

# HQ NRDC-ESP

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#TwelveNationsOneTeam



Base Militar “Jaime I”  
Ctra. Portacoeli s/n  
46117 Bétera (Valencia)

0034 96 160 50 00

nrdcsp@et.mde.es

@CGTAD\_NRDC\_ESP

@nrdc\_esp

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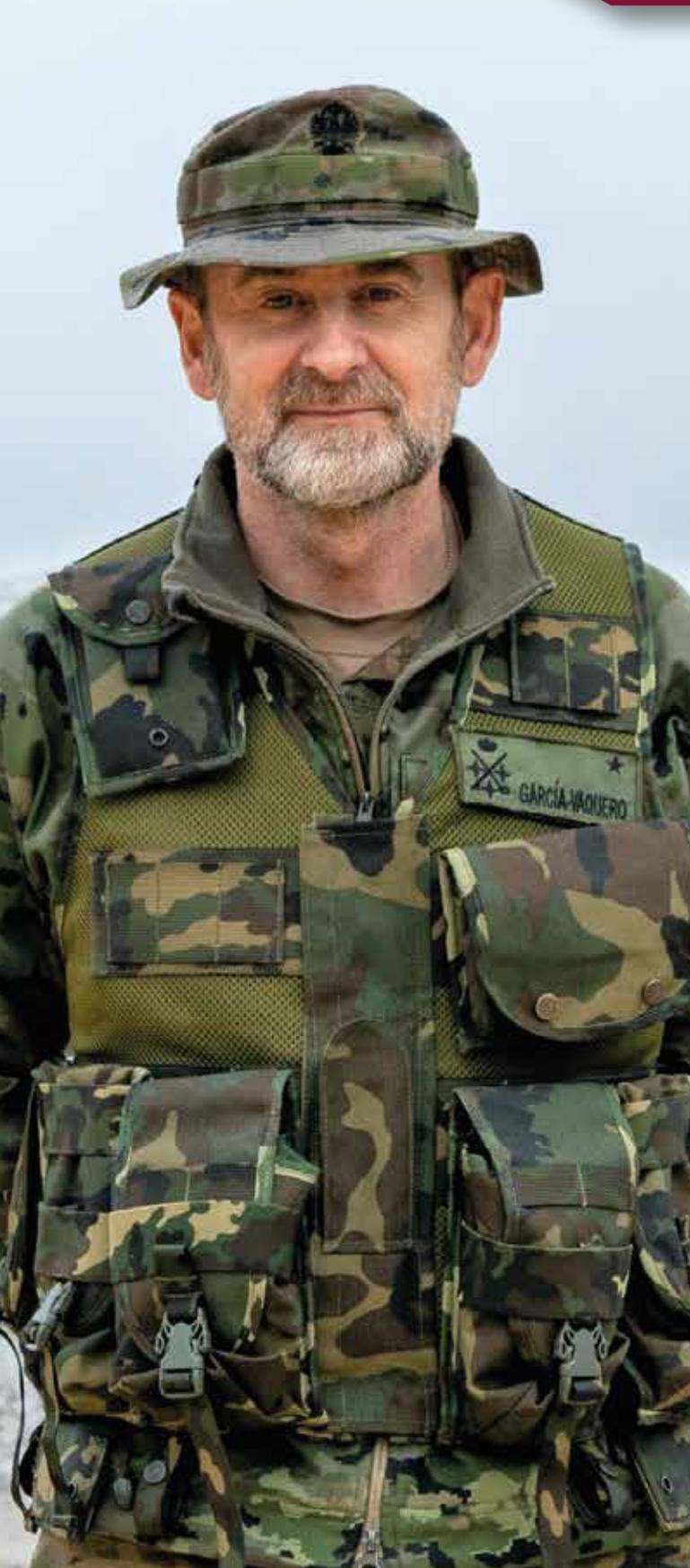
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# Commander's Foreword

*Lieutenant General Fernando García-Vaquero Pradal (ESP-A)  
Commander HQ NRDC-ESP*



**Dear reader,**

The year 2021 has been a particularly demanding year but also a very successful one for NATO Rapid Deployable Corps Spain. Apart from the still omnipresent hardships and restrictions due to COVID-19 we invested more than a year of hard work into our preparation and execution of Steadfast Leda 2021. An effort that just recently paid off in our successful accreditation as NATO Warfighting Corps HQ for 2022.

A very challenging exercise indeed for our Headquarters but one in which we succeeded because we prepared well and we worked together as a team. The spirit and level of professionalism of every single soldier in this Headquarters and the support we received from our sister Headquarters makes me extremely proud and confident that we will master every challenge the future might bring.

Due to our main concentration on our WFC CREVAL, most of the articles reflect this focus. However, HQ NRDC-ESP continues to monitor the development in NATO's Southern Flank and in the Grey Zone. Please understand all publication as an open invitation to enter into a fruitful dialog, a professional exchange between author and reader. Because we do not claim to have all the answers, it is rather the exchange of arguments in which we are interested and which will hopefully contribute to the growth of this Headquarters as well as to the growth of the HRF-L community.

I want to thank all of you for your loyalty and support to NATO Rapid Deployable Corps Spain during the recent year. I hope you enjoy the content of this magazine as much as I did.

**Twelve Nations - One Team!**

# THE NRDC-ESP WARFIGHTING CONCEPT

Major Mark Burke (GBR-A)  
G5 PLANS HQ NRDC-ESP

*“No matter how clearly one thinks, it is impossible to anticipate precisely the character of future conflict. The key is to not be so far off the mark that it becomes impossible to adjust to that character once revealed”*

*Professor Sir Michael Howard*

In preparation for assuming readiness as a NATO Warfighting Corps (WFC) in 2022, NRDC-ESP has identified the need for changes to structure, capability and mind-set as the role has significant differences and presents new challenges when compared to NRDC-ESP's previous responsibility of Land Heavy Joint Task Force HQ (JTF HQ(L)). The need for change was clear, although the exact details of the change required were less so as the WFC role is still an emerging and developing concept.

Any successful adaptation requires an understanding of where you are, where you want to be and ultimately a plan to get from the existing state to the desired state. NRDC-ESP had the experience and technical expertise to understand clearly what it currently was. Some guidance can be found in current doctrine and lessons from sister NATO HQs also present ideas on what a WFC should be and what it needs to be capable of delivering. However, a mature and consistent WFC HQ model across NATO does not yet exist. It was therefore necessary to trawl current doctrine, emerging concepts and wider thinking in both military and civilian arenas to identify how NRDC-ESP believes it can best conduct warfighting. In essence, the concept identifies the philosophy and ideas required to allow NRDC-ESP WFC to understand “where it wants to be”.

NRDC-ESP's WFC Concept can be seen as the capstone concept within NRDC-ESP as we move into the WFC role. It provides a framework to support a common understanding and unity of effort within NRDC-ESP during the change process. The NRDC-ESP adaptation process is ongoing and the extremely dynamic environment in which NRDC-ESP must fight forces the HQ to continually learn, adapt and overcome complex problems. The concept is therefore intended to

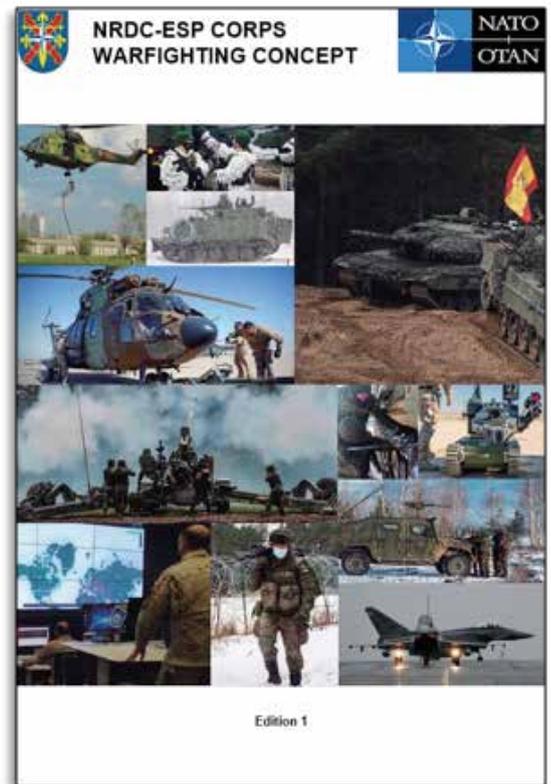
enable rather than stifle the further innovation and development which will be essential to winning the battles of tomorrow.

NRDC-ESP does not exist in isolation and there will always be variations in ideas and specific approaches to warfighting across NATO as the GRF(L)s are not identical in structure or culture. This is both to be expected and useful for innovation. That said, the lack of consistency also presents challenges. The goal for the NATO Land community should be to develop a single WFC Concept to sit alongside those of the Multi Corps Land Component Command (MC LCC), JTF HQ(L) and NATO Response Force (NRF) roles. These concepts can provide a firmer foundation for GRF(L) activity and will simplify force generation, bring coherence to force development and support interoperability progress. NRDC-ESP's WFC concept will contribute to the wider NATO development of the WFC role.



Creating the NRDC-ESP WFC concept was an HQ- wide process with all subject matter experts contributing to NRDC-ESP's development of its warfighting model. The breadth of information available and complexity of the challenge meant that a clear direction and higher level guidance were vital from the outset in order to focus thinking and provide conceptual boundaries. This direction was delivered by the Commander in a clear and concise explanation of how he understands the challenge of Corps warfighting.

While the Commander's Vision provided the WFC Concept development team with the necessary direction early in the process, it can also be used as a good executive summary of the ideas within the NRDC-ESP WFC Concept and as such it is laid out below to provide a flavour of NRDC-ESP's WFC Concept.



*“Those prepared for the fight have already achieved half the victory”*

*Miguel de Cervantes*

The fundamental nature of warfare does not change; it is adversarial, human and political but **the character of armed conflict is forever in flux. We see a volatile, uncertain, complex and ambiguous (VUCA) environment** characterised by emerging disruptive technologies (EDT), increased range and lethality of weapon systems, cyber activities, an avalanche of information, the importance of perception and increasing urbanisation. This presents challenges and opportunities. We also see an adversary focused on conducting **sophisticated hybrid warfare across the full spectrum of conflict** having adapted its capabilities and approach to exploit the vulnerabilities of the alliance. We must try to regain the conceptual initiative. We will use doctrine where it is current and emerging concepts where it is not to shape our thinking. Lessons learned from alliance activity in competition and the hard won lessons from historical and contemporary conflicts around the world will also guide us. **If we fight tomorrow's battle using yesterday's approach then we are destined to fail.**

Our WFC conducts actions in order to create land tactical effects in support of the operational level objectives. We integrate, synchronise and coordinate organic and external capabilities to exploit the potential synergy of the wider force, remaining focused on the Land domain within the WFC Area of Responsibility (AOR). We recognize this process with Land, Air and Maritime capabilities. The evolving character of warfare forces us to extend our current thinking and **understand the wider multi domain fight, leveraging or supporting multi domain effects in conjunction with higher commands.** This will not only contribute to our overall success but also generate an advantage in the land tactical battle that we can exploit.

We orchestrate combat power to facilitate the tactical success of our subordinate units. We set conditions, synchronise, coordinate, reinforce and enable all activities within our AOR in close coordination with our flanks under the direction of an MC LCC. **We focus on shaping and sustaining the battlespace to enable our subordinates to win the decisive engagements.**



Achieving this relies on a resilient, survivable and efficient command concept that enables freedom to C2 in any environment. This in turn will support the generation of tempo, seizing and retaining the initiative and ultimately will allow us to **make the right decision at the right time at a speed that is faster than the adversary can cope with**. It is not just a question of organisation, we have to make best use of technology and generate the necessary mind-set to make it happen. Only by being more resilient, effective, efficient and imaginative, will we be able to win against a sophisticated and capable adversary.

**Our WFC battle space of tomorrow will consist of four simultaneous fights: the deep, the close, the rear and the fight for control of the narrative.** These four fights enable a visualization of a complex battle. When effectively synchronised, they combine to create a single WFC operation. This operation will be executed in our AOR but the character of modern warfare means its effects are likely to extend well beyond that, either by design or unintended consequence.

**The deep is our main focus.** We set the proper conditions for the close battle by engaging the adversary before it can commit its capabilities. Understanding the balance between the need for tempo and the requirement to set favourable conditions will be vital for success. Our tools will be fires, ISR, targeting, air support, information, electromagnetic and cyber activities and, if necessary, ground and air manoeuvre forces. **The paucity of high value, low density capabilities will force us to look for imaginative solutions to deliver the right effect against the right target at the right time.**

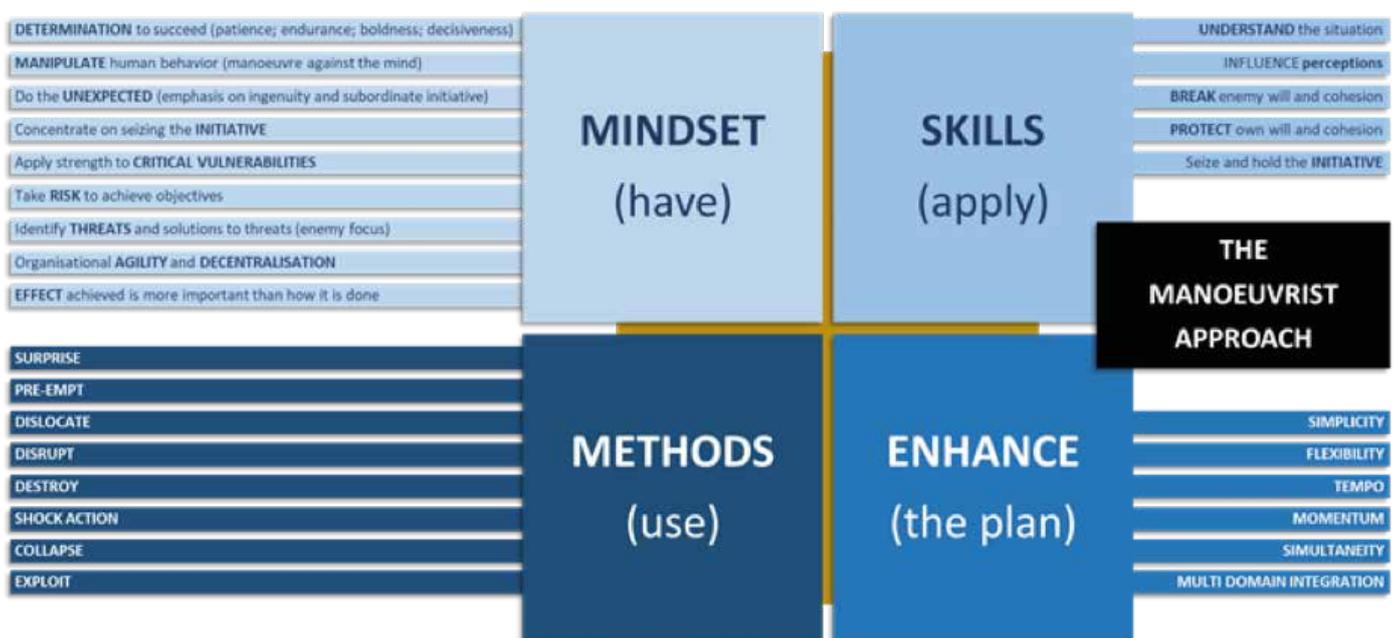
In the close fight we are a supporting HQ to our subordinates. They will carry the burden for the close. We will enable them through coordination, control, prioritization of capability

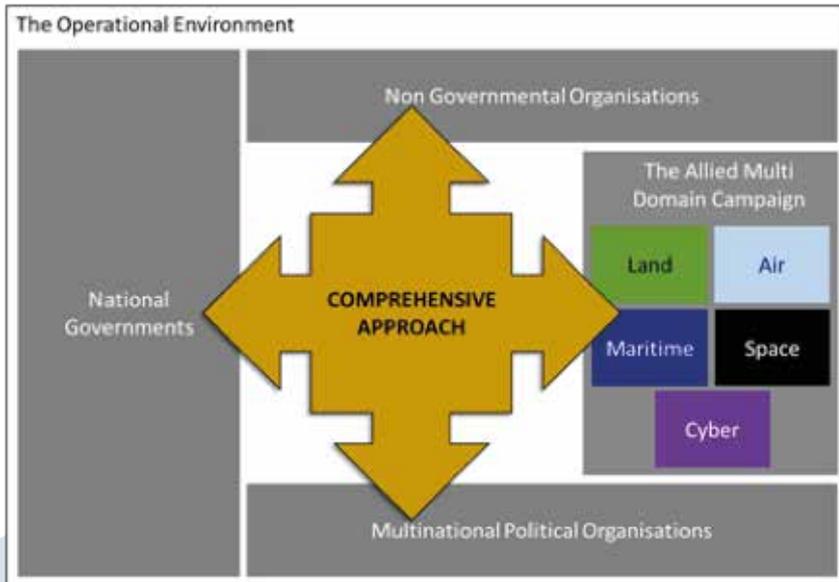
and, when possible, by leveraging multi domain capabilities to support their fight.

The rear fight is too often seen as a synonym for sustainment, it is more than that. **Winning the rear fight by delivering full spectrum operations to defeat multiple hybrid challenges provides the foundation on which WFC capability is built.** The adversary's deep fight is our rear fight, they are flip sides of the same coin. Circumstances and design will dictate the plan, execution, resources and priorities allocated to our deep and rear fights but their relative importance to overall success will remain constant. Sufficiently winning both is essential.

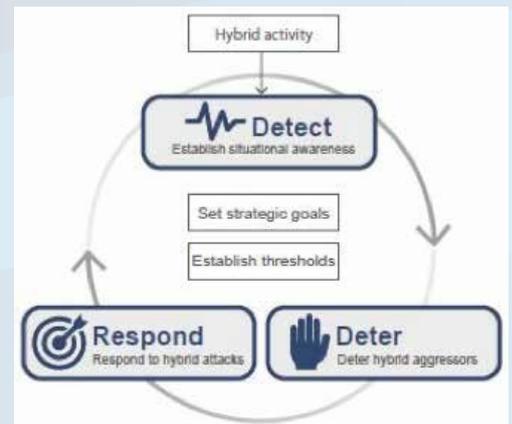
**Winning the fight for the narrative is also vital.** Not only to support strategic level alliance cohesion and moral legitimacy but also at the tactical level to enable freedom of action, enhance effects and to enable assessment. The narrative matters to military and civilian organisations and individuals across all sides of the conflict, even those remaining neutral. Successfully controlling it is a force multiplier. This is not merely an information campaign as every action and outcome affects perceptions. This must be considered in our planning and execution. **We aim to seize the perception initiative and maintain it in respect to audiences we can affect.**

We aim to shatter the adversary's cohesion and will to fight. **Mission command is a key aspect of this approach and underpins the NATO philosophy of command.** It applies equally to the commander and to the team. A culture of mission command, based on trust and mutual understanding is a prerequisite for our success. We must act with **vision, understanding, clarity and agility, essential qualities to cope with VUCA environments.**





The military instrument of power will be the predominant tool in high intensity war fighting. However, we must apply a comprehensive approach where possible. Hybrid tactics are a reality our WFC must deal with both in the grey zone and in conflict. Only through a comprehensive approach will our WFC succeed against an adversary adept at hybrid warfare.



Commander NRDC-ESP sums up his approach to Corp Warfighting as: we will maintain continuous situational awareness to facilitate understanding and anticipation in a VUCA environment; we will identify opportunities in the deep to shape the battlespace; we will secure and enable in the rear; we will coordinate and support in the close; we will develop processes and structures, exploiting technology where possible, to enable faster decision making than our adversary; we will maintain a robust C2 architecture to allow information and direction to be rapidly shared in a contested environment; we will shape perceptions in audiences we can influence, making best use of information manoeuvre. Ultimately, we will understand our place in the wider force and deliver the required effects in our AOR in support of the MC LCC and the land contribution to the multi domain fight.



*“Theory exists so that one does not have to start afresh every time sorting out the raw material and ploughing through it, but will find it ready to hand and in good order. It is meant to educate the future commander or, more accurately, to guide him in this self-education; not accompany him to the battlefield”*

*Carl von Clausewitz*

# SUSTAINMENT IN THE WARFIGHTING CORPS' REAR AREA

Lieutenant Colonel Catalin-Adrian Amihaesei (ROU-A)  
G4 LOG HQ NRDC-ESP

## ***"The line between disorder and order lies in logistics..." Sun Tzu***

This article addresses the sustainment process running in the rear area of the War Fighting Corps (WFC), due to its essential importance in creating and maintaining the premise of a successful operation.

## ***"Infantry wins battles, logistics wins wars." General John J. Pershing***

Nowadays, the battlespace is an extremely challenging environment for warfighting. The ever-increasing complexity of the operational environment reinforces the necessity of sustainment execution in the military. It determines the depth and duration of operations, being essential to retaining the initiative gained on the battlefield.

But what does the WFC concept imply? It has been envisioned to synchronize and integrate land power in order to achieve decisive effects on an adversary during high-intensity, large scale combat operations. Theoretically, while leveraging joint capabilities to achieve effects in its battlespace, the WFC, a tactical, land-centric formation, is subordinate to a Land Component Command (LCC), which is integrated within a larger Joint Force Command (JFC). The tempo, lethality and intensity of the WFC mission, give it the most demanding role for a Graduated Response Force (Land). This being said, WFC structure, processes, equipment and mindset must not only ensure internal efficiency, but also facilitate wider force cohesion and proficient coordination with external actors.

The design of the WFC Area of Operations (AOO) is not merely a conceptual issue. The geometrical delineation between Deep, Close and Rear is a vital aspect of coordination and division of responsibility. The Rear battlespace is a combination of all Rear Areas within the Force and will likely cover a huge piece of terrain or air space. This would be the workspace for a potential breadth of actors, friendly, neutral or otherwise that a WFC might expect to encounter. The WFC enables the desired effect through the delivery of Rear Operations by ensuring it has the security, freedom of action and appropriate levels of sustainment to perform operations.



The WFC Rear Area and its associated Corps Support Area (CSA) are dynamic in geography and size, as the battle progresses. A corps commands multiple divisions plus functional and multifunctional brigades, synchronizing actions across the Deep, Close and Rear areas to support and sustain the commander's scheme of maneuver.

Having a closer look into Rear Operations, we learn that they include numerous administrative and logistical activities, protection of critical assets and infrastructure as well as real estate management. Moreover, they may require stability and security activities to maintain or gain consent of a host nation (HN) along with a full range of offensive and defensive actions through combined arms maneuver.



The key to Corps Operations is fighting the Deep, supporting the Close and enabling the Rear.

Rear Operations establish and maintain friendly forces in order to assure freedom of action for Deep and Close operations. This being said, it is relevant to gain a common understanding of the important role of Rear Operations. After all, they enable and influence both the Close and Deep battles being thus symbiotic and critical to the Commander's plan. In fact, Rear Operations are evolutionary in character: the location, command and control structure and organization will adapt, as the operation progresses.



Additionally, considering the doctrinal concepts and operational experience, there have been eight functions identified that are related to Rear Operations: Security, Sustainment, Area management, Movement, Communications, Intelligence/Counter intelligence, Civil Military Cooperation and Military Engineering. In order to enable these eight functional pillars, the C5 Concept (Command, Control, Coordinate, Cooperate and Collaborate) has been utilized, thus achieving the necessary tool for the delivery of the integrated and harmonized action required in the Rear Area. In a multinational mission, facilitating effective communication among all stakeholders is a successful approach, which can be accomplished by leveraging Coordination, Cooperation and Collaboration, while building consensus in order to achieve a mutual benefit.

One of the most important functions of the WFC Rear Ops is sustainment. It consists of a combination of HNS, Contractor Support to Operation, national solutions and Mutual Support Agreements in order to optimize the logistical footprint on the ground, therefore reducing infrastructure requirements.

In a NATO operation, the Force elements will usually flow from their home bases across the strategic coupling bridges, into a Theatre of Operations (TO), commanded by one of the JFC. Following the Reception Staging and Onward Movement (RSOM) process, carried out by Joint Logistic Support Group (JLSG), the logistic installations will be set across WFC AOO. Delivery into the corps area could involve any combination of road, rail, air, or maritime transport operations, undertaken by NATO military, HN or other contracted units.

In respect to logistic support, the WFC will coordinate the sustainment of 2<sup>nd</sup> and 1<sup>st</sup> Line of corps troops and units, throughout the AOO, by engaging a Combat Service Support Brigade (CSS Bde). Tailored to the mission, if there is no assigned Logistic Lead Nation nor Logistic Role Specialized Nation, the 2<sup>nd</sup> logistic line sustainment will be the responsibility of National Support Elements (NSE), in coordination with the CSS Bde. This may require additional actions such as pre-positioning of stocks, temporary distribution points and mobile stock holding for a seamless and effective sustainment of the Force.

The responsibility of provisioning the Troops Contributing Nations (TCN) falls under the NSE which would be usually stationed in the established Theatre Logistic Base (TLB).

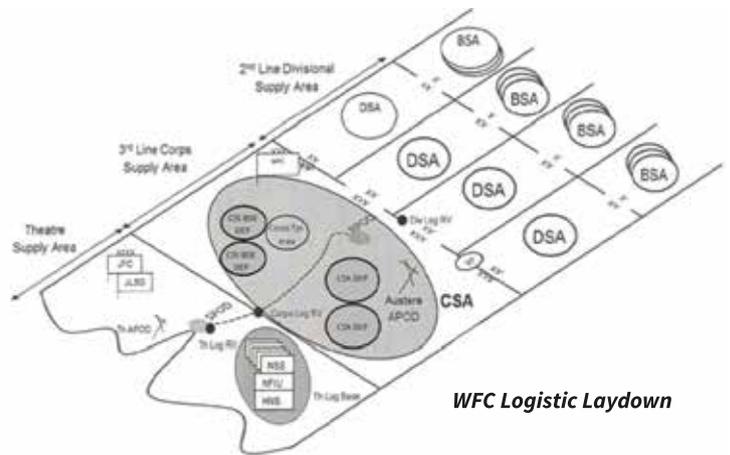
The executive logistics element at the Joint level, responsible for conducting all Multi National (MN) Theatre logistics aspects in the Joint Operations Area (JOA), is the Joint Logistic Support Group (JLSG). This structure would detain the Operational Control over all the units assigned in the

Combined Joint Statement of Requirements having, at the same time, the Logistic Control over the NSEs. JLSG is in charge of the Joint Logistic Support Network and for this reason, it may coordinate the logistic support with the MC-LCC and WFC. Formally, the JLSG will set up and man the TLB, providing the 3<sup>rd</sup> level logistics and MN theatre level sustainment. In order to achieve that, the JLSG will move/push supplies forward from the TLB to the Forward Theater Logistic Base (if set up) and further to MC-LCC, Component Commands and CSS Units' locations, according to the Logistic Support Concept of the operation.

The delivery of supplies within WFC AOO can be undertaken by the CSS units, contractors or national assets, depending on the tactical situation, force protection measures, weather and terrain, to multiple designated areas: Corps Support Area (CSA), Divisional Support Area (DSA), and Brigade Support Area (BSA).

The sustainment flow should be sufficiently flexible in order to allow resource sharing between components and units to ensure maximum efficiency. This could be reached by combining Push & Pull sustainment systems, building a stable flow of supplies:

- The classes of supplies will be delivered by nations from airports/seaports/rail ports of debarkation (under JLSG coordination) to the TLB, in order to keep the required operational stock level.
- From the TLB, the JLSG and the NSEs will move forward the designated Days of Supplies directly to the CSA.
- Stocks will generally be pushed forward from the CSA to the respective DSA, BSA and organic CSS units.
- Finally, the supplies will be delivered to the units in 1st logistic line, depending on the operational requirements, availability of organic resources and national regulations.



**“I don’t know what the hell this ‘logistics’ is, but I want some of it.” – Admiral E. J. King**

In conclusion, WFC Rear Area and Rear Operations continue raising interpretations and triggering shifts in doctrinal concepts, especially when related to NATO article 5 operations. Sustainment remains one of the key functions of the Rear Operations occurring in the Rear Area of a designated NATO Force deployed in a TO. In the case of WFC, with the associated processes happening in the Rear Area, many challenges are encountered depending on the intensity of the operation and its complex threats.

**1** Coordinate: where authority exists to require consultation, commanders organize activity through communication with forces, commands, services and organizations so that they work together in a collaborative manner.  
Cooperate: where no authority to compel activity exists, commanders work with other forces, commands, services and organizations to contribute to the best use of assets and resources.

# MILITARY ENGINEERING INFO INTEGRATION IN WFC

Sergeant Major Roberto Vilariño Calvo (ESP-A)  
MILENG HQ NRDC-ESP

*“Hence the saying: If you know the enemy and know yourself, your victory will not stand in doubt; if you know Heaven and know Earth, you may make your victory complete”.* Sun Tzu’s observation is an indisputable fact that information is vital in all aspects of warfare since the greatest strategies and tactics are based on it.

Today’s adversary is a dynamic, adaptive foe who operates within a complex, interconnected, operational environment. Knowledge Development (KD) is a process where information is collected, fused and analysed to create “actionable” knowledge which is then made accessible across the staff, coalition, Alliance, as required. KD is a continuous, adaptive and networked activity no matter the command level considered. It provides commanders and their staff with a comprehensive understanding of complex environments, including the relationships and interactions between systems and actors within the engagement space.

Engineer information is unprocessed data, which may be used in the production of intelligence and knowledge. It may come from many sources among which we can cite the Geographical Information System Database (GIS DATABASE) containing mainly maps and satellite imagery, MILENG Reports focused on Engineer Technical Recce information as well as military, the different Functional Areas Services and software such as JOCWatch, LOGFAS, BICES and Host Nation capabilities.

Engineer info management also supports Knowledge Development and is very wide-ranging in its scope. It may encompass the capabilities of friendly and enemy forces, the terrain, the weather, geographical information as well as information on infrastructure, utilities and resources needed to conduct operations.

## MILENG sources of information

The database manager is in charge of preparing all the databases in advance, collecting different information from different sources, looking for opensource information and providing technical solutions for different needs and requirements.

Before the Planning Phase, the information must be organized, categorized and integrated into the proper Functional Area Services. MILENG is in close contact with the information owners making sure our access to the relevant data meets the info requirements to feed the MILENG systems and ensuring the information flow in a timely fashion.

The GIS DATABASE is the initial and key information vector for Engineer purposes. This info system provides MILENG with a permanent and an updated source of info related to terrain and planimetry and is the basis for the initial steps taken in the Planning Phase. Although most of the imagery is

provided by G2, Geospatial staff also have access to a vast picture databank that can be used for the production of dedicated maps and graphics in support of G3. This requires close liaison with G2 to ensure both connectivity and a correct prioritization/classification of the graphic resources, as the image sources will often be the same.

Another key source of information is the Host Nation (HN) where our WFC operates. There is a distinction to be made between HNS which is supplied by the host nation authorities, and In Theatre Resources (ITR), which are contracted for by NATO forces or others acting on their behalf. The availability of HNS/ITR and the state of the local infrastructure will have a significant bearing on the requirement for engineers, as well as the range of tasks they will be required to undertake. HNS may be provided to all arms/branches, however, engineers will frequently be major users of HNS due to their roles and reliance on Class IV materiel. HN capabilities that are likely to be of particular interest to engineers include Airfields/Sea Ports, Civil Labour, Construction materials, Facilities, Supplies and Services and Transportation assests. Joint Operations Centre Watch (JOCWatch) tool is the main source of information during the execution phase of the operation. The system allows access to incidents that have occurred in the AOO, reports issued by subordinate Units, as well as actors and stakeholders involved in the Operation. MILENG will exploit the info related to IED incidents, key infrastructure status and events that might require Engineer Units involvement.

The engineer’s specific information flow from subordinate units is addressed in the MILENG Reports and Returns<sup>1</sup> document. This information is essential for MILENG cell to track not only the engineer activities progress but also the status and availability of engineer resources and assets. Examples of these reports are the EOD Report (EODREP), the Engineer Report (ENGREP), the Engineer Unit Status Report (ENGDATAREP), the Engineer Situation Report (ENGSITREP) & the Engineer Spot Report (ENGSPOTREP).

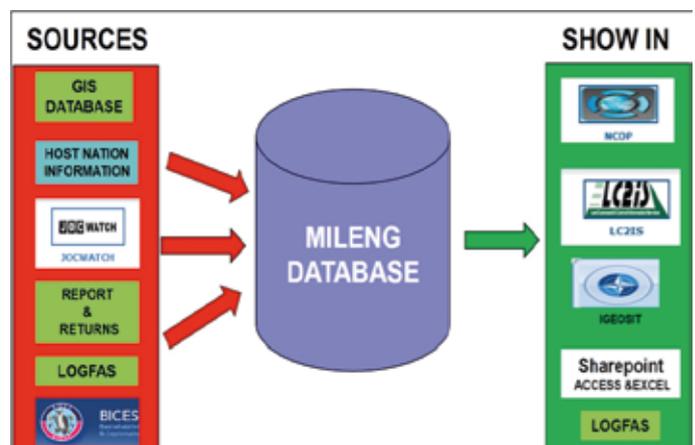


Figure 1. Engineer Sources of information and info management scheme

<sup>1</sup> AEngrP-2(B) LAND FORCES COMBAT ENGINEER MESSAGES, REPORTS AND RETURNS

Another of the functional systems of which the Engineers Cell is a user, and from which the Logistics area obtains relevant information, is the Logistic Functional Area Service (LOGFAS) which has visibility over specific Engineers resources available in the operation. The system also offers the capability of tracking and reporting on the operational status of the Engineer Units' flows in terms of movement and transportation activities.

Last, but not least, the BICES tool allows complementary Intelligence information, mainly on IEDs and Infrastructure threats.

All information obtained from different sources is held by MILENG staff and will be used for analyzing, planning, integrating and assessing. Elements of the plan for the employment of engineers will interact with many other aspects of the operational plan. All such aspects must be fully coordinated with other branches. The nature of MILENG makes them more effective when their efforts can be prioritized, their command and planning centralized and their execution de-centralized.

Logisticians deserves special mention, as G4 gets access to the existing restrictions and limitations in the road infrastructure which will affect movement operations, both in planning and execution. The IED incidents and trends reported by MILENG will be considered by G4 as to whether to implement actions to mitigate the risk and reduce the IED threat against convoys operations.

Likewise, the data provided by the logistics area of the Engineers cell feed into the Logistics Reports module (LOGREP) of LOGFAS, facilitating G4 to monitor the status of those engineer resources declared essential for the fulfilment of the mission and which are included in both the logistical situation report and the Recognise Logistic Picture (RLP).

All MILENG databases are used in NRDC-ESP exercises and also in other mutual training support activities events such as LANDCOM certification exercise (Trident Javelin 17), where the info architecture and procedures were tested and the integration with JFC Brunssum achieved.

### Principal sources to show Engineers info

An essential tool to share information with all staff is NCOP. Vast quantities of MILENG information will be available (see figure 2) in different layers and MILENG remains responsible for keeping and updating that info for the benefit of the WFC HQ.

The first aspect involves tactical information. Main goals will be IED events, Unexploded Ordnance (UXO) & Explosive Remnant of War (ERW), enemy and friendly obstacles, MILENG Incidents, ENG capabilities and Basing. Although Environmental Protection (EP) is a Military Engineer responsibility, specific EP tasks are carried out by different branches within the staff and they will be represented in JOcWatch.

The second aspect involves geographical information, where main goals will be airfields /runways, dams, electrical power stations/lines, pipeline/fuel depots, military installations, ports, damaged or collapsed infrastructure including those that affect Lines Of Communications (LOC,s), specifically in Main Supply Routes (MSR,s) and Alternative Supply Routes (ASR,s) and toxic industries (TIM).

Similar to NCPO, there is LC2IS, which offers staff tactical and geographical info at a higher level than WFC, usually at the LCC level.

SharePoint makes MILENG Data Bases available for the entire WFC CP and can be exported to EXCEL & ACCESS allowing easy exploitation of the information included and the ability to work collaboratively with other Functional Areas and Branches.

The information reflected in the Engineers layer of the NCOP, especially that related to key infrastructures and communication routes, is easily exportable to LOGFAS domain granting integration with both systems. The exploitation of the information carried out by the

### Conclusions

Engineer's info is key for the success of an operation and as the situation progress there will be a growing need to get access to relevant and updated information related to areas in which Engineers have a leading role. It is an engineer's primary responsibility to make that info available to grant vertical and horizontal integration, provide quality assurance in the data and release updates in a timely fashion.

A detailed and robust information architecture is key, allowing subordinate units, Higher Commands, and relevant stakeholders to share the information among the HQs and the different communities of interest. This architecture should be supported by an early definition of the Information Exchange Requirements as well as a robust and reliable CIS network granting connectivity throughout the whole AOO.

An efficient Information Sharing system relies not only on CIS means and info management software but also on having trained and experienced personnel operating those systems. Education, Training and Experience will continue being the main pillars in which MILENG efforts will be focused on providing relevant MILENG info for the benefit of the NRDC ESP and its future commitments.

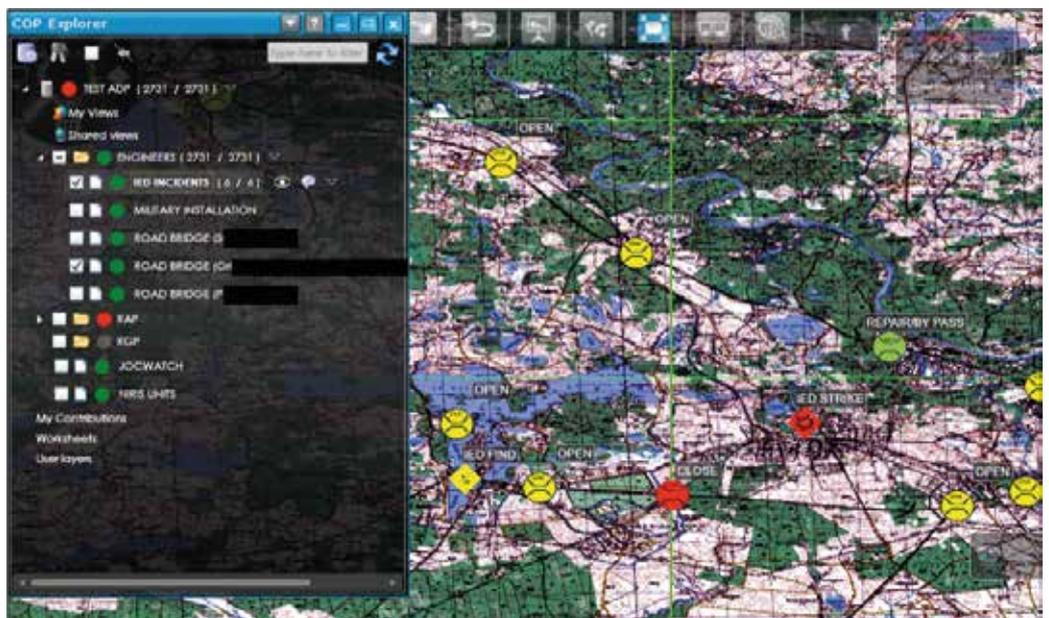


Figure 2. NCOP: MILENG layer (IED,s, Road bridges, military facilities,...).



Engineer's vehicles are sometimes vital for the movement

Although Information Manoeuvre (IM) is currently in the process of being defined, it's likely that many of us can intuit what it is, what it is for and how it works.

The objective of this article is to show the importance of Information Manoeuvre, using several examples, in other domains within the framework of military operations. To do so, we are going to put ourselves on the boots of several small units of a Warfighting Corps to see how Information Manoeuvre affects them and in contrast, how they contribute, to IM, sometimes without knowing it.

The action takes place in a fictional scenario in which multinational NATO forces intervene to regain the status quo prior to the invasion of one country by another. In order to do this, NATO must cross the invading country to access the invaded country. The host nation is a non NATO country and calls itself democratic even though its institutions are corrupt and organized crime is firmly established.

### Action

**The 1<sup>st</sup> Platoon was progressing in the first echelon of the mechanized company and the young lieutenant in command was amazed at the ease with which his section moved along those narrow roads flanked by dense forests. As his unit passed through the villages, they seemed empty as if they had been evacuated. The narrowness of the roads and their ease of being blocked, as well as the obligation to pass through small urban centres, was the main concern with regard to the advance of the units. However, the time frames for progression were met and the units achieved their objectives in the initially planned time and the 1<sup>st</sup> Mechanized Brigade reached the objective line in this first step.**

*We can see the result of the previous information campaign carried out at the strategic level countering the government*

# THE INFORMATION MANOEUVRE FROM DIFFERENT VIEWS

*Lieutenant Colonel Antonio Álvarez Zamorano (ESP-A)  
G10 STRATCOM HQ NRDC-ESP*

*propaganda against NATO. Furthermore, the radio and TV booster antennas in this area of operations had been targeted and were neutralized prior to the start of operations, so the government's propaganda campaign encouraging the resistance did not have the desired effect.*

**The members of that Section received clear instructions about the three Ps (Presence, Posture, and Profile). They must minimize interaction with the civilian population, not make use of civil infrastructures except bridges and roads, and avoid urban centres or leave them as soon as possible.**

*In doing so, they contributed to supporting one of the core messages of the NATO narrative: "NATO intervention is not an invasion and its units are not an occupying force and therefore the safest option for the inhabitants of towns and cities is not to interfere in the actions of NATO forces".*

**For a young and inexperienced lieutenant, the order to film all extraordinary events that take place is strange at first, but he proceeded to videotape some events such as helping a civilian in a minor car incident and also documented some atrocities allegedly committed by an enemy unit before the NATO units arrived.**

*By forwarding these videos through command channels as had been ordered, he contributed to the preparation of informational television spots to carry out an international campaign to discredit the enemy and to support NATO troops.*

**By contrast, the Cavalry Squadron's first echelon Platoon had great difficulty in progressing along a road blocked by thick tree trunks. Engineer's vehicles had to be advanced for unblocking. But the concentration of people in some small towns was what delayed its advance the most. As a result, the progression of the Brigade was slower than planned, resulting in a lack of coordination in the Division's manoeuvre.**

*In this area, no action was taken against the radio and television booster antennas that were helping the government to repeatedly broadcast that invading forces were entering the country and that they had to be fought by all means. This encouraged the civilian population to take to the streets to try to prevent the advance of NATO troops with domestic means.*

The first echelon units of the Cavalry Regiment saw their reaction capacity limited due to the prohibition of using tear gas and riot control materials to break up the demonstration that prevented their passage. Furthermore, there were no CIMIC or PSYOPS units near the first echelons, which made mediation with the civilian population very difficult.

*The order not to use riot control materials against the civilian population was explicitly included in the Operations Order. This measure was part of the actions to support the narrative and the NATO information campaign. If what you are trying to convey is that NATO is not an occupying force and its objectives were military and not civilian, using this type of means against the civilian population would not contribute to this.*



Some military units have anti-riot capacity

It is hard to comply with the order to prohibit the use of private mobile phones but sometimes it is necessary. The Lieutenant Colonel Chief of the 1st Mechanized Battalion was quite strict on this issue and he and the rest of his officers were provided with SIM cards from a local telephone company. The soldiers of this Battalion strictly complied with the orders. The discretion in that aspect was total. However, this wasn't the case with the members of the adjacent battalion. Many of its members used their mobile phones in secret. They received a large amount of enemy fire. Apart from the large number of casualties suffered, they were forced to delay their advance, altering the progression of the 2<sup>nd</sup> Mechanized Brigade.

*The order not to use private telephones is based on the need to eliminate the emission of electromagnetic signals. The capture of signals from SIM cards from foreign companies, and more specifically, from a country participating in the NATO operation, gave the enemy the exact location of that Battalion.*

In the Rear Area located in the host nation, before crossing the border and starting the offensive, the units of the 1<sup>st</sup> Mechanized Brigade were installed in their own

tents and made little use of civilian infrastructure. Living conditions were not very comfortable. However, the units belonging to the second echelon Division were luckier. After the conflict a lieutenant colonel remembered the satisfaction he felt when he received the order to lodge his Battalion in a municipal sports center where they were under cover and had toilets and hot showers.

*The establishment of the units in the assembly area was done relatively quickly and there was not enough time to establish relations with the local authorities. There were several local governors reluctant to collaborate with NATO and one of them was the governor of the region where the Rear Area of our Army Corps was located. Following a Key Leader Engagement with the governor of the region, the*

*mayors of cities and towns were able to grant the newly arrived units the use of civilian facilities. In this way, these units were able to establish themselves in sports centres, schools and industrial buildings.*

**It is clear that NSE members, located in the Rear Area, appreciated the change in attitude of the region's suppliers during the 10 days following their arrival. At first, their attitude had not been favourable to the presence of NATO. Fresh food products, bread and water had to be transported from a nearby region. This change in attitude enabled the contracting of services and supplying food products.**

**The quality of life of the soldiers and logistical capacities improved remarkably.**

*In the region where the Rear Area is located, services and suppliers have a very corporatist way of working. They are led by a businessman who exerts great influence on them mainly due to his economic power. This tycoon is against the presence of NATO in the country and due to his influence, the contracting of services and supplies is very complicated due to the reluctance of the businessmen of the region. An Info Activities Working Group of the Command Post of the Army Corps, has decided to propose this person as a target for a non-lethal action (engagement). The Info Activities Representative submitted the proposal in a Targeting Working Group where he was included in the target list and the Coordination Board decided to carry out a Key Leader Engagement (KLE) with him. Having thoroughly studied his personal profile and taking into account his markedly nationalist ideology, the KLE team prepared the engagement based on the NATO narrative and messages included in the StratCom Guidance to convince him of the benefits that NATO intervention will bring to his country and especially to the region. Then, after negotiating with him, it was possible to have access to suppliers and merchants in the region and to contract services of all kinds.*

**The Lieutenant Colonel Chief of the 3rd Mechanized Battalion received an Operations Order from the Brigade with a change in his axis of progression and a new objective was assigned. Nothing he hadn't trained for before; flexibility in the face of new instructions and the preparation of a new operations order for his subordinate units.**

*What for that Battalion was an ordinary manoeuvre as a first-echelon Battalion of a Mechanized Brigade whose objective and direction of advance were changed, was actually part of a feint that contributed to a LCC deception manoeuvre. The units used in this manoeuvre without knowing it at the time, contributed with their movement to deceiving the enemy about the final objective of the Army Corps, thereby forcing the enemy to erroneously reorient its defences.*

**The ISTAR element of the Army Corps was re-tasked to recognize the state of integrity of a series of bridges that were compulsory crossing points for the Corps units, instead of monitoring the presence or movement of enemy units, as initially planned.**

*The origin of this change of orders was the reaction of the Commander following the publication in the local media of the news that the country's army had blown up the bridges to prevent the advance of the "invading" NATO forces. In this case, the enemy's information activity had to be counteracted with another information activity of its own, in this case a reconnaissance mission to verify the truth or falsity of a news item.*

## Conclusions

All the examples above demonstrate how the Information Manoeuvre is, from the strategic level to the lowest tactical level, that great unknown which is both the cause and consequence of the issues that occur in these types of operations.

Information Manoeuvre operates in all three dimensions –physical, cognitive and virtual-; it is omnidirectional, that is to say it focuses its action on the enemy, on its own forces and on other parties, whether favourable, contrary or neutral. In addition, it must be borne in mind that the physical and cognitive spheres are reciprocal, even if unintentionally so. That means that every message requires an action and every action, implicitly or explicitly, emits a message.

Information Manoeuvre has existed since the most ancient wars, but it is in this era that we have named it, defined it and included it in the planning process. Although there are units in charge of designing and planning the Information Operations, all units at all levels are involved in them.



# STEADFAST LEDA 21 ROADMAP. STAIRWAY TO HEAVEN

Brigadier General Guillermo Ramírez Altozano (ESP-A)  
DCOS PLANS HQ NRDC-ESP

**It has been a long and demanding process, but it was worth it.**

A year and a half ago, the Commander of NRDC-ESP gave the green light approving the Warfighting Corps Implementation Directive. This document identified the roadmap and the key lines of effort for the preparation of the NRDC-ESP as a Warfighting Corps. The headquarters immediately got down to business.

The first event of the roadmap was the Warfighting Corps Kick-Off Seminar. With this seminar began the necessary change of mind-set to make the transition between the roles of Joint Task Force Headquarters, in land-centric operations, into Warfighting Corps (WFC). **The headquarters swung into action with enthusiasm.** The contents of the first part of the seminar left no doubt about the key issues that the headquarters was going to face: Battle Rhythm, Multi-domain Operations, Air Land Integration, and Rear Area, among others. The second phase, which lasted approximately four months, consisted of approximately thirty presentations on the most interesting aspects of the WFC. These presentations, briefed by subject matter experts, were shared via VTC to all the NATO Land community and other Headquarters of the NATO Force and NATO Command Structures. Doing so, the NRDC-ESP was enriched with the participation and comments, not only of the expert briefers but also from the expertise of a very large and relevant participating audience.

The theoretical foundations of the WFC were completed with the contents provided by the Joint Force Training Centre (JFTC) during the Academics and the continuous analyses of the existing documentation and lessons learned of the NRDC-ESP predecessor in the WFC role: The Allied Rapid Reaction Corps (ARRC). All this knowledge, accumulated over a year and a half of preparation, has been collected and organised in the first draft of the NRDC-ESP WFC Concept, which will be reviewed in accordance with the lessons identified during the certification exercise Steadfast Leda 2021 (STLE21).

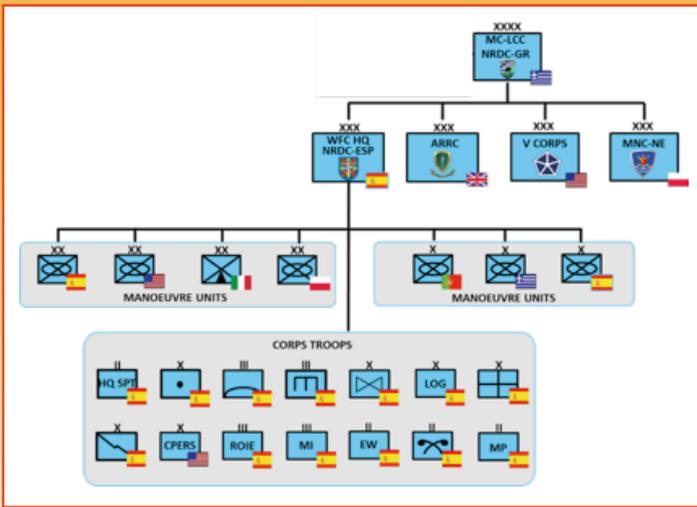
**“Man, unlike anything organic or inorganic in the universe, grows beyond his work, walks up the stairs of his concepts, emerges ahead of his accomplishments”**

**John Steinbeck – Nobel Prize Literature**



One key aspect in the roadmap was the development of the NRDC-ESP Command Posts Concept. The necessary studies were complemented with three DEPLOYEX-type exercises, in which the layouts and the manning were refined. Moreover, those exercises were paramount in order to meet the CIS users' requirements. Prior to the DEPLOYEX, the Spanish Signals Command (Mando de Transmisiones – MATRANS) successfully carried out all the necessary actions for the NATO SECRET accreditation of the CIS to be used during the preparation and stand-by phases.

Active participation in the exercise began with our contribution in the development of the Multi-Corps Land Component Command (MC-LCC) OPLAN and OPORDER and with our Core Planning Process (CPP), actions included in the phase II B of the STLE21 exercise. During the CPP, the NRDC's planning capabilities were demonstrated to NATO in the midst of a COVID wave. At the end of the CPP, the OPORDER was published, which was subsequently updated according to the different changes in the situation.



The headquarters integration was worked out during the exercise Valiant Leda 2021 (VL21) consisting of three Battle Staff Trainings (BST). The first of them (BST 1) had as its main objective the NRDC-ESP internal synchronization, involving different meetings and working groups in accordance with the planned Battle Rhythm. BST 2 was the main HQ training event and was actually a readiness exercise, which included all NRDC-ESP subordinate units (Spanish, Polish, US and Italian Divisions; and Greek and Portuguese Brigades), NRDC-GR as MC-LCC, and liaison officers from the collateral units. BST 3 consisted of two phases. The first one, conducted in Bétera, aimed at training specific features that were identified in the BST 2. The second one, conducted in Araca, served to refine CREVAL, to update the Headquarters with all aspects of STARTEX and to verify that all the CIS were operational at user level.

Throughout this process, NRDC-ESP was evaluated by LANDCOM staff in accordance with the criteria agreed between COM LANDCOM and COM NRDC in the conversations held at the so-called COM2COM Dialogue. As a result, the LANDCOM CREVAL Team analysed 256 criteria, all the NRDC-ESP WFC documentation and the HQ capacity to plan, command, control, and conduct high intensity warfighting and counter-hybrid operations, against a near peer adversary in the land domain in a joint environment offensive operation.

All the way through the entire process, from the WFC kick off seminar to the execution of the exercise, NRDC staff was

mentored by a team of JFTC experts, who advised our analysts individually and collectively. Their reports were very useful to refine our preparation. Furthermore, JFTC was on-lead for the MEL-MIL process, which made possible the NRDC-ESP training objectives achievement.

**“We are all NRDC”** summarises the LANDCOM and JFTC commitment with the NRDC-ESP preparation as WFC. Thank you all for your support.

The empathetic and supportive attitude of the ARRC was also noteworthy. As our predecessor in the role of WFC, its support was constant and of a high quality. Their lessons identified, during their preparation as WFC and the execution of Loyal Leda 2020, were of considerable value in the achievement of NRDC-ESP objectives. We will maintain permanent contact during our STAND BY period.

In the acknowledgments, we cannot forget the contribution of the Headquarters and Military Police battalions’ components who worked tirelessly, under difficult COVID and weather conditions, for the installation of basic life services and necessary security, which made possible the good performance of this very demanding preparation roadmap.

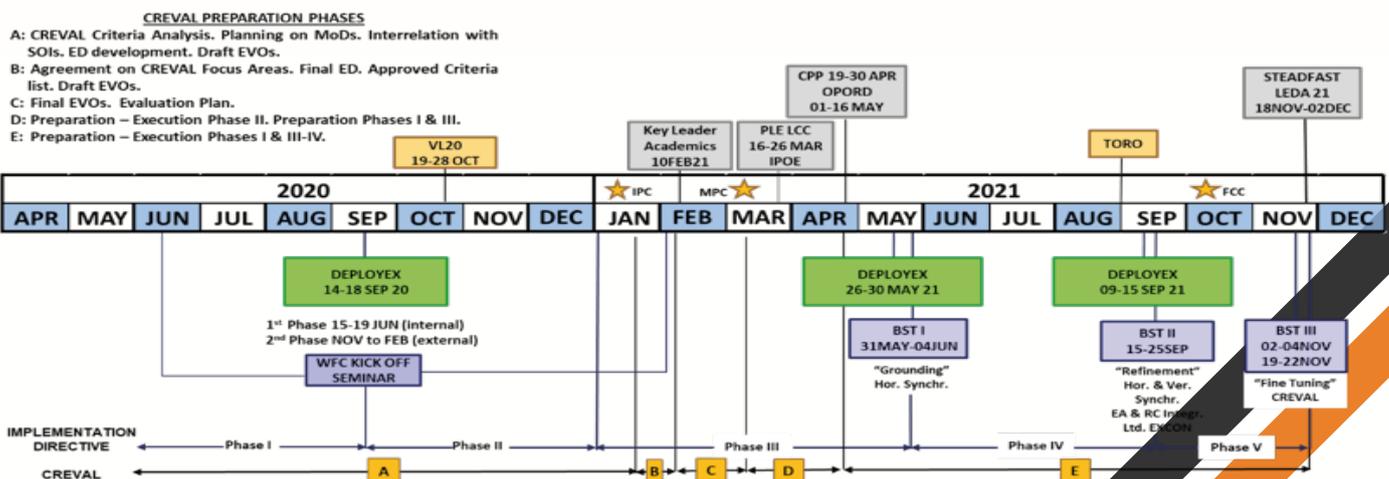
**“Those prepared for the fight have already achieved half the victory”**

**Miguel de Cervantes**

I would not like to end this article without highlighting one of the most relevant aspects of this process, which is none other than the spirit of innovation that NRDC-ESP demonstrated, being able to adapt its procedures according to the results of its experimentation: CP Concept, Battle Rhythm, short & standard documents production, planning horizons, Multi-domain Integration, JAGIC, Space Domain, Cyber & Electromagnetic activities Operation Centre (CEMOC), new COM DIV Organization, Information Environment Assessment tools, etc.

It goes without saying that NRDC-ESP has proven itself to be an organization that is able to learn, and to translate that learning into action rapidly, a **“learning organisation”** that constantly expands its capacity to create its future.

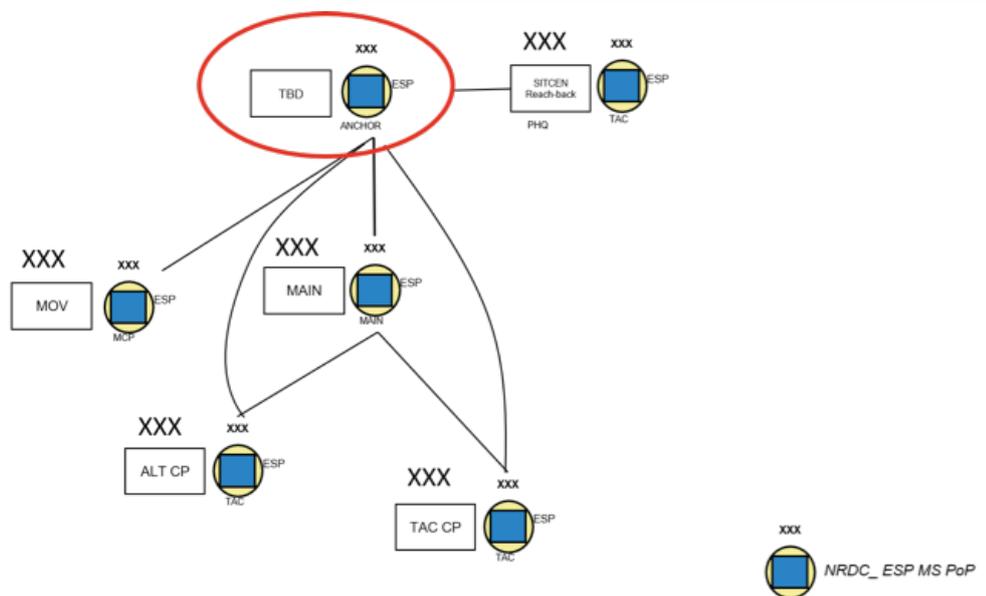
## NRDC-ESP STLE21 ROADMAP FROM JTF Hq (L) TO WFC



# WARFIGHTING CORPS CIS SUPPORT. CHALLENGES AND TRENDS

Colonel Victor Valero García (ESP-A)  
ACOS G6 CIS HQ NRDC-ESP

The first challenge for any Unit within the NATO Force Structure, and in particular for a Rapid Reaction Corps like ours is readiness. As of today, preparing an appropriate network to support the complex C2 of a NATO Corps is not a quick process. Evolving cybersecurity requirements, fast hardware and software developments and continuous digitalization of the battlefield (COIs) require rather long periods of configuration and testing when setting up a network from scratch. But unfortunately, that's what happens to the CIS supporting units each time its parent NRDC undertakes a new role in the LTCP.



*Anchor Node. The anchor node provides resiliency to the network, facilitates user's mobility and makes efficient employment of specialized personnel.*

In order to avoid this to the maximum extent, our CIS Unit, Signal Regiment 21, has been developing a Reference Node to be almost permanently ready to field a C2 network, Future Mission Network (FMN) compliant and NATO accredited. The Reference Node consists of a set of permanently working servers or data center, capable of lodging a "clone" of all the network nodes so that, when the moment to deploy arrives, it is possible to just "copy" those clones into the real tactical servers to be deployed in the field, instead of having to configure each server from the beginning. In reality, those clones are "alive" since software needs to be updated to conform to the security standards, new FMN spirals which are continually being implemented, new COIs developed, and many other changing factors. In addition, the Reference Node includes a so-called "pre-production" module where changes are tested prior to introducing the required updates.

While focusing on the WFC role challenges under the CIS perspective, several issues arose: the mobility of users, information survivability, long range links and hostile cyberspace. Those challenges added to the ongoing

challenge of assuring seamless connectivity of NATO networks and NRDC-ESP nationally provided CIS, SC2NET-D<sup>1</sup>.

One response that answered many of those issues was the Deployable System Anchor Node or DSAN. A DSAN is a CIS node placed in a secure area that provides most of the services to the network at the same time as managing it. Basically, the information resides in it, so its survivability is assured. On the other hand, since all users can access the information in the DSAN, no matter where they connect to the network, information is always available, so they can move around the operations area and will always have access to it. Finally, it allows the concentration of all network and services administrators in one place, saving on the one hand, much of these highly specialized (and thus scarce) personnel and reducing, on the other, the deployable points of presence that so far needed their own and dedicated administrators for each node.

<sup>1</sup> SC2NET-D is the Spanish acronym for "Deployable National Command and Control System for the Army"

Over the few past years, NATO has been focused on crisis response operations in relatively distant scenarios facing low intensity conflicts or asymmetric opponents. In such almost static environments, long distance links have been well served via satellite, at the beginning of the operation with tactical VSAT terminals which, as the operation stabilized, evolved to high capacity, static and even commercially leased and operated satellite systems. Where feasible, even a static high capacity Line of Sight (LOS) network was established. Thus, huge satellite dishes (mostly white coloured) and high communications towers were part of the “decoration” of our camps and Forward Operating Bases. From that scenario only long distances remain common in the WFC setup.

It is possible that some of the Cops-Level Command Post and rear-area organizations can (and must) rely on infrastructure and static equipment, although subordinated Combat and Combat Support formations will not. In addition to that, a capable enemy such as the one we face, has both Space and Electronic Warfare (EW) capabilities to disturb if not deny the so far untouchable SATCOM network. The only high-capacity, long-distance alternative to satellites are either cabling or LOS radios.

For cabling, safe ground is one prerequisite and the second is communications security. The combination of both conditions makes this solution applicable only for links towards the rear area as own troops advance. Astonishingly, as we go back to conventional fighting, “old” images like cable laying squads emerge. This is one of the paradoxes of the WFC environment: the return to the basics. So, our CIS units may have to recover their cabling capabilities, and at the same time, master the newest security technologies to install, configure and operate firewalls, and cryptos to make these cables secure enough to support the WFC networks.

As for LOS, tactical equipment is usually of narrow-band and short-distance capability, and though they may accompany the first echelons, will require the establishment of a long chain of relay stations as units progress.

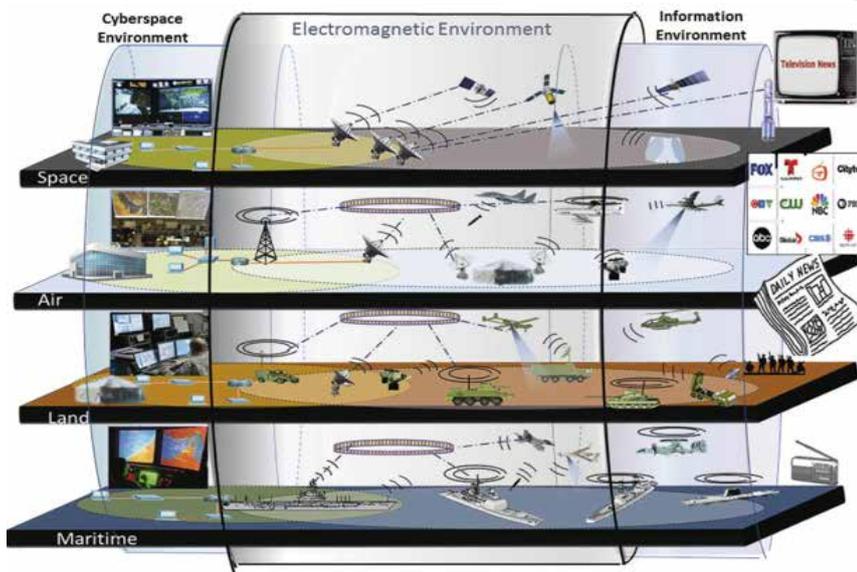
The bottom line is that the WFC CIS units require additional technologies to provide a valid alternative to SATCOM. NRDC-ESP has put its eyes on the troposcatter technologies



*Troposcatter. Since SATCOM are vulnerable, alternate long distances comms are required.*

and has initiated a testing program intended to request such technologies for the Spanish Army, our CIS provider. The first trials were carried out by the 21st Signal Regiment during Valiant Leda and will be continued in the future.

In a WFC scenario it is not enough to have a redundant and robust main network, and even an alternative. Enemy actions, movement situations or isolated units will also require contingency and emergency communications such as TACSAT and HF radios. Both systems provide very narrow bands and services are limited to voice and very basic messaging systems, but they are absolutely necessary. Regarding TACSAT, the main shortfall is the dependency on scarce satellites with UHF capabilities channels that are nationally owned, so availability is not granted. As for HF, the first need is to count on secure HF stations, and the second, to master the always complicated procedures of such an elusive band: frequency selection, appropriate modes of transmission and corresponding antennas will require an additional effort on the signallers. Notwithstanding, the real effort when working on degrade modes will be requested from the staff, and that is something that must be taken into account very seriously and thoroughly practised. An appropriate Business Continuity Plan (BCP) must be developed, to guarantee situational awareness, adapt battle rhythm and procedures and make sure that orders reach subordinates. Taking into account that this BCP may not only be triggered by CIS shortages and that not only CIS are affected by contingencies.



calculate their trajectory. Bomb or helicopter dispersed leaflets have given way to posts, tweets and likes on social media. Destruction and influence flow today in cyberspace and the electromagnetic spectrum. The activities developed in those areas are no longer Combat Support but an integral part of the operations; they have earned a place in paragraph 3 of our OPLANS and OPORDs. CEMA, Cyber and Electro-Magnetic Activities are not a pure G-6 or CIS issue, but it's true that communications and information systems have traditionally been one of the main users of those areas. Departing from our CEMA Section and the SEWOCC (from this privileged position), we offer all our capacities and energies to implement a CEMA structure and mentality in our headquarters as a force multiplier of the NRDC-ESP as Warfighting Corps.

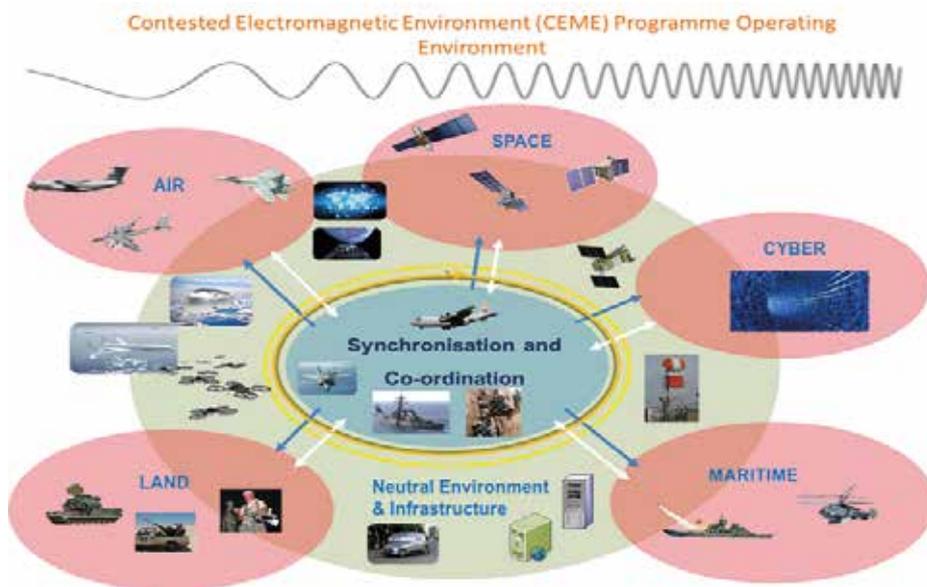
*It is no longer possible to fight the Land battle without considering multidomain operations.*

So far we have been talking about the internal networks of the WFC, but the Corps doesn't fight alone and isolated. In the CIS realm, connection to the NATO owned and operated Mission Secret (MS) network is the way to liaise with other actors: the MC-LCC as higher echelon, the flanking Corps and other components. The secure interconnection of two networks is always an operational challenge, especially to such an evolving network as in the case of MS, which is being permanently and intensively used in many different NATO operations and exercises. Unfortunately, only the NRF units have the opportunity to practice the interconnection procedures prior to an activation by taking part in the exercise, Steadfast Cobalt, as part of their preparation and evaluation process. All our preparation has consisted of technical conferences (mostly via VTC due to COVID restrictions) and the application of our knowledge from previous experiences (SFCO-19). But two years is a very long period in the NATO CIS world, and we are of the opinion that units assuming the WFC should also participate in live CIS exercises with NCIA, the NATO CIS Group (NCISG), to make sure interconnection is a success. Therefore, the CIS Setup and Validation Phase will be a critical part of STLE21.

This is where the challenge for our staff resides. An NFS HQ is at the heart of the conundrum when it comes to implementing new approaches to operations, as happened with C-IED and operational assessment more than a decade ago. Developing concepts such as the US CEMA or NATO, electromagnetic operations have to be brought into use no matter whether they are still very much under development.

Currently EW, SIGINT and Cyber are expertise areas with a handful of dedicated and knowledgeable staff members in G2, G3 and G6. Coming from different armies and different branches within the respective armies, different approaches in these developing staff functions also have to be factored in. The first goal to be met is the implementation of a robust staff procedure empowering these scarce subject matter experts to become a cohesive element, able to contribute to other well-established working groups and boards across the staff, throughout the various planning horizons. The second, after STLE 21, will be to extend this expertise throughout CEMA to make it a cultural as well as organizational capability of NRDC ESP Staff.

We have already mentioned the high intensity combat environment in which the WFC has to operate, but it is very important to highlight that this environment is not just a question of intensity, but also of nature. Combat is not only concerned with the physical destruction of the enemy. As land, sea and air have been our natural stages so far, now space and cyber-electromagnetic domains play a very important role in operations, first in the stages of hostilities under the level of open conflict (the so called Grey Zone) and then in full scale operations. The performance of modern weapons such as intelligent ammunitions or UAVs is as dependant on their explosive charge, their range or the fuel that propels them, as it is on the frequencies their control systems employ or the chips that



*Cyberspace is a contested environment that is present in all domains.*



# SOCMINT. OUTSIDE OR INSIDE OSINT?

*Captain Francisco Javier López Cuevas (ESP-A)  
G2 INTEL HQ NRDC-ESP*

The 21st century is constantly bringing us enormous technological advances applied to communication between people on social networks. Today, the revolution that resulted in the leap from web 1.0 to 2.0, later reaching 4.0, where you can access a social network through an app on a smartphone without having to access the internet, are obvious examples of this.

Gupta and Brooks, analysts who specialize in the use of social media to address security issues, offer a useful definition of social media emphasizing two key attributes: devices and platforms. They define social media as “devices and platforms that allow users to create and share information with each other”. Devices are necessary to access social media information. Initially, devices were limited to an internet-connected computer, but with the mass proliferation of smart phones people are now able to access social media from almost anywhere. Platforms are defined as “the virtual spaces that allow users to come together, and create and share information”<sup>1</sup>.

Thus, a new style of communication has emerged that influences all fields, including that of Intelligence, which

implies the need for adaptation to the environment if one wants to survive. That is what happened with Social Media Intelligence (SOCMINT).

It could be said that 2011 provided a before and after view for the analysis of Open-Source Intelligence (OSINT) following the events that occurred during the Arab Spring revolutions and the riots that summer in London. In both cases, large crowds were directed and organized at the stroke of tweet or Facebook post at high speed and in a very short time frame.

On 4 August, 2011 police shot Mark Duggan during a protest outside Tottenham police station, East London. The protest turned violent when rumors spread that he was ‘executed’. The police response was slow and copycat protests across London, then elsewhere, led to outbreaks of spontaneous rioting and arson. Social media facilitated attacks on shopping centres, with normal restraints on public order breaking down resulting in widespread petty theft and looting by ‘respectable’ people<sup>2</sup>. The result was the loss of human lives, thousands of wounded and millions of pounds in material expenses. During the next few days of riots, the Metropolitan Police were able to get ahead of events either because it picked up messages from social media calling for demonstrators to mobilize in certain areas of the city, or because those messages were forwarded by citizens who had previously received the message. The police were at times overwhelmed with information. The police intelligence system was issuing a new report every 15 seconds: “Tweets were appearing so fast that they fell off the bottom of the screen before anyone had a chance to read them”, a metropolitan police officer said. Police systems for social media monitoring, deriving from SOCMINT and responding to the public using Twitter and other social media platforms were not well developed at that time. Speed and targeting of mobilization was key. The rioters using social media were able to move faster than police.

- 1** Ravi Gupta and Hugh Brooks, *Using Social Media for Global Security* (Indianapolis, IN: John Wiley & Sons, 2013), 18.
- 2** Professor Sir David Omand, *The security challenges posed by social media* (Institute of International and European Affairs, Dublin, 20 March 2013).



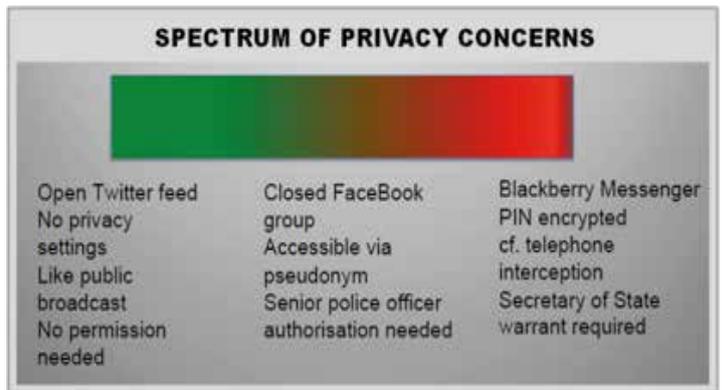


The London Riots of August 2011 showed governments and law enforcement agencies how social media was used to organize multiple, near-simultaneous acts of crime and civil disorder. This resulted in the police force more closely monitoring and analyzing social media to provide indicators of potential public order incidents and actionable intelligence on the movement and disposition of citizens organizing or intending to participate in such activities. One year later after lessons were learned, Scotland Yard ran an advanced 'All Source' Hub (ASH) to monitor social media as an information source for the 2012 London Olympics.

On a much larger scale, the Arab Spring revolutions of 2011 demonstrated the potential of online social networks for mass mobilization, but also led intelligence agencies to consider how more systematic and effective monitoring and analysis of social media sentiment might have allowed immediate pre-event indicators of these developments to have been identified<sup>3</sup>. For instance, social media played two major roles during the protests in Egypt<sup>4</sup>. The first is that the protestors used social media to stay informed of ongoing events and the government's reaction to the protest activity. The second and more important role was that social media was used to relay information to the outside world on events within Egypt. Both were updated in real time.

SOCMINT covers a wide range of applications, techniques and capabilities available through the collection and use of social media data. There are discrepancies as to whether it

should be considered another branch of the intelligence discipline of OSINT and incorporated into these collection activities to augment the situational awareness that analysis of OSINT can provide, or be considered as its own discipline. In this way it could exceed the limits of what it is expected to obtain from open sources if we take into account the types of SOCMINT that can be realized. These include open SOCMINT, which involves the analysis of social media data in which the user has no expectation of privacy, directed covert surveillance which is covert but not intrusive, that is, does not take place on a private site, but likely obtains results from private information, covert human intelligence that does not involve the use of intrusive surveillance, but involves agents hiding their true identity in order to gather information and intrusive covert surveillance which intercepts communication content while it's being transmitted. The enforcement of the last three would require prior authorization at higher levels to remain within data protection laws. That is why SOCMINT is currently limited to the relatively narrow monitoring of the social media discourse of specific individuals and communities already identified as being of investigative interest.



Source: The security challenges posed by social media. Professor Sir David Ormand Institute of International and European Affairs, Dublin. 20 March 2013

The different conflicts that have occurred in the last decade have forced intelligence services to evolve by exploring how to integrate SOCMINT's exploitation into the making of JIPOE. In addition, the speed at which the facts develop can allow their use at more tactical levels.

<sup>3</sup> Richard Evans, Social Media Intelligence: Current approaches & emerging opportunities (IHS White Paper. September 2013).

<sup>4</sup> Jeremiah J. Burgess, Major, USAF, The Who, What and How of Social Media Exploitation for a Combatant Commander (NAVAL WAR COLLEGE, Newport, R.I., 20 May 2013)





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*Brigadier Lisa C. Keetley (GBR-A)  
DCOS SUPPORT HQ NRDC-ESP*

Brigadier Lisa Keetley joined the HQ NRDC-ESP in July 2019, taking up the appointment of DCOS Support. She is responsible for all personnel, finance, logistics and medical issues for the HQ.

She was commissioned into the Royal Electrical and Mechanical Engineers (REME) in 1995. In her early years she served as a Platoon Commander with a variety of Regiments.

Her jobs on the staff have included roles such as the Defence Logistic Transformation Project which resulted in the restructuring of the REME, and procurement of deployable infrastructure and power equipments in the Directorate of Equipment Capability (Expeditionary Logistic Support) in the Ministry of Defence, where she was also responsible for all logistical land based urgent procurement requirements for operations.

Throughout her long professional career she has worked in a variety of areas such as training, recruitment, capability and equipment support, resourcing and concepts development.

Her international experience includes deployments in Bosnia, Afghanistan and Iraq and Kuwait, where she was in charge of organising the draw down of British Forces in Iraq.

She is the Army's senior mediator, the founder and executive for the Army Servicewomen's Network, and is an Army Gender Advocate. She is a CMI Level 5 coach and mentor.

Brigadier Lisa Keetley is married.

It is an honour to have you on board, Ma'am!

# Interview

**1. After two years in the HQ and some exercises, can you please explain to our readers what your impression is of this HQ and your duties here as DCOS Support?**

Good afternoon, and thank you for the opportunity to talk with you today. I am incredibly proud to serve with HQ NRDC Spain here in Valencia. You are right, having spent over two years here at the HQ on exercises, socially, and in Barracks, I have seen the HQ going about its daily business, on exercises under significant pressure during evaluations, and at play during social and sports events.

My over-riding impression is really positive. Every day, I continue to be impressed by the quality and compassion of our people; their professionalism, determination and expertise, balanced with honesty, humility and a willingness to learn are second to none. We all come from different cultures, different services, different backgrounds, yet our shared values enable us to all pull together under the Alliance of NATO to deliver shared outcomes. 'Twelve Nations – One Team' is our motto and I see this every day.

**2. Can you elaborate on the new role for the HQ as a WFC from the DCOS Support point of view?**

I arrived in HQ NRDC Spain in summer 2019, joining the HQ prior to deployment on exercise to Menorca for the final part of our evaluation as the NATO Joint Task Force HQ. Since part way through 2020, and throughout this year, we have shifted our focus from the Joint level to War Fighting Corps HQ. This has involved a change in mindset, structures and procedures and we have been supported through this by close engagement with a number of our sister NATO Force Structure HQs for our Combat Readiness Evaluation (CREVAL).

**3. Reading your CV, we can see that you have been deployed in Bosnia, Iraq and Afghanistan with more and more responsibilities each time. Do you think that these experiences have prepared you better for this new HQ role?**

My operational experience from Bosnia, Iraq and Afghanistan, spans the length of my career, and it has absolutely provided me with a set of personal and professional experiences that shape who I am, and how I lead and manage. Working with my team of ACOSs to prepare our Division to take up the responsibility as the NATO Warfighting Corps HQ, I do reach back to the lessons from my operational experience, but also to wider historical learning, to my more recent staff development undertaken with UK Defence, and also to our sister Headquarters to learn their lessons.

However, it is not just this that shapes my approach for our preparation, my ACOSs and their teams are subject matter experts in their own fields. Each of them has their own experience and learning and together, we are harnessing this to develop ourselves as a team, ready to face whatever challenges may come.

**4. About your background Ma'am, we know there have been many years of effort to reach this point. Can you share with us if you have faced some difficulties that in the beginning seemed to be impossible to reach?**

I joined the British Army in 1995, and I am sure that I did not join thinking that I would become a Brigadier...they all seemed so old and I couldn't imagine myself in their shoes! However, whilst at times along my career I thought that certain opportunities might not be open to me, I have been lucky with timing as the saying goes 'when one door closes, another one opens up'. It is a real privilege to have commanded soldiers and officers on operations, to have managed complex equipment procurement programmes, to have trained young soldiers, and to have developed our most senior officers. On reflection, there are many roles and ranks through which I have progressed, that at some points I may not have thought I had the confidence and capability to achieve.

**5. The British Contingent is quite small in the HQ, what is your experience of your integration into the HQ?**

We are a very small contingent – there are only two of us! On paper, it should not be easy to integrate into such a large HQ in a new country, with different procedures and processes and culture. But, in reality, from the start we have been made to feel extremely valued as members of the HQ NRDC Team, from the Commander down; there is a real feeling of inclusivity here in the HQ that provides the backbone to our multinational capability.

**6. Related with the military, we know that you are involved in some issues related with Gender. Can you explain a little more what this involves?**

Seven years ago, I founded the Army Servicewomen's Network (ASN) in the British Army and it continues today. In fact, DSACEUR was our Network Champion, and he is involved in the work that NATO is driving to advance gender equality and integration of gender perspectives in all that it does. The Network is volunteer run, and its aim is to support our Servicewomen, many of whom might be serving in locations where they are the lone woman, to link her up with updated policies, share advice and to provide a reverse link back into our Policy Department so they can be kept appraised of specific gender issues that might be affecting performance and morale.

I am also one of three Gender Advocates for the British Army, with a remit to support our senior leadership with a challenge function, and to work alongside Policy Makers to improve the lived experience for serving women.

**7. And finally, talking about Spain and your private life, how do you find Valencia?**

My husband and I are loving the opportunities that living in a city such as Valencia offers; we feel very lucky to live here. We have found Spanish people to be incredibly welcoming and friendly, and we are enjoying learning a new language and learning about the rich history and culture of Spain. We have taken the opportunity to travel throughout Spain, and during Covid we really got to know the 'Valencian Comunidad' with its varied coastal and inland mountainous locations, which are wonderful for kayaking, snorkelling, hiking and climbing.

Spain has really got into our blood, and the best example I can offer of how much we feel at home here is explained by the fact that this summer we bought a 'cortijo' in Granada Province. We feel excited that we now have a permanent foothold in Spain.



# THE ROLE OF THE ALLIED NCOs AND ENLISTED AT THE HQ NRDC-ESP

Command Sergeant Major José Juan Ríos López (ESP-A)  
CSM HQ NRDC-ESP



As HQ NRDC-ESP Command Sergeant Major, I would like to highlight the role and contributions of our allied NCOs and enlisted to our HQ. We currently have eight NCOs and two enlisted personnel representing Greece, Italy, Germany, and the United States. They are posted in different branches (G1, G2, G3, G4, G6, G7, DCOS OPS office) and in some cases they occupy the additional role of Senior National NCO as well. Operating in a completely new environment, they have all risen to the occasion and immediately made a positive impact on the HQ. The leadership qualities and attributes they have refined over the years, in addition to their technical skills, can and must be exploited to maximize their contributions.

NCOs in this HQ represent their nations in a variety of roles. They must not only conduct the honors of the National Day flag ceremonies, but also meet with distinguished visitors from their countries with the Commander and CSM. They coordinate and execute national administration and activities like awards, evaluations, physical fitness tests and marksmanship qualifications. In many cases, these NCOs are asked to fulfill a role that is outside of their normal scope of duties in their respective services. Nonetheless, they must gain the requisite skills to become competent in their roles within the HQ. Many of them search for opportunities to attend NATO courses to enhance their knowledge, or they engage with senior leaders often in order to further complement their commissioned officer counterparts. They are prepared to provide any support to their national as well as NATO team members as necessary. Most of all, the NCOs here prepare their sections well and ensure the officers in their sections have maximum time to focus on their duties. In doing this, they provide the backbone of the organization that allows us to continue to strive for greater success during every exercise.

While it is true that members of our militaries build the capacity to adapt due to the many changes in assignments and deployments, our families often suffer because of these constant changes. They are asked to adapt to the new way of life in another country. They are asked to learn a new language, culture, schedule, education system and health care system. They are asked to do all of this while raising children and in our absence.

The family's ability to adapt to the new environment will positively influence the daily work carried out by the NCOs. I consider it extremely beneficial to support these families so that they can have the best living conditions possible. Moral and welfare activities are thoughtfully researched and distributed to the entire HQ in the hope of uniting and integrating all its members.



The allied NCOs and enlisted personnel depend on their National Chain of Command and receive support from their National Support Elements but in addition, as HQ NRDC-ESP CSM, I offer them all my support and help not only in the professional field but also in the personal one. I take the time necessary to make recommendations for travel and family entertainment as well as coordinate activities for families to participate in.

My hope is that, in the future, allied NCOs will increase their presence and roles within the NRDC-ESP HQ, which will help to reinforce our multinationalism.

# CHIEF OF STAFF OF THE SPANISH ARMY, GENERAL VARELA, FAREWELL



After forty eight years of service to Spain and its allies, Army General Francisco Javier Varela Salas, Chief of the Army Staff (CHOA), bid farewell to the flag in an emotional ceremony held at the Buenavista Palace, site of the Army General Staff in Madrid, on the occasion of his transfer to the reserve on 8 October 2021.

Among his many postings is that of Commander of the HQ NRDC-ESP, a position he assumed on 1 March 2016, and taking on important challenges such as commanding the Land Component Command (LCC) of the enhanced NATO Response Force 16 (eNRF-16) improving its capabilities, availability and readiness. Over his period, he went through a long series of activities and events, including the commitment of the HQ NRDC-ESP as the Very High Readiness Joint Task Force (VJTF) of the NATO Response Force, leading the exercises “Brilliant Jump 2016” and “Valiant Falcon 2016” in Poland, and putting into practice the demanding criteria of the new concept VJTF.

After one year as Commander of the HQ NRDC-ESP, General Varela was appointed Chief of the Army Staff on 3 April 2017 until last October.

From this headquarters, we would like to thank General Varela for his leadership, professionalism, dedication and commitment, and we wish him all the best in his future endeavors.



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# GENERAL ENSEÑAT, NEW CHIEF OF STAFF OF THE SPANISH ARMY

On 8 October 2021 Army General Amador Enseñat y Berea took over as new Chief of Staff of the Spanish Army in a ceremony held at the Buenavista Palace (Madrid).

General Amador Enseñat y Berea was born in A Coruña on October 25, 1960. He joined the General Military Academy of Zaragoza in 1978 and in July 1983 he was promoted to the rank of Artillery Lieutenant, finishing first in the General Academy's 38th Class. Since 1996, he has been a Staff College Graduate of the Spanish Army, finishing first in his Class. In addition, he has completed the Advanced Command and Staff Course in the United Kingdom and the Course on Fire Direction Systems and Target Detection and Location, obtaining the grade of “excellent”.

On October 5, 2021, he was appointed Chief of Staff of the Army and promoted to the rank of General. Previously, he had been director of the Technical Cabinet of the Minister of Defense, serving in this role since January 17, 2020. Throughout his military career, he has alternated command of operational units of the Army—the most important being the 71st Antiaircraft Artillery Regiment in Madrid (2010-2012) and the SAM Hawk II/74 Antiaircraft Missile Group in Seville (2005-2008)—with numerous General Staff assignments.

He has served in NATO, European Union and United Nations operations, participating in two missions in Bosnia-Herzegovina (1997 and 2004/2005) and Lebanon, between February and August of 2013, where he was Deputy Chief of Staff for Operations at the United Nations International Headquarters in Naqoura.

Congratulations Sir! We are wishing you much success and happiness in your new position.

On 20 November, General Enseñat visited the HQ NRDC-ESP, deployed at the Araca Base in Vitoria, on the occasion of the WFC Steadfast Leda 2021 certification exercise.





## 7<sup>TH</sup> LAND CHIEF OF STAFF CONFERENCE AT THE HQ NRDC-ESP (14-16 JUN 2021)

The Headquarters of the NATO Rapid Deployable Corps Spain hosted the 7th LAND COS Conference from 14 to 16 June 2021 in the Jaime I Military Base in Bétera (Valencia-Spain), the site of HQ NRDC-ESP.

HQ NRDC-ESP was the venue for the 7th Allied Land Command Chief of Staff Conference with the theme “Share common understanding across NFS<sup>1</sup>/NCS<sup>2</sup> HQ”.

### *This conference brought together Chiefs of Staff from LANDCOM and the GRF(L) community*

The conference, organized by NATO Allied Land Command (LANDCOM), was supported by the HQ NRDC-ESP, which is based in Bétera and Valencia (Spain). This annual conference is hosted by the Alliance Headquarters within Europe on a rotational basis and this time the city of Valencia was designated to host it.



1 NATO Force Structure

2 NATO Command Structure

This conference is an excellent opportunity to build shared understanding between NATO Graduated Readiness Forces – Land Headquarters. Some of the aims of this conference were to discuss LANDCOM’s role, as the bridge between the NATO Command Structure (NCS) and NATO Force Structure (NFS), provide a platform to discuss pertinent issues, generate insights and facilitate discussions on finding solutions, while exchanging information and forming a shared vision. Particularly from the NRDC-ESP perspective, one of the objectives of this forum was to present the new concept “Grey Zone”, which is being led by HQ NRDC-ESP within NATO.

The event was chaired by LANDCOM’s Chief of Staff, Major General Metin Tokel, and brought together Corps’ Chiefs of Staff from the GRF(L) community. HQ NRDC-ESP was represented by its Chief of Staff, Major General José Antonio Agüero Martínez.





## 4TH NATO FORCE STRUCTURE COMMAND SENIOR ENLISTED LEADER CONFERENCE AT THE HQ NRDC-ESP (21-23 JUN 2021)

The Jaime I Military Base in Bétera (Valencia, Spain), site of the NATO Rapid Deployable Corps Headquarters (HQ NRDC-ESP), hosted the 4th edition of the Conference of Senior NCOs of the Land Forces of the Atlantic Alliance from 21 to 23 June 2021.

This event was a great opportunity to strengthen the Graduated Land Forces CSEL Network, discuss Non Commissioned Officer (NCO) initiatives and align efforts with regard to NCO Professional Development (NCOPD) training.

***The conference was designed to strengthen the ties of Senior NATO NCOs in the NATO Force Structure, aligning efforts and sharing concerns and initiatives aimed at reinforcing the important role of NCOs in these Headquarters***

Chief Warrant Officer (CWO) of NATO's Allied Land Command (LANDCOM), Kevin Mathers, was the sponsor, whilst Command Sergeant Major José J. Ríos from NATO Rapid Deployable Corps- Spain (NRDC-ESP) hosted the 4<sup>th</sup> CSEL Conference.

Most of the Command Senior Enlisted Leaders deployed in Europe attended the conference. Around 17 CSEL.s from the NATO Force Structure (NFS) and other NATO Headquarters and entities were present. Command Sergeant Major Slim Saliste, Allied Command Operations (ACO) at NATO Supreme Headquarters Allied Powers Europe (SHAPE) also attended the conference.

During the visit, they had the opportunity to visit the Military History Museum of Valencia.





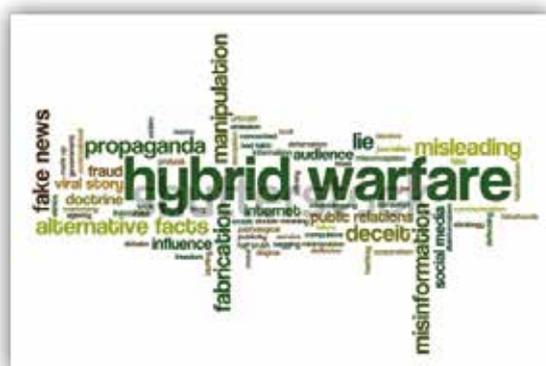
## THE NATO RAPID DEPLOYABLE CORPS-SPAIN HEADQUARTERS ORGANIZES A SEMINAR TO ANALYZE THE “GREY ZONE” CONCEPT IN VALENCIA

***Within the framework of LANDCOM Teaming Program, the HQ NRDC-ESP is leading the analysis of how Land Forces compete in the Grey Zone, a project that will benefit all members of the Alliance.***

Modern conflicts show that the delineation between armed conflict and other types of offensive activities is narrower than ever and challenges the Military Instrument of Power in addressing security matters under new circumstances.

In recent years, there has been a decline in interstate wars, and concepts like Hybrid Warfare have appeared. However, some actors are generating dynamics that, moving away from the bona fides of the times of peace, are not even definable as war. But they can be both an alternative to war and a preparation for a future military campaign. This scenario is usually identified as ‘Grey Zone’.

A deep understanding and clear situational awareness is crucial in order to effectively address the complex challenge of Grey Zone.



As a consequence, the NATO Rapid Deployable Corps-Spain Headquarters organized the seminar “Grey Zone” which took place from 6 to 8 July, to analyze how Land Forces compete in the Grey Zone. The seminar was carried out at the HQ NRDC-ESP premises in Santo Domingo barracks in Valencia (Spain).

Within the framework of LANDCOM Teaming Program, the HQ NRDC-ESP is leading the development of this new concept that will serve as a reference not only for Spain, but also for other NATO allied nations.

Lieutenant General Fernando García-Vaquero, Commander of the HQ NRDC-ESP, welcomed all the participants. In addition, Army General

Francisco Javier Varela Salas, then Chief of Army Staff, welcomed the attendees and highlighted the interest that these conferences represent for a Headquarters such as the one in Bétera (Valencia) which are committed to anticipating and detecting possible crises.

Almost 19 experts, coming from national and international organizations, analyzed the increasing importance and complexity of the Grey Zone from different perspectives. The participation of representatives from NATO Defense College, NATO Strategic Communications Center of Excellence (CoE), Cyber CoE, Stability Policing CoE, the International Institute for Counter-terrorism from Israel, NATO Allied Land Command, Allied Command Transformation (ACT), 6th UK Division, USAREUR, Spanish Ministry of Defence, University Pablo de Olavide based in Seville (Spain) or the University CEU-Cardenal Herrera and the European University, both based in Valencia, was appreciated.



Around 180 participants, including military and civilian personnel, attended the seminar both in person at the HQ NRDC-ESP premises in Santo Domingo barracks in Valencia and via online webinar, thus respecting the preventive measures against COVID19.





## THE SPANISH CHIEF OF DEFENSE PAYS THE FIRST OFFICIAL VISIT TO THE NATO RAPID DEPLOYABLE CORPS SPAIN HEADQUARTERS



On 22 July, Admiral General Teodoro E. López Calderón, the Spanish Chief of Defense (CHOD), paid a visit to the NATO Rapid Deployable Corps Spain Headquarters (HQ NRDC-ESP), both to the Bétera Military Base “Jaime I” and Santo Domingo barracks in Valencia.

During his visit to both facilities, he was accompanied by the then Chief of the Army Staff (CHoA), Army General Francisco J. Varela Salas, and the Commander of HQ NRDC-ESP Lieutenant General Fernando García-Vaquero Pradal.

Upon his arrival at the Bétera base, he moved to the HQ NRDC-ESP Command Post deployed on protected tents at the tactical esplanade, where he was informed about the composition, organization and capabilities of the headquarters. Then he made a tour around the command post where he was shown some military capabilities in which the HQ NRDC-ESP plays a leadership role, as a result of its multinational experience, preparation and permanent adaptation to new scenarios and threats. The visit ended with him signing the Unit's honor book.



# ACTIVITIES

# EXERCISE “VALIANT LEDA 2021”: ON THE ROAD TOWARDS WARFIGHTING CORPS

***Valiant Leda 2021 (VALE21) was a Spanish Army sponsored Command Post Exercise. It consisted of three separate Battle Staff Training events (BSTs I, II & III) for the preparation of Steadfast Leda 2021, that built on each other sequentially.***

## **Battle Staff Training I - BST I “Ground work”**

***The Battle Staff Training I (BST I) was a command post exercise and the first one in the series corresponding to the “Valiant Leda 2021” exercise.***

The NATO Rapid Deployable Corps – Spain Headquarters conducted its first “Battle Staff Training” of the exercise “Valiant Leda 2021” (VALE21), having deployed its main command post in the Bétera Military Base, home of the Headquarters, from 31 May to 4 June.

***The exercise VALE21 provided a further step in the preparation before being evaluated and certified as NATO Warfighting Corps - WFC of the Alliance as of January 1, 2022.***

The previous week from 24 to 30 May, a DEPLOYEX exercise was conducted simultaneously at the tactical esplanade of the Bétera, Marines and Paterna Military Bases, all of them near Valencia (Spain). The aim was to test the transition from the main command post to tactical and alternate command posts. These three command posts were deployed subsequently providing the required capabilities to conduct any allied operation. This exercise was a training opportunity not only for the staff but also for the subordinate units, the Support Battalion and the Military Police Battalion, as well as for the Spanish Signal Brigade.

The BST I was based on fictitious incidents to be managed and resolved by the staff. More than 400 military personnel from 12 allied nations participated in the exercise. VALE21 was focused on training core processes, synchronizing the battle rhythm or testing the operational procedures while practicing the interaction between some elements of the Headquarters.



In addition to the NRDC-ESP Headquarters, other units also participated in the exercise, such as the Support Battalion, the Military Police Battalion, the Spanish Medical Brigade, the Spanish Engineer Command, the Army Aviation Brigade and the Signal Brigade.



## Battle Staff Training II - BST II “Preparation Exercise”

**The Battle Staff Training II (BST II) was the major event of the VALE series including the participation of external augmentees, response cells and other entities such as Allied Land Command (Izmir) or Joint Force Training Centre (Bydgoszcz, Poland).**

From 20 to 30 September, HQ NRDC-ESP executed the VALE21 BST II “Preparation Exercise” in the Bétera Military Base with the aim of training in extended core processes, to complete the knowledge of the operational document and finalize the Battle Rhythm synchronization.

**“My intent is to train troops in the ability to conduct offensive operations against a peer adversary, focusing the training of the staff on the vertical and horizontal coordination, with external entities”.**

**Chief Of Staff HQ NRDC-ESP**



During the 10 days, the HQ NRDC-ESP staff deployed as a Warfighting Corps Headquarters, with the necessary capabilities, to command and control up to five Divisions in order to outmatch a peer adversary in a high intensity operation. Almost 500 military personnel participated in the exercise at the HQ NRDC-ESP premises.

In addition, both the tactical command post and the alternate command post with the capacity to conduct temporary operations were also deployed. BST II was the first opportunity to practice the HOTO (handover-takeover) between different command posts to demonstrate a continuous command and control capability.



## Battle Staff Training III - BST III “Fine Tuning”

The last Battle Staff Training previous to the WFC certification was divided in two parts. From 2 to 4 November the first part took place at the HQ NRDC-ESP premises with the aim of refining the Battle Rhythm and the operational procedures.

The second part was conducted to refine core processes and finalize augmentees’ integration in Araca Military Base (Vitoria-Spain) 15 days later.

The BST III provided the staff with the opportunity to refine processes in preparation for the execution phase of the exercise.

This activity was the last step in the preparation before being evaluated and certified as NATO Warfighting Corps during the exercise Steadfast Leda 2021 in Araca Military Base.



2021

ACTIVITIES



## MORALE AND WELFARE ACTIVITIES

One year after freezing welfare activities for HQ personnel and families due to the COVID-19 pandemic, in April 2021 the HQ NRDC-ESP Morale and Welfare community gradually resumed its activities, in full compliance with regulations and adequate safety measures.

The relaunch event was the classical music concert held at the magnificent auditorium of the Palau de les Arts “Reina Sofia”. HQ members and families were able to listen to a splendid performance by the pianist Boris Giltburt and the Valencia Orchestra.



In May, the Santo Domingo convent which is home to the “Cuartel General Terrestre de Alta Disponibilidad”, was once again open to visitors. This convent is one of the most important historical monuments of the city of Valencia. With the help of audio guides in English and Spanish, NRDC-ESP visitors were able to enjoy the immeasurable beauty and history of this historic complex, such as the throne room, the Chapel of the Kings, the Chapel of Saint Vincent Ferrer, the ancient cloister and the chapter hall.

In June, a boat trip took place in Denia which was made possible by the easing of the restrictions. Thanks to the fundamental support of the HQ Support Battalion, several HQ families were able to spend a day in a serene and harmonious environment, feeling a slow but steady return to normality that has been lost for too long. The activity started with a boat tour, departing from the historic, tourist town of Denia sailing to Javea and back, along the splendid Costa Blanca, followed by a lunch at Denia’s marina and a guided tour to the medieval castle.

In September, in collaboration with the Royal Golf Club of Manises, there was a “Golf Open Day”. Half a day was spent on the wonderful golf courses, led by the club’s instructors. Various groups of HQ members along with their families were able to learn the basic rudiments of this exciting and very technical sport. The morning ended with a buffet and the award of a medal to the little ones for their participation.



Also in the month of September, “The Spouses’ Coffee Morning” took place. Traditionally, all the spouses of the twelve NRDC-ESP nation’s personnel meet in a friendly and serene atmosphere, invited by the Commander’s wife, enhancing interpersonal relationships and enjoying the splendid cloister of the former Convent of Santo Domingo.



In October, we once more conducted the “Valencia Historical Tour”, mostly dedicated to the HQ newcomers. For two hours and with the help of two professional guides (in English and Spanish), the HQ families were able to discover the beauties and secrets of some of the most important buildings located in Valencia’s historic center, and learn how their style has changed over the centuries: Roman, Gothic, Baroque, etc.



During this month, the traditional “Family Day” was also organized where all HQ staff families were invited to share a wonderful day all together at the Headquarter’s premises. This is one of the best events of the year because we have the chance to show our families what we do. It was a great moment for us all to get together. We enjoyed music, the traditional “paella” and many children’s games like bouncy castles and the photocall.

All the activities described above were complemented by the weekly recommendations for HQ members to enjoy specific events or visits, which is gathering an increased interest from all NRDC-ESP staff. All these activities and initiatives are extremely important as they introduce opportunities to increase and consolidate our team spirit in line with our motto: “*Twelve Nations, One Team*”.

With the help of everyone, we shall continue our efforts to increase the number and the quality of these social and cultural events for the enjoyment of the NRDC-ESP community.



2021

# ACTIVITIES



*Dragones del Rey Jaime at their best.*

## CROUCH! BIND! SET!

Since 2013, the Spanish Armed Forces has incorporated rugby as one of the sports of military interest given the strong affinity between the game's moral values and those of the military mindset. Comradeship, discipline, teamwork, toughness, respect for the adversary and stoicism are words which have an equivalent meaning and importance in both the Armed Forces and in rugby teams.

Beginning in early 2021, and even though the COVID pandemic did not make things any easier, the Spanish Army Representative in the Valencia Region, and NRDC-ESP HQ Commander, decided to support the formation of a rugby military team to represent all the Army units located within its area of responsibility. That included not only the NRDC-ESP, the NRDC-ESP Support Battalion and the Military Police Battalion, but also the 21st Signals Regiment, 8th Cavalry Regiment, III/73 Artillery Group, 1st CBRN Regiment, 1st Military Intelligence Regiment, Regiment of Operations in the Information Environment and the ESP Special Operations Command. With the essential and invaluable support of the civilian rugby club "UER Moncada", members of most of the aforementioned units were able to create a team, train and finally attend the VI Spanish National Rugby Championship – which was held in Valladolid from 08 to 12 October 21 – in just few months.

Even though the initial expectations were limited,

– just being able to fully attend the championship was a success itself – the final outcome of the competition was a remarkable success. Included in the second group of the competition, the team now known as "Dragones del Rey Jaime", in reference to the mythical beast which was the symbol of the medieval Aragonese King Jaime I the Conqueror, had to meet teams representing the ESP-A XI Mechanized Brigade, ESP-A XII Mechanized Brigade and ESP-N Cartagena Units. All these teams had long experience in the competition and were known for being tough, resilient and combative, as every rugby team has to be to earn such a name. An additional difficulty inherent in the organization of the championship was that all three matches had to be played over three consecutive days, which was quite demanding in physical and psychological terms.

The first match, against the XI Brigade, finished with an appalling 0-25 for the mechanized troops. Such an outcome for a newly formed team in its first fully-official game could have had a heavy impact, but that is not acceptable for the spirit of this sport. Overcoming the first negative experience, the "Dragones" were able to face and fight the Navy team in its second match, achieving a tight but worthy victory of 6-0. Even more than the triumph itself, what raised the confidence of the players was the total superiority of the eight Army forwards in front of their eight Navy counterparts during the fight for the melees.



*A touch - or side kick - being fought.*



*A melee being fought.*

For the final match, the Dragones faced the XII Brigade team and were able to overcome the armored troops in a hard and bitter clash. With a final score of 12-5, the “Dragones del Rey Jaime” were able to reach the second position and win the prize for the highest score within its group. Had the team won all three games, the “Dragones” would have been promoted to the first group... No worries, next time!

That final score and the general success of the team in its first participation in the championship leaves room for the optimism regarding the near future. The 2022 championship will be held in early May, thus leaving only six months to go on training and aim for the incorporation of new players. Needless to say that any reader of this article will be totally welcomed to the team should he or she want to experience this sport. Military life allowing, since duty always comes first, the “Dragones del Rey Jaime” will seek in 2022 to become eligible for promotion to the first competition group and to also participate in the female competition. 2022...

**Crouch! Bind! Set!**



*The “Dragones” characteristic symbol.*

# STEADFAST LEDA 2021: KEY MILESTONE TO BECOME THE NATO WARFIGHTING CORPS 2022



***Exercise Steadfast Leda 2021 saw staff officers from the HQ NRDC-ESP deploy for the large-scale command post exercise, as they rehearsed the procedures to lead up to 120.000 military personnel in a warfighting scenario.***

The NATO Rapid Deployable Corps – Spain Headquarters (HQ NRDC-ESP) conducted the exercise “Steadfast Leda 2021” (STLE21), in Araca Military Base (Vitoria-Spain), from November 18 to December 3, 2021. The aim of STLE21 was to train, evaluate and support the certification of HQ NRDC-ESP as a Warfighting Corps (WFC) Headquarters against a peer adversary. Once certified as WFC, the HQ NRDC-ESP will assume this commitment in January 2022, maintaining this capability during the stand-by period in 2022.

Over 800 troops from 17 different nations were deployed in Araca to prepare for the future demanding role as NATO Warfighting Corps 2022. Around 800 laptops, 180 vehicles and 145 containers, were essential to fulfil this crucial commitment to the Alliance.

The exercise began with the raising of Spain and NATO flags in Araca. Lieutenant General Fernando García-Vaquero Pradal, Commander HQ NRDC-ESP, then gave a welcoming address to the staff or subordinate units.

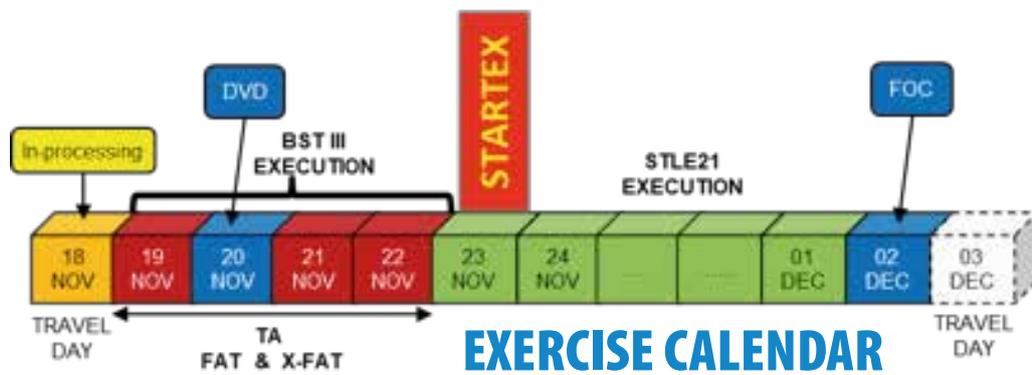
STLE21 had a robust participation with different types of units, both Spanish and multinational ones. From the Spanish perspective, ESP “Castillejos” Division Headquarters, ESP Brigade XVI and numerous Spanish units as Corps Troops participated as response cells in accordance with NATO standards; from the multinational perspective, the exercise involved the participation of the Allied Rapid Reaction Corps (ARRC), the V US Corps, the Multinational Corps-Northeast HQ (MNC-NE), the NATO Rapid Deployable Corps HQ (NRDC-GRC), three Divisions from Italy, US and Poland, and the affiliated Portuguese and Greece Mechanized Brigades.

*“We are here today because we put in a lot of hard work and over a year of preparation. This process has not been easy and we overcame a lot of hardships to get to this point. Furthermore we managed to do all that despite the ever-present limitations due to COVID 19. You did an exceptional job and now is the moment to reap the fruits of our labor and to show that we are ready for battle, that we are ready to be a Warfighting Corps”.*

*Lieutenant General Fernando García-Vaquero Pradal  
Commander HQ NRDC-ESP  
Vitoria (Spain), November 19, 2021*



*Steadfast Leda 2021 was the key event in the certification process of NRDC-ESP to become a WFC HQ. It gave us a very good opportunity to demonstrate our combat capability to outmatch a peer adversary in a high intensity operation.*



There were two levels of Training Audience being exercised: NRDC-ESP was the Primary Training Audience (PTA), while NRDC-GRC and ARRC were the Secondary Training Audience (STA). However, the participation of the latter two was paramount: NRDC-GR played the role of the higher echelon in a Multi Corps Land Component Command where four Army Corps were deployed (one of them was HQ NRDC-ESP) and the Allied Rapid Reaction Corps HQs (ARRC) was the collateral Corps in charge of the South Area of the area of operations. Their participation contributed to improve the interoperability and provided an excellent opportunity to refine the NATO procedures.

Spanish and Allied military guests observed a behind-the-scenes-view of the NATO exercise Steadfast Leda 2021 during the Distinguished Visitors Day (DVD) on November 20. Notably, the Chief of the Spanish Army Staff, Army General Amador Enseñat y Berea, the Chief of the Spanish Joint Defense Staff, Lieutenant General (LTG) Fernando García González-Valerio, Commander of LANDCOM, LTG Roger L. Cloutier, Chief of Staff SHAPE, Admiral Joachim Rühle, Commander of V US Corps, LTG John Kolasheski, Chief of Staff Joint Force Command Brunssum, LTG Krzysztof Krol, Commander MNC SE, LTG Tomiță-Cătălin Tomescu, Deputy Commander RRC-FRA, Major General (MG) Werner Albl and DCOS COM NRDC-GR, MG Christos Georgakakos, attended the DVD. The DVD provided the senior leaders an opportunity to see first-hand the work being executed in the field.

The exercise was supported by almost 50 experts from LANDCOM as an Evaluation Group based on Izmir (Turkey). This evaluation team supported us with their experience and knowledge, providing the fundamental basis for the Combat Readiness Evaluation (CREVAL) and ensuring HQ NRDC-ESP was within NATO standards.

An Exercise Control (EXCON) cell composed of more than 130 military personnel, was led by Joint Force Training Center (JFTC) from Bydgoszcz (Poland), except some elements in Vitoria (Spain). The role of this cell was essential to establish the necessary conditions to reach the training objectives by the respective audiences. The scenario staged a NATO-led Article 5 Collective Defense operation in a fictitious state where a multinational force was deployed to outmatch a peer adversary in a high intensity operation.





Despite the harsh weather conditions, it is worth noting the outstanding work done by the HQ NRDC-ESP Support Battalion, the Military Police Battalion, the Signal Brigade and the DPOP/NCIS (NATO Communications and Information Systems) unit. Their invaluable performance contributed to the success of the exercise.

At the end of the exercise, Lieutenant General Roger L. Cloutier, Commander LANDCOM, expressed his gratitude to all participants in the certification process after one-year-training.

This commitment as WFC shows that the HQ NRDC-ESP is always ready and constantly adapting to the very dynamic security environment, in order to accomplish the different missions and tasks as directed by NATO, thus playing a relevant role for Spain and the Alliance.

*NRDC-ESP has proved to be the right Corps to assume the role of NATO's Warfighting HQ. From the being of the CREVAL process their Soldiers, Non Commissioned Officers, Officers and Seniors Leaders have shown to be highly professional, skilled, well trained and adaptable.*

*It has been a pleasure to watch this HQ train and grow over the past year and I am proud to validate NRDC-ESP as ready and capable of executing their role as the NATO Warfighting Corps in 2022.*

**FOR THE SOLDIER!!**

*LTG Roger L. Cloutier  
Evaluation Team Chief*





2021

## HQ NRDC-ESP TAKES THE LEAD IN THE NATO WARFIGHTING CORPS

***The NATO Rapid Deployable Corps – Spain Headquarters has been declared 'combat ready' after passing their combat readiness evaluation, CREVAL, during the exercise Steadfast Leda 2021.***

***On January 1, 2022, the Headquarters NATO Rapid Deployable Corps Spain begins its stand-by period as Warfighting Corps of the Alliance.***

The ceremony for the Transfer of Command between NATO Allied Rapid Reaction Corps (ARRC) and NATO Rapid Deployable Corps – Spain (NRDC-ESP), took place at the Araca military base, (Vitoria-Spain), on the second of December. This makes the new commitment of the HQ NRDC-ESP as NATO Warfighting Corps official for the coming year.

With the exercise "Steadfast Leda 2021", HQ NRDC-ESP has concluded an intense one-year training and preparation programme to get its "combat ready" certification. Now, the HQ NRDC-ESP is able to assume the commitment as NATO Warfighting Corps (WFC) for one year from January 1, 2022.

During the ceremony, General Smyth-Osbourne, Commander of the Allied Rapid Reaction Corps, handed command over to General García-Vaquero, Commander of NATO Rapid Deployable Corps – Spain.

Certified WFC 2022 forces are held on standby for 12 months ready to be deployed on operations if the Allies so decide.

The ceremony was chaired by Lieutenant General Roger L. Cloutier, Commander of Allied Land Command.

The designation of the HQ NRDC-ESP as NATO Warfighting Corps for the stand-by period during 2022 is an exciting challenge, and represents once again the strong commitment of Spain, and particularly the HQ NRDC-ESP, to the Alliance.

ACTIVITIES



2021

ACTIVITIES

*"It is my great pleasure and an honor to inform you, that NRDC-ESP, this great multinational team, has been officially certified as NATO Warfighting Corps Headquarters after completing successfully our exercise Steadfast Leda 2021. I want to congratulate all of you, from the first Soldier to the last General, to a job well done. Your spirit of sacrifice and dedication under circumstances that have been truly complicated and challenging was impressive. I urge you to continue with this spirit, knowing, that we will be able to face every future challenge with this kind of attitude. Thank you very much for your excellent work.*

*Twelve Nations – One Team!"*

*LTG García-Vaquero Pradal*

*Commander HQ NRDC-ESP*







**Headquarters NATO Rapid  
Deployable Corps - Spain**