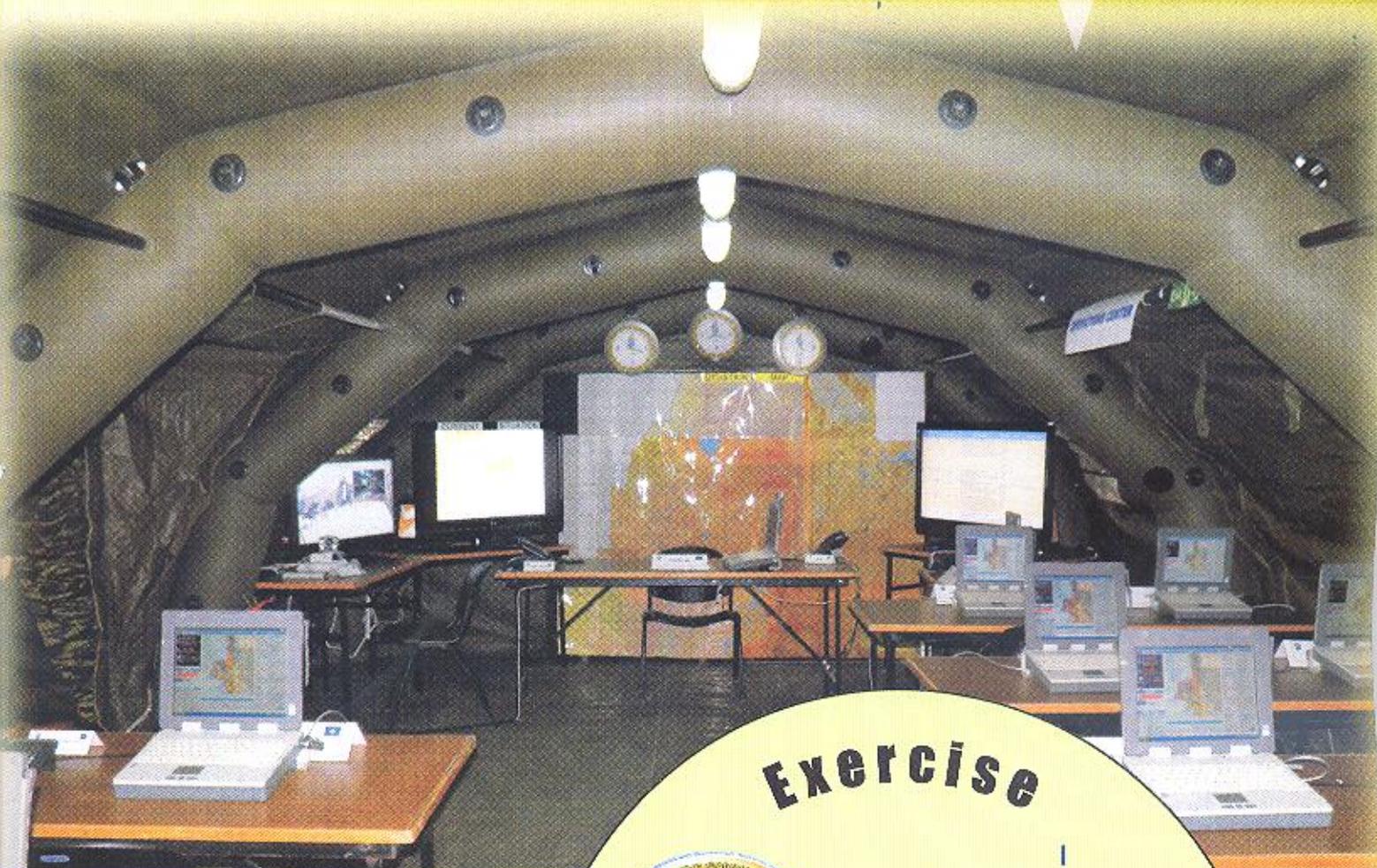




# NATO Deployable Corps Greece



**Exercise**



**Gordian Knot 10  
(GK 10)**

**Volume 16**  
"the battle of battles" insert



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This magazine is the authorized unofficial publication of the NATO Deployable Corps Greece (NDC-GR), intended to inform and educate the members of the staff and assigned formations as well as selected international groups and individuals.

All material is collated, approved and prepared by HQ NDC-GRC Public Affairs Staff & Geo Spt Group.

Views expressed here in are not necessarily official views of, or endorsed by NDC-GR HQ or Participating Nations.

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# GORDIAN KNOT 10

## GENERAL DATA OF THE EXERCISE "GORDIAN KNOT 10"

- **NICKNAME:** "GORDIAN KNOT 10" (GK 10)
- **NUMBER:** 02/10
- **CATEGORY:** Non Article 5 - Open to PFP
- **LEVEL:** Operational, Tactical
- **FORM:** CPX
- **TYPE:** DEPEX
- **DATES:** 28 June 10 - 09 July 10
- **AREA:** Assyros (Macedonia, Greece)
- **OSE:** COM NDC - GR
- **OCE:** COM NDC-GR.
- **TA:** NDC - GR and Subordinate Units.
- **EXDIR:** COM NDC - GR.
- **CHIEF EXCON:** ACOS G7



## EXERCISE AIM

- a. Exercise GK 10 is the second exercise in the 3-year exercise cycle of NDC-GR. It is a DEPEX-CPX based on a Crisis Response Operations (CRO) scenario (CERASIA area).
- b. The main focus of GK 10 is to train HQ NDC GR to act as NRF LCC within the context of a non Article 5 CRO in order to plan and to test the deployment of the CPs (NDC-GR NRF CP concept), to test the decision making process within NRF procedures, to examine and eventually to validate the NDC-GR NRF LCC CP structure.

## EXERCISE OBJECTIVES

- a. To plan and conduct a NRF Initial Entry Operation (IEO) within the context of a non Article 5 CRO to restore peace and security.
- b. To exercise the planning, decision making process within NRF procedures.
- c. To validate the functions of NDC-GR NRF LCC HQ and the Command of the NRF units.
- d. To test the capabilities of NDC-GR HQ to carry out the mission of NRF LCC HQ in all the spectrum of phases (planning, deployment, conducting of operations, redeployment).
- e. To exercise deployment, sustainment, planning and execution at NRF Land Component Command level.
- f. To define the overall requirements of a NRF LCC CP structure.
- g. To prepare key leaders, staff elements and augmentees for conducting a NRF size CRO at tactical level.
- h. To practise information management and flow synchronization, between and within the LCC and subordinate units as well as standardisation and interoperability of techniques and procedures, including the integrated use of required Functional Area Services (FASs).
- i. To integrate SDEP as the main C2 tool for NDC-GR.
- j. To practice Public Affairs (PA) activities in order to train the Command Group, Key Leaders and PA practitioners in media operations and enhance media awareness.
- k. To practice close cooperation, coordination and liaison among all elements of the international response to the crisis [Host Nation (HN), Governmental Organizations (GOs), Non Governmental Organizations (NGOs), International Organizations (IOs), etc], including Civil-Military Cooperation (CIMIC).
- l. To refine and exercise NDC-GR's SOPs for NRF commitment.





## Exercise area



## HISTORICAL OVERVIEW

- The crisis region is composed of a semifictional group of countries: Tytan, Kamon, Lakuta, Petraceros and Stellaria.

### Ethnic factor

- East Cerasia is the home of three major ethnic groups:
  - Klorids to the northeast
  - Melaks to the south,
  - Santhis along the coastal areas and the Restilina Peninsula.
- Kamon is 73% Klorid, Southern Kamon is home to most of the Melak minority (17%).
- Tytan, which is 60% Klorid and 15% Melak, does not have a history of ethnic conflict and ethnic tensions remain minimal.

### Major Actors

#### KAMON

- A state with a long history of conflict between deeply divided ethnic/religious groups.
- An authoritarian government highly corrupted, gaining power from oil, seeks to expand influence, unify tribal areas, control water and natural resources and limit western influence.

#### TYTAN

- A weak country with ineffective governance, and widespread corruption.
- Unable to secure its borders with Kamon.
- Severe drought and food shortages.

### ROAD TO CRISIS

In the 80s, numerous clashes occurred between Klorids and Melaks in TORI Pocket.

Between 1993-1998, there was oil discovery in KAMON and KAMON made a claim for the return of TORI Pocket.

Between Feb 2003 - and the end of 2008 KAMON started a Kloridization program including harassment of non Klorids. El-Kaim militia started ethnic cleansing operations in Soka province, causing numbers of Internally Displaced Persons. In 2005 Freedom in KAMON Army (FIKA), Melak militia is created to protect Melaks.

In 2007 KAMON plans to licence oil concessions to Western Oil companies.

In Jan 08, KAMON launched an attack on Tori Pocket. TYTAN's forces stopped the offensive along a natural defensive line.

In Feb 08, Cerasia Union hosted a meeting in Hippocasta, the capital of LAKUTA, where a Cease Fire Agreement was brokered by the UN. Both sides agreed that they would only withdraw once a UN Peacekeeping force is in place.

End May, a number of UN Military Observers were deployed at TORI Pocket. But unable to get any country to provide the Peacekeeping Force, UN Sec Gen made a request to NATO Sec Gen for possible NATO support.





FERNANDO RAVENA LTC ESP A  
A/ ACOS G9 & A/ IOCC CHIEF

## INFLUENCE OPERATIONS COORDINATION CENTER (IOCC)

From 1st January 2012, HQ NDC-GR will become the "on call headquarters for the Land Component of the NATO Response Force (NRF).

HQ NDC-GR began training for its NRF mission last January with the development of the Implementation plan and NRF concepts that will be tested during Gordian Knot 10 exercise. A series of training events culminating in its major annual command post exercise Brilliant Ledger, which also served as its initial Combat Readiness Evaluation (CREVAL), will close this phase.

The demands of contemporary operations require joint civil / military solutions. Influence is at the heart of the HQ's thinking. To "operationalise" the Comprehensive Approach is a great deal of work and we should focus our efforts in achieving unity of understanding and purpose in hybrid conflict.

HQ NDC-GR is required to respond to a range of adversaries and other actors using all forms of force and tactics across a very challenging theatre of operations in the context of a wider stabilization challenge.

The battle for ideas is not an add-on to military planning but an essential pre-requisite for success in Hybrid Operations. Only through the domination of the information space, combined with success in the physical domain, can the will of the people be successfully delivered.

The principle being that we, as a HQ conducts operations with full understanding of what is to be achieved and make use of the wider non-military players. We need to make within the HQ better to achieve unity of purpose with non-military players

To ensure that HQ NDC-GR structures and processes are optimized to achieve success on stability operations within the operational context of hybrid conflict, a new operational body has been set up: Influence Operations Coordination Center (IOCC).

From 28 Jun to 09 July 2010 HQ NDC-GR performed "Gordian Knot '10" exercise at Assiros Camp testing the HQ within NRF framework. IOCC was established and tested. CIMIC, Info ops, Psyops and Media Ops areas were covered and synchronized execution of activities and structured assessment of the information environment using the Influence Operations Working Group (IOWG) as a main tool.

As an initial test we could consider that IOCC

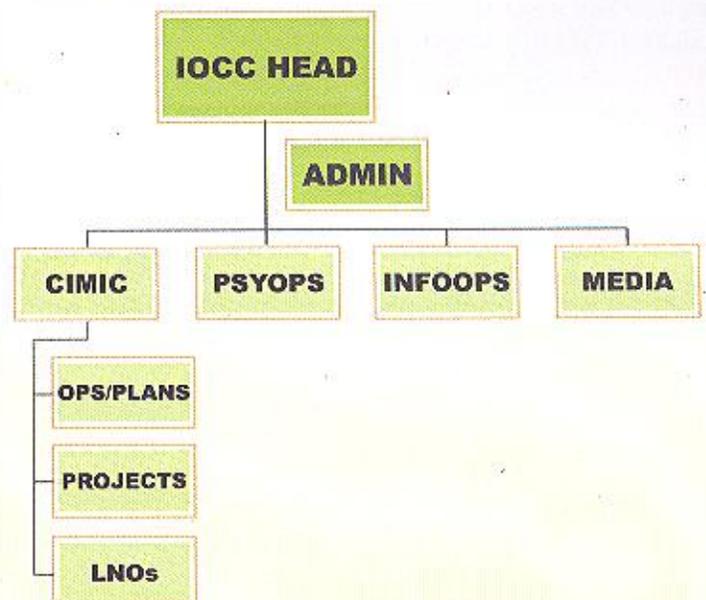
succeeded and more over it worked pretty well and filled the existence gap between civil and military organizations.

This exercise has been the first step in achieving this objective but further refinements are necessary for telling our Commander that IOCC is ready for the mission.



We can conclude the more effective the civil-military team, the quicker the operation moves to subsequent phases and ultimately its culmination and drawdown, reducing deployment times, costs and casualties, both civilian and military.

### IOCC STRUCTURE



## Air Operations Coordination Center (AOCC)

During the exercise "GK'10", Air Operations Coordination Centre (AOCC) was deployed, collocated in the same field with NDC-GR at Prokopidi Camp in Assiros-Lagada.

The mission of AOCC was to represent the Joint Forces Air Component Commander's (JFACC) capabilities at LCC (NDC-GR), on behalf of the JFACC and the parent CAOC. During the PSOs of the exercise AOCC performed the following two main functions:



1. The provision of air expertise and liaison to the Land Component Commander on behalf of the Air Component Commander.

2. The co-ordination of air operations in support of NDC-GR PSOs, following the scenario of the exercise.

AOCC participated with its full present manning from the FWD CP and was augmented by HAFGS with 4 expert Air Force officers, in essential positions. Also one SO participated in PCP (Pedian Arcos, Thessaloniki) in order to provide the PCP's director with updated information for air issues,

Additionally, in order to simulate the entire Air Force Hierarchy to Prokopidis Camp was deployed

- 1) One planner (OF-3) from CAOC 7 for Planning and releasing ATO
- 2) One SO (OF-4) as observer and ALE from German Air Force Air Operations Command (Kalkar, HQ) who will be ACC and AOC during NRF 2012
- 3) One Italian Air Force SO (OF-4) from NRDC-IT to act as ACC
- 4) One Bulgarian Air Force SO (OF-3) from NRDC-TU to act as AOC

AOCC primary tool for contacting the exercise's Air operations was the ICC (NATO Air force C2) which was installed (hardware-software) with CAOC-7 contribution. It was established also in HICON area (ACC and CAOC reps), OPSCEN, G3-Air and FCOORD so that Air Ops Directive (AOD), Air Tasking Order (ATO), Airspace Control Order (ACO), and SPINS, (Special Instructions) can be received and submitted by the system. Moreover, requests for Air Support from HQ's Units were submitted for coordination - approval and inclusion in the daily ATO and ACO, and all missions and air support requests data were inserted and monitored by AOCC via ICC

According to the scenario the nature and the needs of the exercise, a number of fictitious JFACC air assets were deployed for a variety of air missions like Air Support, Air Defence, RECCE Force Projection, Air Surveillance, Tactical Air Lift and JPR for supporting the NDC-GR needs.

AOCC activity included also missions injected by incidents of the scenario, Aviation Air Activity and Air Space Means Requests for the benefit of G-3Air Branch ops.

Furthermore, AOCC contributed in the smooth conduct of the exercise operations, with the participation of its personnel in the multidisciplinary groups (CCG, MPG, CTG, ASME) and other daily meetings, according to the exercise's Battle Rhythm.

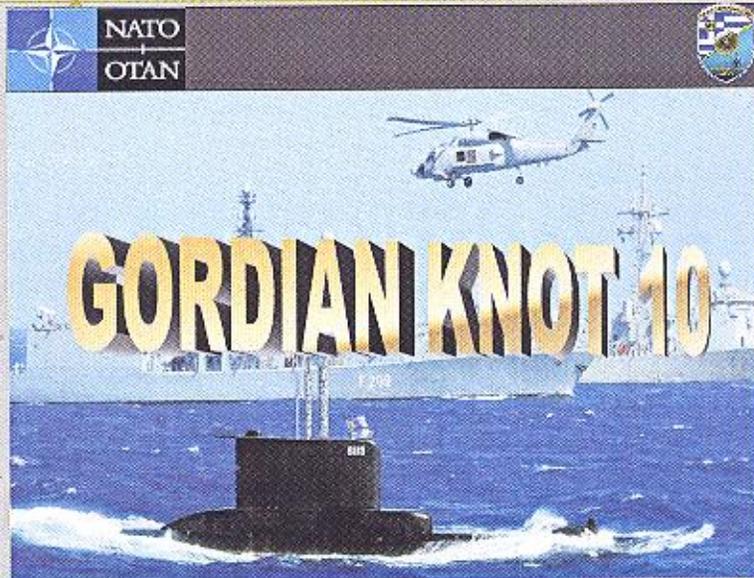
The level of cooperation between AOCC personnel, allied and greek augmentees, the other branches of NDC-GR and CAOC-7 was excellent and contributed to the successful participation of AOCC and to the overall success of the exercise.





DIMITRIOS ZACHARIOU, LTC (GRC N)  
CHIEF MOCC

## Maritime Operations Coordination Center (MOCC)



During exercise "GK 10" MOCC personnel deployed to Procopidis camp to practice close cooperation, coordination and liaison among all elements of MCC and MOCC.

MCC had the mission to establish the conditions in the maritime domain necessary for the flow of international maritime commerce, humanitarian aid and NRF sustainment into the area of operations, in support of the UN mission and to set conditions for handover to the FoF MCC.

Under this responsibility MCC with all available assets established sea control in areas of critical import for NIMFOR operations and secured sea lines of communication, executed arms embargo operations, and also anti piracy operations.





AGGELIDIS CHRISTOS CPT (GRC A)  
ENG SO PLANS/OPS

## CONTRIBUTION OF ENGINEERS BRANCH TO THE EXERCISE "GORDIAN KNOT 10"

The preparation for the exercise "GORDIAN KNOT '10", began five months ago, with the (Operation Planning Process), in which we were full involved, participating in different multidisciplinary groups. Our outcome was the Eng contribution to OPLAN with the Annex EE and the contribution of the Geo section with the Annex T.

Engineering Field works in Assiros began two months before the STARTEX in order to facilitate the area. The above works were implemented by the Eng Battalion, which belongs to the ENG Brigade and its effort was considerable. During the exercise, Eng Branch was reinforced by 4 augmentees in order to cover crucial posts.



It was a big challenge for the Branch to participate in this exercise which was a non-Article 5/CRO operation. Taking into account the quantity of the EOD-IED incidents that we had to react immediately, we realize the importance of the Multinational Explosive Ordnance Disposal Coordination Cell (MNEODCC). The OPS/PLANS section participated in the Operations centre (OPSCEN), in the Short Term Planning Group (STPG) and in the Main

Planning Group (MPG) with 1 SO respectively. We operated with 1 Eng Battalion, 1 Eng Company and 1 Geo Company. We distributed the Eng Battalion to 2 Eng Task Forces in order to support the NRF Brigade to ensure the Freedom of Movement (FoM).

The GEO Section released all the exercise maps and supported our HQ with the most sufficient way. Additionally, the new mobile printery was deployed successfully, contributing in Geo Work, by printing our HQs magazine, vol.15 at the field, exercise leaflets and DVDay posters.

The conclusions from this exercise were quite useful. The vulnerable points and the weaknesses were extracted during the exercise and we are going to refine



them during the review of our SOPs in order to operate more efficiently in similar exercises.





MILTADIS SAMARAS SGM (GRC A)  
FCOORD PERSONAL ASSISTANT TO ACOS

## FCOORD IN EXERCISE 'GK 10'



During the Ex 'GK 10', the FCOORD Branch employed its functions in order accomplish 2 missions.

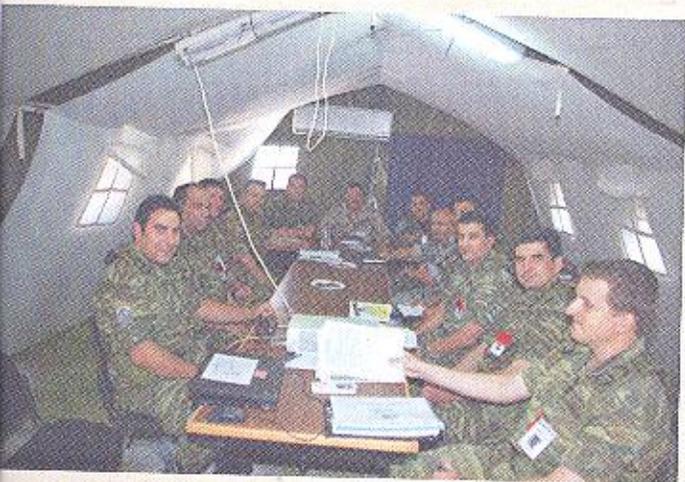
The first mission for FCOORD was to support COM NDC-GR targeting objectives. FCOORD carried out the whole targeting process and procedures in coordination with the other involved



branches. The main emphasis during this exercise was given on non-lethal targeting.

According to the Battle Rhythm we established the Core Targeting Working Group (CTWG) aiming to prepare the targeting products for the decision making process.

The second mission for FCOORD was to execute the Component Military Commission (CMC Land) procedures and meetings. FCOORD had the overall responsibility for the HQ preparation and organization of the CMC Land activities and was assisted by all the other branches. The aim of the CMC Land was to plan and apply practical adjustments and agreements in the Joint Military Commission (JMC) (JFC level) on matters relating to compliance with the military aspects of the Cease Fire Agreement (CFA), according to the EX scenario.





# "INFO DRIVE OPS"

## GK10 G2 article

Even if the scenario of the exercise "Gordian Knot 2010" (GK'10), which took place in the area of Assiros, was based on fictional situation for a peace support operation and was similar to the scenario of "Steadfast Joist '09", it still remained a demanding challenge for G2 Branch.

The newly introduced NRF G2 structure which was adopted and tested during the execution phase of the "GK'10", the daily production of Intelligence Products in a demanding operational environment in combination with the augmentee rotation simulated a very challenging environment that tested the capabilities and endurance of all Branch personnel.

The assumption of NRF 2012 from our HQ, led to the reorganization of G2 as follows:

- Plans : Planning
- Operations: Collection, Processing & Dissemination
- G2X : HUMINT; Counterintelligence & Security

The same structure is currently used by most of our level NATO HQs and is aiming to keep the manning at the minimum level required to perform essential Intel functions such as Indications & Warning, Current Intelligence, Collection Management and general military intelligence production. This is exactly what was tested during "GK'10".

Manning remains a main concern all over NATO Intel community especially within the NRF concept. The starting point is to identify the essential peace establishment positions that needs to be covered on a permanent basis with appropriate personnel, and cover the vacant posts in due time prior to the execution of an operation with specialized staff. In addition, the NRF crisis establishment should keep a reasonable ratio with the peace, so that the increase of personnel is balanced between experienced personnel and augmentees. This was tested with the arrival of augmentees and the effort for fully integration among G2 Branch.

The reduction of personnel in order to meet the needs formed by the new NRF structure mainly created functional issues that had to and were solved on spot with the use of the existing experience on behalf of the permanent personnel along with many fresh and new ideas of the augmentees. To be honest there is still always space for improving and adjusting to the needs of NRF although improvement was observed and the assessment on the result can be considered as positive. Nevertheless the lessons learned and the experience gained has shown the need for the Intel Branch to be manned with experienced, specialized personnel in order to achieve all our goals for NRF 12.

The newly introduced also "SDEP" and "PSI" software were used as staff tools for daily office work inside our Branch in combination with the already in use "JOIIS" system and proved to be valuable tools in performing the tasks timely and with precision.

Intelligence in today's field of operations is one of the crucial and many times vital factors that help our forces in succeeding in their mission. Professionalism and specialization is of outmost importance for all Intel personnel. The different kind of missions that NRF has the possibility to take over increase the degree of difficulty for all the HQ making timely and accurate information necessary for the planning and executing all kind of missions. This means that Intelligence section has to be prepared - updated and ready any time to provide Intelligence products upon Commanders demand.

"GK'10" was the starting point for the long path that we all as a team have to prepare and face and is called NRF 12. For all G2 family is going to be a challenging and demanding journey that we expect with eager, preparing and training ourselves.





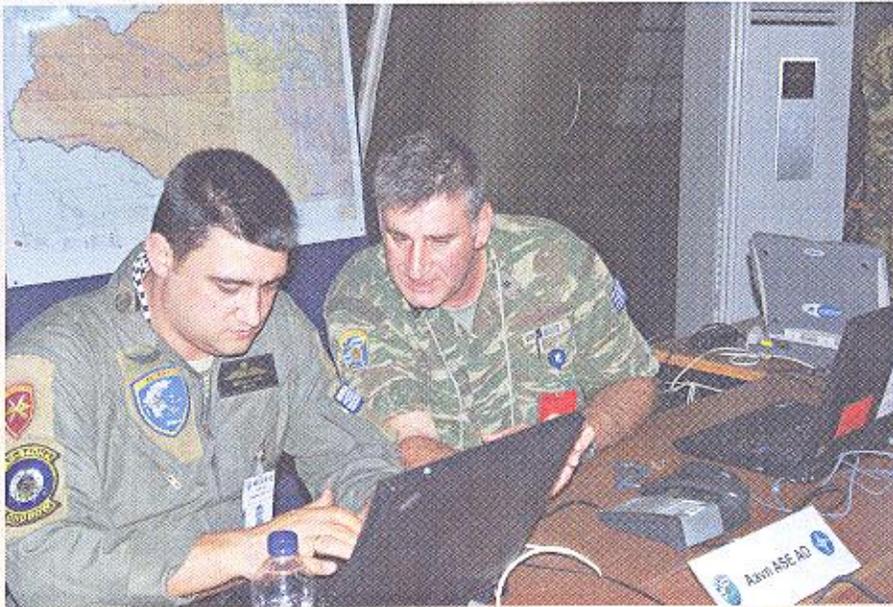
SVETLAN DYULGEROV LTC (GRC A)  
G3 AIR Branch

## "G3 AIR Branch"

This exercise was a big challenge for G3 AIR branch. Despite the fact that the manning of our branch was less than 40% during the planning process face of the exercise, we managed to prepare all necessary planning and documentation.

Well, our tasks to Army aviation were more or less the similar as previous years:

- provide Air Reconnaissance and CSS to support the establishment of the forces;
- Establish a schedule of sorties, of swapping over routes of significant tactical interest, for securing the LLOCs;
- Perform SAR and CSAR during all the phases, if and when needed.



During this exercise, G3 Air was situated in different area and was manned with new personnel. The ASM section and also Helicopters sections had planned, coordinated and monitored the task thru ICC, and in fact this was the first time when from the very beginning the helicopters section did this. The "new guys" were really smart!

ASME had assumed the overall ASM responsibility for LCC airspace users and had integrated airspace throughout the area of operations (AOO) focusing on the ACM's procedural as the primary means to manage LCC airspace during all phases of the operation with great support of AOCC.

G3 Air contributed also to the Joint Targeting Process in the Joint Targeting Working Group (JTWG). G3 Air was responsible for allocation of LC organic AAvn assets on LC targets and supports mission planning and execution in conjunction with AAvn units' planning teams.

GK'10 was useful exercise for all of us despite the problems with low manning, lot of paperwork and new procedures. This exercise guided us to a new structure and the way ahead to improve procedures. Finally, I want to say thank you to all of our augmentees who assist us to do our job and all the other ones who motivated us to execute our duties.





MAURO LUISI OF-4, ITA A  
Support Division/G4/Chief Supply & Maintenance

## THE OUTCOME OF EXERCISE "GORDIAN KNOT '10" AND THE OUTSOURCING OF LOGISTICS.

The outcome of the last Exercise "GK-10" can be considered, from a Log perspective, as satisfactory. Combat Service Support (CSS) personnel have been able to run the exercise smoothly, keeping the Land Component Command (LCC) Logistics situation under control by taking care of the key points in each log function and by maintaining full awareness.

Therefore it is fair to assess that the overall CSS functional area performance has been mostly positive getting familiar with the new NATO Response Force (NRF) log concept and its related procedures and instructions, in general, improving the global preparation.

On the other hand it is necessary to consider that the new objectives are not only to consolidate the achieved current expertise but to make improvements and acquire knowledge in several areas and, of course, test them at any possible training opportunity.

Actually, in the last year, the HQ, along with the Support Division has seen many changes and has never been busier. It is currently restructuring to face the pressing operational challenges generated by the demands that flow from the new NRF concept and these aims bring many challenges particularly in the area of logistics.

It is hard to plan when you don't know where you will go, with whom and for how long and what the intensity of the operation will be. Expeditionary logistics<sup>1</sup> in the context of the NRF is very demanding and the Joint Logistic Support Group (JLSG) is the key tool to assure it centralizing some key areas at operational level with a specific focus on Joint, Multinational and Commercial (outsourcing) solutions, in order to achieve a truly integrated logistic support for the NRF.

In the light of the latest acquired experiences the NATO, like other large civil and other public bodies, have undertaken a rapid outsourcing process of the logistics trough NAMSA<sup>2</sup>.

The increased reliance on use of contractor support reflects the changing operational requirements within NATO, especially the demands of sustaining an enduring operation with extended and difficult lines of communication where the utilization of commercial support should be considered from the outset of an operation and especially during the initial phases of the logistics operational planning process.

To sum up, the outsourcing is a unique opportunity whether it is not pursued in case of "need or urgency" or the Armed Forces will continue to have, within their own organizations, those capabilities and expertises that can assure the best use of the outsourcing from e "position of strength", keeping a widespread control of all the activities given to third parties. It must be rethought about "how" the system has worked so far and reflect upon "what" it is possible to get outside taking into consideration that to delegate may be convenient, a close cooperation with the manufacturing sector is desirable, but, especially in the Armed Forces, the responsibilities and risks cannot be delegated.



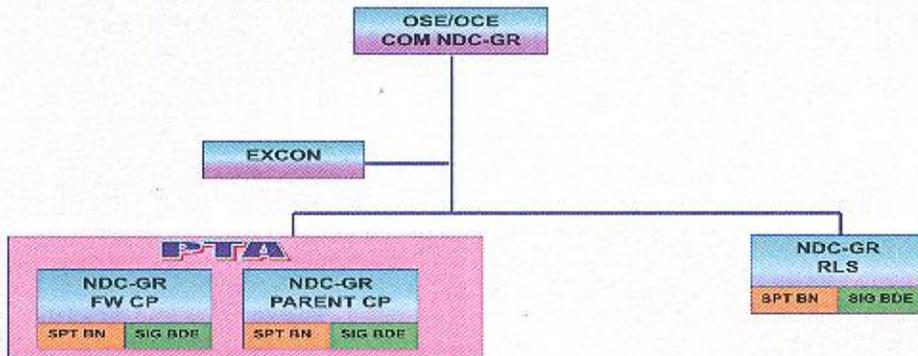
<sup>1</sup>When most Logistics has to be established newly in theatre, military Logistics is not sufficient to support the employed force giving comprehensive geographical coverage and will have to be complemented by additional logistics sources.

<sup>2</sup>NATO Maintenance and Supply Agency: is now able to find contractors employed in high threat environments doing essential work and procure and providing some kind of supply and services.



## "GK 10"

### COMMAND AND CONTROL STRUCTURE



NDC-GR Commander was the Officer Scheduling (OSE) and Conducting the exercise (OCE).

The exercise was directed and controlled by the Exercise Control (EXCON).

The aim of the EXCON is to direct and control the exercise in order to ensure the necessary conditions for achieving the exercise aim and objectives as well as training ones by the training audience.

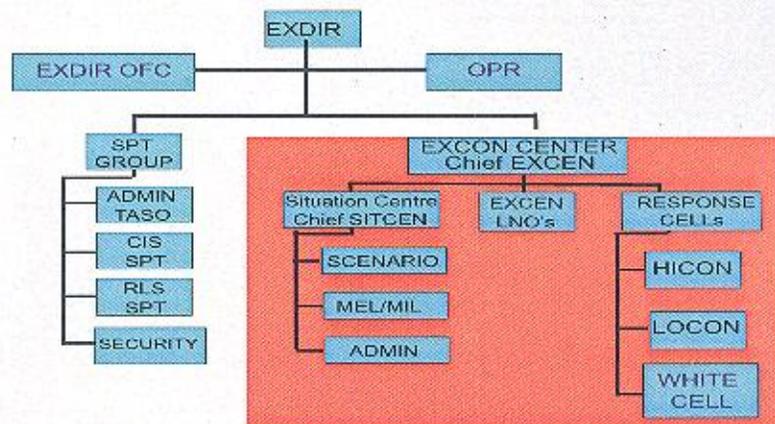
The Primary Training audience was the NDC-GR HQ. In order to fulfill the mission, the Exercise Control has been organized in accordance with the NATO directives and the Exercise's needs. The structure was as follows:

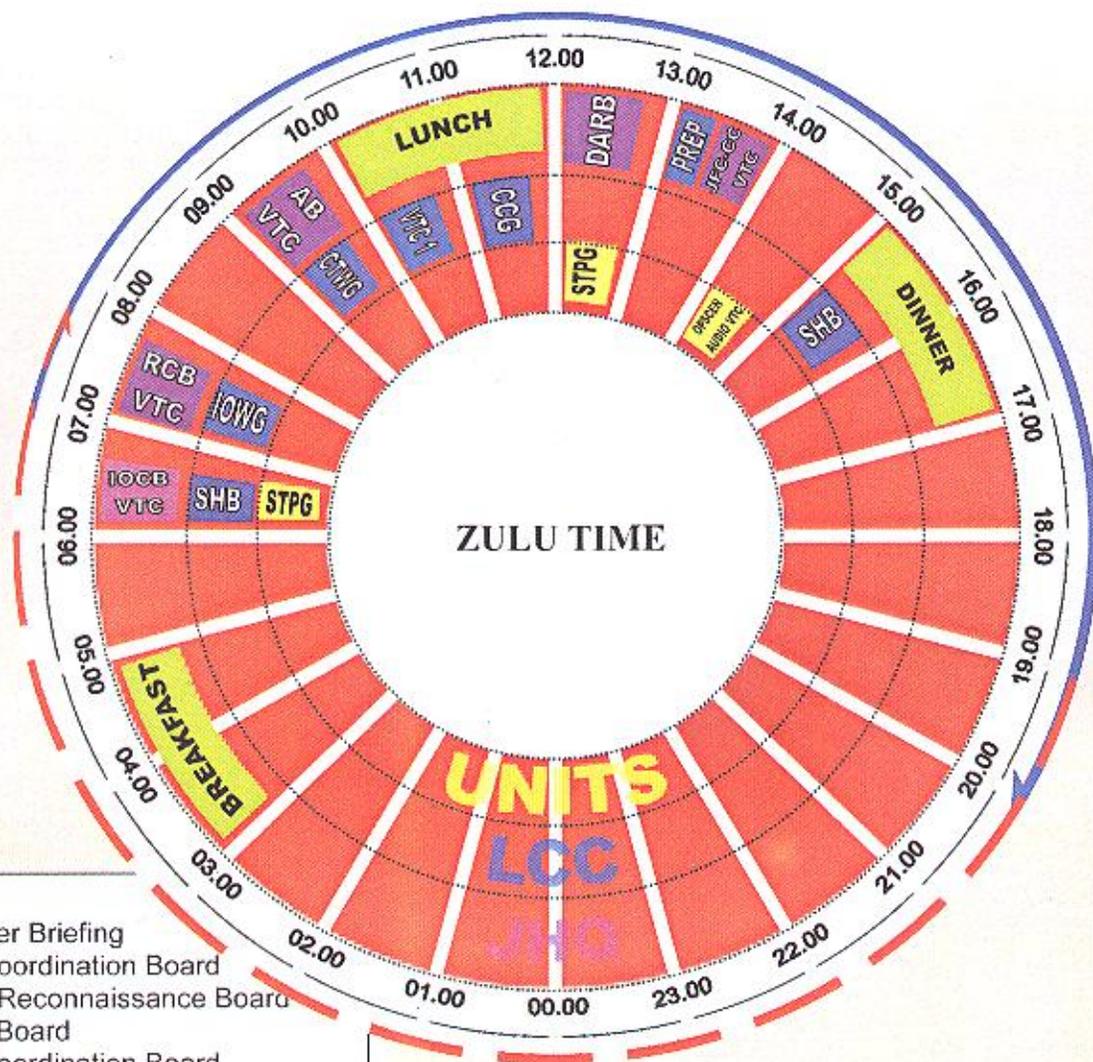
- The Exercise Control Command group.
- The Support Group.
- And finally the exercise center, which is actually the nerve Center of the EXCON.

The overall manning of the EXCON was 68 personnel.



## EXCON



**LEGEND:**

SHB:	Shift Handover Briefing
RCB:	Resources Coordination Board
DARB:	Daily Assets Reconnaissance Board
AB:	Assessment Board
IOCB:	INFO OPS Coordination Board
VTC:	Video Tele Conference
IOWG:	Influence Operation Working Group
JFC CC:	JFC Component Command
OPSCEN:	Operations Centre
STPG:	Short Term Planning Group
CTWG:	Component Targeting Working Group
CCG:	Component Coordination Group

ZULU + 3 = LOCAL TIME



Day Shift  
Night Shift

**VTC/AUDIO**

JFCCC with superior Commander  
VTC1 with subordinate units  
CCG with parent CP  
OPSCEN with subordinate Units

**EXECUTION**

The pre-exercise training of the exercise started on 1 July and lasted three days. On the 4 July 2010, there was the STARTEX. It was a 12 hour-one shift procedure in accordance with the battle rhythm. It ran smoothly with no major problems to the procedures. All the timelines were kept and on the 8 July 2010 the Exercise ended.

"Gordian Knot '10" was the main training activity of NDC-GR for 2010. It involved the whole HQ. It has been successfully performed and it was our first step on a long road towards NRF 2012.





ANTREA CIANCI LLC (ITA A)  
Protocol Officer

## Distinguished Visitors Day (DVDay) of the exercise "Gordian Knot 2010"

On 7th of July 2010, while NDC-GR was conducting the exercise "GORDIAN KNOT 2010", the Distinguished Visitors Day took place in Assiros Camp.

NDC-GR Commander, Lt. Gen. Georgios Nakopoulos hosted in the exercise area the Military authorities coming from Greece and abroad as for:

Lt. Gen. Ioannis Giangos (Chief of HNDGS), Lt. Gen. Frankos Fragoulis (Chief of HAGS), Lt. Gen. Dimitrios Papadakis (1st Army Commander), Lt. Gen. Panagiotis Theofanidis (ASDYS Commander) and Maj. Gen. COSTA (POR- EUROFOR DCOM). Commanders from High Hellenic Command and subordinate units enjoined also this

special Day as far as representatives from other NATO HQ: JFC Brunssum, NRD-ITA, NRDC-SPA and N R D C - T U a n d STRIKFORNATO in Naples. Consuls from France, USA and Turkey were present also.



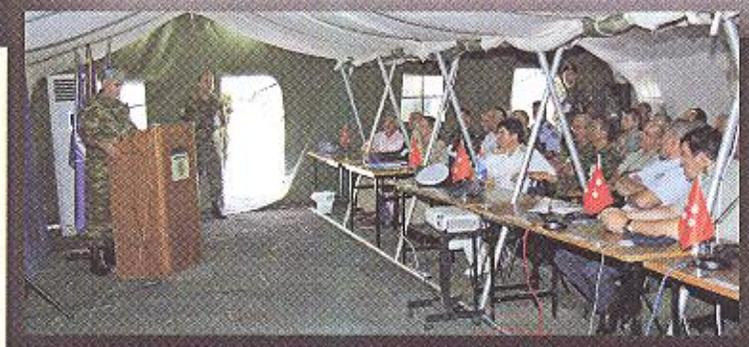
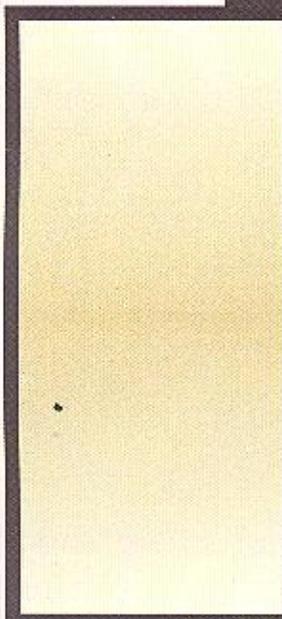
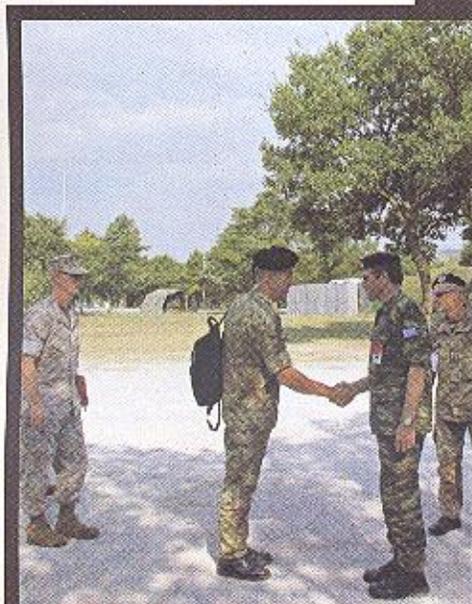
After the briefing given to the visitors a general overview about the organization of the exercise area and the aim of the exercise, in the Main Conference Tent, they visited the Main Command Post (Main CP), having a short briefing in designated function areas (as for IOCC, G3/OPCEN, MASH, CIS, GEO/Printery and EXCON).

At the end of the tour, the "family photo" followed and the NDC-GR Commander hosted an informal lunch in the Officers' Mess of the Camp. At the departure of the distinguished visitors from the exercise area a printed copy of the family photo has been given them as memento.



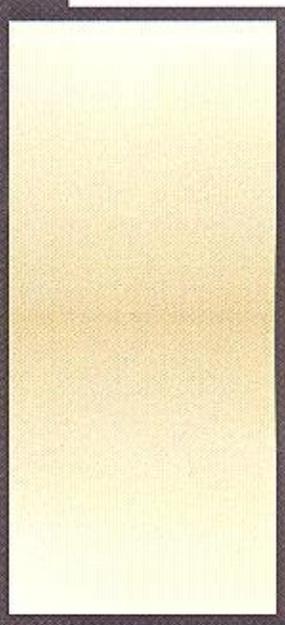


# DVI





# Day



## MEDICAL SUPPORT

The aim of this report is to provide information for the real Medical Support of NDC-GR during the exercise GK 2010 which was organized by NDC-GR HQ from 30 June to to 9 July 2010 at ASSIROS camp. The type of the exercise was deployment ex/training event using PSO (Pease Support Operation) scenario based on NRF mission in the context of NRF 2012.

During the exercise were deployed the following levels of Medical Support/Medical Services:

- **Role 1(Support Battalion):** A Role 1 facility was deployed by Support Battalion in the Forward CP (Command Post) inside ASSIROS camp(Picture 1). The Role 1 facility provided the first emergency medical treatment and If needed medical evacuation to 424 General Military Hospital of Thessaloniki for hospitalization. The equipment for medical evacuation were 1 military ambulance vehicle and 1 Hammer ambulance vehicle by Support Battalion.

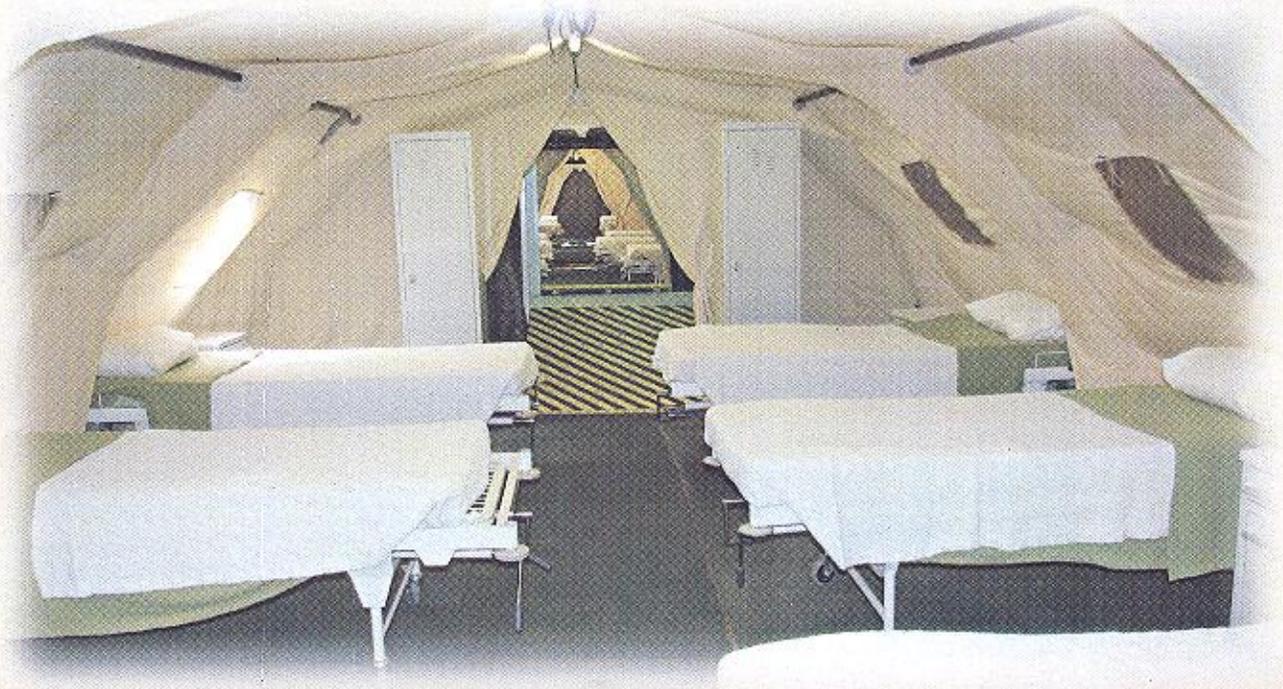
- **Role 1 (ASSIROS Garrison):** was also provided by Support Battalion of III CSS (Combat Service Support) at ASSIROS Garrison with hospitalization facilities.

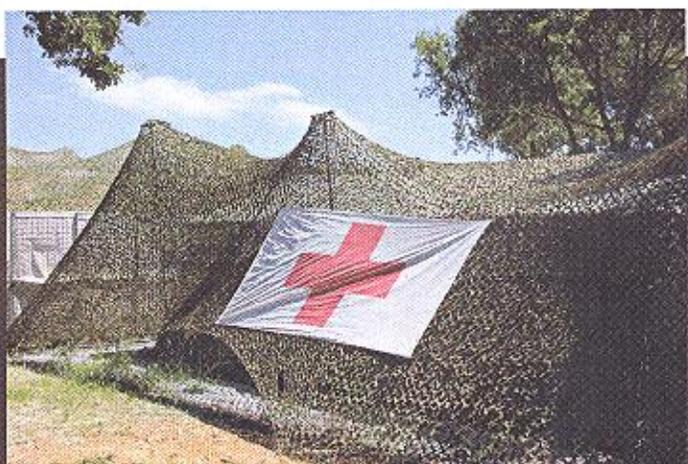
- **ROLE 2:** Additionally, a Role 2E (299 Mobile Field Hospital) was complimentary deployed for exercise purpose(Picture 2) with specialized medical personnel. The following capabilities were deployed:

- ❖ Hospitalization wards with a total 20 beds(Picture 3),
- ❖ ICU(Intensive Care Unit) with 2 beds(Picture 4),
- ❖ Emergencies Section(Picture 5),
- ❖ 2 Operating Rooms(Picture 6),
- ❖ Recovery Room.
- ❖ Pharmacy,
- ❖ Microbiology Lab,
- ❖ X-ray Lab.

This 299 Mobile Field Hospital belongs to II CSS/B' Corps and there is the possibility to be used for NRF 2012 (with personnel and equipment) to operate the Role 2E for the Medical Support of LCC troops. The same hospital was established supporting ISAF in 2005.

- **ROLE 3:** It was provided by 424 General Military Hospital in Thessaloniki (420 beds) in approximately 25 km distance from ASSIROS camp.

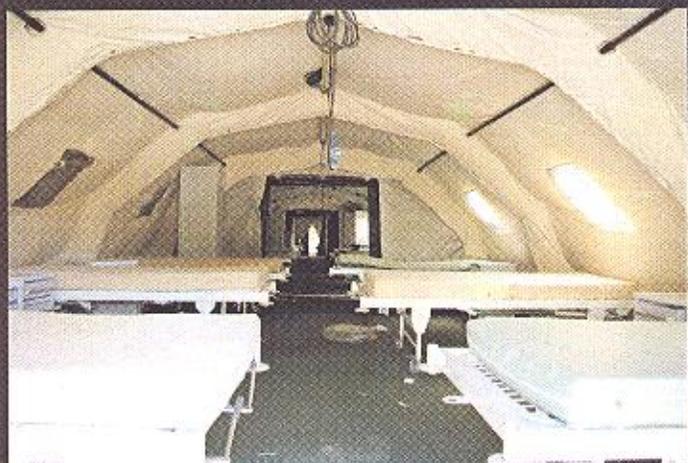




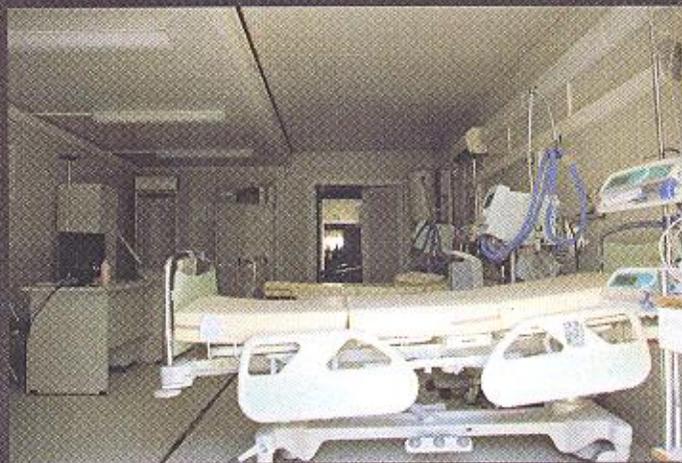
*Picture 1(Role 1)*



*Picture 2(Role 2)*



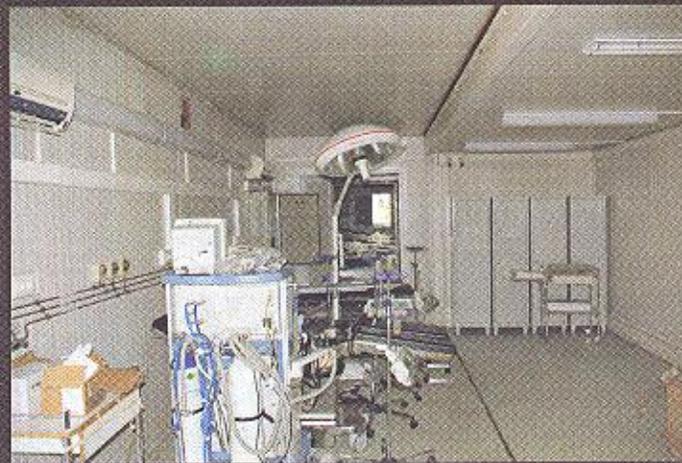
*Picture 3 (Hospitalization ward)*



*Picture 4 (ICU)*



*Picture 5 (Emergencies Section)*



*Picture 6(Operating Room)*





### **Historical Document for ROLE 2E (299 Mobile Field Hospital)**

299 Mobile Field Hospital was established within the Kabul Airport area, replacing the respective Spanish hospital and providing Medical Support of ISAF force. In February 2005, our nation assumed the responsibility to develop the hospital for a period of 18 months and its full development took place in August 2005.

The hospital facilities were in specially designed containers and tents and it included the following capabilities:

- Operating room, including two operating tables (one for septic and another for aseptic operations).
- Sterilization Unit.
- Fully equipped recovery Room.
- ICU including four fully developed beds and required modern equipment so as to treat serious medical cases.
- Outpatients clinic.
- First Aid and Clearing Stations.
- Hospitalization wards for Surgical-pathological cases with an ability to host 30 patients in tents of 10 beds each.
- Fully equipped microbiology lab to support clinical needs.
- Blood- plasma bank to be used for regular and emergency surgical operations.
- Fully equipped X-ray lab, with additional ultrasound equipment so as to treat abdominal affections and inner intra-abdominal lesions.
- Drug store.
- Fully equipped dental unit.
- Preventive medicine department, for environmental control, food control and water suitability control.
- 3 reception and stabilization teams.

#### **General information for the Hospital.**

299 Mobile Field Hospital was staffed by Greek and multinational personnel according to MOU.

During its operation, from 22 Aug 2005 to 02 Apr 2007, it made a great contribution to the Allied countries personnel, the Hellenic Force personnel and the Afgan population of Kabul as well. During its operation, the hospital performed a lot of examinations and tests.

The hospital and personnel won the Allied Countries' (Germany and Italy) applause.

In addition, 299 Mobile Field Hospital provided training programmes to Afgan interns, won flattering comments by the rest of the allied countries and led the British HQ ISAF COS along with ISAF Medical Corps Director to ask for the programme reiteration.





## G5 in GK10

Gordian Knot 10 was considered the main exercise event in view of NRF 2012 commitment. Under a non article 5 peace support scenario, NDC GR played LCC HQ role in the frame of an Initial Entry Operation for NRF under a Crisis Response Operation scenario. Planning activities started in February after having received the Operational level OPLAN. It was the first approach to the NRF environment, limited in size but nevertheless demanding for assigned tasks and tight execution time.

Even if at a first glance assigned units could indicate low intensity objectives the particular situation and initial entry challenges required a focused planning approach for all items linked with International, Governmental and non Governmental Organizations under the auspices of received mandate as per United Nations Security Council Resolution.

Peace support operations' perspective, applicable to post conflict scenarios, requires to take in account what is considered as "Holistic approach" for a comprehensive crisis solution focusing on all aspects concurring in stabilizing situation often derived from decades of micro unresolved disputes or regional conflicts.

During active phase of Ex. GK10 Main Planning Group was tasked to prepare a contingency plan to evacuate IOs' NGOs' civilian personnel under critical situation.

Contingency planning was developed in accordance with Comprehensive Operational Planning Directive (COPD), all Functional Areas were involved in all phases including presentations to Command group and internal discussion panels up to the final release of the plan.

While main focusing on planning, G5 played an active role in two other specific areas, Assessment and Lessons Learned.

Assessment section, housed in a dedicated area close to command group representatives, proactively contributed to daily ASSESSREP drafting, other than producing NDC GR commander mid term assessment, summarizing all main events and activities related to proposed scenario and operational level expectations.

In order to maximize all training returns and verify all employed procedures, all observations collected by Functional Areas were collected and cross checked with accepted collection plan. As far as the active phase expired, the verification process started throughout detailed subsequent steps.

Gordian Knot 10, in accordance with expectations, was a good practice to exploit known activities in a more demanding environment challenging personnel skill, experience and behaviors. All participants, organic to NDC GR as well as temporary Augmentees, showed high level of involvement sharing mutual cooperation to fulfill the assigned tasks.

It was indeed a good chance to trial our capabilities in a little more demanding situation, focusing on new NRF commitments but enjoying common work in a multinational and really friendly environment.



## Joint Exercise Management Module (JEMM)

Windows Internet Explorer provided by 31.151.101

http://172.25.108.14/JEMM/

JOINT EXERCISE MANAGEMENT MODULE 2.5 **GORDIAN KNOT 10** NATO UNCLASSIFIED

Key Process Training Objective Mel/Mil Injection List Action Reports EBT RFC CMP Analysis Administration Help Logout

U P D	L O G	A C T	R E F	SUBJECT	INJECTOR	RECEIVER	INJECTION MEAN	DATE TIME	APPR STATUS
			03.05.01	Initial article on human trafficking	WH PIO	IOCC PAO, SITCEN EVENMNG3, SITCEN CHIEF	WISE - Int Media	6-Jul-2010 07:00 (Z)	Cancelled
			03.03.01	INITIAL REPORT OF DETENTION	LO NRF BDE	HC SPT, SITCEN CHIEF, SITCEN EVENMNG3	MISSION SECRET	6-Jul-2010 07:18 (Z)	Injected
			03.09.07	Com LCC meets Tribal Leader	WH HNS	COMMAND GROUP	LETTER	6-Jul-2010 07:50 (Z)	Cancelled
			03.05.02	Report on missing women in Bola camp	LO CIMIC COY	IOCC	MISSION SECRET	6-Jul-2010 08:10 (Z)	Injected
			03.10.01	Traffic accident of UNMO patrol	LO NRF BDE	OPSCEN, SITCEN CHIEF, SITCEN EVENMNG3	MISSION SECRET	6-Jul-2010 08:19 (Z)	Injected
			03.05.03	Police report - women taken from Bola camp	WH HNS	OPSCEN	FAX	6-Jul-2010 08:53 (Z)	Injected
			03.03.02	Detainee MEDEVAC	LO NRF BDE	OPSCEN, SITCEN CHIEF, SITCEN EVENMNG3	MISSION SECRET	6-Jul-2010 09:17 (Z)	Injected
			03.06.05	Logistic Supply Coy reports 3 trucks full of women	HI JLSG	SITCEN CHIEF, SITCEN EVENMNG3, OPSCEN	MISSION SECRET	6-Jul-2010 10:09 (Z)	Injected
			03.03.05	KAMON media report accusing NRF on taking prisoners	WH PIO	IOCC PAO	FAX	6-Jul-2010 12:04 (Z)	Injected
			03.10.02	UNMO Traffic Accident - Local	WH IOs	IOCC	FAX	6-Jul-2010 12:04 (Z)	Injected

JEMM was the main tool used by Exercise Control (EXCON) during Exercise "Gordian Knot '10" (GK 10), in order to keep control of the exercise play.

JEMM is a client/ server web based application. The system is composed of a web server accessing a central database (MS Access) and networked computers as clients having the capability to run Microsoft Internet explorer.

It was developed by NATO C3 Agency for the Joint Warfare Center, based on Main Events List/ Main Incidents List (MEL/MIL) module initially written by Mr. Michael Liston, AFNORTH J3/7.

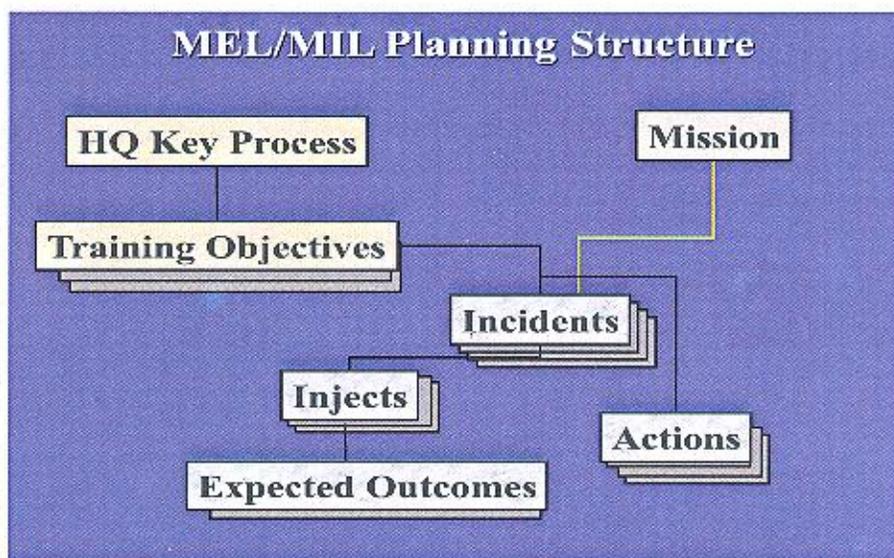
The JEMM objectives are mainly to provide:

- MEL/MIL management capability;
- an integrated exercise management tool for EXCON;
- access to exercise reference documentation;
- Requests for Information/Requests for Assistance (RFI/RFA) management capability;
- reports for exercise control;
- synchronization with simulation capability (not tested during "Gk10").

During "GK10" all the members within the Response Cells (HICON, LOCON, White Cell) had access to JEMM.

The main content of the JEMM is the MEL/MIL database, that we can consider as the engine of the exercise play, having the fundamental goal to set the conditions that can make the training audience (TA) achieve assigned training objectives with the proper response on the injections (expected outcomes). The MEL/MIL is delivered by





During "GK 10" preparation were identified four main events:

- Embargo and Buffer Zone (29 related injections during "GK 10")
- Asymmetric threat (66 injections)
- Governance and humanitarian affairs (55 injections)
- Sustainment (30 injections)

To populate the "GK10" JEMM database, a MEL/MIL team was nominated after the Initial Planning Conference, consisting of members from different Branches of NDC-GR HQ. The first MEL/MIL workshop was held on 3rd November 2009 with the aim to define the main events and to identify the training objectives to be triggered during the Exercise, while the other two organized during 2010 had the goal to identify all incidents for each event, checking they were able to meet the training objectives, and to script the related injects. Nevertheless the work was continuous and required several meetings between and after the main workshops.

Eventually the team provided the JEMM with a total of 220 injects ready to be sent to the Training Audience during "GK 10"; 40 of those have not been injected anymore during the execution phase, in order to better calibrate and to make more realistic the TA workload.



**MEL/MIL activity**

	PRE-EXE TRG		EXECUTION PHASE					
real date	Fri 2	Sat 3	Sun 4	Mon 5	Tue 6	Wed 7	Thu 8	
Exe. date	G+24	G+25 Warm up	G+26 STARTEX	G+27	G+51	G+52	G+53 ENDEX	
injects per day	//	6	33	30	50	34	27	





In conclusion the TA had to face totally 180 injects during 6 days, 12 hours/ 1 shift procedure; this was very demanding and allowed NDC-GR to test its new NRF C2 concept, achieving successfully its exercise and training objectives.



### MEL/MIL TEAM

NAME (second name- first name)	JOB NAME	BRANCH	EVENT
OF-4 LADISI CLAUDIO	SITCEN CHIEF - CHIEF MEL/MIL	G7	#
OF-3 MADOUROS CHRISTOS	MEL/MIL MANAGER	G7	#
OF-3 TSIKALAS IOANNIS	EVENT MANAGER	G2	1: BUFFER ZONE
OR-7 DELIOLANIS ARCHONTIS	ANALYST	G3	
OF-4 ARAUZO JOSE ANTONIO	EVENT MANAGER	ENG	2: ASYMMETRIC THREAT
OF-1 TSAROUCHAS ANTONIOS	ANALYST	AOCC	
OF-3 DOXOGLOU DIMITRIOS	EVENT MANAGER	G9	3: GOVERNANCE AND HUMANITARIAN AFFAIRS
OF-1 ALIKAKOS SOKRATIS	ANALYST	MOCC	
OF-4 SPYRIDIS IOANNIS	EVENT MANAGER	RSC	4: SUSTAINMENT
OF-4 LAIDIS CHRISTOS	ANALYST	G4	
OR-9 DI MICELI ROBERTO	JEMM ADMIN	G7	#





THORSTEN BANDAHL LIC (DEU A)  
G3/JOC Director

## “NRF requires more training than ever”

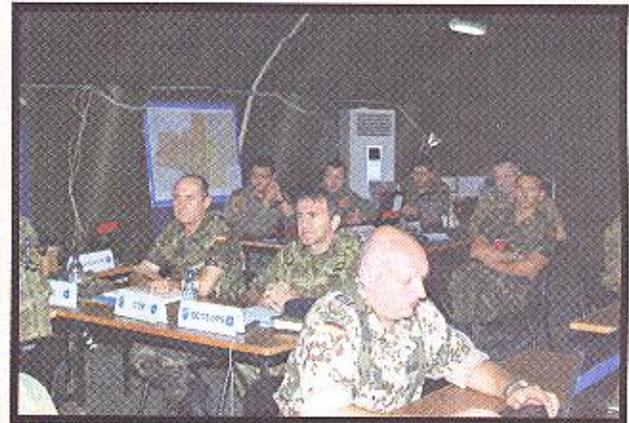
The main event for the whole HQ was the Exercise "Gordian Knot 2010" which took place at "PROKOPIDI Military Camp", close to the village of ASSYROS, from 28 Jun- 09 Jul 2010.



“The aim and primary focus of "Gordian Knot 2010" was to train the Headquarters NDC-GR within the context of a Peace Support Operation in a Low Intensity Article 5 operation by training deployment procedures, planning and decision making process, following NATO Response Force procedures.”

To achieve the aims and training objectives of the exercise "Gordian Knot 2010" (GK 2010) the G 3 branch had a lot of commitments from May to the end of August. Taking in consideration the new challenges as Headquarters Land Component of the NATO Response Force (NRF) it was necessary to revise the different concepts and SOPs/SOIs. Starting with the new Command and Control Concept (C2 Concept) in accordance with the Command Post Concept (CP Concept) of NRF focus on mobility, the ability to deploy within days after official notice and can sustain itself for operations lasting 30 days or longer if resupplied. This call out for NDC-GR started earlier this year with different workshops, working groups and other commitments under overall control of ACOS G3 in order to achieve the main goal: *"be ready as Headquarters for NATO Response Force."*

With an eye on the future, G3 branch started to develop the basic documents, SOPs and SOIs in order to have the fundament for the way ahead and to be ready to command and control the possible upcoming NRF tasks. Prior the exercise the G3 branch conducted the first training of the Fact Finding Team and the Early Entry Command Post, together with all the other branches to identify the right way with our new deployable concept to perform missions' world wide across the whole spectrum of NRF operations. With tremendous supporting measures from the Support battalion this small exercises aggregated the first impressions and was very successful to be ready for the main effort this year.



A key point during the exercise "GK 2010" and in the preparation phase before was to collect ideas and discuss priorities in preparation for making recommendations to the Commander of NDC-GR in the development of the different concepts. All those results are necessary to improve our capabilities to meet the certification and Combat Readiness Evaluation for NRF. With the aggregated experience and lessons identified during the exercise we are ready for the planned workshop in September, with the goal to finalise our documents and concepts as basic for future training.





One of the first lessons identified during the exercise "GK 2010" were that the new concept to install functional areas was successful and very fruitful for the huge amount of work inside the HQ. We all benefit from being able to command and control so closely. If we want to run with this new C2 and CP concepts successfully, we have to put in a lot of energy and dedication.

The revised Operations Centre, former JOC, and new installed Short Term Planning Group were the main actors of the functional area "Operations". Also G3Air and Engineers completed this new approach to the call outs during an exercise. Nevertheless, without the strong support of all the functional areas and the representatives from the branches we could not be successful, therefore we have to improve our training and comprehensive approach in the near future.

Exercise "GK 2010" was a great success for the functional area Operations, confirming that our HQ is prepared to assume the NRF mission and identified many lessons learned including better techniques for Time Sensitive Targeting, Personnel Rescue, the use of CIS hard and software or other staff duties to improve interoperability's between the actors on the battle field. Acknowledging that training never stops, NRF forces and headquarters have to train more than ever due to the reason that they are the tip of the spear of NATO.



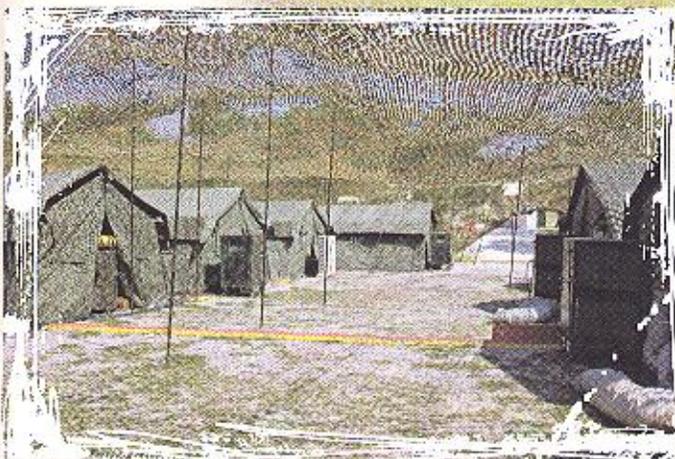
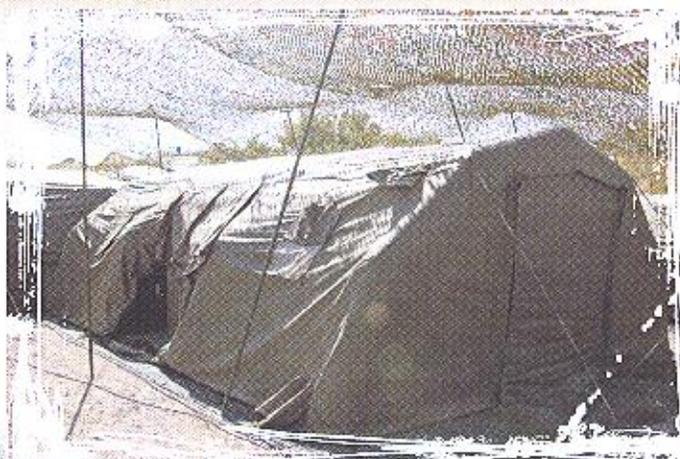


VISITS - EVENTS



# GORDIAN KNOT '10

## FORWARD CP

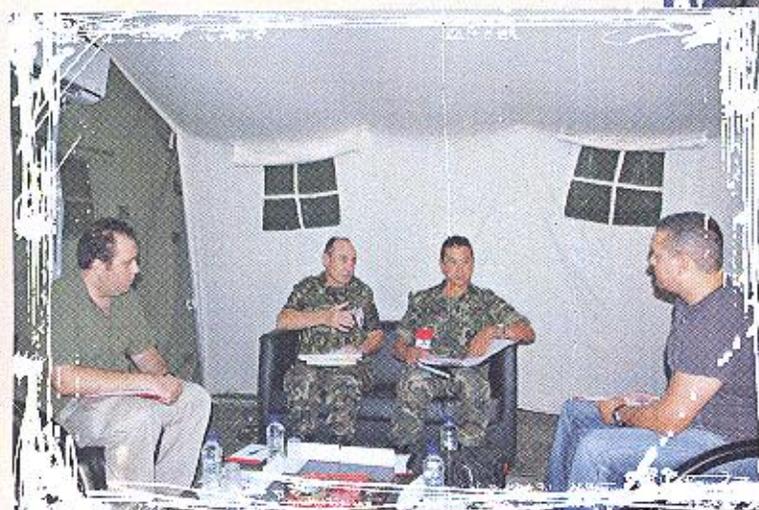
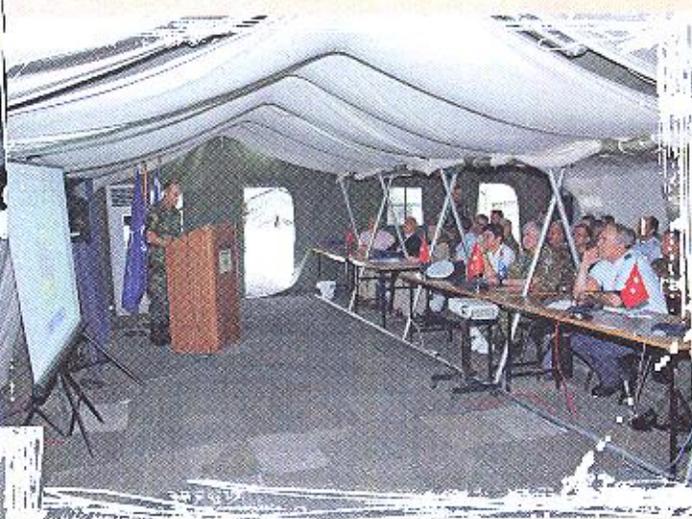
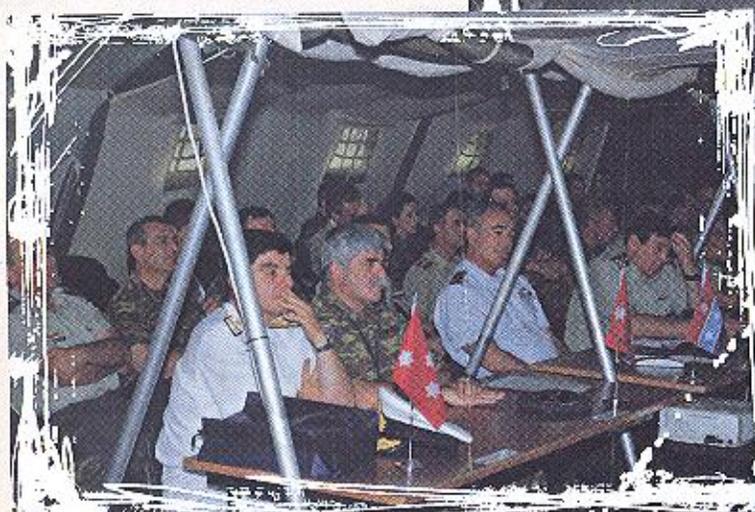
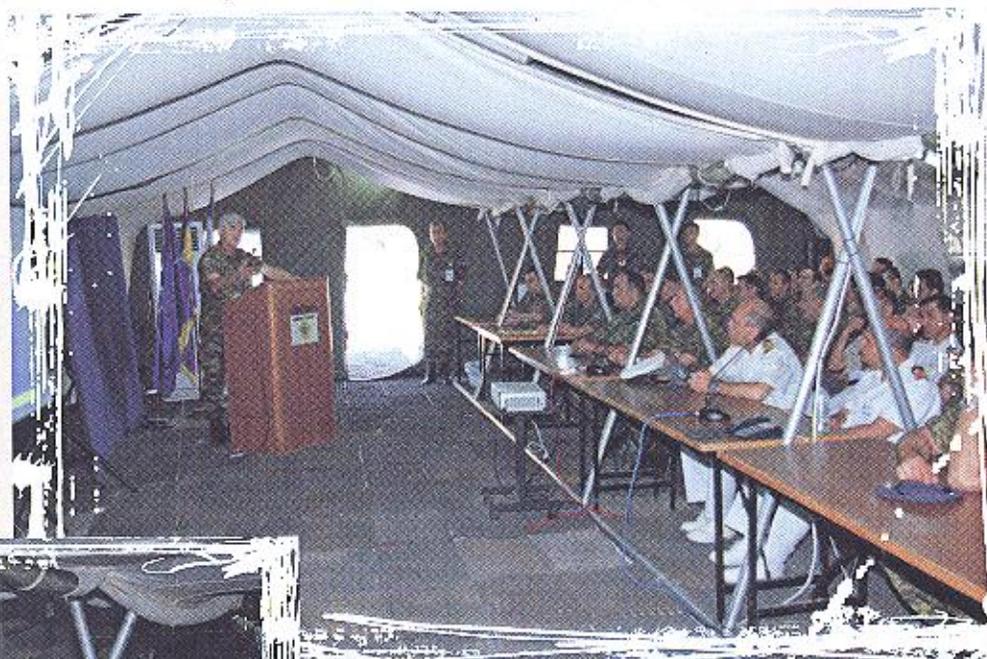




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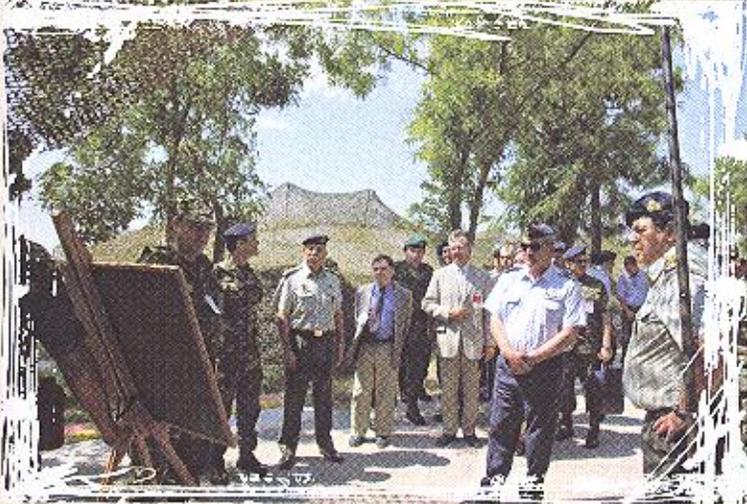
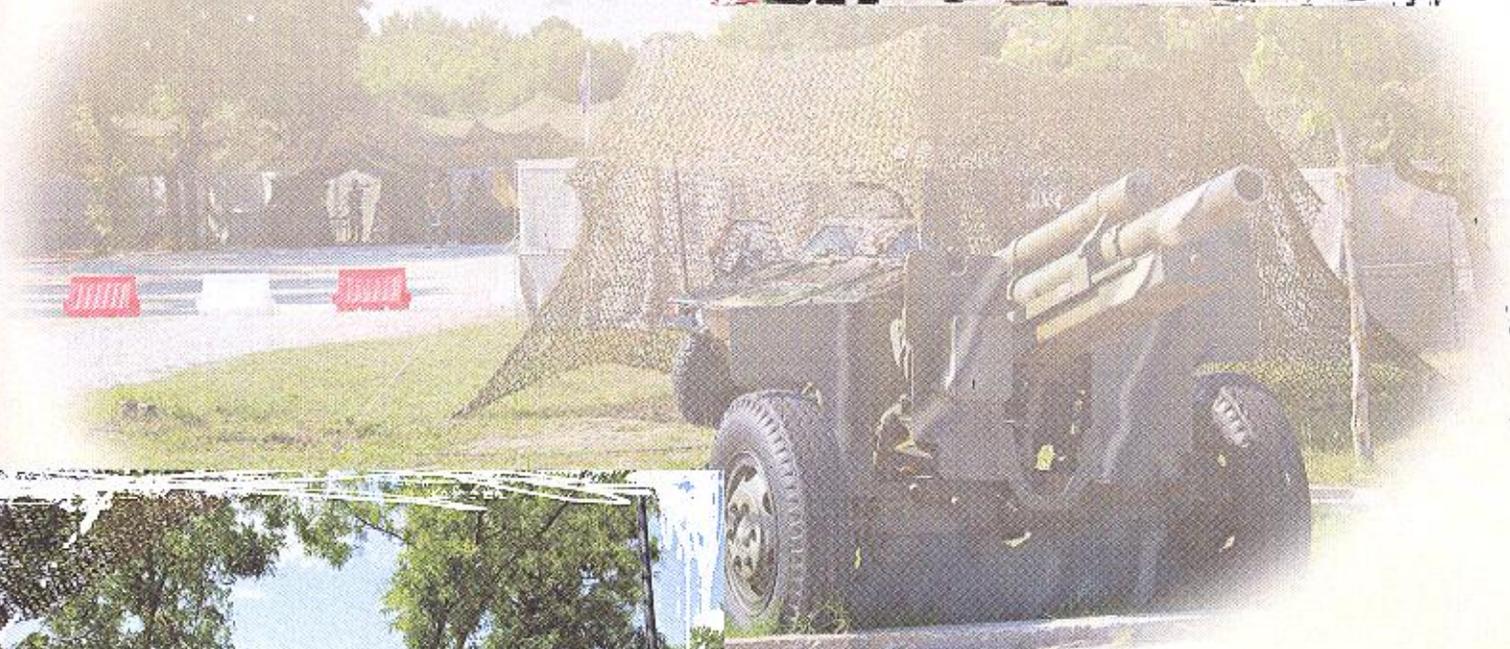
GK10

# VISITS - EVENTS





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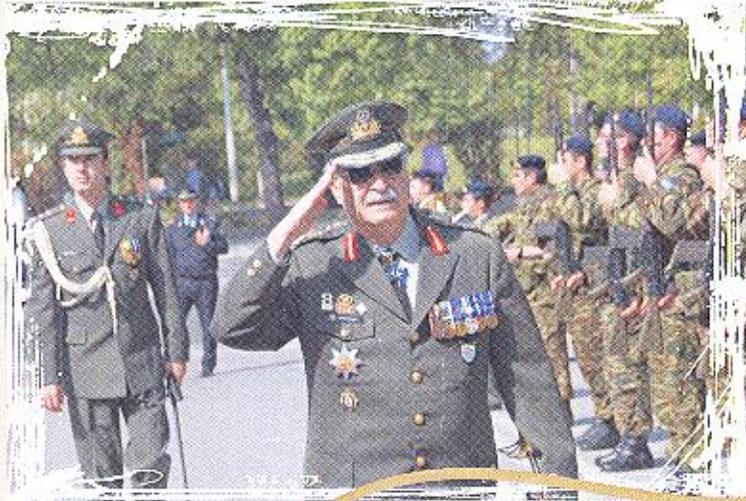




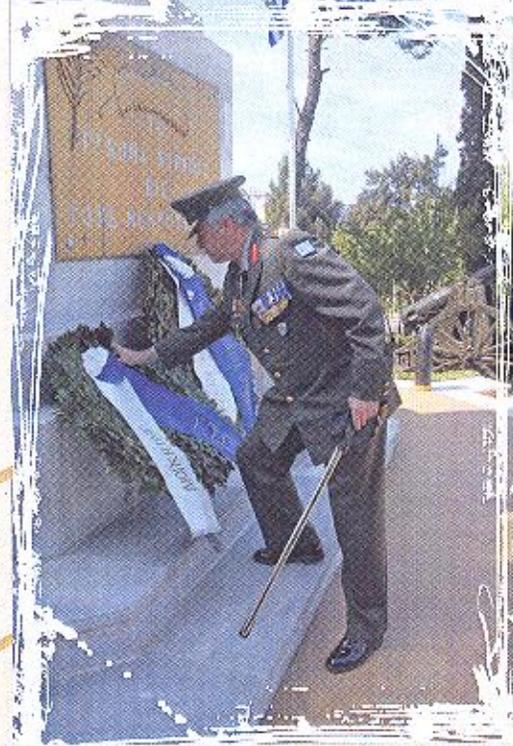
# VISITS - EVENTS



10 May 2010, Ex "Perseas 10"



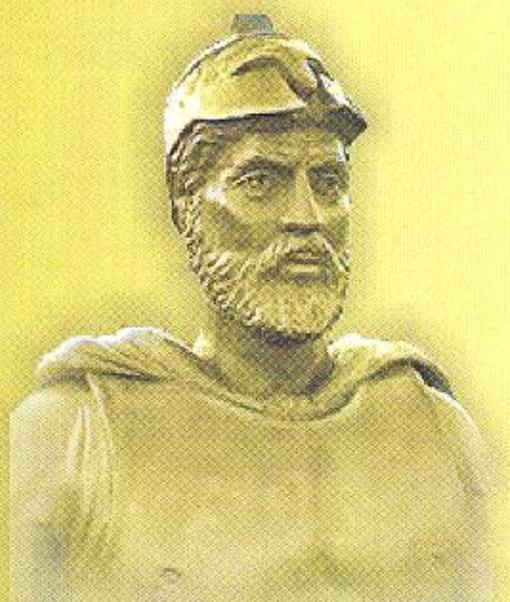
23 Apr 2010  
Saint George's Commemoration  
Day Patron of Army



1 Jun 2010  
Com 1st TUR Army visit







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