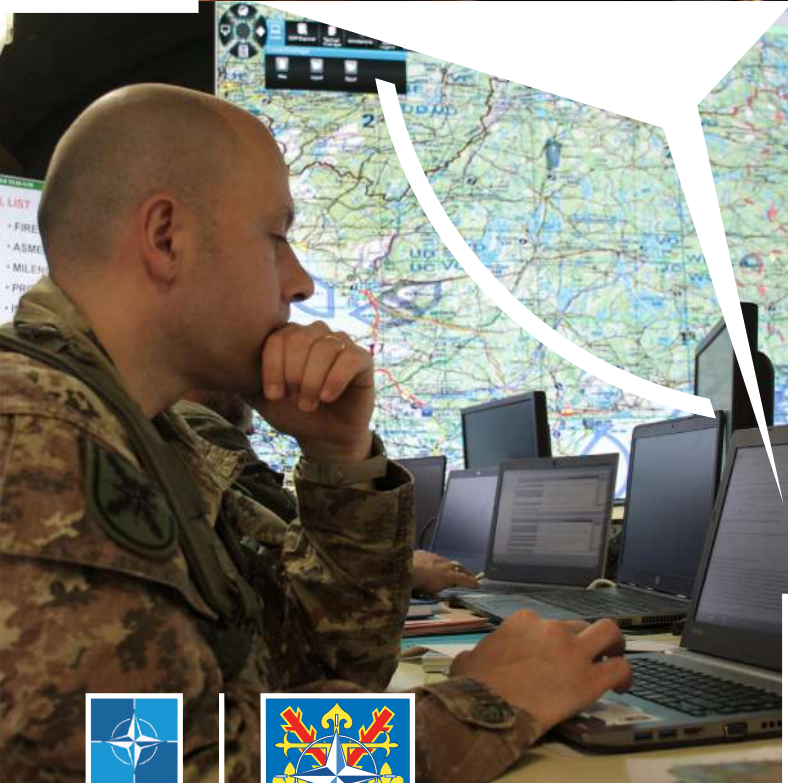
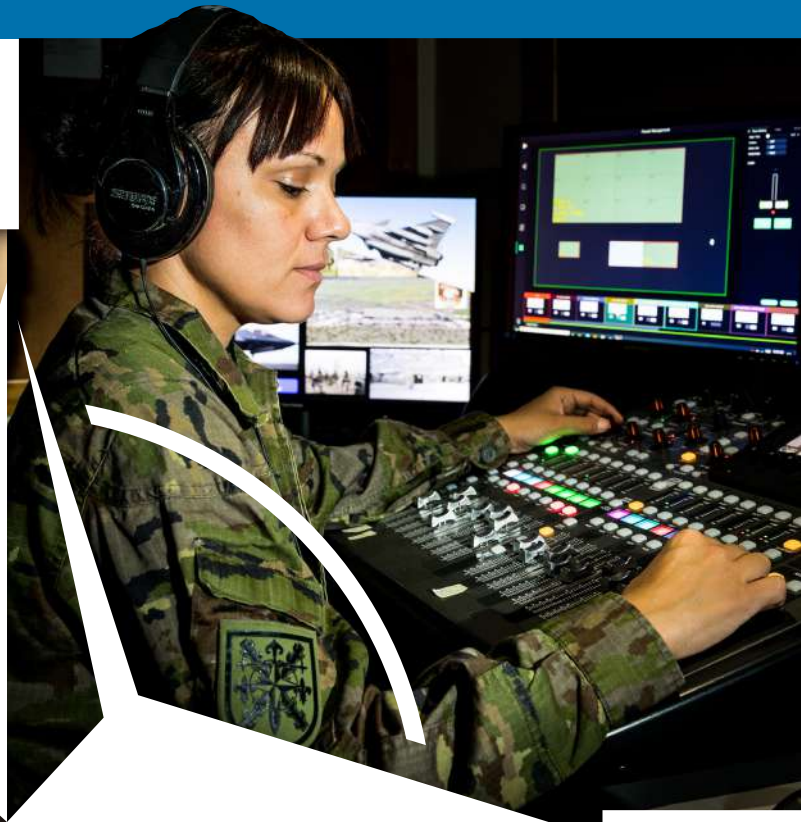


# HQ NRDC-ESP

Journal I — 2023

#TwelveNationsOneTeam





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# Commander's Foreword

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

Dear reader.

I am glad to present the first Journal of 2023. As you may know, our Headquarters will once more be deeply involved in several training exercises across Europe, showing our commitment to NATO. Supporting, mentoring, providing reports, continuously learning—in short, serving to all is our main goal. Not forgetting our own Exercise Valiant Lynx 2023 which will take place in the second semester of this year.

Within recent months, I was pleased to visit our affiliated brigades in Portugal and Greece. These visits were remarkably interesting, and I am proud that these two powerful brigades are part of our team in a wide sense. In the next issue of the Journal, we will present a detailed impression of those visits.

Besides what has been mentioned above, I would like to highlight an important event, held in April: we were once again the host and participant of the NATO Information Environment Assessment Tiger Team who conducted their Workshop in Valencia. This underlined the paramount importance of the cognitive dimension, which we all can witness daily in the Ukraine–Russia War. You will also find some links regarding that topic within this Journal. This is a challenge that all higher echelons, even at a tactical level, must face. Nothing we do, in either peacetime, crisis, or war, is without an impact within the Information Environment.

We continue to closely follow the lessons identified regarding the war in Ukraine that may be of interest to a Warfighting Corps like NRDC-ESP, some of them related to the command-and-control measures which are to be realigned for a modern conflict. We see the importance of small command posts which are digitized, concealed and well connected. You will find an article about this topic as well as other articles correlated with the war in Ukraine in this new edition.

Accordingly, I continue to provide great priority to leadership, information environment, digital transformation, our periodic Southern Horizon assessments, cyberdefence tactical operations, logistics, targeting, grey zone, and planning against the 3 Us (the Unexpected, the Uncertain and the Unpredictable).



All of this takes me to the most crucial point as your Commander. The cornerstone is the person. You all know that I always close with a reference to the team spirit in this Headquarters. But these words are not just said and done. I strongly believe that our bound comradeship is a key prerequisite for our success as learning organization and even more important as a capable and robust Warfighting Corps.

Thank you very much to all of you. We will stand together during the challenging times which lie ahead of us, as we always did in the past.

**“Twelve Nations, One Team”**

# NATO adaptation to new geopolitical parameters

**The NATO 2030 Report “United for a New Era”: The basis for the NATO big 21st Century transformation, submitted on Nov, 25/2020, includes analysis and recommendations of the Reflection Group appointed by the NATO Secretary General.**

Mr. Ignacio Cortiñas (A5)  
HQ NRDC-ESP POLAD

NATO Secretary General tasked the Group with providing recommendations in three areas:

- Reinforcing Allied unity, solidarity and cohesion; including the transatlantic bond
- Increasing political consultation and coordination between Allies in NATO, and
- Strengthening NATO’s political role and relevant instruments to address current and future threats and challenges...

In my view, what NATO really needs is “A **Stronger Geopolitical Strategy**”, which until now, NATO has not essentially needed. The threat to confront now, is beyond the physical dimension, and will remain so for decades. The Alliance today (i.e. each and every one of its member states) has to effectively face a menace that is jeopardizing Western roots and essential values: Liberal System, Multilateralism, Freedom and Peace.

Going through the reports and subsequent studies, and giving high importance to the Madrid Strategic Concept (June 2022), we can highlight a few points by which NATO will face the coming geopolitical uncertainties more efficiently and successfully:

- Through becoming “more political”, and politically active, NATO’s influence reaches other areas, and partner Allies, so as to avoid leaving those countries and regions in hands of the Alliance’s competitors: RUS and PRC.
- By considering the European space and security structure as part of the NATO geopolitical centre of gravity, the Alliance will reinvigorate and fortify its “raison d’etre”. European nations should be in the centre of the decision-making process, which also demands a different European posture regarding their individual responsibilities in the NATO Defence Core Tasks. Balancing the current rates of burden, within NATO, is also advisable.





President of Ukraine Zelenskyy at the NATO Summit in Madrid 2022. Photo credit: [www.nato.int](http://www.nato.int)

- In terms of the internal decision-making process, although the principle of “consensus” is a cornerstone of the Alliance, NATO requires the assurance that decisions and subsequent actions are planned and implemented in an opportune fashion. Deep and appropriate adaptation seems desirable, without breaking the principle of consensus.
  - Highlighting the increasing importance of what is stated in the Art.3 and Art. 5 of the Treaty. On one hand, the Member States should improve its resilience: cyber defence; civil protection; energy security; crisis management; defence proper budget... amongst others. On the other hand, the expression that encapsulates the spirit of Art. 5: “All for One and One for All” should be clearly understood: Everyone must be ready to improve their own ‘One’ without just waiting for the ‘All’.
  - Keeping the “Transatlantic Link” is frequently mentioned. However, generally, that link is only seen in one direction: from US towards Europe. A kind of “compromise” of the US with the European Security and Stability... in the North-Atlantic Area. Meaning, defending Europe against our endemic enemy: RUS. But, what about watching the other direction? From Europe towards US. Notwithstanding that, perhaps in a medium-term, US may have the need to directly confront PRC. Presuming that our “Transatlantic Link” is only bonding west to east, so far, shows a limited way of facing the future challenges.
  - Western Nations, led by NATO and EU need to reinvigorate the high value of multilateralism. How to do it, and the tools with which to implement it must be analysed in depth. To me, this process should not be headed by only one nation, but by an organization: EU, OSCE, UN or NATO, and perhaps in conversations with the Shanghai Cooperation Organization (SCO), by linking through a “SCO Dialogue Program”. Without “Rule of Law” the world goes into “Law of the Jungle”, in the words of President George H.W. Bush. One of the goals of NATO becoming more political, to me, must be successfully reaching a new multilateralism that replaces or adapts the current inefficient system.
- The current system worked quite well for about 70 years, based on the post-WWII principles. However, The World Strategic needs have changed; the Alliances have shifted; the interests, both national and international, have been readdressed; the level of respect for Rules of Law, in the case of some big powers, is at a minimum; technological advances and merging disrupting technologies have changed referential parameters; the geopolitical blocks do not exist anymore... now the nations are “occasionally” partnering with more than one of the big powers, depending on the matter, and the big powers are more dependent on other particular nations (energy, economy, territory, international backing...)



Meeting of the NATO-Ukraine commission. Photo credit: [www.nato.int](http://www.nato.int)

## POST UKRAINE WAR

The war in Ukraine is acting as a kind of catalyser for deep, fundamental, and dramatic changes to the Global Geopolitical Structure. Alliances, Areas of Influence, Tools to use, Instruments of Power, Consensual Decisions, Blocks (?) ...etc. All these adjustments must be analysed and wisely implemented by NATO and in NATO, in order for the Alliance to revive the high level of efficiency that it has always shown.

Perhaps we cannot wait for “the end of the Ukraine war”, to decisively implement most of the changes and resolutely modify the core of the Alliance, because the conflict may stagnate. A result defined by some analysts: “**The Korean Solution**” is dangerous. NATO should not once again be overtaken by events. For this reason, NATO should not wait for a “final declaration of a winner” to write a new “European Security Structure” that firmly links with and within the New NATO Global Structure. A new NATO role in the geopolitical structures. NATO should think global, leaving aside the North Atlantic-oriented mindset.

After reaching a deeper and more serious participation of the Member States of NATO, in terms of compromise, the next step that seems essential for making a stronger New NATO for the future involves a **responsive cession of National Sovereignty** (similar to what EU has gone through).

Such a national decision implies the adoption of a “Common Geopolitical Strategy”, more universal than the one today; disregarding any gain of the “Multilateral Interests” by convincing national populations that what is endorsed by the Alliance includes what each individual nation needs and requires, which sounds like a utopic dream at the moment. The general interest over national ambitions.

One more point for an efficient future NATO would be to find a **Reliable Interlocutor**, on the other side. RUS, since Putin, does not properly fit this level of confidence anymore. It was a fast process of deterioration, through which neither of the two sides knew how to adapt to the changes that the Fall of the Wall brought, while allowing the other side to feel comfortable. RUS/Putin went for a restoration of the USSR power and against the WWII World Order, while NATO decided to open doors and increase its sphere of influence without violence, fighting or wars, just by showing and sharing what living in a democratic, liberal system looks like.

Looking over what the world offers, the multilateral organization that, in my view, fits with these requirements most is the SCO (Shanghai Cooperation Organization). A disturbing point: It is not purely within North Atlantic geographic area. However, as presented within this paper,





NATO-China Bilateral meeting (Sep 2022). Photo credit: [www.nato.int](http://www.nato.int)

geographic limits are not boundaries for geopolitical relations anymore. The nations are no longer categorized “in blocks”, but in kind of **permeable bubbles** that allow countries to partner with different “big powers” at the same time and, vice versa, depending on the matter: energy (with RUS and IRN), defence (with RUS and US), multilateral support (with CHN), trade (with US and EU), investments (with EU and CHN). Big powers are becoming more and more dependent on small countries.

The NATO adaptation to the future is entirely linked to the reinvigoration or replacement of the current system: New Multilateralism 2.0. Keeping what for decades has formed the “Rule of Law in the World”. NATO should not only adapt to it but lead the process. Succeeding on this “challenge” will open the door for a “Stronger NATO”. If NATO does not

embark on this course, another organization might be in the lead and the Alliance might also arrive late.

Does NATO want to allow the SCO to become the New Warsaw Pact? Is NATO to benefit from allowing SCO to set up a global security structure, whose main goal is to confront NATO and Western countries? NATO should realize, the sooner the better, the power and extent of SCO (CHN, RUS, Europe, Arab Countries, Asia...etc) before such a malign goal is established against the West, with China in the lead.

What if, the mentioned “Korean Solution” for Ukraine war demands a complete package? In my view, that solution brings more damage than benefit. It’s in NATO’s hands to prevent this “Potential New and **Bad** European Security Structure”.



NATO Headquarters, Brussels. Photo credit: [www.nato.int](http://www.nato.int)

# Which “Interoperability” do we need most in Field Artillery?

Colonel Lolos Charalampos (GRC-A)  
HQ NRDC-ESP ACOS FIRES&TGT

## INTRODUCTION

Modern combat operations require interoperable communication and information systems down to the lowest tactical level. Interoperability, according to the definition given by NATO, is the ability for Allies to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives<sup>[1]</sup>. This can be achieved through the following multiple dimensions:

- technical (including hardware, equipment, armaments, and systems),
- procedural (including doctrines and procedures),
- human (including terminology and training),
- and information (as a critical transversal element).

Everybody can understand that every pillar of the above is critical and we can't achieve the proper result, which is the accomplishment of the mission, by removing them, or dealing with each one of them in isolation. However, attempting a brief analysis and taking into account my personal experiences, I will try to demonstrate that ultimately, one of the above is more important for the field artillery, especially when we act in a multinational domain.

## FIELD ARTILLERY SYSTEMS

As we know, every nation has its own military equipment, which sometimes happens to be the same (mostly Howitzers, MLRS, FDCs) however the fire support C2 system that we have (a digital platform for all levels of fire support chain of command) needs improvement. Accordingly, in order to increase the operational effectiveness and the efficiency of our forces, this multitude of different systems among NATO Allies has to be interoperable through multinational and joint operations from higher levels as well as to the fire support C2 systems, like US AFATDS, German ADLER, French ATLAS, Norwegian ODIN, Spanish TALOS, Greek DIAS and many more.



Advanced Field Artillery Tactical Data System.  
Photo credit: US Army

## CONNECTING EACH OTHER

A system – platform – software, then, must interoperate and integrate easily with all these different systems, including Navy and Air Force command, to be able to communicate with each other. I am not going to get deep into technical information about the specifications needed (e.g. Multinational interface, Optimize firing plans, DACAS capability, Battle Management System, JAGIC integration), or the interoperability protocols (e.g. STANAG 4537 - NATO Armaments Ballistic Kernel, Adatp3, Variable Message Format, AArtyP - Artillery procedures compliance, Meteorological data STANAG 4082 - METCM, STANAG 6022 -METGM) or the interoperability with other platforms and means (e.g. ICC).

In general, the platform must give the allied participating nations the opportunity to share data and information, allowing for a more efficient and effective method of fire in large-scale combat operations, and must have the ability to coordinate and synchronize fire across all these multiple nations' platforms so that, finally, we can together engage multiple and all kinds of targets.



Photo credit: [www.militaryimages.net](http://www.militaryimages.net)

## DURING THE BATTLE

NATO military forces work together to strengthen their partnership through shared knowledge and understanding of each military's use of artillery.

Working together is essential, especially when operating in the same area or together if called upon to fight on the battlefield.

During military exercises Artillery forces, at least up to the level of Battery, work together to understand how each force plans and employs its artillery. Each exercise is usually focused on increasing the effectiveness and interoperability of artillery assets.

The end state is to establish interoperability and a common operating picture for field artillery operations. This is being able to conduct fire-mission processing from the observer on the hill through fire-direction centres and to the howitzers or launchers in the area.<sup>[2]</sup>

Every nation trains their personnel and tests their systems to ensure that when it's time to execute combat operations, everything will run smoothly.

However, despite every nation's contribution to an exercise or an operation with a certain force of Field Artillery Team up to the level of Brigade, the main issue of common digital language and interconnection remains.<sup>[3]</sup>

## STEPS AHEAD

Through Artillery System Cooperation Activity - ASCA protocol, this common digital language

can be achieved, as we have seen in recent years. ASCA is an encrypted software that allows every country within the ASCA program to share assets and ensure that any target can be reached with deadly precision.<sup>[4]</sup> ASCA allows participants to work side-by-side with other members of the ASCA community, to gain an understanding of how their systems operate, and to begin to understand the process other nations have to go through when conducting missions. ASCA allows multiple nations to come together and test their systems on an international scale, ensuring that it can flow seamlessly.<sup>[5]</sup>

As in previous years, DYNAMIC FRONT 23 shows clearly where interoperability's centre of gravity is. The Europe-directed and US Army led Combined Joint Fires exercise has become the main one, and substantive to integrate NATO allies and partners, and ASCA member nations in which multinational interoperability to non-ASCA signatories, synchronization, and execution of multi-echelon fires through constructive/life fire are demonstrated.<sup>[6]</sup>

## CONCLUSION

As the need for seamless targeting continues to be critical, many positive steps are being taken to improve a digital processing system – at the moment ASCA- to allow the expeditious destruction of every possible enemy with positive coordination of all assets. In other words, with the integration of this common platform all partners can digitally process information and all level fires and targeting operations. Therefore, every nation can use its software and build the necessary database, then using the common platform that allows multinational partners to communicate digitally, they can easily proceed to the next step which is computing fire-mission data. Then the desired aim can be accomplished: the rounds can be sent to the necessary coordinates, or better, with precision to the target. After these short thoughts, I think it is clear that the technical dimension of interoperability, focused on the software - digital part, is decisive in the Field Artillery.

- [1] NATO - Topic: Interoperability: connecting forces.
- [2] Field Artillery Exercise Builds Interoperability and Shared Understanding > U.S. Army Central > News | U.S. Army Central.
- [3] FM3-09.22 Chapter 1 Field Artillery Mission, Roles, Capabilities, and Tasks.
- [4] Allied Land Command - Dynamic Front: LANDCOM Brackets its Role in the Future of Multinational Fires Capability.
- [5] Dynamic Front 21 shows the future of modern artillery | Article | The United States Army.
- [6] SHAPE | Allied National Exercises and Activities.

# NATO systems life cycle management

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

**“FORGET LOGISTICS, YOU LOSE”**  
Lt. Gen. Fredrick Franks, USA,  
7th Corps Commander, Desert Storm.

The complexity of NATO systems has developed to an unprecedented level, leading to new opportunities, but also to increased challenges for the organizations that create and utilize them. These challenges remain throughout the life cycle of a system and at all levels of its architectural details.

*Systems Life Cycle Management (SLCM)* has been acknowledged as a modern concept, providing a revolutionary and exhaustive interpretation of them. Its implementation has reinvented the system concept and set a milestone in life cycle knowledge. The present article presents an insight into this remarkable concept and how it is applicable in NATO.

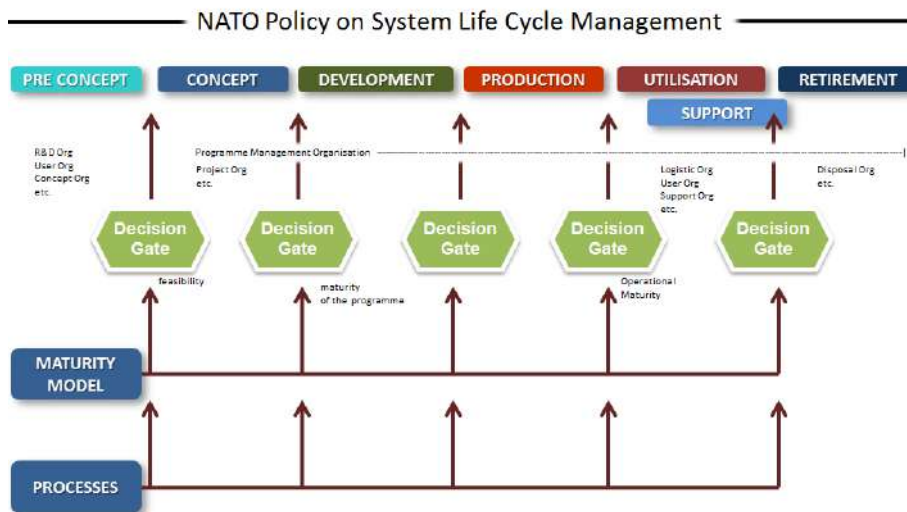
Today NATO’s emphasis is on the provision of military capability, to which weapon systems and equipment contribute to the materiel solution. From the materiel point of view, this calls for a systems life cycle approach, to ensure that the through-life requirements of the system are formulated and addressed at the outset. Nations

and NATO have the responsibility to provide systems that meet the Alliance’s capability and interoperability needs. Implementation of SLCM enables these needs to be met through cooperation and standardization.

The aim of SLCM is to optimize defence capabilities over the life cycle of a system by considering performance, cost, schedule, quality, operational environments, integrated logistic support, and obsolescence. It facilitates interoperability, communication, collaboration, and cooperation, while minimizing total life cycle cost.

NATO *Systems Life Cycle (SLC)* model provides the standardized and tailorable approach for managing programs by NATO, Agencies and Nations. It delivers a comprehensive approach to describe the stages and to aid decision-making at these decision points for all management levels involved in cooperative programs. The SLC model focuses on the formulation of requirements based on a capability gap and the management of a program throughout the life cycle, including accelerated fielding (rapid acquisition) and technology insertion.

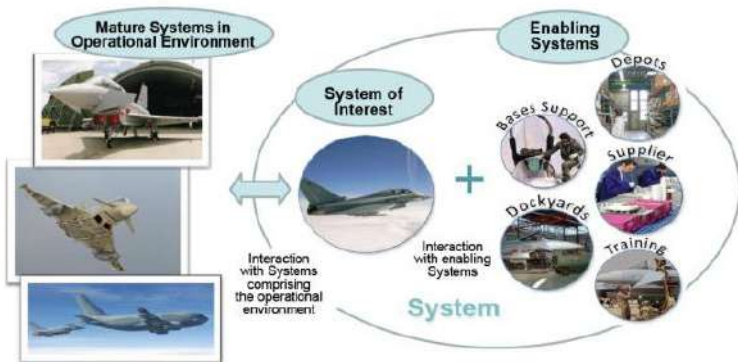
The big picture of the life cycle framework shows the relationship and dependencies between the documents and major elements of the SLC model.



The main objective of a program is to deliver the required capabilities to fill identified gaps with a materiel solution. This means that the System must reach a certain status of maturity in order to operate and perform the needed capability. The integration of the necessary capability components (*Doctrine, Organisation, Training, Material, Leadership Development, Personnel, Facilities, and Interoperability DOTMLPFI*) is a joint effort between Nations, NATO, and a collaborative work with other stakeholders utilizing a wide variety of tools, one of the most important being Project Management. This tool can be used wherever useful within the management of each stage, as well as for definition of requirements, establishment of a program Memorandum of Understanding (MoU), or production of a specific component within a *System-of-Interest* (SOI).

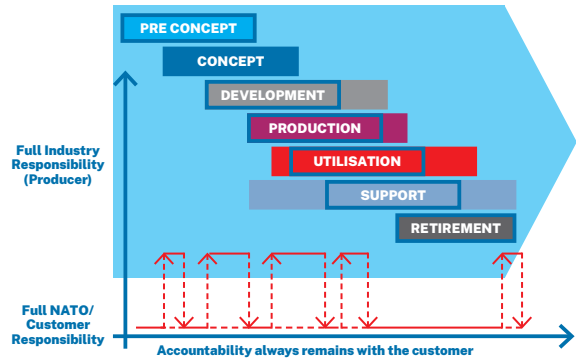
The SOI consists of the sum of subsystems, main components, components (assemblies), and parts to meet a specific and defined purpose as distinguished from other systems. Their essential properties arise from the relationships between the elements.

SLCM is very important to ensure that capability gaps are filled in an efficient, effective, and robust manner, allowing NATO programs to deliver capable systems, meeting these requirements.



## SLCM-System concept in an operational environment

The partitioning of the program and system life cycle into stages is based on the practicality of doing the work in small, explicit, and timely steps. Additionally, stages help to identify uncertainties and risk associated with cost, schedule, general objectives, and decision making. Each stage has a distinct purpose and contribution to the whole life cycle.



## Structured Approach in the Execution of a Program

Intrinsically tied to the partitioning of the program and system life cycle into stages is the responsibility and accountability for the specific program.

A fundamental condition for a program is that the accountability always remains with the customer. Not only do NATO, Nation, and groups of Nations have to provide a certain military capability, they are accountable for the Program over its entire life cycle of the system. The industry takes the responsibility for the product life cycle as integrated part of the SLCM on the basis of contracts with the customer.

The main stages of a typical program are: *Pre-Concept, Concept, Development, Production, Utilization, Support, and Retirement*. Essential elements of each stage are inputs, outputs, and entry/exit criteria. Stage inputs are products that may be used during the stage for the further development towards the System. Stage outputs are work products generated in processes as a result of the execution of the stage. The stages can be executed sequentially or overlapped. The fulfilment of stage entry criteria is necessary to proceed into the stage. Stage exit criteria have to be met to terminate the stage.

The description of the specific stages is concentrated on an SOI that stands at the focus of a materiel-oriented program. Nonetheless, in every stage of the program, the whole program should be considered in a coordinated way with all its relevant components.

In conclusion, the implementation of the SLCM framework enables efficient acquisition, and optimal use, support, and disposal of systems. SLCM quantifies how a system is managed throughout its life cycle using Program Management and Project Management methods. The integration of all necessary SOI and enabling systems at the end of production stage, including Capability Packages, if applicable, results in the delivered or fielded Military Capability.

# HQ NRDC-ESP in support of Spanish Logistics Brigade regarding JLSG activities

Colonel João Luís Rodrigues Leal (PRT-A)

HQ NRDC-ESP ACOS G4 LOG

Lieutenant Colonel Jorge Fernández Ibañez (ESP-A)

HQ NRDC-ESP G4 LOG

The Headquarters NATO Rapid Deployable Corps – Spain (HQ NRDC-ESP) Plenary Meeting that took place in Bétera, on 29th June 2021, analysed and approved some changes in the structure of the HQ in order to make it more suitable to the circumstances and challenges ahead. In this context, it was decided to disband the Rear Support Command (RSC) Branch and to create a new functional area inside the G4 Logistics Branch, at the same time as reducing the structure.

All nations approved these changes based on two main assumptions: when HQ NRDC-ESP does not act as a Joint Task Force (JTF) HQ there is no role for RSC Branch, and the HQ must be able to maintain the core Joint Logistic Support Group (JLSG) capabilities to provide core contribution to the JLSG when HQ NRDC-ESP acts as a JTF HQ. In the second case, the Spanish General Staff will lead the force generation of the JLSG, with a particularly important role for the Spanish Logistics Brigade (BRIOLOG). HQ NRDC-ESP provides a total of 15 posts for JLSG.

The purpose of this article is to detail how the structure of the G4 Logistics Branch has changed in order to achieve the objectives outlined in the 2021 Plenary, but also to demonstrate how we have been able to fulfil our mission now that Spain has offered BRIOLOG to support EUROCORPS as its JLSG HQ for its certification as JTF HQ in 2023 and the consequent stand by period in 2024.

The new functional area, in practical terms, gave rise to the Rear Support Element (RSE) Section within G4 Logistics Branch, and its purpose is to ensure the liaison with the 3rd line of logistics, and to maintain the technical knowledge of the JLSG. Currently, G4 Logistics Branch includes seven sections: Administration, Operations, Plans, Movement & Transportations, Supply & Maintenance, Real Life Support and RSE.

While it is not easy to deal with the multiple tasks arising from the many exercises and commitments in which the HQ is involved, it is also true that they have served to develop and to improve the necessary logistical background in all G4 Logistics Branch military personnel, especially those who have been developing tasks in support of BRIOLOG with regarding the JLSG, most of them covering section heads positions.

HQ NRDC-ESP support to BRIOLOG lasts for three years — 2022 ‘preparation’, 2023 ‘certification’, and 2024 ‘stand by’ – during which our staff have been developing and will continue to be involved in multiple activities and exercises.

This process started in March 2022, when the first seminar took place in Zaragoza to set up the basis of the collaboration between HQ NRDC-ESP and BRIOLOG. Then followed the preparation phase during which many important documents were produced and reviewed by our G4 sections,



including Standing Operating Instructions, Job Descriptions, and Operational and Tactical planning products, among others.

Since then, we have been deployed on the preparation and execution phase of exercise COMMON TENACITY that took place in Strasbourg, France, from 24th October to 11th November 2022. This exercise represented the first opportunity for EUROCORPS staff to work together with HQ NRDC-ESP personnel, which included section heads in Movement & Transportation, Supply & Maintenance, Host Nation Support, and the Joint Logistic Operations Center Chief. All of them assumed a crucial role and actively worked to ensure the overall success of the exercise and especially in the success of the JLSG.



In conclusion, the changes in the structure of HQ NRDC-ESP established in 2021 that had an impact on the G4 Logistics Branch have proved to be appropriate, although very demanding for the staff, especially in a year as demanding as the one we are now experiencing. The efficiency achieved with the aforementioned reorganization lies in the fact that we are deepening the internalization of our JLSG expertise and that our commitment to BRIOLOG remains strong and fruitful.



**Brigadier General Olalla, Commander Spanish Logistics Brigade (BRIOLOG)**

We are now facing the year in which the JLSG will be certified, during exercise STEADFAST JACKAL 23, in November 2023. HQ NRDC-ESP personnel are involved throughout the year in several activities supporting the preparation of the staff, this includes seminars, courses, and Battle Staff Training in several locations (Zaragoza, Bétera, Stavanger and Strasbourg). The HQ will also be fully committed in the preparation of the operational and tactical planning documentation for the exercise. Due to the classified nature of the documentation, many of those activities will take place in Bétera, the home of HQ NRDC-ESP.



**Images from the Common Tenacity Exercise. Photo credit: EUROCORPS**





Source: [www.eptinktank.eu](http://www.eptinktank.eu)

# War in Ukraine. Lessons to be learned

## TACTICAL INSIGHTS FROM THE RUSSIA-UKRAINE CONFLICT. KEY TAKEAWAYS AND FUTURE IMPLICATIONS.

Major Cosmina Bucatariu (ROU-A)  
HQ NRDC-ESP C7 TRG&EXER

Wars are more than simple confrontations involving weaponry and will power; they also serve as learning grounds. The lessons gathered from battles hold the potential to influence not only the subsequent events of that particular conflict but also future military conflicts. The most significant insights can lead to turning points in history, influencing the future of warfare.

As with other major wars, the past year of conflict in Ukraine has demonstrated this effect. Military forces worldwide are examining the conflict, to refine their strategies and doctrine for upcoming confrontations. Therefore, we not only observe evidence of potential developments in the ongoing Ukrainian battles but also anticipate such impact on future conflicts elsewhere.

However, learning tactical lessons during a war can be challenging for various reasons. Firstly, the dynamic nature of warfare, a constantly evolving environment with changing tactics, doctrine, and technologies. Understanding these shifts and extracting the relevant lessons can be demanding. Secondly, there is the fog of war; the uncertainty and chaos inherent in warfare,

which can make it difficult to accurately observe and assess the effectiveness of specific tactics and strategies. Misinformation, incomplete data, and rapidly changing circumstances can confuse the observer when attempting to extract the true lessons to be learned. Despite these challenges, learning tactical lessons from this war is crucial for future success. It however requires the fostering of a culture of continuous learning and adaptation, effective information management, and a willingness to challenge established beliefs and practices.

Monitoring the conflict, HQ NRDC-ESP compiles monthly relevant observations for tactical level, paired with assessments from a Warfighting Corps perspective. HQ NRDC-ESP has developed a comprehensive summary in the classified “Russian-Ukrainian Conflict First Observation Year Book” published in March 2023, which has been disseminated to GRFs community and other organizations.

While the following summary is certainly not complete, several key tactical insights can already be drawn. They deserve further exploration and development, as they hold the potential to significantly influence the evolution of warfare.





Javelin missile. Photo credit: [www.militarytimes.com](http://www.militarytimes.com)



Bayraktar TB2. Photo credit: [www.milmag.pl](http://www.milmag.pl)



HIMARS launchers. Photo credit: [www.mil.in.ua](http://www.mil.in.ua)

### Challenges for traditional military platforms

The war in Ukraine led to concerns about the effectiveness and vulnerabilities of traditional, large-scale warfighting platforms. Tanks, warships, and fighter aircraft have massively returned to the battlefield. However, the effectiveness of these platforms has been challenged by the successful deployment of less costly defensive systems. Ukrainian forces have been able to employ US-made Stinger and Javelin missiles, combined with accurate tactical procedures, to strike Russian forces with considerable impact.

Despite growing challenges posed to these military platforms like tanks, their potential for rapid movement, line-breaking, and armoured vehicle destruction remains essential in warfare and this is again being clearly showed in this conflict. But the rise of cost-effective, precise weaponry highlights the urgent need for an evolved defence strategy - one that combines the force of traditional platforms with the agility of modern armaments.

### Importance of precision-guided munitions

Another important observation is that artillery

continues to hold significant value in modern warfare, with its effectiveness amplified when utilizing precision-guided munitions in well-planned attacks. Ukrainians proved that precision could overcome quantity. Ukraine's reliance on more advanced, precision-guided munitions from the West helps to explain in large part why Russia's "overwhelming" quantitative advantage at the war's outset really was not that overwhelming. The High-Mobility Artillery Rocket System (HIMARS) demonstrated remarkable effectiveness, using GPS-guided projectiles with an impressive 80km range to consistently destroy Russian ammunition depots, command posts, and key bridges. This cutting-edge technology, combined with accurate intelligence, allowed Ukraine to launch standoff attacks, successfully avoiding Russian counterfire and underscoring the essential role of precision-guided munitions in modern warfare.

However, simply combining this strike capability with a sound targeting process deeply meshed into operational and tactical planning as well as manoeuvre warfare will maximise the effect of these high value resources on the battlefield.



A Ukrainian soldier setting up a Starlink terminal  
Photo credit: [www.spacenews.com](http://www.spacenews.com)



Drone training in Kyiv by Aerorozvidka  
Photo credit: [www.washingtonpost.com](http://www.washingtonpost.com)

## Drone warfare

The Ukraine conflict demonstrates the game-changing potential of drone warfare in shaping battlefield dynamics. Although drones have been previously employed in combat, the use of these tactical technologies for various missions by both sides in Ukraine is unprecedented. The battlefield is marked by an array of unmanned systems, ranging from expensive military-grade drones to smaller, affordable civilian-provided ones, all fulfilling essential roles in both scouting and striking with remarkable accuracy. Both sides employ drones for intelligence, surveillance, and reconnaissance (ISR) operations, for target acquisition, artillery fire adjustment and control, delivery of payloads such as bombs, missiles, and supplies, but also in “swarm” tactics to breach air-defence systems.

The use of commercial drones - small, relatively inexpensive, and now ubiquitous - makes the Ukraine war unique, providing unparalleled visibility and enhancing the accuracy of artillery fire. Drones allow the Ukrainian military to operate more efficiently, cost-effectively, and also enables them to gain a tactical advantage over their adversaries and improve their ability to protect their personnel.

## Significance of spatial systems and robust communication networks

Throughout the war in Ukraine, commercial satellites have played a vital role in both military and civilian communications and are likely to be targeted in future conflicts. Aerial images captured by these devices provide crucial insights into troop movements, infrastructure damage, and refugee displacement, assisting in ground situation assessment and strategic decision-making during the conflict. Starlink has emerged as a key component in Ukraine’s military and civilian response to the invasion, significantly enabling drone warfare. The system’s resilience during the conflict demonstrates the potential of satellite-based internet services in maintaining connectivity during times of crisis and their strategic importance in modern warfare. Ensuring resilient communication infrastructure should be a priority in future military planning.

## Use of modern technology for intelligence gathering

Having internet access, Ukraine is able to use mobile applications and the online portal “Diia”, which allows civilians to upload images and geolocation coordinates of different Russian military assets or to provide information about suspicious people who might be collaborators, invaders, or saboteurs. The secure chat system

eVorog (“eEnemy”) allows civilians to provide reports of troop movements. This chatbot has turned any Ukrainian civilian with a smartphone into a digital resistance fighter gathering and sharing military intelligence. Military experts believe that Artificial Intelligence (AI) could play a significant role in future conflicts with AI systems predicting enemy movements and analysing large amounts of data to identify potential threats. But the integration of civilians into digital intelligence systems blurs the line between civilian and combatant roles, posing ethical and legal challenges that could impact their protected status under international humanitarian law and complicate the interpretation of traditional warfare norms.

### Role of social media and information warfare

The conflict in Ukraine has become one of the most internet-accessible wars in history, with real-time updates and videos shared across various social media platforms. Social media plays a significant role in the war in Ukraine, serving various purposes such as information dissemination, propaganda, and fundraising. Both sides of

the conflict use social media to disseminate propaganda and spread disinformation. Social media has become a battleground for narratives, with each side attempting to shape public opinion and gain international support. Understanding and effectively using these platforms will be vital for military operations and strategic communications.

The war between Russia and Ukraine presents valuable lessons in modern warfare, emphasizing the importance of adapting to new technologies and strategies. The conflict demonstrates the need to re-evaluate traditional military platforms, invest in precision-guided munitions, harness the power of drone warfare, maintain robust communication networks, and leverage modern technology for intelligence gathering. Additionally, understanding the role of social media and information warfare in shaping public opinion and strategic communication is essential. These insights have the potential to significantly influence the evolution of warfare and serve as crucial lessons for defence strategists in navigating future conflicts.

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#WeAreNATO  
#TwelveNationsOneTeam

# Starlink in warzone

Lieutenant Colonel Óscar González Álvarez (ESP-A)  
HQ NRDC-ESP G6 CIS

Since the beginning of the Ukraine conflict, as “standby” Warfighting Corps of NATO, the HQ NRDC has been monitoring the invasion, in order to be prepared and to learn as much as possible. In the CIS field, the extensive use of Starlink has been one of the most notable developments.

In this article we will try to explain what Starlink is, and how it has been used in Ukrainian war.

Starlink is a satellite internet constellation operated by SpaceX, a private company, providing satellite Internet access coverage to 50 countries, with the aim of a global mobile phone service. 2019 was the year that SpaceX started launching Starlink satellites. As of February 2023 the number of mass-produced small satellites in Low Earth Orbit (LEO) is over 3600.

In total, nearly 12.000 satellites are planned to be deployed, with a possible later extension to 42.000.

Constellations of LEO satellites were first conceptualized in the mid-1980s as part of the Strategic Defence Initiative, where weapons were to be staged in orbit to intercept ballistic missiles at short notice. The potential for low-latency communication was also recognised and development offshoots in the 1990s led to numerous commercial mega-constellations, using around 100 satellites such as Iridium or Globalstar.

The advantages of LEO are: the lowest amount of energy required for satellite placement, high bandwidth and low communication latency, and that a satellite in LEO needs less powerful amplifiers for successful transmission. Nevertheless, satellites in LEO have a small field of view and so can observe and communicate with only a fraction of the Earth at a time. That means that a network (or “constellation”) of satellites is required to provide continuous coverage.

Starlink history started in 2004 when SpaceX invested in *Surrey Satellite Technology* (SSTL) as part of a “shared strategic vision” to extend the Internet into space. But it was in 2015 when Starlink was publicly announced, with the opening of the SpaceX satellite development facility in Redmond, Washington.

Space X launched first Starlink satellites in 2018, and in November 2020 the Starlink beta internet service was opened to the public and reported speeds of over 150 megabits per second, above the range announced for the public beta test.



Starlink receiver posted by Mykhailo Fedorov.  
TWITTER. [www.elmundo.es](http://www.elmundo.es)

In February 2021, SpaceX opened pre-orders to the public, and in 2022 the licensing of Starlink services for boats, aircraft, and moving vehicles was approved. In December 2022, Starlink had over one million active subscribers.

Yet it is the Ukrainian conflict that puts this new communication network in the spotlight. After invading its neighbour in February last year, Russia quickly looked to shut down local internet services and to block social media. However Starlink, with the aim of ensuring that people stayed connected, announced on 26 February 2022 that Starlink satellites had been activated over Ukraine to replace the internet services destroyed. In two months 5000 Starlink kits had been sent to Ukraine to allow Ukrainians access to the internet.

The original vision of Starlink, for offering satellite Internet connectivity to places with a lack of telecommunications infrastructure (such as at sea, in isolated locations far from cities, or in places suffering from governmental restrictions on Internet access), made Starlink suitable not only in heavily used technology to allow civilians keep in touch with outside world and their relatives in besieged locations, but also as the key component of a successful new fire coordination system.



72nd “Black Zaporozhians” Mechanized Brigade. Photo credit: Radio Free Europe/Radio Liberty

The use of unmanned aerial vehicles (UAV), commonly called drones, such as this modified DJI Matrice 300, connected via a Starlink satellite, allows Ukrainian artillery teams, often in silence and at night, far away from the enemy in safe locations, to target Russian positions by dropping anti-tank munitions.

This configuration is not without its limitations, such as being geolocated while in operation, a fact that can lead to targeted attacks on its users. Moscow’s forces are attempting to obstruct Internet connectivity from space by using jammers. However, according to SpaceX, a software upgrade has been released for Starlink that can avoid jamming transmitters and save power usage.

However, in order to prevent “escalation to WW3” SpaceX recently restricted the licensing of Starlink communication technology, excluding direct use of Starlink on military weapon systems. The limitation restricted Ukraine’s use of Starlink antennas on uncrewed surface vehicles (USVs).

Nonetheless, the success of Starlink in providing internet services in Ukraine demonstrates how commercial space capabilities can play a significant role in our modern high intensity conflicts.

Commercial technologies developed for mass market can be rapidly adopted by civilians and military forces, the barrier for adoption is much lower when compared to bespoke defence-specific technologies. As we can see in the case of Ukraine, hospitals, schools, and forces are able to take full advantage of the technological tool without heavy upfront training.

In addition, the technology is relatively low cost while also being cutting edge. Low earth orbit satellites, an emerging industry, have lower upfront launch costs per unit (incurred by the company) compared to traditional geostationary satellites. In addition, commercial companies like SpaceX build for economies of scale, so the cost per user is often cheaper than for otherwise expensive infrastructure and tools. Finally, nowadays the private sector benefits from employing some of the best technical teams. When Starlink faced cyberattacks by Russian forces, SpaceX’s team heightened security and addressed the attacks, rather than having the Ukrainian forces who procured the technology be responsible for system defence.

On the other hand, the Starlink case highlights the risk of relying on a single commercial company for such critical communication infrastructure during conflict. We have seen this in the volatility of Musk’s enthusiasm to aid Ukraine, both in financing and in service.

Commercial agreements with industry on the military use of commercial capabilities, ensure that we will have all the capabilities available throughout the range of military operations. We need this, especially as we take advantage of the commercial industry to provide additional capabilities to us. In accordance with this premise, MATRANS (Spanish Signal Brigade) successfully tested Starlink equipment for use as a backup Internet connection in initial deployment situations without access to fixed infrastructure, both in FLRT and TACT equipment and even as a complement to the connections of an ICE.

# The importance of institutional communication

Colonel Jesús Marco Vila (ESP-A)  
SPANISH HIGH READINESS LAND HQ (CGTAD-OC)

***“You will never get a second chance to make a good first impression.”***

Although some attribute this phrase to the great comedian Groucho Marx, its true author was Oscar Wilde, the no less famous Irish writer and poet of the 19th century. We use something very similar in Spain when we say that “the first impression is what counts”.

The two previous statements have a lot to do with institutional communication, characterized by the process of disintermediation of news distribution. Until recently, this relationship was monopolised by a receiver, overexposed to news, not all of it truthful, and a sender, personified by the traditional media, who have monopolized this relationship so far. Now, everything is much more fluid, with an immediate system, with the opportunity to go viral and bidirectional, in which the recipient interacts by consuming information and producing content, with a multitude of channels, primarily thanks to the rise of social networks and new digital media.

Today more than ever, every organization needs to say what it does, believes in or thinks, in a transparent manner, creating the most positive perception possible among its audiences, and generating trust something quite difficult to achieve.

In the business field, institutional communication forms part of what is commonly known as integral communication together with corporate communication, internal communication, external communication, commercial communication, public relations, corporate social responsibility, and crisis communication.

There are many definitions of institutional communication, but almost all of them seem to agree

on its aim, which is the establishment of quality relationships with its interest groups (stakeholders), for a better knowledge, understanding and, ultimately, appreciation of their values and the way in which it puts them into practice.

According to various sources, there are those who associate it with corporate communication, with which it shares the need to create and maintain a good internal and external reputation, raising awareness of the organization, and influencing its environment, however there are some differences. From the point of view of the issuing entity, institutional communication would be that which emanates from public organizations while corporate communication applies to private companies.

If we refer to the objectives, the first one, socially oriented towards the common good, is to establish and maintain a positive and lasting link between the institution, its internal audience and the society which it serves, based on a public image appropriate to its purposes and activities, while transmitting the essence, philosophy and values that rule the organization. Key words in this are legitimacy, transparency, trust, sustainability, and citizen participation. The second is mainly to achieve its business objectives by projecting its identity towards itself and in the market, with much better-defined audiences, which generates a positive perception, and re-establishes trust and loyalty among its customers and employees, while at the same time strengthening their business culture.

Another difference, derived from the previous ones, refers to the content. Institutional communication deals with more generic topics such as politics, health, culture, the environment, or security, while corporate communication deals with history, mission, vision, values, economic challenges, and labour aspects. Dependence on public or private budgets also has a significant influence on both types of communication, being more flexible in the case of corporate communication.



## ERRORS IN INSTITUTIONAL COMMUNICATION

According to the Spanish communication consulting agency AÓM, the most common errors in institutional communication are:

### 1. Communication only in times of crisis

It may seem that an army, due to the nature of its activities, is always in this situation, but it is not. It is true that military institutional communication is, by itself, very restricted, much more than in other public service groups. A good reputation and the need to explain what we do, how we do it and why we do it cannot wait until it is too late. Tools for this situation start from a good reputation, worked and achieved over time and having a good crisis plan, leaving as little as possible to chance.

### 2. Believing that everything we do is news

Logically, audiences have a life of their own. What seems very relevant to us or that clearly helps to achieve our objectives does not necessarily coincide with the perception of our target audiences. We must assume that the generated content is not only of interest for broad sectors of society, while others directly reject it. And what about the media, with their own agendas and interests and with publication criteria that are generally not aligned with, or even far from our own? Social networks deserve a separate mention because they are governed by mechanisms that, although sometimes predictable, require a genuine expert to obtain the expected diffusion and acceptance. Here we can try to answer some questions: Does it add any value? Is it interesting and current? Is it told clearly and attractively? Or does it generate more doubts? The professionalism and determination of the armed forces to fulfil their mission in any circumstances must be an unequivocal message.

### 3. Wanting to communicate everything and in any way

The military institution is traditionally closed, and not eager to communicate anything, as a general principle. And one extreme is as bad as the other. Communication mantras such as “everything communicates”, “not communicating, communicates” or “if you don’t say it, someone will do it for you (and you may not like it)” are clearly true on every occasion. This is changing and the armed forces, perhaps to a greater degree than other organizations, due to their specific “market segment” or “core business”, need to have a communication strategy that, without losing its objectives, has all the necessary precautions (operations security, OPSEC), and allows organizing content, audiences, channels and deadlines and even the possibility of facing possible crises that will come.

Not only is the background important. The form is even more.

### 4. Intending that all messages go through the first time

If we have previously recognized the difficulty that not everything, but the majority of what we want to communicate adds value to the perceptions and even the lives of citizens, we must continue fighting to be better known, so that what we do for the society can eventually be recognized and appreciated. Institutional communication is key to spreading this idea, which in Spain we call the “Culture of Defence”, in which, without being more alarmist than necessary, we must make our fellow citizens see that total security does not exist and that in these current times, and even in peace, is at the mercy of threats, not all happening every day, although some of them do, and it deserves someone concerned and prepared to counteract them.



## 5. Using the same format and language for all communications

Always having credibility and trust as goals, it is more than evident that not all target audiences are the same, from the citizens in our countries, and the inhabitants of the countries where we operate, to the coalition allies in an operation or the media. And within these, there is a whole segmentation by age, socioeconomic level, etc. It is essential to adapt a coherent narrative to the various channels to make it reach its recipients in the best possible way, using their own language and the way they consume the information (press releases, communiqués, institutional statements, and videos on YouTube or Instagram, social media...).

### WHY SHOULD ARMIES TAKE CARE OF INSTITUTIONAL COMMUNICATION?

Institutional communication in the field of military organizations cannot be the exception, either in its importance or in the complexity it entails, not only on a day-to-day basis but also when we move to the operational arena. Effective communication is a fundamental factor, which must be addressed from the highest levels of the chain of command, to ensure the achievement of the objectives set in each one of them, through the proper functioning of the system. It is, therefore, a strategic tool or, what we understand better, a command function. As such, it must be considered from the planning stage and during all phases of the operation. And it is transversal because, although it should be handled by experts, it can affect any component of the force at a given moment.

Even though it is a field that has experienced exponential growth in recent times, Institutional communication poses various challenges that armies need to be aware of and prepared for.

The first comes directly from the characteristics of the current and future operating environment, one

of whose most recent areas, cognitive, forces us to consider its influence on the way of operating. A multitude of destabilizing events take place in a “grey area” before the “classic” hostilities like the ones we are seeing in Ukraine. Disinformation is so widespread that, given the speed and virality at which information circulates, perceptions and the decisions to be taken are exposed to a wide margin of error until the evidence becomes reality. Counteracting the disinformation actions of the adversary provides us with the possibility of early and better decisions, which can be a matter of survival.

The appearance of disruptive technologies and their application to digital transformation, increasingly democratized as they are available to more people, makes both the positive and especially the negative circulate at speed and arrive in real time to a few recipients like never before. Hence, the veracity, speed and clarity of the information is essential. Otherwise, hard-earned reputation and trust may be undermined. The training and coaching of the Force in digital skills is essential.

Undoubtedly, the obstacles that cultural, language, political, religious differences or societal models may pose, both in the areas of operations and with respect to allied countries, constitute challenges that must be faced in a planned and coordinated manner through a proper communication strategy, so as not to jeopardize the success of the mission. Unity of purpose and coherence and the role of spokespersons are key.

As the organization it is, the armed forces are not exempt from social responsibility, a concept closely linked to their reputation and legitimacy to fulfil their tasks. Therefore, legal, ethical, equality or sustainability aspects cannot be left aside and not only must they be exercised, but also communicated.



# Prisoners of war and crime of aggression in the Ukrainian conflict

**Captain Jordi Ribera Folgado (ESP-A)**  
**HQ NRDC-ESP LEGAD**

The purpose of this article is to address, very succinctly, two issues that we believe are currently generating the most debate from legal point of view in connection with the Ukraine-Russia conflict. These are the following: firstly, whether it's possible for Ukrainian judicial bodies to judge Russian troops fighting in Ukraine, according to their own criminal legislation, since this is an illegal invasion, or if, on the contrary, these troops, once they fall into the hands of the Ukrainian authorities, are always considered prisoners of war and, therefore, not criminally responsible for the acts committed during their military actions; secondly, we will address whether there are legal possibilities to prosecute the top Russian leaders, both political and military, for the illegal invasion of a sovereign state such as Ukraine.

From our point of view, when there is an armed conflict of an international nature, i.e., a State using force and military action against another State, the situation is internationalized, so, the fundamental legal framework is International Humanitarian Law. National laws, in this respect, take a back seat.

Under the umbrella of International Humanitarian

Law, combatants on both sides, as long as they comply with customs and the law of war, are not criminally responsible for the acts they commit during the course of military operations. If they are captured, they shall enjoy the status of Prisoner of War, and shall be entitled to a number of rights which the capturing power must guarantee them, and they must be repatriated to their country once hostilities have ended.

In other words, Russian forces, even if they are considered to have illegally invaded Ukraine, cannot be criminally prosecuted for it. They will not be responsible for the actions they commit during the course of military operations, and if they are captured, they will always enjoy the status of Prisoner of War. It is a different matter if, during military operations, the Russian forces fail to comply with International Humanitarian Law and therefore commit war crimes, or any other common crime defined in the Criminal Code. Then, and in accordance with a general principle of criminal law, the territoriality principle, national legislation, which defines these types of crimes, would come into play and criminal proceedings could be initiated in Ukrainian courts. In fact, this has been done in relation to Russian fighters who have committed certain unlawful acts against the Ukrainian population.



**UNITED  
NATIONS**

In relation to the second of the questions, this is, the possibilities of prosecuting the Russian leadership for the invasion of Ukraine, we should refer to the crime of aggression. This crime was first defined in 1974 in Resolution 3314, of the United Nations General Assembly, in the following terms: *“The use of armed force by a State against the sovereignty, territorial integrity or political independence of another State, or in any other manner inconsistent with the Charter of the United Nations...”*

*Any of the following acts, whether or not there is a declaration of war, shall be characterized as an act of aggression:*

*(a) The invasion or attack by the armed forces of a State of the territory of another State, or any military occupation, even temporary, resulting from such invasion or attack, or any annexation, by the use of force, of the territory of another State or part thereof.”*



International Criminal Court

Subsequently, the crime of aggression was included, without definition, in Article 5 of the Rome Statute that creates the International Criminal Court. This article states: *“The jurisdiction of the Court shall be limited to the most serious crimes of concern to the international community as a whole. The Court shall have jurisdiction, in accordance with this Statute, over the following crimes:*

*(d) The crime of aggression.”*

There could indeed be a crime of aggression, which is committed with the illegal invasion of a State by another, but those responsible for this crime would not be the members of the Russian Armed Forces, but the political leaders and top military leaders of Russia, who could be prosecuted for the commission of this crime of aggression, classified as a war crime in the Rome Statute, created by the International Criminal Court. There are two problems with this alternative.

First, at what level does the responsibility of the

political and military commanders start? Can a captain commanding a company be responsible for the crime of aggression, or is a higher level of responsibility and command necessary? It may be clear more or less that the President of the Federation, his Minister of Defence and his Chiefs of Staff of the Armies are responsible for the crime of aggression. But from there downwards, where to establish the limit beyond which there will be no criminal responsibility? This is a question that has not been discussed much, nor is there unanimity in the doctrine, which in practice has been solved in different ways depending on the case.

The second and, in our view, more important problem is that Russia is not a party to the Rome Statute, and therefore does not recognize the jurisdiction of the International Criminal Court. It is not possible, therefore, to prosecute Russian leaders in this international body. The most viable option, in our view, would be the creation of special “ad hoc” tribunals to prosecute these crimes. This solution has already been implemented in international practice. We can cite, for example, the cases of the International Criminal Tribunal for the former Yugoslavia and the International Criminal Tribunal for Rwanda, both created under the auspices of the United Nations Security Council. However, the situation and the international context would have to be very different for international judicial bodies to prosecute Russian authorities and leaders. The fact that Russia is a consolidated state and not a failed state, that it is one of the main international gas suppliers, and that it is a permanent member of the United Nations Security Council with veto power, makes it almost impossible for Russian authorities to submit to judicial bodies created by the West.

By way of symbolism, and to conclude this article, we will cite the arrest warrant for Russian President Vladimir Putin issued by the International Criminal Court on March 17. Specifically, this international body alleges that Putin is responsible for war crimes for the illegal deportation of Ukrainian children to Russia. However, as we have previously pointed out, the International Criminal Court has no powers to arrest Putin and can only exercise jurisdiction within the countries that signed the agreement establishing the Court. Nevertheless, it’s an important gesture, carried out by a body with great authority in the matter, and which makes the Russian President an international target of repulsion and condemnation for the large-scale invasion of the Eastern European country.

# HQ NRDC-ESP Military Music Unit

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

Military music is vital for our armies, and it is part of the history of a country. It raises morale and drives the troops to be prepared to accomplish the mission.

The first Military Bands were established in Rome, under the reign of Servius Tulio (578-534BC), where its main purpose was to match the march.

Nowadays, there are 26 Military Music Units in Spain whose members belong to the Military Music Corps, included within the Common Corps of the Spanish Armed Forces.

The HQ NRDC-ESP is one of these Military Music Units that received this name on January 17, 2007. Its professional work is reflected in the holding of concerts, recording of music and in its participation in military events and parades, giving greater relevance to them.



The HQ NRDC-ESP Military Music Unit usually carries out its musical activity within the tasks assigned to it by the Spanish Army, but it also participates in numerous symphonic performances, such as the Concert Series that HQ NRDC-ESP Military Music Unit has been offering to society for thirty-five years, being the pioneer in performing these Concert Cycles to the citizens in Spain year after year. These renowned and successful Concert Series allow us to enhance and strengthen the bonds that must exist between society and its Armies, inviting them to enjoy these musical encounters completely free of charge.



The HQ NRDC-ESP Military Music Unit archive is a proud inheritor of the history and traditions of the old Music of the Infantry Regiments with garrison in the cities of Valencia, Paterna and Campamento de Bétera, as well as Castellón, Alicante, Játiva, Cartagena and Lorca.

The musical work of this Unit has been recognised numerous times by specialist critics, to the point of having been elevated to the category of "INSIGNE" by the Very Illustrious Academy of Valencian Music.

The HQ NRDC-ESP Military Music Unit staff is made up of 1 Officer, 18 NCOs and 13 enlisted. Its renowned conductor, Major Armando Bernabeu Lorenzo, has been masterfully directing the Military Unit since 2019. Its second conductor is the veteran non-commissioned Officer José Miguel Martín Torrejón with more than 40 years of experience as a military musician.

# Rugby, more than a sport

Colonel Américo Juan Rodríguez Matías (ESP-A)  
HQ NRDC-ESP ACOS G2 INTEL



If one day we are reading something like this: ...”He has assumed a natural leadership worthy of note, SOLDIERS like him are undoubtedly what make our beloved motherland a great one. And of course, your Unit has been more than well represented. In addition, the dedication and self-discipline of all of them, has been key to creating (and enjoying) a very good atmosphere at all times throughout this phase, which has been a very demanding but certainly a very comforting experience.”...

Does it refer to a pre-deployment phase in any Area of Operations? Is it talking about a pre-combat action? Or does it refer to a rugby team?

Given the title of this article, it is clear that we are referring to a phase of a rugby concentration of a military team, but it is also clear that in the other two contexts it is also perfectly valid.

In short, the values of the military profession, past, present, and future, are also reflected in a sport like rugby, a contact sport, a sport of “elegant violence”.

In this article we are going to try to explain what rugby is, why it is more than a sport, and why it is a sport that smacks of the vocational essence of the military. We will do it through a graphic document of photographs shot during the concentration phase carried out by the rugby team sponsored

by the HQ NRDC-ESP, “Dragones del Rey Jaime” between late January and early February. Seven days of morning work, afternoon work and even night work (literally) where physical and technical sessions were mixed in the UER Moncada rugby field, with academic classes about rugby rules “seasoned” with an explanation of those tactics that were going to be developed in scrummage the following morning.

A social dinner was organized to create a synergy between the members of the team that would also allow success in the “third half”.

The typical schedule was as follows:

- 08:00 Breakfast
- 08:30 Departure to the rugby field
- 09:00 Physical and Tactical Session (UER MONCADA Facilities)
- 13:00 Departure to the Manises Air Base. Residencia Militar Juan Carlos I
- 13:30 Shower
- 14:00 Lunch
- 15:30 Technical session: rugby rules
- 16:30 Academic session - tactics (Classroom)
- 18:00 Stretching session (Gym)
- 20:00 Dinner
- 21:30 Viewing of matches
- 00:00 Silence





In short, why is rugby more valuable than other sports for military practice? What makes it different? It is clear that it is a team sport with strategies that must be applied to obtain a greater advantage and to ensure the full realization of effort. In this respect, there is nothing special when compared to other team sports. It is also a contact sport where “hand to hand combat” has the main role. At this point, the selection of similar sports narrows. However, the culture of respect towards the referee is one of the great characteristics that distinguishes it, there is no option to argue with the referee without being punished for it (by a penalty kick). More than that, this almost “sacred” respect for the judge of the contest is transmitted to the supporters when encouraging their team. Under no circumstances are refereeing decisions questioned in the moves of the match. DISCIPLINE is cultivated.

Being as it is, a contact sport, any kind of aggression is not allowed, such as stopping

an opponent with tackles from the waist up. The danger of causing serious harm requires strict punitive measures. This kind of behaviour is severely punished, in addition this affects everyone. HONOR is cultivated.

Also, at the end of the game, in every single game, the winning team makes a corridor for the opponent, so the defeated team pays tribute to the winners just before leaving the pitch. ABNEGATION is cultivated.

And what also happens after each match, usually organised by the host, is that the two teams come together in camaraderie, in the well-known “third half”. In it, both teams share the experiences about the match, overcoming any hard feelings. The bonds of all enthusiasts of this sport are strengthened. And in non-professional categories, these moments are even shared with families, where couples and children also participate, becoming a celebration of a full day of rugby. GOOD TREATMENT, FRIENDSHIP is cultivated.



Colonel Cortiñas joined the Spanish Army in 1975, at the age of 16. His first assignment as an Officer, after leaving the Military Academy, was in “Grupo de Regulares de Tetuan Nº1”, Ceuta, where he commanded Platoon and Company. Before becoming Political Adviser (POLAD) to the Commander HQ NRDC-ESP in 2018, Col Cortiñas served in Spain and in various countries across three different continents: Africa, Europe and Asia, which gives an idea of his experience.

During his career, Col Cortiñas was, by chance, at the centre of a number of historical events, which meant facing and dealing with difficult challenges: 1st Commander of New Units; Transformation of a Brigade from Mountain to Light Infantry (as chief of staff); EU Diplomatic post to deal with BiH Politicians (Sarajevo, 1995); Member of the Strategic Issues Team – Plans and Policy Div – IMS NATO HQ (2000, the year of the NATO transformation from Cold War to 21st Century); Defence Attaché in The Netherlands and in Indonesia.

He is married to Marisa and has one son and one daughter.

### **Looking at your impressive biography, what assignments or professional experiences you would like to mention as the most demanding?**

The most critical moment for anybody, in my view, is the first assignment. In my case, as Lieutenant in my first Company, commanding a Platoon. As one of the youngest of my year course, in 1980 all my soldiers were older than me, I had recently turned 22. I faced that challenge with a firm decision of being a serious, loyal, approachable leader - fair and strongly disciplined. I demanded that all my soldiers had the same attitude towards the service.

### **And then afterwards, as a more experienced officer?**

Another post to mention as being very highly demanding and extremely hard working was my time in the IMS (NATO HQ). The team (4 officers) were given the mission “to invent the New NATO for the 21 Century” ... then we invented the New Force Structure and renewed the NATO Command Structure in depth. That meant more than 10 hours of work per day and some weekends at the office. As a result, NATO today has HQ NRDCs and a high readiness mindset. And as the weirdest assignment, I would say serving as EU Diplomat in Sarajevo, secretly dealing with what ended up as Dayton Accords (1995).

### **It looks like you arrived in the right place at the right moment... or should we say at the wrong place at the wrong moment?**

Hahaha, I thought about it many times. However, the case is that these chance opportunities allowed me to experience amazing times that I enjoyed very much. In fact, throughout my career, I have received offers to join other International Organizations, with better salaries, and I always refused them. The Army is my life and I feel myself very lucky to have arrived at the right time and moment.

### **Do you think that NATO is adapting quickly to new geopolitical environment?**

It is difficult to answer this question. The answer may be influenced by where you are posted, and also by the level of the decision-making process you are at. From my post, at tactical level, I believe NATO is evolving at a steady speed within the most consensual frame possible. Sometimes it seems overtaken by the events, but when NATO starts the engines, it is amazing. Look at the experience of events such as the NATO response



to the war in Ukraine, or when NATO had to adapt to deal with terrorism as new threat.

**Your current post, as Political Adviser, sounds a bit bizarre in a HQ like ours. Tell us about this responsibility. Should I address you as Mr. or Colonel?**

NATO Political Advisers are a key component of the Alliance. They used to be senior civilian officials who offered strategic advice on political, military, and security issues to NATO and its member countries. They have an important role in promoting political decision-making, fostering consensus, and helping to ensure the collective security of the Alliance. At a tactical level, like our HQ, the need for having a POLAD has been considered as a military requirement for certification since a few years ago. I see my main and overall task in this HQ is to keep our Commander at Strategic level anytime, disregarding the level of the mission to be accomplished. A three star General should not lose his strategic perception when commanding any operation. With regard to Colonel or Mr, actually my post is an A5, civilian, which is the reason why I dress in civilian clothes. The post is covered by Spain with a Colonel, in Reserve. HQ NRDCs POLADs are either Diplomats or Colonels no longer on duty service.

**I guess that your family has played an important role in all these assignments, moving and accommodations. How was it?**

Certainly, without their support I would not have experienced such an interesting time. The family has been together all the time. It demanded huge sacrifices from all of us. Once, I remember, my daughter asked, “Mom, what language do I have to study in now?” after four years studying in three different languages. Schools, friends, culture... all might have become a problem. My wife, Marisa, is



philologist and she speaks three languages, which helps a lot with easy integration and helping me to be able to focus on my job. Our children have studied abroad. Those sacrifices also give them more opportunities.

**Having such a busy agenda I guess you do not have much time for yourself. How do you like to spend your free time?**

I believe that all of us have three big building blocks in life: Family and Friends, Work, and Hobbies. The success comes when you can properly combine all these three fields. I was lucky because my family adapted well to all my assignments. Friends are what I miss the most, because distance and frequent travel make keeping close friends difficult. This is why I like to meet friends, spend time with them, smoking a Cuban cigar and chatting. My wife and I like traveling, particularly on holidays...hahaha... It is our main hobby. I also like to read history and explore different cultures, trying to understand “The reason why any given event happened.”



Born in Veroia (Greece), Lieutenant Colonel Georgios Kostelidis is an engineer officer with an extensive experience in his area. Since his graduation from the Military Academy in Greece, he has held numerous engineer-related assignments, both in engineering companies and in the Military Construction Agency in Greece.

He joined the HQ NRDC-ESP in 2020, working as a staff officer in the MILENG Branch. Prior to this assignment he also served HQ NRDC-GRC, in Thessaloniki (Greece).

He has attended numerous military engineering and staff officer courses at army and joint level, as well as several master's degrees at the University.

He is married and has two children.

**Tell me, how has it been adapting to coming to live in Valencia? How is your family managing it?**

Valencia is beautiful, and a safe city to live in, especially for families. We have been here for 2 years now and even though in the beginning it was a bit difficult to adapt, after just a few weeks, our life returned to normal. There is a Greek word "Filoxenia" that means hospitality, and this is how I would describe the behaviour of the Spanish people towards me and my family. Their attitude, their smiles, their politeness, and the similar way of life helped us to adapt the new "Spanish" way of life quite smoothly and rather easily.

**What exactly does your work in this Headquarters consist of?**

In the Headquarters (HQ), as NRDC-ESP MILENG Branch Intel Chief and Information Manager Officer, I am asked to provide and formulate Engineer specific Intelligence and Engineer Information requests as necessary. I am also responsible for improving and updating the common Engineer doctrine and for employment of all NRDC-ESP and sub-ordinate formations' engineer units. I am in close liaison and coordination with the G2 branch on Intel requirements concerning the Engineers. Additionally, during the time I have been at the HQ, I have participated in the exercises of our HQ and in the exercises of other HQs performing my duties, or other duties as directed.

**Why did you become a soldier? What motivated you to do it?**

To be honest, I hadn't thought of joining the Army until the end of high school. At high school we had to choose a career path. At that time, I read an article about the Military Academy, about the values that a military officer represents, the hard training and the career opportunities that open up after graduating from the Academy. The truth is that in my country and especially where I come from (a small village in the northern part of Greece), it is a great honour to become an officer. The final push came from a friend of mine who was already in the academy and helped me clear my thoughts and take the right decision, as it turned out, to join the army and serve my country. The principles and virtues of a soldier such as dedication, duty, sacrifice, and unselfishness really motivated me to follow this demanding path.

**What is your fondest memory of your experience in the Armed Forces?**

I am not sure I can single out just one of them. In the army we all know that the demanding environment and the arduous training creates bonds with other colleagues, and also unforgettable memories.



However, if I had to choose one, this would be the day I handed over the command of the Engineer Company which I had the privilege to command for two years. Two very intense years with strong memories, with strong bonds with the personnel I had under my command. I believe that this is the best part of our job, working together with individuals, cooperating with different people, bringing out the best out of them, and building bonds that can last for a lifetime.

**How does a Greek military officer value his country's membership of NATO and what does it bring to the world order?**

Greece is known worldwide for her historical legacy as the birthplace of the Olympic Games (776 BC), democracy, science, architecture, and arts, especially in the Classical era and Hellenistic Age. The most famous examples of this period are the great iconic Temple of Parthenon in Athens and the Temple of Zeus at Olympia. The Greek Armed Forces always fought for the principles of freedom, democracy, and justice. A prominent example is the Battle of Marathon at 490BC during the 1st Persian invasion of Greece, when Athenians, assisted by Plataea's citizens, fought against all odds and prevailed against the Persian forces, who until this point had been invincible. The victory of the Greeks averted the Persian invasion into Europe, and was a pivotal moment for western civilization as it evolved in the following centuries. Following that the "Alexander the Great" campaigns took place, and in this sense Greece framed the course of history of the western civilization as it is nowadays. The Roman Empire rose up after the defeat of the Macedonian "Alexander the Great". However, it became heavily influenced by the achievements of Greek architecture, culture, science, and arts. After four hundred years under Ottoman Rule, Greece rose up and fought the War of Independence in 1821, when it fought against all the odds for freedom, democracy, justice, and rule of law. During the 20th century once again within our 2.500 years of great history, Greece fought with incredible courage alongside her Allies in WWI and WWII against the Axis forces and won, against all the odds, defending our common values and principles, and compelling the British PM Winston Churchill to state in an interview during the German invasion of Greece 1941: "...Until now we used to say that the Greeks fight like heroes. Now we shall say Heroes fight like Greeks".

Consistent with our principles, our heritage and devotion towards our "legacy", Greece became a NATO member in 1952. Since then, Greece has participated actively in NATO missions all over the

world, with the goal of preserving peace, freedom and rule of law as well as strengthening the Alliance's cooperation with all its partners and promoting democratic values. As a Greek military officer working in a NATO environment, I feel that I belong to an Alliance that shares and promotes the same values as my country. Dedicated to these principles, the Greek Armed Forces personnel remain fully committed to our common goal, which is maintaining international peace and security and the respect for international law and human rights.

**How do you think society perceives the Atlantic Alliance and what can we do to improve?**

I believe that the vast majority of society considers that the transatlantic bond between NATO's European and North American member countries is very important for our freedom and our security, especially after the invasion of Ukraine by Russia. Furthermore, people support our NATO membership, and in this way we are able to deal with the security challenges of our time, and preserve peace and stability in our periphery and beyond. From my point of view, the war in Ukraine provides the perfect opportunity to Allied and other countries to demonstrate that NATO is relevant more than ever, to inform their civil societies about the Alliance roles and actions against Russian assertiveness and unlawful actions against the sovereignty of Ukraine. In light of this, we can make them understand how NATO actually contributes towards our peace and security, and ultimately, we can reinforce our civil societies' preparedness, unity and resiliency towards Russian propaganda and in this way strengthen our solidarity and our cohesion.

**What would you highlight about Spain and its idiosyncrasies that stands out to you?**

I really think that the mentality and the way of living in Greece and Spain are similar. We are both Mediterranean countries, we are modern western democracies, and we share common values and principles. What I really like that stands out about the Spanish people, is the way they deal with everyday life. People are relaxed, trying to enjoy and make the best out of life, to eliminate the stress and the everyday pressures. They hang out with a lot with friends, enjoying the countryside, the sun, the sea, and the good food -basic elements that lead to a normal life and wellbeing. In addition, they are hard workers, smart, and always trying to balance their daily requirements (basically at work) with their personal / family necessities. This is what I am planning to keep as my family's attitude in our life, after the end of my tour when I have to go back to my country.



Although he was born in Foligno (Italy), as a child his family moved to Rome where he attended school until he joined the Italian Army. In 1988 he enlisted with the 64th Non-Commissioned Student Course.

After the training process, he served for several years in an operational barracks in Northern Italy before being transferred to the Cesano Infantry School in Rome. At the Infantry School, he worked as a shooting instructor, sniper, and physical education instructor. Now he works in G7 branch at the HQ NRDC-ESP.

He has taken numerous courses such as parachuting, swimming and diving, lifeguard, fitness instructor, and massage therapist among others. To complete his background, included in his CV are Military Rescuer health assistant, Master's degree in Physical Education at University, Functional Recovery and cardio fitness courses.

He is married and has two daughters.

### **Tell me, how has it been adapting to living in Valencia? How is your family managing it?**

It wasn't difficult for me to adapt to living in Valencia. People are very friendly and helpful and, despite knowing little of the language, I must say that I have never felt uncomfortable. My family had to stay in Italy but we manage to see each other every month alternating between Rome and Valencia.

### **What does exactly your work in this Headquarters consist of?**

As a member of the G7 TRG&EXER Branch my job is to support the ACOS G7 in both his daily administrative and executive duties. As the person in charge of clerical tasks my assignment covers the preparation and the support for the periodic NRDC-ESP exercise conferences, the collection and consolidation of all the inputs for the exercise documentation, including formatting, production, and distribution. I also work to coordinate the production of exercise documents, providing support during the conduct of exercise conferences. I'm responsible for organizing and tracing the filing system of the exercise and training branch, and I assist with the setting up of conferences and meetings, being responsible for the flow of incoming and outgoing flow of communications.

### **Why did you become a soldier? What motivated you to do it?**

Since I was kid, I've always been attracted to military life, but it was my older brother who gave me the inspiration, as he joined the Army six years before me. He enthusiastically told me what he did and why he did it, and definitely inspired me to join the Army. On March 3rd, I will celebrate my 35th anniversary as a soldier!

### **What is your fondest memory of your experience in the Armed Forces?**

There are many beautiful memories that I have experienced in my hometown and abroad. Going back to 30 years ago, I have good memories of my Advanced Patrol Course, known as Corso d'Ardimento (for daring), a very hard, and selective training where you were tested physically and mentally. Today I think that my current job position, here in Spain, is my top experience in the Armed Forces.

### **Have you been deployed on international missions? Tell me something about what**



**it was like. How do you value this kind of deployments?**

My international deployments in Turkey, Lebanon, and Kuwait have all been positive experiences that have enriched me as a human, and professionally. The Turkish one was a short experience of just 1 month, but for the Lebanese mission, I was engaged for more than 1 year as Head of the Secretariat, taking care of all the logistics and training on the Lebanese territory.

**How does an Italian military NCO value his country's NATO membership and what does it contribute to the world order?**

It is a thing of great pride for me, which comes from the consistent consciousness of being part of an extended Team with only one goal: to secure a better world today and tomorrow, for us and our children.

**What do you like to do when you are out of the office? Any hobbies?**

When I'm out of the office I like to walk and cycle around the city. Valencia is a beautiful city that allows you to do so because it is very well organized, above all for safety. You can go to the beach via the Turia Park...It is fantastic!

**What do you miss most about your homeland?**

Only a few things! If I really had to name one, it's the pasta dishes, because in Italy it's made in various ways but, nonetheless, if you get organized, you can eat good pasta here too.

**What significant differences do you see between the Spanish and Italian military organization?**

From my perspective, along with my relatively short stay at the HQ, I see many similarities especially regarding the NCO category employment criteria and career opportunities.

**What would you highlight about Spain and its idiosyncrasies that stands out to you?**

Well, it would be easier to say what kind of idiosyncrasies we have in common...We are talking about two Mediterranean countries, which are both proud of their historical heritage, their open and warm attitude towards the others and, last but not least, their succulent food and traditions. One peculiarity I would highlight is the difference in dining hours. We are less accustomed to eating later than 1200 for lunch or 2000 for dinner, as is normal here, but I'm quickly adapting.



Known among her colleagues as Coni (Buñol, 1978), she joined the Spanish Army at the age of 24, specialising in anti-aircraft artillery, and her first posting was RAAA 81, at the Marines Base (Valencia). Before that, however, she studied Advertising, obtained a Diploma in Social Education, and worked in a hardware store. She is currently studying for a degree in History.

In 2014 she changed her speciality to Food and Hospitality, (HAM), when she joined the HQ Support Battalion. She then spent three years in the MILREP in Brussels, until 2020, when she returned, after a brief stint in the UME and AGBS, to the HQ Support Battalion where she remains to this day.

She is married and has two daughters.

### **Tell me, what is your day-to-day life like at work?**

Working in the Battalion kitchen may seem routine, but it has its charms. I enjoy cooking. For myself, for my family, and for my colleagues. And I also enjoy watching them eat, trying to make them like what I prepare. Of course, I taste everything I prepare, with all the danger that entails (she adds with a laugh).

There is a lot of stress due to the frenetic pace of preparation, but it is worth it, just for those little moments of conversation with colleagues, when we finish our tasks and take the opportunity to talk quietly while the others eat.

### **You have a reputation for being strict and serious among your colleagues. At the same time, you are very demanding of yourself, and you stick up for others...**

Well, I take my work seriously. I don't see any other way to do it. The demand is bidirectional: I can't make demands on others without being the first to do things. I am part of the kitchen "team", just like the others. The rewarding thing is to be able to share what I do with my colleagues, with whom I form a very cohesive group, and they are not just that; they are friends and part of the family.

### **Your husband is also in the military. It is well known how challenging it is to maintain a relationship in the armed forces, but you are proof that it is possible to achieve. How do you manage it?**

Although it may seem strange, we talk a lot about work when we get home. Some people consider it toxic, but I don't see it that way, because it helps us to understand each other and thus value the effort that each one of us makes, so that despite everything (travel, manoeuvres, overtime, changes of assignments, etc.), we want to stay together. Family unity all the time, seeing everything as a whole and not individually, allows us to make decisions as a team, which helps things to work out.

### **And your daughters, do they want to follow in their parents' footsteps by going into the military?**

Phew, they are so different. My eldest daughter (17) wants to study medicine. She is a very calm and rational girl. My younger daughter, the opposite: very active and impulsive. Now she wants to be a Civil Guard, but we'll see if she's still thinking the same in three years' time.



**ZMURA is not exactly a common surname. What is your story?**

My grandfather was Ukrainian. He came to Spain to fight for the International Brigades in the Civil War. Here he met my grandmother, whom he married. When World War II broke out, he returned to his country to defend it, but his trail was lost, and he was never heard from again. My grandmother went to France when she was pregnant with my mother, and there she fought for the Resistance. When the border with Spain reopened, she returned with her daughter, and they stayed there.

My father was also a soldier, so I can say that I come from a very “combative” lineage, heh.

**Why did you decide to apply for a posting to Brussels and what was your job there?**

I have a passion for travel, and I like to get out of my comfort zone, so I wasn’t afraid to ask for such a destination. That, combined with the attraction of the experience of being at NATO Headquarters, meeting new people, and catching up with old friends who were also stationed there during that time. It was worth it!

I did the same job there that I do here: cooking. Although there, instead of doing it on a massive

scale, I did it in a more personalised way, for protocol events. So that the whole family could stay together, my husband got a job as a driver at the embassy, so everything went better than we expected.

**Tell me about your hobbies. What do you like to do, apart from cooking?**

It may sound like a cliché, but I am a homebody. I like being with my family, travelling, and reading non-stop. I devour books.

Travelling is one of my great pleasures. Right now, it’s only feasible when I’m on assignment, but when I retire, I’d love to buy a caravan and travel the world with my husband.

**Since you are talking about the future, would you like to go on a mission abroad?**

Professionally speaking, I love challenges, I admit that I would like to go on a mission abroad for a few months, I don’t care where it is, although personally speaking, you never seem to find the right moment that suits the family.

I recognise that I am a restless woman, I like to change all the time and do different things, so going on a mission abroad as part of a contingent is a unique experience that I would love to do.

# HQ NRDC-ESP Military Music Unit







**HEADQUARTERS NATO RAPID  
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