decision-Making Process (DPM)

*MAJ Manuel Pedro
G3 OPS CURRENT OPS*

THE COMMAND AND CONTROL ORGANIZATION

For the VJTF commitment the HQ maintains traditional vertical HQ Organization Chart (Figure 1) and executes its assigned tasks by functional areas. The organizational chart

should be considered as a generic one in order to accommodate the C2 requirements for any particular operation.

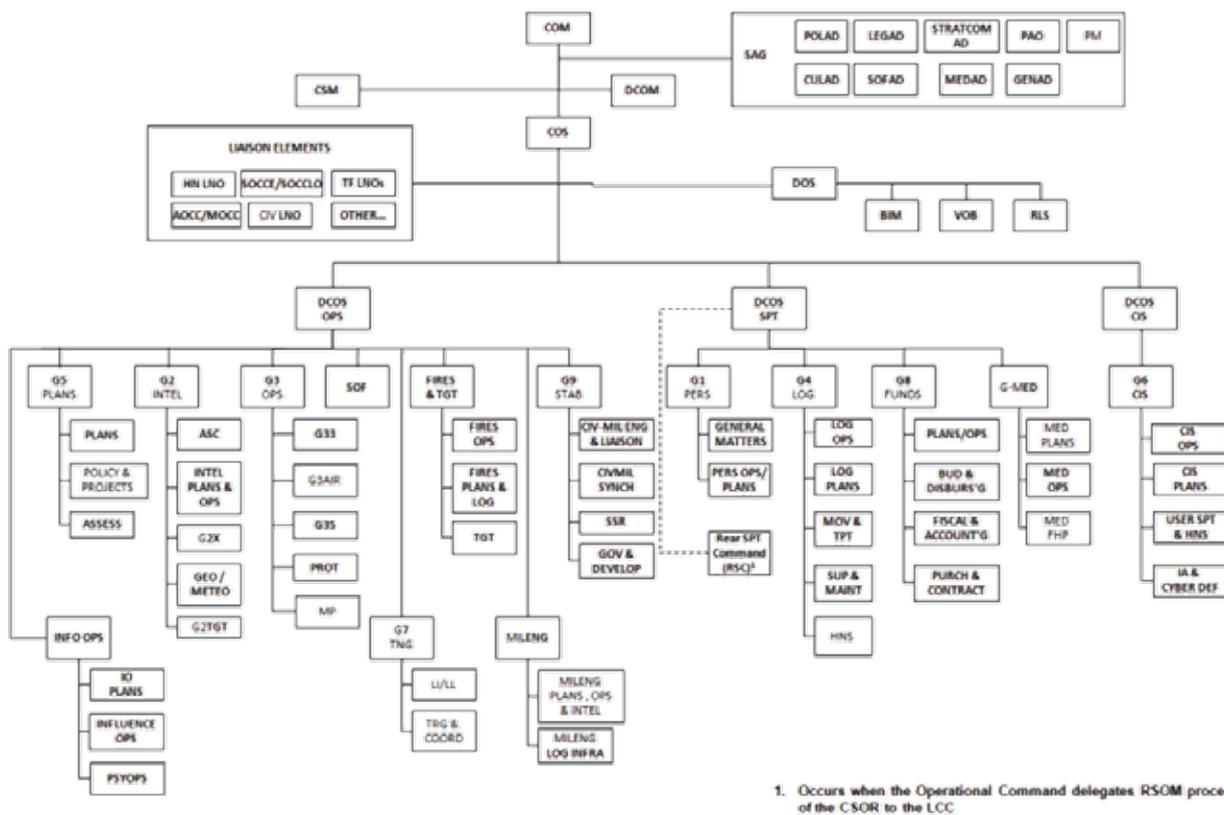


Figure 1: HQ Organization Chart in force during VJTF stand-by period

HQ NRDC-ESP Command, Control and Command Post (C2&CP) concept is designed as a scalable building model (Figure 2) to achieve full operational capability. It focuses on sequentially deploying two distinct command posts (CPs) for the most demanding situation, in order to provide Command and Control (C2) during operations. The designated CPs are: Initial Command Element (ICE) and the Consolidated Command Post (CCP). However, to ensure requisite C2 throughout the deployment, conduct of operations or redeployment, HQ NRDC-ESP will keep the capacity to deploy or establish a Tactical Alternate / Alternate (TAC/ALT) CPs, as well as a Mobile CP (MobCP) as necessary.

For the VJTF commitment the HQ maintains traditional vertical HQ Organization Chart (Figure 1) and executes its assigned tasks by functional areas. The organizational chart should be considered as a generic one in order to accommodate the C2 requirements for any particular operation.

In the eNRF model concept, part of the staff is sent to the ICE, and part remains in the Reachback until the entire HQ is dispatched following the deployment of the CCP.

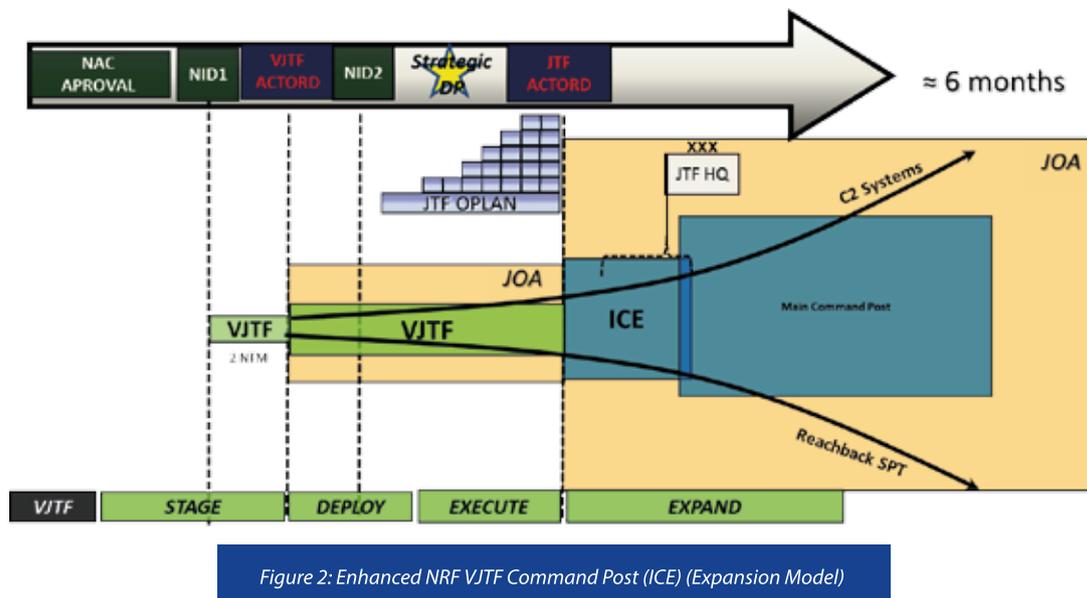


Figure 2: Enhanced NRF VJTF Command Post (ICE) (Expansion Model)

The entire sequence of the rapid deployment, intended to provide an efficient and continuous C2, can be summed up as follows:

1- Planning and Activation phase (Forward Liaison Reconnaissance Team, FLRT).

- a. During the Planning and Activation phase, HQ NRDC-ESP deploys a FLRT to liaise with other in-theatre forces and with appropriate stakeholders in theatre (NFIUs, HNs, etc.) and to conduct theatre reconnaissance providing theatre information to the Plans Element in the Home Base.
- b. The FLRT is not a CP, but a standing team of staff and support personnel who are ready to deploy within 48 hours NTM.

During 2016, NRDC-ESP activated the FLRT as a training objective in an internal ALERTEX. Later on, the FLRT was activated and deployed to the APOD as a training objective in the second and more complete ALERTEX. Finally, for Brilliant Jump 2016 (BRJP16) deployment, the complete FLRT was deployed to Poland.

2- Deployment Phase (ICE).

- a. After FLRT and when HQ NRDC-ESP deploys the ICE into theatre.

ICE was also activated for both ALERTEXs and deployed to Poland for BRJP 16.

In terms of activation and deployment, for BRJP 16, taking into account the effort and responsibilities that fell under Spain, NRDC-ESP decided to generate a Host Nation coordination cell (HNCC).

3- Entry Phase (ICE).

- a. As HQ NRDC-ESP matures within the theatre, the ICE establishes the first C2-capable LCC force.
- b. The ICE is capable of conducting tactical C2 and limited short-term planning with minimal LCC HQ staff in theatre. The ICE provides situational awareness to the Reachback SITCEN and utilizes the Reachback concept to HQ NRDC-ESP for selected staff functions such as planning.
- c. The ICE is the C2 structure that HQ NRDC-ESP utilizes for the command and control of NRF missions, being the model on which the HQ NRDC-ESP Alternative CP will be built, if necessary, when the LCC/Corps matures in theatre.

*MAJ Raúl Cánovas
G3OPS OPS/COORD BMC PLANS*



THE LCC AND THE VJTF BRIGADE: AN INDIVISIBLE PACKAGE

The eNRF and the VJTF are a robust, coherent, joint-trained and certified force package, ready to face the strategic security requirements, based on a long and demanding preparation. Furthermore, LCC HQ and the Brigade HQ are provided by the same Framework Nation, strengthening the cohesion and interoperability.

The experience gained during the preparation phase and the participation in the exercises TRIDENT JUNCTURE and BRILLIANT JUMP has clearly shown the need to consider the package composed by the LCC HQ and the Brigade HQ as an indivisible one.

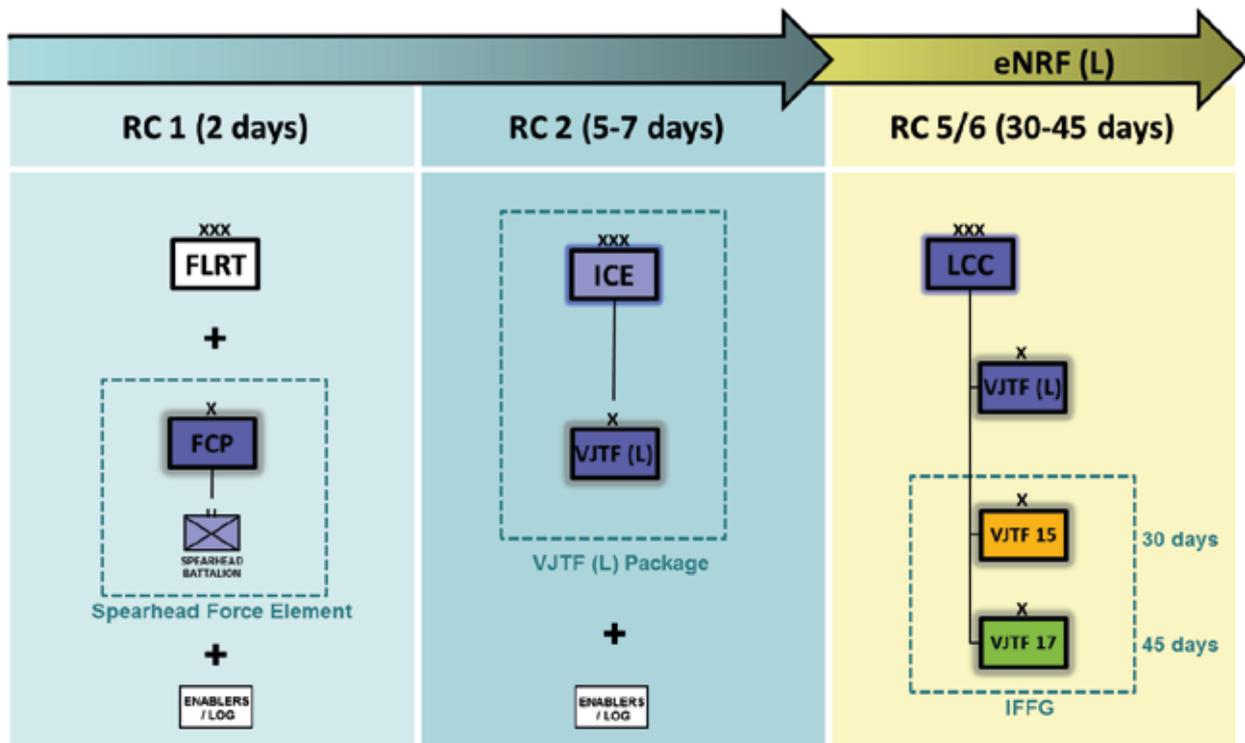
The concurrent deployment of higher HQ is critical in securing the effects sought, providing an appropriate focus for managing the interaction with national authorities, NATO structures and agencies and preparing the arrival of the new forces (IFFG, other contributions).

Thus, the VJTF (L) package becomes a solid solution. It is generated, prepared, evaluated and certified in accordance with NATO standards, as it belongs to the same Framework Nation. Its interoperability is achieved based on preparation, mutual knowledge, trained procedures and common national LC2S.

On the other hand, the Readiness Category Status (RC) of both HQs must be aligned to become a coherent system as the most critical phase is in the early stages of the operations. In this sense, NRDC-ESP modified the RC in accordance with the VJTF Brigade requirement, being tested in the exercise

Brilliant Jump (ALERTEX and DEPLOYEX), with very good results.

The picture below describes the sequence of the VJTF (L) deployment in accordance with their respective RC, observing the permanent interaction between both HQs.



Therefore, the ICE of the LCC HQ and the Brigade become an indivisible package, with the same RC and clear roles and responsibilities, ready to be deployed jointly wherever and whenever.

The delineation of responsibilities within the package would be:

- The Brigade HQ focused on the tactical level, tactical tasks and coordination with HN tactical units.
- The LCC HQ (ICE in the initial Phases): Liaison with HN, plug into Operational level (targeting,

airspace management, JISR, etc.), dealing with other Component Commands (CC) (JFAC/MCC/SOCC/JLSG) and coordination with other actors (NATO Force Integration Units (NFIU), Home National Defense Forces (HNDF), NATO Agencies, IO, etc.).

It can be highlighted that the experiences obtained during BRJP16 and VF16 series have constituted an excellent demonstration of the effectiveness and necessity of the ICE/FLRT employment.

*MAJ Carlos Pereira
G5 PLANS POLICY AND PROJECTS*

MOUNTING HQ AND HOW TO DEPLOY

“Arriving is 70% of the battle”. This sentence, allegedly stated by LTG M. Jackson, former UK Chief of Staff and ARRC Commander, again stresses how important deployment activities are in the context of current NATO operations.

This article mainly covers the two first classical stages of any of NATO deployments recently undertaken on the occasion of the eNRF/VJTF cluster of exercises during May/June 2016 in Poland.

The initial phase, purely national, entailed all the preparations made to place the VJTF (L) Package¹ units from their home bases (HBs) to the ports of embarkation (POEs). To that end and, in accordance with the NRDC-ESP Technical Arrangement (TA), Spanish Army Staff designated the Spanish Logistic Operational Force (FLO) as Mounting HQ (MHQ).



Why does the HQ need a MHQ? There are several reasons, the most important being the fact that the objective of the Force (HQ included) is to arrive at theater in the best conditions to operate. Someone else should make it possible. From the practical side, the Force is not the owner of the POEs or the needed infrastructure closely linked to the deployment, such as CSCs², routes network across national territory or POU/APOUs³... Aspects like security, movement control (MOVCON) or the completion of last minute requirements cannot be ruled out either.

For the second leg (Strategic), Spain, as main responsible of the VJTF package deployment, provided the following transportation assets, to cope with its part in the MNDDP⁴:

- One (1) ship to transport the whole Spanish contribution to the VJTF-L package (material and vehicles).
- Two (2) C-130 for 8 PAX and 4 light vehicles (Advanced Party).
- Six (6) chartered flights (B737 and A330) for personnel.
- Three (3) IL-76 for sensitive equipment (ammunition, weapons and crypto material).

The deployment of other contributing nations (like UK, Albania...) was monitored through LOGFAS.

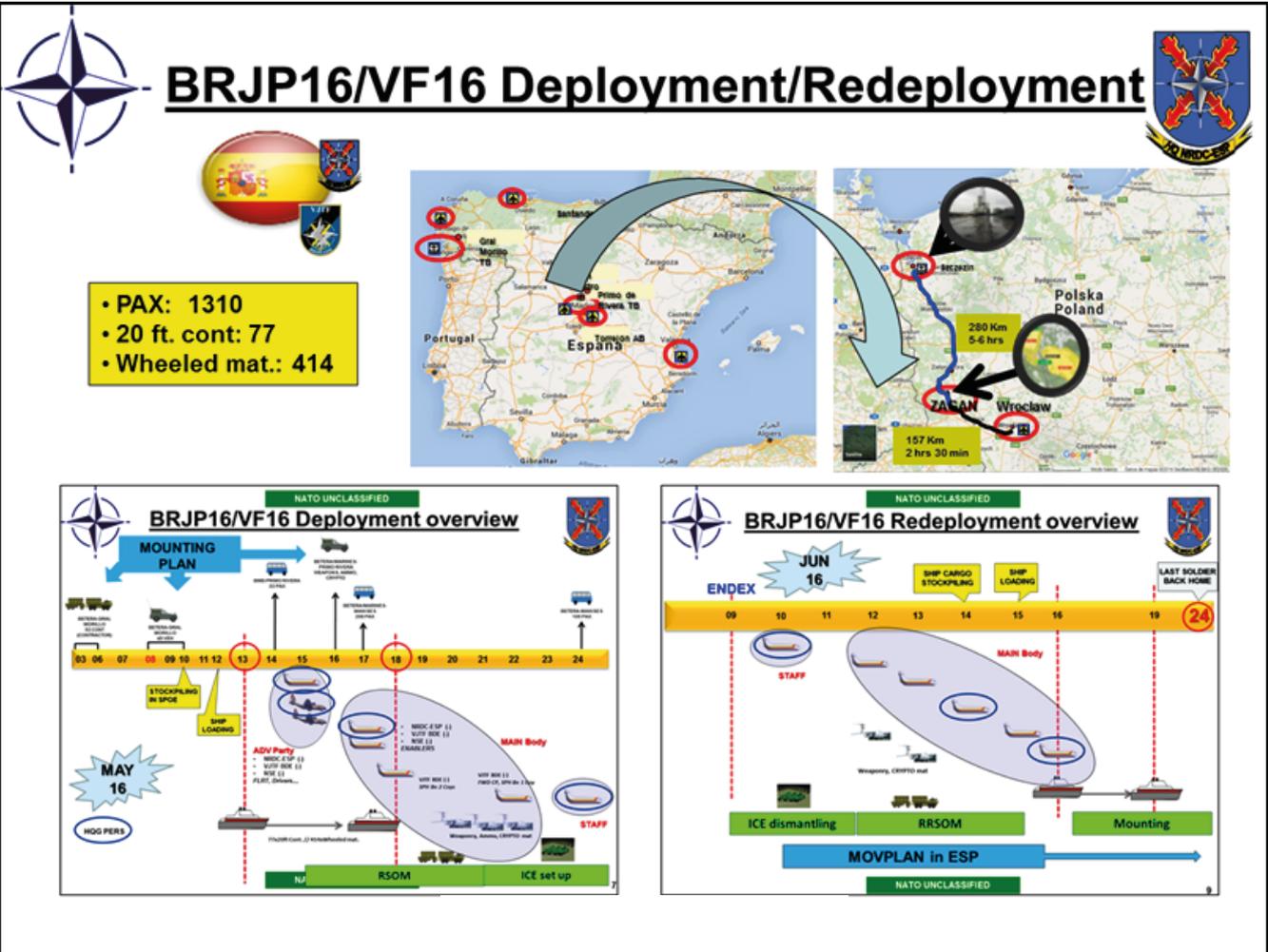
The whole deployment and redeployment execution, including figures, were conducted as depicted in the next chart (figures simplified).

¹ ESP approach: VJTF Package consisted of 3* LCC HQ ICE, the VJTF BDE (FWCP + Spearhead Bn) and the NSE.

² CSC: Convoy Support Center

³ POU/APOUs: Port/Airport Operating Units

⁴ MNDDP: Multinational Detailed Deployment Plan, led by SHAPE/AMCC



Several administrative staff tasks were carried out such as the allocation of personnel in the approved flights, preparation and submission of cargo manifests, passengers' lists, overflight authorizations, hazardous material declarations, border crossing arrangements, movement plans...

The deployment finished when the whole Spanish contribution was in their final destinations in Poland after being under the RSOM process, and the redeployment once the last soldier was back in the Home Base on June the 24th.



The most remarkable lessons learnt were: a must- the coordination with all the national and multinational stakeholders; fundamental- the participation of appropriate personnel in the different planning conferences to know what to do and when, although the particularities of eNRF/VJTF scenarios, especially the short notice to move, undoubtedly impacted on the actions taken.

*LTC Jesús Marco
G4 LOG MOV/TPT*

THE RSOM PROCESS FOR VJTF

In the spring of 2016, a cluster of exercises was conducted **to attest NATO's adaptation and swift reaction** to reinforce the capabilities in Eastern European countries against any emerging security challenges, **and validate the new concept development** of Very High Readiness Joint Task Force (VJTF).

VJTF, as a product of the 2014 Wales NATO Summit, represents the front edge of enhanced NATO Response Force's (eNRF) ground component, capable of deploying in 2-5 days' notice to move.

Spain, as the lead nation of eNRF 2016, trained its capabilities by deploying in Poland approximately 1,300 troops (headquarters, combat forces, logistics and enablers), 400 vehicles and 85 containers with equipment (see Figure 1).

Besides Spanish forces, other VJTF elements took advantage for training and testing their capabilities. Thus, GBR and ALB deployed in

Poland 754 personnel, 262 vehicles and equipment. Their deployment was conducted in accordance with the national Detailed Deployment Plans. NRDC-ESP HQ, through its own RSOM Team, monitored the deployment of these forces in close coordination with the RSOM HQ (MNC-NE).

Notwithstanding the quick deployment of VJTF package from home bases into a foreign country, probably the biggest challenge is **to reassemble**, as fast as possible, the combat power of the incoming forces. The process is not only a simple transportation of some soldiers and military equipment, but consists also in **receiving and transferring** them to the area of operations, and, furthermore, in **generating** the appropriate conditions to speed the assembly of forces capable to accomplish the full spectrum of assigned missions. This part of the operation is achieved through the **Reception, Staging and Onward Movement (RSOM)**.

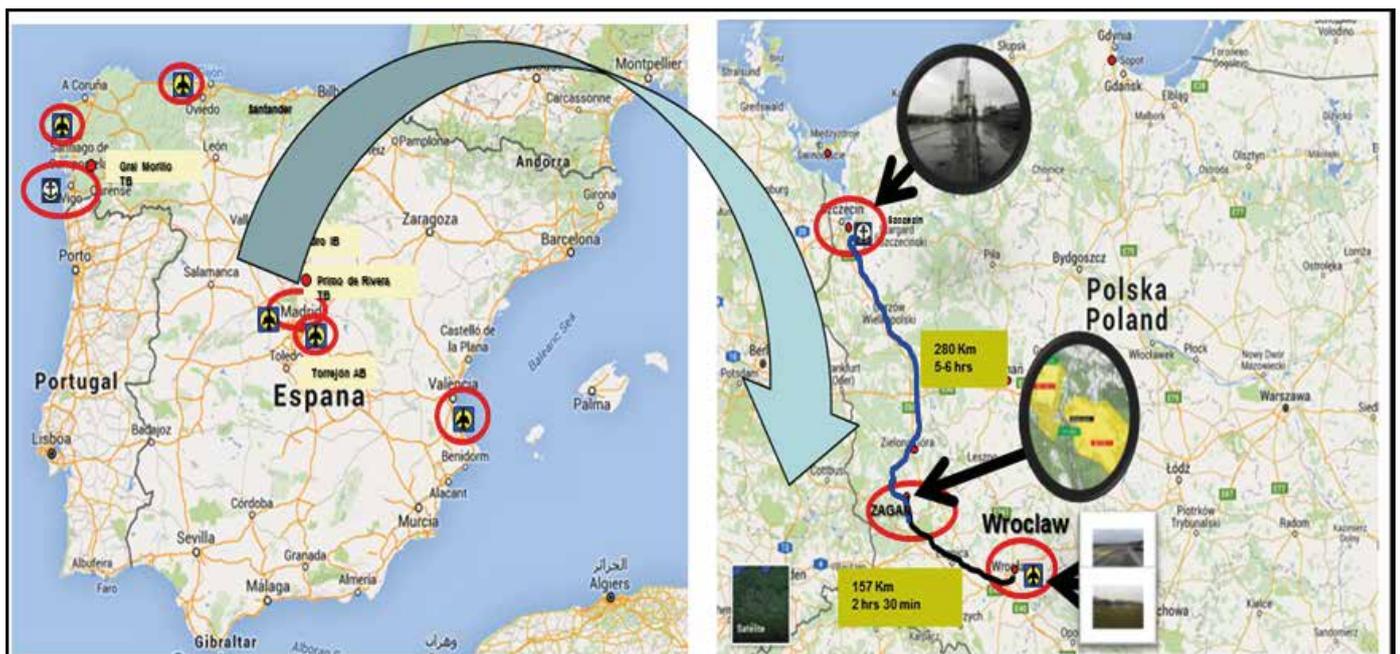


Figure 1 – Deployment in Poland



The RSOM for VJTF 2016 was carried out during Brilliant Jump 2016 (DEPLOYEX) (see exercise poster). For this reason, Multinational Corps North-East was delegated to nominate the RSOM commander and to coordinate/synchronize the entire process on Polish soil. During the preparation and execution of RSOM, NATO Force

Integration Unit Poland's task was to connect the incoming forces with the Host Nation (HN) Poland and to provide an updated Situational Awareness.

HN was responsible for executing the RSOM, using the national and sending the nation's logistic contractor assets.



1. Reception phase consisted in receiving the VJTF resources - personnel and equipment in the designated points of debarkation. Personnel arrived by commercial flights, while for military equipment a RO-RO¹ ship was used, two C-130 Hercules aircrafts (for cargo) and three Ilyushin-86

aircrafts (for sensitive items). For the onsite reception activities in the infrastructure assets offered by HN, Wrocław Airport and Szczecin Port, Spanish activated two terminal units. Stargard Szczecinski was used as a valuable asset at this stage.

¹ RO-RO = Roll on, roll off.



2. In the **Staging** phase (Zagan Training Area - TA), all incoming resources were organized and prepared for movement towards the Final Destination. The particularity for this exercise was that the Final Destination (FD) was hypothetically played in the TA. All the movements towards the TA were accomplished by road, using a suitable Polish transportation network.

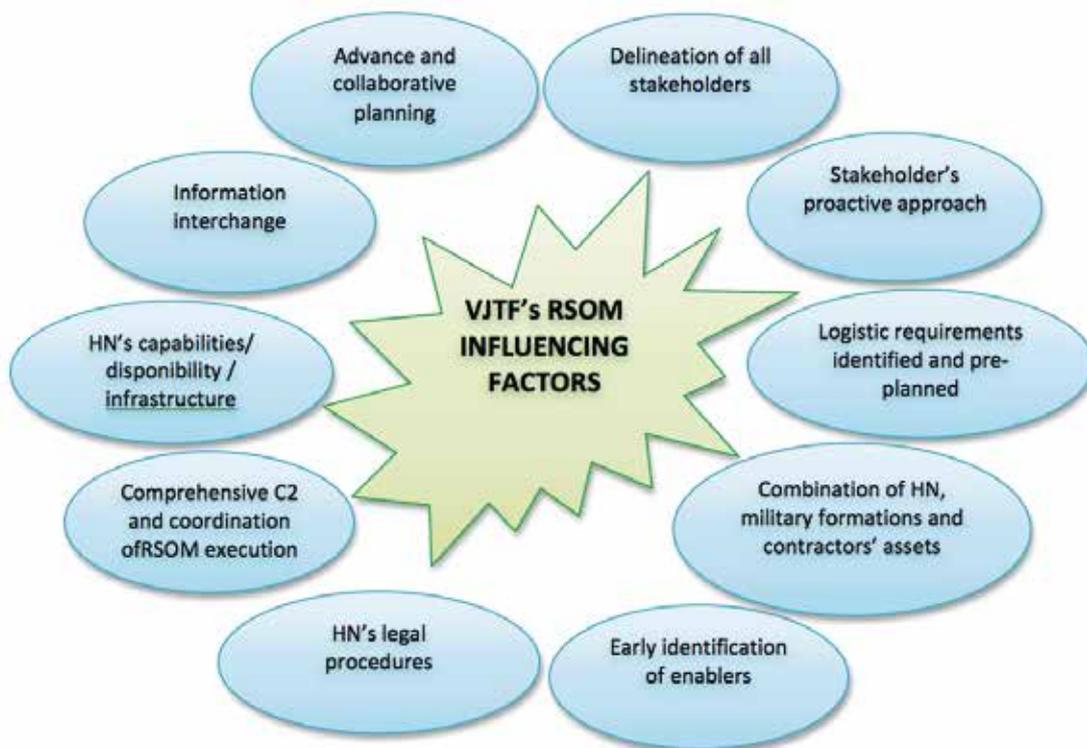
3. **Onward Movement** was only simulated in the TA, within a national employex exercise (Valiant Falcon 16).



Some of the **main timelines of VJTF RSOM** during Brilliant Jump 2016 are indicated in the following graph:

ACTIVITY	15/05	16/05	23/05	24/05	Obs.
RSOM start	[Timeline bar]				
Personnel arriving in APOD	[Timeline bar]				1.300 pax (6 flights)
Equipment arriving in APOD	[Timeline bar]				4 vehicles (1 flight)
Sensitive items arriving in APOD	[Timeline bar]				9 containers (3 flights)
Equipment arriving in SPOD	[Timeline bar]				396 vehicles 76 containers
Activities in staging phase	[Timeline bar]				
Convoys with personnel for TA	[Timeline bar]				7 convoys
Convoys with equipment for TA	[Timeline bar]				19 convoys
RSOM end	[Timeline bar]				

The succes of VJTF RSOM depends on the **combination of many factors**, of which the most critical 10 can probably be as follows:



Conclusion

The RSOM operation for VJTF is decisive over the entire evolution of eNRF. It is an essential process whose aim is to turn **resource** arriving in theatre into a **force** capable to meet

operational requirements. Through NRDC-ESP, **NATO proved that it is capable to rapidly deploy and respond in any NATO country.**

*MAJ Dan Radu Teodor
SPT DIV RSC JLOG CHIEF*

NATO: HOW TO SYNCHRONIZE AND INTEGRATE MULTINATIONAL FIRES

NATO, at all echelons, will operate in a Multinational environment. To provide Commanders the capability to make informed decisions, he/she will need to visualize the battlefield. At the tactical level, in order for the Maneuver Commander to shape the battlefield and support his/her forces with timely and accurate fires, Call For Fires will need to be in the digital arena. This can only be accomplished by having Multinational digital interoperability, providing a Common Operating Picture (COP) for all to see and Allied Nations' Field Artillery Command and Control (FA C2) systems that can share data.

Fires assets will be provided to NATO Response Forces (NRF) from multiple nations. Bottom Line is how will NATO forces shoot, move, and communicate using different Multinational FA C2 in order to provide timely and accurate Fires? Furthermore, how will the Fires section at a

Headquarters build a Fires COP across the Area of Operations (AO), providing the Commander situational awareness? This will provide the Commander the capability to make informed decisions and visualize the battlefield, the "so what". Due to the majority of the 28 NATO members' FA C2 systems not being digitally interoperable with each other, how will NATO accomplish the above mentioned tasks?

A solution for Multinational FA C2 interoperability is the Artillery Systems Cooperation Activities (ASCA). ASCA provides a common interface between different FA C2 systems; allows interoperability only between ASCA members (there are only 5 full members at the current time). For this reason, ASCA would not be a workable solution for NATO's current enhanced NRF Headquarters, NATO Rapid Deployable Corps-Spain (NRDC-SPAIN), so there has to be another course of action.

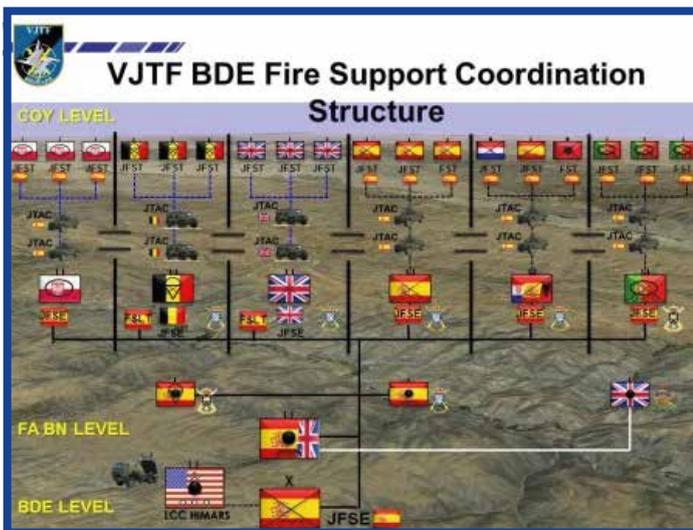


Figure 1.

VJTF BDE Fires Task Organization with LNO/FSLT teams



Figure 2.

VJTF BDE Call For Fire procedure

The current solution is to provide Liaison Officer (LNO) packages with their nation's FA C2 system at HQs NRDC-SPAIN. However, LNO packages are manpower and communications equipment intensive. At the VJTF BDE level, the BDE HQs is Spanish with subordinate battalions from Spain, Portugal, UK, Poland, and Belgium with Spanish and British Artillery batteries. Due to no FA C2 interoperability between these forces, the VJTF BDE's Spanish Artillery Battalion provided three LNO/Battalion Fire Support Liaison Team (FSLT) packages (over 15 personnel dedicated to LNO mission) with communication packages. With this course of action, fire mission processing time and the probability of human error is increased, due to the information transfer from one nation's FA C2 system to another nation's FA C2 system.

During exercises Brilliant Jump and Valiant Falcon 2016, NRDC-SPAIN served as NATO's Land

Component Command (LCC) with an attached High Mobility Artillery Rocket System (HIMARS) battalion from Fort Bragg, 3rd Battalion, 27th Field Artillery Regiment, and the VJTF BDE. In order to provide timely and accurate fires and a LCC-level Fires COP, NRDC-SPAIN and 3-27 FAR used the Fire Command Web (FCW) interface provided by the Fires Data Server (FDS) from the Advanced Field Artillery Tactical Data System (AFATDS), thus allowing the sharing of data from NRDC-SPAIN and 3-27 FAR. All data was "cut and paste", with no map overlay available on this web based server. The web based server allowed all units the ability to cut and paste data between NRDC-SPAIN, VJTF BDE and 3-27 FAR providing the digital capability to conduct digital fire missions, unit locations, Fire Support Coordination Measures across the LCC AO. The test environment with TALOS and AFATDS was conducted on an Unclassified closed network.



Figure 3.
TALOS and AFTADS testing.
 Photo credit: OR-2 Saskya Duncum,
 NRDC-ESP Photographer



Figure 4.
3-27 FAR & VJTF BDE FA C2 testing.
 Photo credit: OR-2 Saskya Duncum,
 NRDC-ESP Photographer

Without ASCA, the web based server is the optimal course of action in operating in a Multinational environment. The server provides the Fires section the capability to develop a digital lethal fire chain from.

LCC level to the executing unit, the ability to C2 Fires elements across the LCC AO, clear airspace in near-real time, and provide the LCC Commander a Fires COP. It is not the ideal solution, but is the start of providing NATO forces timely and accurate Fires.

*LTC Michael Englis
 PLANS DIV FIRES&TGT*

VJTF COMMUNICATIONS

Enabling interoperable Command, Control, Computers, and Communications (C4) at multiple command posts through multiple echelons spread across a multi-national geographic battle-space is a monumental challenge and task that NRDC-Spain CIS division readily accepted, as NRDC-Spain prepared to be the first ever enhanced NATO Response Force (eNRF) and executor of the Very High Readiness Joint Task Force (VJTF) concept in 2016.

The planning and preparation phase, leading up to certifying as eNRF and VJTF capable, were important milestones indicating to the CIS Division Commander, BG Ripoll, and CIS Section Commander, COL Salvador the strengths and areas of improvement in the various aspects including technical and planning. Trident Juncture 2015 was the culminating exercise in the preparatory phase. CIS division accomplished its mission with flying colors, but more work was needed as the VJTF concept matured and planning for deployment along that concept went into full swing.

The rapidly moving nature of the VJTF produced various C4 challenges. CIS engineers and planners quickly devised Tactics, Techniques, Procedures (TTPs) to support the deployment of the VJTF and the Reception, Staging, Onward Movement once landed in Poland. The concept of support included the communication means for the Forward Liaison Reconnaissance Team (FLRT), Initial Command Element (ICE), Reach back (located at home station, Betera, Spain), VJTF Brigade and multinational battalions under the VJTF Brigade. (See figure 1) Although not a C2 element, the FLRT required a very light and durable equipment set able to send and receive encrypted documents and voice communications with Host Nation elements such as Multi-National Corps-North East. This was accomplished using Spanish national encryption systems (PETRADEC) and the AN/PRC-117, all systems that could be taken as luggage on commercial flights.

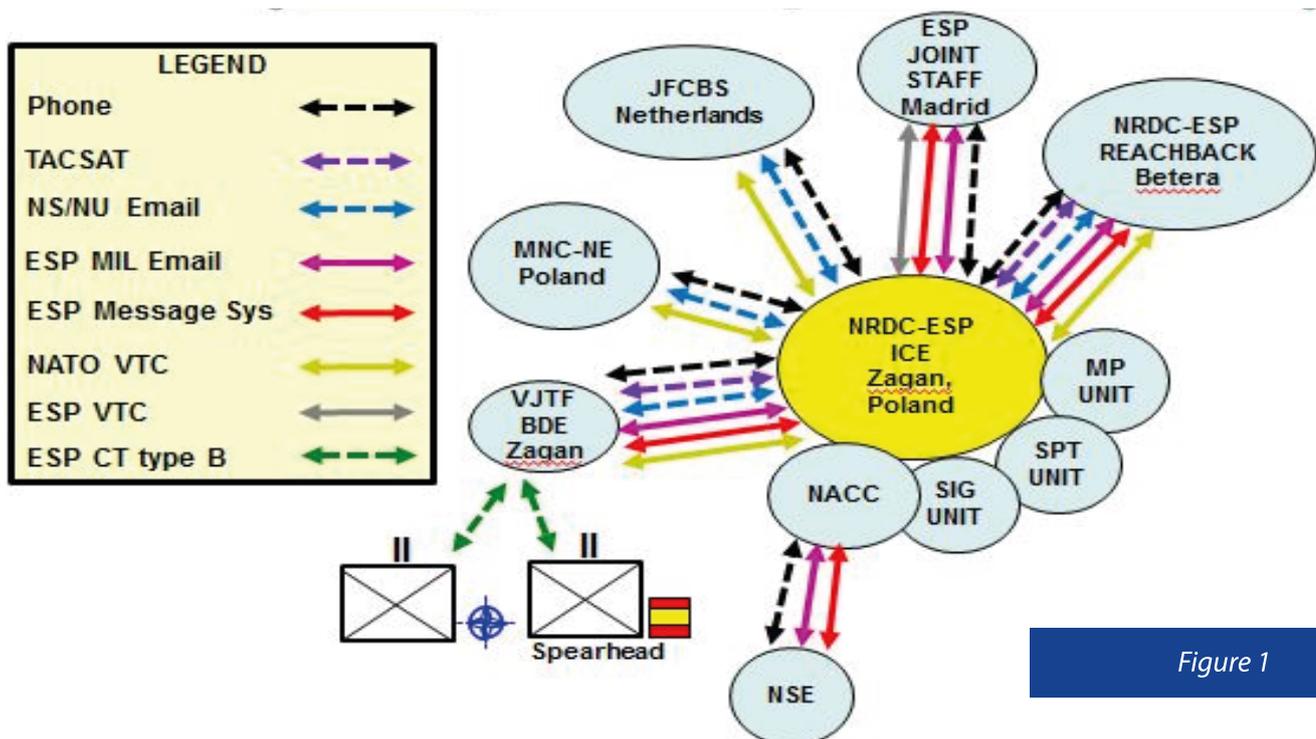


Figure 1

The VJTF Brigade, ICE, and the Reach back element were supported by Command Post Communications Center packages which interconnected the LCC and its direct subordinates with access to the Mission Secret (MS) network and

all the Functional Area Systems needed for full planning and combat execution. These robust and rapidly deployable communications packages offer a highly mobile At The Quick Halt (ATQH) satellite communications for voice and MS data.



Rapidly Deployable Command Post Communications Center



ATQH communications in support of the British Battalion

The brain of this network is the CIS Control Center, the Network Operations Center that controls all technical aspects of the MS network. During Brilliant Jump, they were located at Betera and managed systems in Spain and Poland.



CIS Control Center

2016 proved to be a challenging but very successful year for the Signalers of NRDC-Spain's CIS /G6 and their Signal Unit in support of the eNRF/VJTF. There were many lessons learnt that will help NRDC-Spain forge ahead confidently as NATO moves towards the Federated Mission Network environment. CIS division is not only the Commander's "Voice of Command" it also continues to lead the way in demonstrating to NATO partners how to accomplish interoperability in a rapid deployment, short-notice environment.

*LTC Samuel Escalante
CIS DIV G6 PLANS OFFICER*

MORALE AND WELFARE ACTIVITIES

A NATO tour of duty offers a variety of things to see and experience. NRDC-Spain is no exception to this rule. Valencia and its surroundings is a wonderful place to live and work. Being stationed here also represents a unique opportunity to share and enjoy the richness of Spanish history, culture and traditions; the warm hospitality; the delightful villages and cities; the peaceful beaches; the many sights, sounds, flavors and attractions that are generously provided to all of us on a daily basis.

Our Command hosts a vibrant community with a clear focus on one common goal: being able to plan and execute operations, both for NATO or the EU, in order to support collective defense, crisis response operations or the sustainment of extant operations. However, keeping the military ready to

execute its mission takes more than just hard work and training. Service members – including spouses and dependents – need a balance of work and “play”.

To this extent, in NRDC-ESP there is the Morale and Welfare Activity Council (MWAC), defined as an independent body responsible to the Commander for assessing the effectiveness and suitability of policies and procedures for the organization and operation of the overall Morale and Welfare Activities Program (MWAP). The activities (non-profit) listed in MWAP are updated annually and based on available financial means. At NRDC-ESP, all events are supported with funds coming from the Cafeteria.



Visit to Monastery of Portacoeli

MWA guiding principles are:

- Support effectiveness and readiness.
- Promote units integrity.
- Provide leisure time activities, which support a quality of life commensurate and afforded by the society Soldiers have pledged to defend.
- Be customer driven.
- Promote and maintain the mental and physical well-being of authorized personnel.
- Foster good relations with civilian organizations and other military installations in the vicinity of Valencia.

Personnel posted in HQ and their dependents, including NSE's and their dependents, have access to framework nation's officially provided welfare facilities, subject to availability and to the framework nation's own national requirements and standards. These services will be subject to reimbursement at rates to be published from time to time by the framework nation.

During 2016, M&W activities included a family weekend in the snow, different sports tournaments (golf, paddle, etc.), cultural visits, tourist visits to different cities (Toledo, Segovia and El Escorial) and a couple of Family Days. All the activities were very successful and very well attended. Therefore, the MWAP will continue to organize similar activities during 2017.



Family Days

Another extremely important part of the NRDC-Spain environment is the Spouses club, a non-profit, international, voluntary membership association. Every spouse or partner (male or female) who holds a NATO card can be a member.

After an international move – or a national at that – there is always a hectic period with countless issues a family has to adapt to. Stress builds quickly at home and at work. When all of this happens, there is nothing like taking a break and meeting other persons who went through the same experience. You can get some good advice, find the solution to “that” problem, make some friends for you and your children or just relax for a few hours. These are just examples of the benefits one might get by joining in.



Weekend in the snow



NATO Spouses Club

The club routinely organizes several activities and multinational events in order to bring together the various nationalities involved at NRDC-Spain, by fostering good relationship and mutual understanding. Examples are monthly coffee mornings, cultural trips, cookery demonstrations, visit to art galleries, museums, outlet centers, villages and the like. Joining the club doesn't mean you have to attend them all. Remember, membership is free in more than one way: it doesn't cost any money and you can always tailor your level of involvement to your available time.

LTC Stefano Sbaccanti
DCOM OFFICE MWAC SECRETARY

THE CSM'S CORNER

The most important task of the Command Sergeant Major (CSM) is to advise and inform the commander about those aspects that, as a result of the application of personnel regulations, compliance with internal rules, implementation of the Quality of Life Plan, institutional aspects and any other activity related to the life and operation of the unit, may affect the noncommissioned officers and enlisted of the unit, both in barracks and in exercises or operations, inside and outside the national territory.

This paragraph is from the last Instruction of the Chief of Staff of the Spanish Army in which determines the professional capacity of the CSM and does not differ from the tasks assigned to the CSM of the HQ NRDC-ESP in its Job Description. In the last line, it establishes where he can fulfill his missions and describes how the CSM's activities have been in the last two years.

Trident Jaguar 2014 on the island of Menorca: evaluation exercise that certified the HQ as the first headquarters of the NATO Force Structure with the ability to plan and conduct joint operations; Trident Juncture 2015, in the Zaragoza Training Camp, which certified us as a Land Component Command of the enhanced NATO Response Force (eNRF); Stand By period during 2016 with the deployment of ICE LCC HQ in Poland to execute

Brilliant Jump and Valliant Falcon 2016 exercises, have been an excellent opportunity to implement the CSM's missions.

In order to perform all the assigned tasks, the CSM must participate in all HQ training and preparation activities, as well as all its members, and be able to deploy and fulfill the mission assigned to the unit. Only in this way, will CSM be able to advise the commander correctly, imbuing oneself with the mission and knowing all the difficulties that HQ and its personnel face. Imagine that the commander asks you, "What do you think?" CSM must be prepared for this. To know and understand your operating environment, the mission, and the Commander's intent is of paramount importance.

Other tasks assigned to the CSM are to be the main institutional reference of the NCO and enlisted of HQ. Participation in exercises, deployments and all the preparation activities allow CSM to develop an extensive network of fellow CSMs, from its own Army, Services and that of Allied countries. The strength of this network is the experience and expertise which must be used to help him formulate the advice that will be transmitted to the commander in a timely and appropriate manner. This contact allows CSMs to know the way other NATO headquarters and units work.

*Angel Brosel
CSM HQ NRDC ESP*



CSM Community BRJP16 DVD (Poland)

DEPUTY COMMANDER'S MESSAGE

A little bit more than three years as Deputy Commander of NRDC-Spain have given me a privileged point of view to provide the readers an appreciation of the journey this well established and highly regarded Command has endeavored.

In the winter of 2013, despite the existence of the Bi-SC Conceptual Framework for Alliance Operations and ACO Directive 80-98 to generate joint command and control capability from the NATO Force Structure, concepts such as 'Joint Task Force for Small Joint Operations with a Land Focus' were something of a mystery to many, for there was no doctrine at lower levels setting out what to do and how to do it. But, in the end, with the NATO certification achieved during the exercise Trident Jaguar 2014, we mastered this complex business, paving the way to other HRF Land HQs in NATO Force Structure.

Later on, while on standby as Joint HQ, we got underway the preparation for our NRF16 LCC mission, whose certification process proved to be particularly complex as it took place in the context of one of the biggest NATO exercises ever – Trident Juncture 2015 – also known as the flagship activity of the Connected Forces Initiative. All of this while

we adapted to be an effective partner in NATO's endeavor to make the Readiness Action Plan, approved by our Heads of State and Government at the Wales Summit, come true.

Our planners were sent to augment LANDCOM Land Operational Planning Group (LOPG) for the land portion of the Graduated Readiness Plans. Our HQs helped shaping, developing and testing the enhanced NATO Response Force (eNRF) and Very High Readiness Joint Task Force (VJTF) concepts. The discussions and reflections in this context, in many of which we have been involved, have greatly contributed to further develop concepts such as the enhanced Forward Presence and tailored Forward Presence.

In this regard, during the eNRF16 stand-by period, and just prior to the Warsaw Summit, the exercises Brilliant Jump 2016 (both the ALERTEX and the DEPLOYEX) and Valiant Falcon 2016, that implied the deployment of our HQ's Initial Command Element to Poland, along with the Command Post of the VJTF Brigade and some of its subordinate units, was an incredibly important demonstration of NATO's deterrence and defense posture in the eastern part of the Alliance.

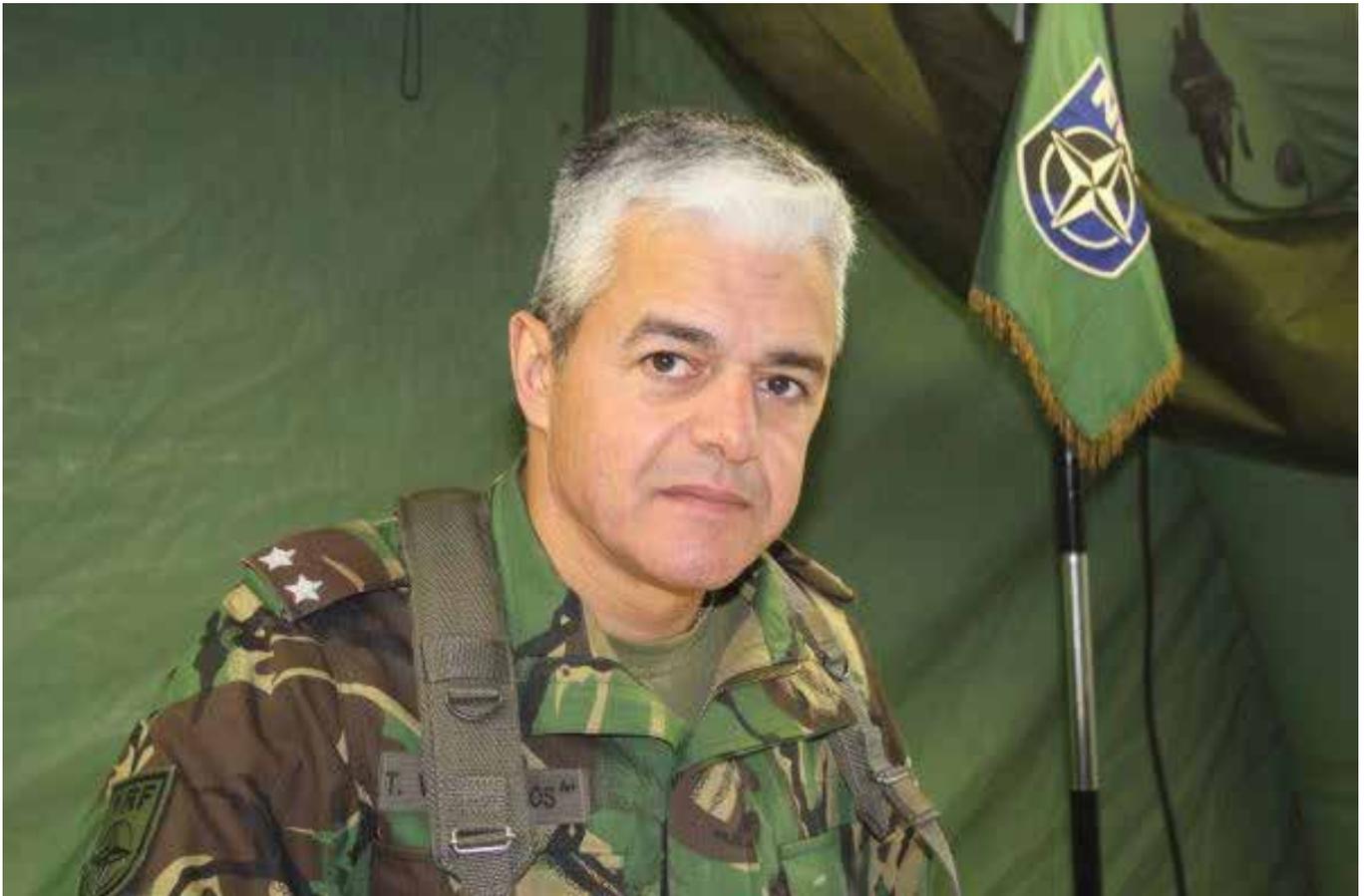
However, while we must be proud of what we have achieved, we also ought to stand ready to cope with an ever-changing and demanding future. As we close down our standby period as eNRF16 LCC, we are already focusing on our future Corps missions, while adjusting our HQs' organization. In a profession like ours, upcoming, unexpected challenges always lie ahead of us. However, something I am pretty much sure about is that no matter how big such challenges might be, the professionalism, dedication and commitment of our Staff will allow us to effectively overcome them.

As a matter of fact, the true power of NRDC-Spain is the devoted and talented people that make up the team.

Multi-nationality and diversity are NRDC-Spain's strengths and pivotal forces. Today, after more than 3 years, I can see more clearly what was already evident from the start: NRDC-Spain has some of the most talented and dedicated personnel within NATO.

A final word to the unsung heroes: our families and dear ones. I would like to convey my affection, deepest gratitude and sincerest thanks to our families, relatives and friends, and to all of those who have played a crucial role in supporting our military community. They all wear the uniform as much as we do.

*MG Tiago Vasconcelos**
FORMER DEPUTY COMMANDER NRDC-ESP



**MG Tiago Vasconcelos, served at NRDC-ESP from December 2013 to January 2016.*

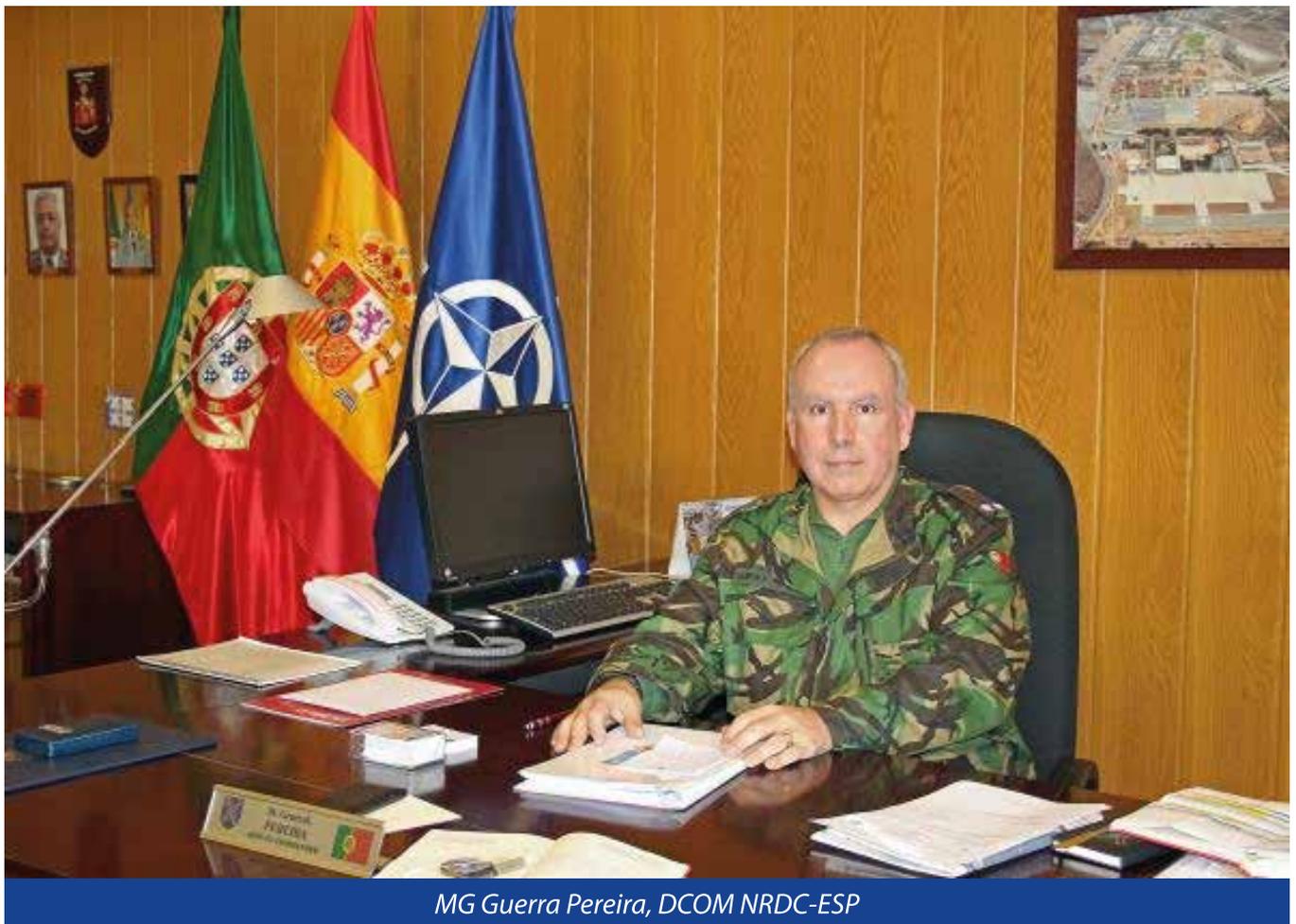
Major General Rui Davide Guerra Pereira assumed duty as Deputy Commander NATO Rapid Deployable Corps – Spain on 13 January 2017, after most recently serving as Chief of Cabinet to the Chief of General Staff of the Portuguese Armed Forces.

A native of Lamego, Portugal, MG Guerra Pereira graduated from the Military Academy, Infantry Course, in 1982. Throughout his career, MG Guerra Pereira has served in command and leadership positions from platoon to Brigade level.

His operational deployments include the NATO mission in Bosnia-Herzegovina Stabilisation

Force (1997). From 2000 to 2003 MG Guerra Pereira was selected to serve at the Portuguese Military Mission to NATO and EU in Belgium as the Army Advisor and Chairman of the Experts Panel and Project Group on Special Operations Forces of the European Union (EU).

Major General Guerra Pereira's education includes a degree in Military Sciences from the Portuguese Military Academy, the Joint Staff Course, the Flag Officers Course, the Irregular Warfare Course and the Long Range Patrol Course.



MG Guerra Pereira, DCOM NRDC-ESP



Drawing by SGM Luís Amador Sánchez



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