

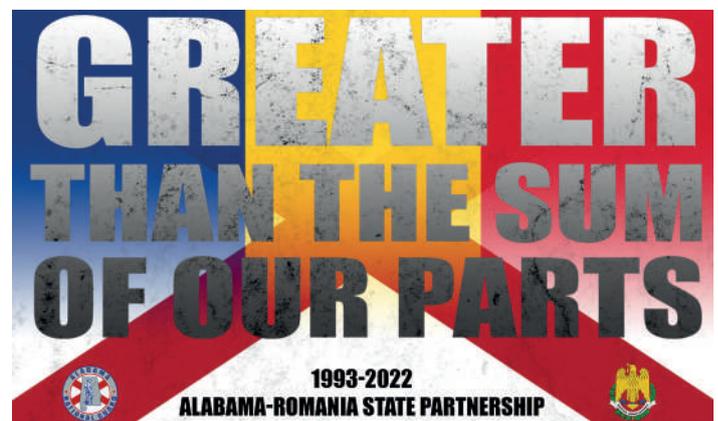
FORTIS IN UNUM

Multinational Corps South-East Magazine, December 2022



	NATO
	OTAN
Multinational Corps South-East	
Sibiu Romania	

Content



03 Commander's Foreword

08 HQ MNC-SE Milestones
towards Achieving FOC

12 FUOPS Cell Role
in Conducting Planning

04 ARRC Support to MNC-SE

09 Readiness: The State of
Being Ready or Prepared
for Something

13 JAGIC - Professional Tool
for Air-Land Integration

05 Alabama National Guard
Contributions to MNC-SE

10 Intelligence Branch Role
and Teambuilding Efforts

14 Building a Corps Level C2
Organization

06 Hybrid War Implications
on C2 at Corps Level

11 What a Difference
a Year Makes

16 Enabling the HQ MNC-SE
Future or on Track
towards FOC





Readiness: The State of Being Ready or Prepared for Something



Enabling the HQ MNC-SE Future or on Track towards FOC



MND-SE - 7 Years of Challenges and Excellence

18 Training as the Cornerstone of Corps Peace Time Activities

22 Carpathian Flow 2022 Training Event

26 MND-SE - 7 Years of Challenges and Excellence

19 CIMIC Contribution to FOC Accomplishment

23 HQ MNC-SE Deployable CIS Challenge

28 Working on Interoperability

20 Team Support from 7 to 15

24 Engineer Support to Corps Offensive Activities

30 Visits and Activities in 2022

21 Workforce Corps HQ - Challenges and Opportunities

25 Medical Support - A Common Effort

32 Family Support, Morale, Welfare and Recreation



“FORTIS IN UNUM” is the authorized yearly magazine of Headquarters Multinational Corps South-East, produced by the Communication Directorate. The publication is intended to provide members of Headquarters and the NATO community, as well as international visitors and other individuals, with relevant information on Corps-related topics.

Please, bear in mind that the articles and opinions expressed in this publication are those of the contributors and do not necessarily reflect official policy of NATO, or its member nations and cannot be quoted as an official statement of those entities.

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2021 MNC-SE Magazine



2022 MNC-SE Magazine

COMMANDER'S Foreword



“If we continue to become better every day, we will achieve the goals set before us”

It is an honor and a privilege to serve as the commander of Multinational Corps South-East along with this great team of soldiers from across our Alliance.

Since taking command of the corps on 28 February 2022, we have continued the great work that the headquarters began two years ago, pushing to become fully operationally capable by the end of 2023.

As we push toward increasing levels of combat readiness next year and beyond, everyone in this headquarters must take personal ownership in

reaching our readiness goals. We will continue to grow both the Allied and Romanian strength in our unit, while improving our collective proficiency over the next several years. As a corps headquarters, we must become masters of the deep fight and improve our proficiency in the close and rear fights.

In addition to improving our combat readiness, I encourage officers and non-commissioned officers throughout our corps to contribute to the increased readiness and professionalism of the NATO Alliance. By serving as Observers/Trainers and augmentees in NATO exercises, writing articles for both NATO and national military journals, and contributing to or leading NATO professional military courses, we will contribute to the professional discussion and improvement of our Alliance. Through our collective experiences, we've learned valuable lessons to share with all Allies. By sharing these lessons and experiences, we will make this corps a well-respected part of our Alliance.

As we continue this important work, our collective experiences will improve every officer, non-commissioned officer, and service member who serves in this organization. As we expand our unit affiliations and increase our staffing levels, we will offer Allied officers and non-commissioned officers some of the most professionally rewarding experiences in their careers. In providing these experiences, I view this corps as an engine of change, propelling the Romanian military and the militaries

of our Troop Contributing Nations to higher levels of combat readiness and proficiency. We have an incredibly unique opportunity here, and every one of us should make the most of it.

I am excited to take on the challenges ahead with this great team of Allied soldiers – a team of professionals consistently demonstrating “iron triangle” leadership with the right attitude, commitment, and teamwork. While we've made a lot of progress since declaring the Corps Headquarters at Initial Operational Capability on 14 June 2021, we must maintain our pace of learning and improvement. If we continue to become better every day, we will achieve the goals set before us.

While sustaining the great work already done, we must continue improving our combat readiness to deter our adversaries in Southeastern Europe. Romania and the Alliance continue to invest heavily in the infrastructure and capabilities of this headquarters – let's turn our readiness and capabilities into a strong deterrent against attacks in Southeastern Europe. The Allied citizens of Southeastern Europe deserve our best efforts – let's give it to them.

“FORTIS IN UNUM”

A handwritten signature in blue ink, which appears to be 'D. Iacob'.

**Dragoș-Dumitru IACOB
MG, ROU A
COMMANDER MNC-SE**

ARRC Support to MNC-SE



After taking command of the Allied Rapid Reaction Corps (ARRC) in December 2021, I was reassured to observe the strong bond forged between HQ ARRC and MNC-SE during the preceding months. The successful completion of Exercise DEFENDER 21 and the certification of HQ MNC-SE to Initial Operational Capability (IOC) demonstrated to all the positive influence originating from our mutual training. Following this initial success, and against the backdrop of Russian aggression in Ukraine, it was evident that the close relationship between the headquarters was invaluable. Therefore, HQ ARRC support to MNC-SE has been my foremost priority. Working closely with Major-General IACOB and his staff, ARRC has continued our support throughout 2022 as we prepare to assist in MNC-SE's annual evaluation on Exercise LOYAL LEDA in December 2022. By the end of this exercise, over 100 personnel from the ARRC will have deployed to Sibiu and MNC-SE to provide mentoring, coaching,

and assistance. Our training support has focused primarily on Battle Staff training, Operations Centre training, and air-land integration. Moreover, bespoke training events have been conducted on various military topics, such as Multi-Domain Integration and Operational Logistical planning. These events have been delivered through academic lectures, joint planning cycles, and increasingly challenging preparatory exercises. For example, during Exercise LOYAL LEDA 22, our staff will bolster the capability of MNC-SE with the attachment of various operational planners and subject matter experts. Critically though, throughout this journey, the reception my team and I have received from MNC-SE has been extraordinary. Every individual and department we engage with has wholly committed to the challenges and consistently surpassed the requirements. However, this transfer of knowledge, experience, and respect has by no means been a one-way street. Numerous members of MNC-SE have

conducted reciprocal visits to HQ ARRC throughout 2022. They have conducted various bilateral training events and delivered lectures at our barracks in Gloucester, UK. It has been an incredible opportunity for my team to understand better the security implications of the Black Sea region, gaining a different perspective on the conduct of military operations. It has enabled us to stress test and improve various aspects of our Standard Operating Procedures. For this, I am immensely grateful to MNC-SE and Major-General IACOB. ARRC's support and cooperation with MNC-SE will continue to endure for years. For instance, my staff and I look forward to working alongside MNC-SE during our validation exercise next year. Within the NATO framework, we will continue to demonstrate a united front against external threats and provide a credible deterrence to our adversaries.

Audentis fortuna iuvat
Fortune favours the brave
LTG Nicholas BORTON
COMMANDER ARRC

Alabama National Guard Contributions to MNC-SE



The Alabama National Guard proudly supports the Romanian Land Forces and their efforts to bring Multinational Corps South-East to full operational capability. Over the past six months, two Alabama Army National Guard soldiers partnered with this unit to support the corps headquarters' efforts to reach Full Operational Capability (FOC). Major General Sheryl GORDON, the Adjutant General of Alabama, views the Alabama National Guard's efforts to partner with Multinational Corps South-East as win-win opportunity. The Alabama National Guard benefits from the experiences that our officers and non-commissioned officers gain from service with the corps headquarters. Multinational Corps South-East benefits from the skills and experiences that these officers and non-commissioned officers bring to the corps staff.

The United States Army and Air Force consist of three components, the active duty, the National Guard, and the reserve. The Army National Guard serves as the operational reserve of the United States Army, offering eight divisions of maneuver units to serve the United States in times of conflict and crisis. Each state and territory of the United States controls a portion of the Army and Air National Guard to provide the governor of that state or territory with immediate support in the event of a domestic crisis or natural disaster. Over the last twenty-five years the National Guard sent units to serve in combat and crisis operations around the world, while also supporting their home state through

numerous natural disasters and the COVID-19 pandemic. Ninety percent of the soldiers in the National Guard train on a part-time basis for combat operations, while also holding civilian employment, which enables these soldiers to bring both their military and civilian skills to the operations they are called to support.

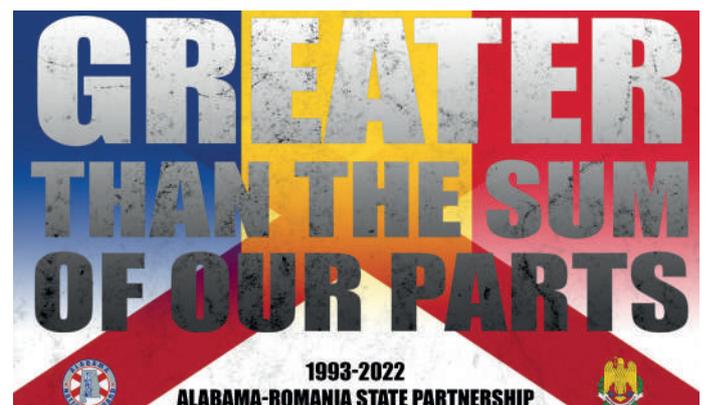
Romania and the State of Alabama began their partnership in 1993, and twenty-nine years later our cooperation remains strong. The State Partnership Program pairs U.S. states with the United States' partners and allies around the world, enabling cooperation in the military, governmental, and economic civic arenas. Romania and Alabama cooperate in a number of military functions and specialties, and the Alabama National Guard remains very excited about the opportunity to support and learn from the Romanian military as the Framework Nation for Multinational Corps South-East.

Over the past six months, Colonel Dale MURRAY served in both the plans section, as well as part of Commander's Action Group (CAG), bringing experiences for his recent service as a brigade commander as well as experiences and skills from two US Warfighter exercises within the last eighteen months. Master Sergeant Caleb HAMPTON served in the Intelligence (G2) section for

the past six months, offering exceptional experience as an intelligence analyst, in addition to offering individual analyst training to many members of the G2 section. Both Colonel MURRAY and Master Sergeant HAMPTON will take their experiences as part of a NATO corps headquarters back to the Alabama National Guard, where those lessons and experiences will make our units better.

Major General Dragoş-Dumitru IACOB, the Commander of Multinational Corps South-East, views our corps headquarters (and the NATO Force Structure units within the corps) as an engine of change that can make the militaries of the Framework Nation, Romania, and the Troop Contributing Nations, better. The Alabama National Guard wholeheartedly believes Multinational Corps South-East is a positive transformation and intends to continue providing officers and non-commissioned officers to the corps headquarters for the next year and beyond.

Alabama National Guard PAO



Hybrid War Implications on C2 at Corps Level



Wars in the 20th century, especially first and second World Wars, are great wars with sovereign nation-states and citizen armies. These two wars were all-out wars, as they mobilized vast resources and caused enormous destruction. As HQ MNC-SE members, we should be well aware that the concept of new wars is defined as a continuous and unlimited struggle for a concept or set of practices to reproduce the social order. There are violent struggles in which the enemy is not clear and the

states are not interlocutors. With the transformations in military technologies and the development of private armies and mercenary forces, wars have taken on a completely different view. Hybrid wars, in which the military-civilian separation becomes increasingly blurred, emerge as today's war form.

C2 Challenges of Hybrid Operations

The most important feature of hybrid operations is **uncertainty**. It creates hesitation on decision makers and saves time for the opponent. Decision makers should try to understand the whole operational picture in a short time, any delay may cause failure.

Deception is an integral part of hybrid operations. It delays or prevents the opponent from dominating the situation and making a decision. Deception operations are planned very well in peacetime. In addition to uncertainty, deception and denial of opponent's similar operations delay or prevent the adversary and the international community from understanding the situation, and prevent friendly forces from gaining initiative.



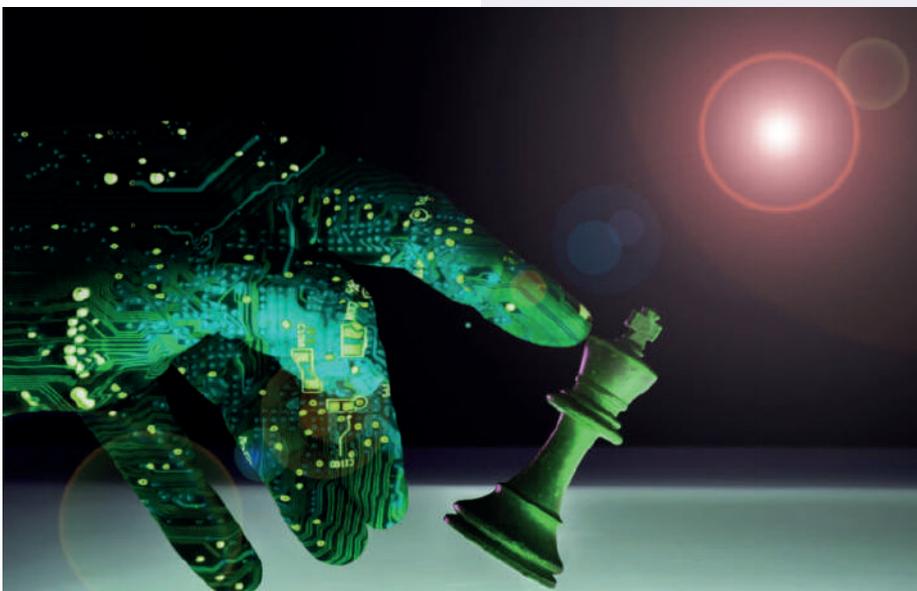
Different Ways and Methods are introduced into Area of Operations (AOO) via hybrid operations that we don't expect in conventional wars such as cyber and physical attacks to infrastructures of big cities.

In today's wars, **the military forces are not the only actors**. Non-military institutions are commonly involved in. Therefore, coordination is more difficult.

We also take into consideration of **Non-Governmental Actors'** possible effects on our operations as command group at corps level in planning phase.

Multiple tactics are used by conventional forces, special forces, criminal organizations, local forces that are operating simultaneously and according to the same timetable. Each of these forces uses different tactics and techniques. Their implementation will not occur one after another. Different levels of command and control will be used in their execution.

Hybrid warfare is complex in nature. In this type of war, together with conventional forces, other actors such as special forces, local forces, various governmental or non-governmental





organizations, private security companies, mercenaries may conduct operations. Uncertainty in C2, common use of deception tactics, increasing need for coordination, inter-agency and with non-state actors create some difficulties in terms of command and control of the operation. Hence, command structure at MNC-SE level should be flexible and highly adaptable. MNC-SE command group should have the necessary links with non-military institutions and appropriate crisis management structure to define hybrid operations and provide C2. At the tactical level, military security and intelligence agencies should come together in a joint structure. These structures should be created in peacetime and should focus on addressing vulnerabilities that the enemy can exploit as their main task. In hybrid operations these structures can perform C2 at the regional level and provide necessary information to the strategic level.

Most importantly, commanders at all levels who will take initiative on the battlefield and benefit from the opportunities of the information age will define who will win the hybrid war. The commanders face significant challenges from potential threats in both conventional and hybrid methods of war. In this regard, uncertainty gives the commander a cutting edge. Since, it creates ambiguity over enemy's decision making process. Distinguishing between uncertainty and risk can help to better prepare for emerging threats in MNC-SE AOO and allows HQ MNC-SE to direct innovative initiatives to counter them. Consequently, the commander gets an advantage over enemy in the area of operation by making it difficult for him to give OPS decisions.

MG Gürcan SEZENGÖZ

DCOM MNC-SE



HQ MNC-SE Milestones towards Achieving FOC



Bottom line up front: 2022 has been a successful year in which all milestones of the roadmap towards the full operational capability (FOC) of HQ MNC-SE (planned for October 2023) have been achieved!

Since I took over the very challenging, but at the same time, very rewarding position of Chief of Staff in the youngest NATO Corps Headquarters in Europe, on 1st of February 2022, I've been fully aware that in the context of the new strategic environment deeply changed by the aggression of Russia against Ukraine, which is going on since 24th of February this year, the importance of HQ MNC-SE has grown significantly.

Based on the fact that “the corps is no longer a command function but a critical war fighting echelon engaged in its own fight”¹, following my guidance and directions, my staff managed to adapt, improve and increase the tempo of the 4 lines of effort towards the aim of reaching the full operational capability.

¹ Watling, Jack, Macfraland, Sean – “The future of the NATO Corps”, RUSI Occasional Paper, January 2021

In the first line of effort – *command and control capabilities* –, the operations centre enhanced its operational capability, increased the manning and the training level of personnel, the command and control relationship with NFIUs, MND-SE, LANDCOM and JFCNP, thus being prepared to execute C2 over the subordinate HQs/units starting with the beginning of the next year.

A special emphasize has been put on the second line of effort – *training* of all personnel and on integration of newcomers and augmentees, through a coherent and integrated individual and collective training plan consisting of 2 iterations of corps level staff officer courses, academics, functional areas system training, MEL-MIL and vignette based training, battle staff training, and combined armed rehearsal.

As far as the third line of effort is concerned – *expand the HQs* – despite of many challenges, my support staff succeeded to improve the staff working areas, the working conditions and facilities, to ensure the proper CIS support and also to get prepared for moving our HQs to our new location (summer of 2023) in our great host city of Sibiu. Besides, it was with a great satisfaction for me to witness this summer a significant

increase of the number of personnel assigned to this HQ, both from the Framework Nation (Romania), but also from 9 troop contributing nations: Bulgaria, Canada, Czech Republic, France, Germany, Greece, Italy, Poland, and Türkiye. And more brothers in arms from Croatia, Hungary, North Macedonia, Portugal, Spain and United Kingdom are yet to come in the next future.

And last but not least, in the framework of Strategic Communications (STRATCOM) line of effort, MNC-SE developed a communication strategy in order to increase the visibility of MNC-SE within NATO Command and Force Structure and to enhance the relationship with local authorities from Sibiu.

I am confident that all the above-mentioned achievements will be demonstrated during the Loyal Leda 2022 exercise.

I look forward to working with all my staff to overcome all the challenges for the next year and to reach the full operational capability, thus being able to accomplish our paramount mission: to deter and defend the south-eastern flank of NATO.

BG Valentin BRÎNZEI

HQ MNC-SE Chief of Staff



Readiness: The State of Being Ready or Prepared for Something



During the last few decades, we've witnessed the steady degradation of world security. Lately, it seems like this trend is accelerating exponentially and the planet no longer provides sanctuaries. I stated in the first edition of this magazine dated December 2021 that MNC-SE is aiming to achieve Full Operational Capabilities (FOC) in December 2024. Well, the recent events disrupted that plan so this headquarters is now aiming to be fully operational. Achieving combat readiness is a great challenge and it requires the effort of everyone, but the NCOs have one of the most important role to play.

I believe the NCO corps is responsible for two pillars of combat readiness. The first pillar is operational readiness; this includes but is not limited to individual and collective training on weapon systems and other type of equipments. The NCO at every level has the responsibility to ensure their subordinates are up to date on their qualifications, their vehicles, communication systems are in order and ready to deploy rapidly. The Law of Armed Conflict and Rules of Engagement are other examples where the NCO plays vital role at the tactical level ensuring that every soldiers understand these concepts.

The second pillar is personal readiness. It is directly related to the individual responsibility and here are a few examples. The member should have a family care plan in case of a rapid deployment. Who will take care of the kids? Who will maintain the house? Collect mail? Renew car insurance? Etc. The family plan becomes even more important when both parents are serving members. Another important aspect is the individual administration. Even official documents such as resident card, passport, power of attorney etc.

have an expiration date and should be renewed at the proper time. Another key responsibility is the state of your personal equipment required for deployment. A military member may have to deploy on a short notice and be away for an unknown period of time, so it is imperative that all equipment is in good condition and inspected regularly. NCOs at all level regardless of their specialty are responsible to ensure that all their subordinates meet the criteria of personal readiness.

Recent conflicts demonstrate that combat readiness and subsequently combat success cannot be achieved without NCOs. The NCOs of MNC-SE at every level, take their role very seriously. It is imperative that they keep getting the proper resources and support to prepare our men and women in order to make the difference on the battlefield.

FORTIS IN UNUM

**Chief Warrant Officer
Yannick GODBOUT**

**HQ MNC-SE Command Senior
Enlisted Leader**



Intelligence Branch Role and Teambuilding Efforts



Leaders in any organization require timely and relevant information in order to make effective decisions – this is no different in military organizations. The G2 branch of MNC-SE provides the Corps Commander with timely and relevant information about adversaries and threats, regardless of the source. Simply put, the G2 works to answer these questions: “what can it do, how will it act, and how can it be countered?” An adversary or threat might be an opposing military force, but it can also be the environment, terrain or weather where we operate. Anything that can impose a negative effect is a factor for consideration. Members of G2 must be able to process a large amount of information, think critically, apply various disciplines and principles of analysis, frame the information in a meaningful manner, and then effectively communicate the processed information in a way that the commander and other key staff can understand its significance. To achieve this, the quality of what we convey is vastly more important than quantity.

To support the MNC-SE mission and interoperability within NATO, the G2 deals with many challenges. The biggest challenge is maintaining awareness of a large area of interest that includes the Black Sea region and parts of Europe. The world is also rapidly

changing, requiring equal flexibility in rationale and assumptions. Additionally, due to being part of such a young organization, we are still building our team and capabilities. Challenges can also be opportunities for growth and improvement, which G2 team members embrace every day. Ultimately the G2 supports the NATO ethos and mission by building an effective team with members who will take their new skills with them to other NATO organizations.

MNC-SE is large multinational team (part of the larger NATO team) that must undergo a staged approach to building and certification. Like the Corps as a whole, the G2 is almost constantly receiving new members to integrate into the team. As stated previously, this challenge affords development opportunities for both the new member and the team. Each new member provides an infusion of experience, competency, and views that help develop interoperability.

To meet these challenges while developing the G2 and Corps, we engage in exciting unit exercises and individual training. These can include exercises within the HQ, with other NATO units, and with partner nations. We actively find opportunities for the professional development of our commissioned officers, warrant officers, and non-commissioned officers. Like most NATO entities, the G2 provides multiple and diverse opportunities for members to develop their own skills and contribute to efforts. Being in a young organization amplifies that effect by generating more opportunities to incorporate fresh ideas on how to improve efficiency. Building effective teams is a topic of constant study in both civilian and military realms. In many ways, teams in a military organization are no different from those in a civilian corporation. Both are composed of human beings that must navigate a complex psychology to form a group that collectively operates in a meaningful way.

In order to build an effective team, the G2 incorporates the MNC-SE Commander's vision and philosophy for the organization. Currently this includes the tenets of *Attitude, Commitment, and Teamwork*. To us in G2, this means that regardless of how difficult or stressful the situation is, we must come to work every day with a strong desire to support the mission, be resilient to change, and invest both time and effort into working together. There is no “I” in team.

Another way we are building an effective team is by leveraging existing partnerships with the host nation, Romania. One such partnership is the one between Romania and the Alabama National Guard through the US's State Partnership Program, wherein members from each service have worked together for nearly 30 years. This and similar enterprises in NATO nations afford opportunities for cultural exchange, professional/military mentorship, and the forging of strong relationships.

Finally, the G2 will develop the Corps team by embodying the unit motto: *Fortis In Unum*. This means more than merely coming together for the workday. We will develop esprit-de-corps and develop camaraderie between our officers and enlisted personnel. Our officers will organize, direct, and protect subordinates. Our NCOs will take responsibility and initiative to accomplish tasks. Together we will create a dynamic that promotes an environment of mutual learning and professional pride. In the profession of arms, most will affirm that when in battle, the soldiers to your left and right are the most important people. This implies that you must be both reliable and trustworthy, because someone else might have to put their life in your hands. We aim to be worthy of that level of trust.

MSG Caleb HAMPTON

What a Difference a Year Makes

As interesting as the title might sound, when you are building NATO's newest Corps Headquarters from a paper concept, the same title could probably be used for every Branch for the first five years. For the G3 Branch, 2022 is the year we became International.

The year started with a small team of five devoted Romanian Officers working hard to build the foundation of the G3 Branch in a Corps Headquarters. Tasked with the audacious tasks of writing Standard Operating Procedures, developing processes and laying out Work Forces for exercise almost a year away. The year ended with the Branch becoming



a multi-national team of 18 from seven different countries including Romania, Bulgaria, Canada, Germany, Italy, as well as Poland and Türkiye. The Branch was finally able to shake out into our three Sections including Force Protection, Liaison and the Operations Centre. For the first time the Multi-National Corps South-East G3 Branch was taking shape. We were inexperienced and did not know what we did not know, but we built up a key capability: Team spirit.

After the reduced manning period in August the Commander's promise of keeping us busy in the Fall was not an exaggeration. The Branch participated in and supported two rounds of Newcomer's Training and two serials supporting Corps Staff Officer Course conducted by National Defence University "Carol I". We prepared and conducted a serial of Operations Centre Trainings for the staff from the HQ MNC-SE who work out of the Operations Centre during times of crisis. We supported the G4 Branch with the execution of Exercise CARPATHIAN FLOW 2022 prepared to achieve full operational capability by practicing our skills and teamwork

in Battle Staff Training serials. In addition, we travelled through Europe participating and supporting other NATO activities in Greece, Bulgaria and Poland. The highlight of the year will be Exercise LOYAL LEDA 2022 where the headquarters participates as a Warfighting Corps Headquarters to demonstrate our ability to achieve FOC status.

2023 promises to be as demanding as 2022 has been. The highlight will be our evaluation in October during Exercise STEADFAST JUPITER 2023 and achieving our Full Operational Capability status. We know that 2023 will be another year of challenges and hard work. Two things are certain, one is that the G3 Branch is up for the challenge and two, we will have a lot of laughs along the way. That however is next year's problem. After LOYAL LEDA we are going to relax and spend time with our deserving families and friends, both new and old. It will be time to kick back and enjoy Christmas "Transylvania style".

COL Peter GRUNDHOFF

FUOPS Cell Role in Conducting Planning

Planning includes the art and science of understanding a situation, visualizing a desired future, and develop effective ways to achieve that future. The operations process describes the major command and control activities performed during operations: planning, preparing, executing and assessing the operation. (Fig. 1)



Figure 1 The operation process (ADP 5-0)

As a tactical level HQ, Corps planning revolves around how best to achieve objectives and accomplish tasks assigned by higher HQ. Within our HQ, planning is conducted by the integrated cells CUOPS, FUOPS and FULANS, each consisting of planners and subject matter experts representing each combat function. Each integrated cell is focused on a specific planning horizon and answers a specific question as follows:

- ✦ CUOPS cell is focused on "WHAT IS?" within short-range planning horizon.
- ✦ FUOPS cell is focused on "WHAT IF?" within mid-range planning horizon and a main result of their work are branch plans and fragmentary orders directing tactical actions and troop movements within AOO.
- ✦ FULANS cell focuses on "WHAT'S NEXT?" within long-range planning horizon and a main result of their work are sequels to the campaign plan. (Fig. 2)

Within HQ MNC-SE, the main branch of the FUOPS integrated cell is represented by Future Operations Branch. Under the guidance of operations division head, future operations branch is organized in planning and coordination teams, tasked with creating options for the commander and disseminating his decision using mission type orders.

The main role of Future Operations Branch is to refine the OPLAN (Operation Plan) and turn it in a clear OPORD (Operation Order) for Operations Branch to execute, acting as a bridge between current operations and plans. In addition, during execution it has the following tasks:

- ✦ synchronize the combat functions in time, space, and purpose in order to mass the effects of combat power at the chosen place and time;
- ✦ develop or refine options for potential enemy action and friendly opportunities (branch plans, decision points);

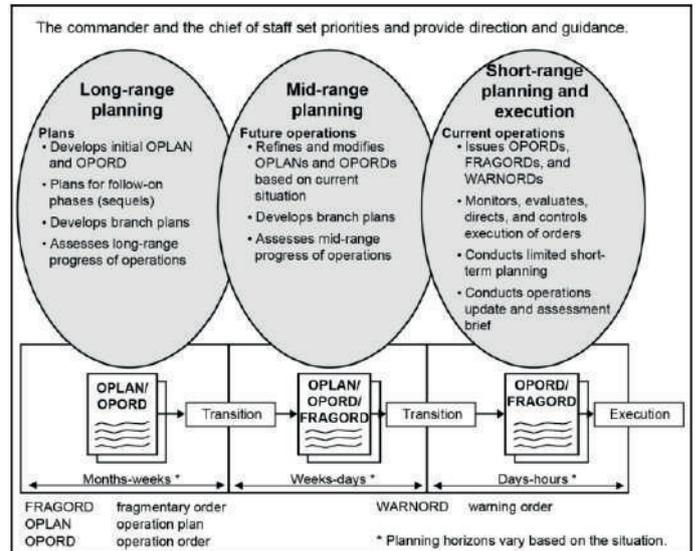


Figure 2 Transition among the integrating cells (ADP 5-0)

- ✦ modify plans to support current operations;
 - ✦ translate the commander's guidance into executable orders.
- Our work is not easy, nevertheless, we understand that some challenges will be waiting for us on our way to reaching a higher level of operational capability. Thus, we identified some forthcoming endeavors that we need to tackle:
- ✦ finding the balance in necessary synchronization against desired agility and initiative;
 - ✦ focusing on Corps role, which is to shape (deep operations) and sustain (rear operations) in order to enable the manoeuvre formations in conducting decisive actions;
 - ✦ last but not least, speeding up the development and the cohesion of the Future Operations Branch team, in order to have a fully matured staff by the time we reach Full Operational Capability.

Although relatively young team, the current Future Operations Branch team's objective is to demonstrate that is able to accomplish it's responsibilities using LOYAL LEDA 22 as a venue for this and significantly contribute to the HQ MNC-SE achievement of final operational capability.

"In general, campaign projects have to be adjusted to conditions (time, weather), the number of the enemy. ... The more one foresees obstacles to his plans, the less one will find of them later in the execution. In a word, everything must be foreseen; find the problems and resolve them."

Frederick the Great

CAPT Claudiu SAVA

JAGIC – Professional Tool for Air-Land Integration

Lessons over the last decades emphasized that war fighting has changed from a conventional and linear way towards a nonlinear, unconventional, multi-domain approach. Military leaders have to grasp the importance of connecting and understanding the complexity of the multi-domain operations. In this regard, an entity as Joint Air Ground Integration Center (JAGIC) that is scalable, adaptable and encompassing all required expertise for accomplishing future battle challenges is needed more than ever.

The Corps' primary focus will be the deep battle with the precise aim of degrading the enemy's cohesion and efforts to combat the main forces. Conducted to seize vital ground, to destroy enemy high value assets, to degrade the enemy's ability to command and control and to restrict its reserve manoeuvres, the deep battle will set the conditions for the contact fight. The efficiency of the deep battle is dependent of many factors, but at the corps level our operations place tremendous importance on the simultaneity of actions, the multi domain effort, operating with accurate, reliable and timely intelligence, to continuously develop and refine targets, and the ability to plan deliberately. Understanding this necessity and integrating the use of land and air assets requires in-depth integration and coordination. It became the corps' main challenge to find the „right solution“ for air-land integration.

The need to adapt to multi domain operations is challenging our new headquarters as we take on our role as an “engine of change”. The ambition to implement multi domain operations concepts within MNC-SE has many obstacles, but with determination,



directed effort and correct attitude, the gate is open and the correct path identified. Step by step, sometimes with small steps other times through jumping, we are building a capability able to integrate all domains operations.

Embracing this challenge to incorporate all domain operations is a great chance for us to achieve good results. Accepting the necessity to integrate all domains means for us, extra hours of study, efforts to understand the new concepts, struggle to adapt, refine and implement some untested concepts.

Within this process, the projected JAGIC became the central piece for coordinating and synchronizing air and land operations. Specialized personnel in fire support, targeting, air defense, aviation, air operations, ISR management, intelligence, special forces operations and air space management provide expertise in order to set the conditions for both deliberate and dynamic target engagements.

Understanding the *modus operandi* of each asset used to produce effects into the corps' deep, knowing the battlespace de-confliction procedures for the evolving operations, considering the rules of engagement and the necessity for collateral damage avoidance are pillars for the operation of an efficient JAGIC.

Our process started under the mentorship of ARRC SMEs that raised our awareness and experience with some of the requirements during the DEFENDER 21 exercise. ARRC brought the expertise and the experience to help us know how to design this kind of structure and execute the task at the required level. It continued with developing personnel proficiency by supporting other NFS during their training events as NRDC-ESP, ARRC, 1st GNC, NRDC-TUR and Romanian Land Forces. Discussions raised during Air-Land Integration (ALI) seminar on lessons identified, best practices and experiences built during different exercises, brought a clearer understanding of what is supposed to be efficient integration.

Focusing on providing a standardized education and training program for the Corps' AOCC and Fire Support team will establish a robust foundation for integration of air and land operations. A single domain effort will not assure the desired outcome. The contributions of a single component – air or land – will not set conditions for an effective ALI process. Therefore, it is imperative for both components to understand the procedures that need to be applied, the tactics, the specific techniques and doctrines that will direct the process. It is critical to acquire a common understanding of each component's capabilities, procedures, and limitations. As MNC-SE strives to achieve operational capability, we must take into account the ALI problem, also. That is why JAGIC should gain its place as one of the most important components within HQ MNC-SE, becoming the *Magic Tool* that makes this corps run continuously with maximum efficiency.

COL George CORNEA

Building a Corps Level C2 Organization



In the numerous military campaigns Napoleon led in the beginning of the 19th century, he could only rely on a small-scale mobile staff with deputies, staff and liaison officers, under a command of a remarkably rigorous and well-organized chief of staff, Marshall Berthier, Prince of Wagram, who would be sorely missed the Emperor at Waterloo... This kind of embryonic Command Post (CP), mostly mobile, proved to be much efficient in allowing the *Empereur des Français* to win numerous battles, although maybe not offering sufficient protection to avoid it being targeted by adverse guns: in this way, Napoleon himself experimented to have about 20 horses being killed under him!

This historical example shows sufficiently enough the difficulty for a commander to benefit from a command post organization that may combine both efficiency and survivability. Actually, most of the times, the factors contributing to the efficiency of a CP will work against the ones contributing to survivability!

Back in recent years, NATO could rely on a relatively fixed nature of operations led within a crisis management framework. Whether in Kosovo or even in Afghanistan, operations could be led from a single, static and complex theatre-wide CP, located within a forward operating base, not fearing any major threat, save sporadic rocket indirect fires or insider infiltration in the latter case.

While this configuration was appropriate to the situations in external theater of operations, it has to be reconsidered within the new NATO configuration,

today mostly focusing on collective deterrence and if needed, defense against a peer or near-peer adversary. It is now for the NATO Force structure units and, above all, Corps-level HQs to prepare themselves to operate across the range of military operations to include fast paced, large-scale combat operations over great distances.

In this prospect, the current dimension of the battlespace shall take into account extended distances and reduced time, so that all domains, including the CP organization, will be contested at long distances under short notice of time. This situation led HQ MNC-SE – in its development process – to study how to manage its C2 (Command and Control) organization in an optimal manner if a crisis emerge. Hence, a deep thought process led within the HQ and fed by broad benchmarking consultations, in order to find the right C2 organization that may offer the best balance between efficiency and survivability, the right one, or at least a right one, since in this domain there is no ideal solution!

To work properly, a CP would need – above all – stability that will enable a long-standing efficient organization, continuity of work, optimized links and communications, enduring – and if possible comfortable! – Real Life Support conditions. Especially, a relevantly established and routinely operating battle rhythm will allow the commander and its staff to enjoy long-term prospective and fruitful face-to-face consultation.

On the contrary, survivability will mostly mean mobility, concealment, dispersion and redundancy. At the same time, continuity of command and control should be maintained at any cost, even during the displacement of a CP.



Actually, dilemmas emerge when considering the following factors:

- ✧ the **mobility** of a CP would allow it to avoid any indirect fire, but will reduce the long-term organization of the work, and possibly hamper connectivity continuity;

- ✧ a small-**size** CP may be easy to protect and to move but may lack capacity and especially manning capacity to control operations effectively;

- ✧ **dispersing** CPs may enhance survivability by making them harder for enemies to find and attack. Now it may also be detrimental to coordination between branches/cells and to consultation between staff officers by preventing face-to-face meetings;

- ✧ **concealment** of CPs is mandatory but shall not hamper accessibility to the site nor preventing to provide enduring and satisfactory Real Life Support conditions;

- ✧ **redundancy** appears much more costly since it amounts to having in reserve a workforce and communications & information systems (CIS) only occasionally utilized but proves to be worthy – not to say sometimes vital – to maintain continuity of command and control when a CP is moving, or worse, when it becomes unable to fulfill its mission.

The deep study of these factors, their contributions to the mission and the roles of the HQ, the geographic conditions & timeframe of its deployment and the answers eventually delivered may therefore lead to the optimal C2 organization for the Corps-level HQ. Usually, the HQ will consider at least:

- ✧ **Main CP** that will contain the majority of the staff designed to control



current operations, conduct detailed analysis, plan future operations and ensure sustainment of the force;

- ✧ **Tactical CP** that will offer the possibility for the Commander to move wherever on the battlespace while keeping the capability of being protected, maintaining a continuous Situation Awareness capability and a permanent liaison to command and control staff and subordinate units.

Now, on a larger basis, the Corps may also consider:

- ✧ **Alternate CP** as a reserve installation, to take over the role of the main CP in the event that the latter got incapacitated. As such, the alternate CP may have minimal redundant personnel and CIS that should mirror the ones in the Main;

- ✧ A Rear Operations Coordination Cell that would predominantly deal with security and sustainment activities in the Corps Rear Area. Actually, this cell may be considered as a part of the Main or possibly even be separated from it to build up a **Rear CP**;

- ✧ **Forward CP** that would be dedicated to taking all the Execution processes from the Main CP, that is to say the executing operations within the 24 hours. This CP would therefore encompass the operations center, the Joint Air Ground Integration Cell (JAGIC) for delivering effects, and a short-term planning small-size cell to refine the orders on the last moment if necessary.

As it may be seen, the balance to find between the efficiency of the HQMNC-SE C2 organization and its survivability may lead the HQ to choose several options, including gradual deployment of CPs, a combination of functions within the CPs, or redundant functions to ensure C2 continuity, especially in the case of a CP displacement. Whatever the solution theoretically found, it will have to be confronted to the exercise test, where the functioning of the C2 procedures and its implied lessons – identified and then learned, will lead to the adaptation of the CP organization on a continuous cyclical process basis.

LTC Olivier ROUANET

Enabling the HQ MNC-SE Future or on Track towards FOC



“There are known knowns – things we know that we know. There are known unknowns – that is to say, things that we know we don’t know. But there are also unknown unknowns – things we don’t know we don’t know”.

Donald Rumsfeld

The above quotation comes from the former US Defence Secretary in 2002, a date that seems and feels long time ago. MNC-SE’s exercise and capability planners are quite familiar with this feeling. Let us reflect upon a successful year of growth and advancement through a multitude of projects undertaken by our headquarters located in Sibiu.

STRUCTURE: ELEVEN NATIONS PROVIDE STAFF ON A PERMANENT BASIS

During the last 18 months since IOC, we increased our multi-national personnel from zero to 22. Key personnel include



our Deputy Commander (provided by Türkiye) and Deputy Chief of Staff for Plans (provided by Greece) who assumed their duties and are now responsible for leading the staff to achieve Full Operational Capability. 9 other countries, including Bulgaria, Canada, France, Germany, Italy, Luxemburg, Poland, Spain, and UK currently or will contribute personnel to our HQ. It is worth mentioning that 5 more countries like Albania, Croatia, Czech Republic, Hungary and North Macedonia are in the joining procedure. All of us, Romanian service members and allies will continue to work together to build the HQs, foster stability, and create capabilities for the nations.

TRAINING THROUGH THE CRAWL-WALK-RUN PRINCIPLE

NATO defines military capability “as the ability to create an effect by employing an integrated set of aspects, categorized as doctrine, organization, training, materiel, leadership development, personnel, facilities, and interoperability”¹. In order to achieve the desired effects, the staff organized and conducted a number of training events.

The first major training event focused on the planning family: *Comprehensive*

Operational Planning Course, hosted by HQ MNC-SE, and organized in a joint venture with National Defence University “Carol I”. The activity took place at the Sibiu Military Circle from the 10th to 21st January 2022, and provided intensive training in the field of operational planning, allowing the trainees to develop skills and abilities that will enable them to make optimal use of operational planning tools and techniques. The targeting audience was the personnel from HQ MNC-SE and Allied Rapid Reaction Corps (ARRC).

The second major training event focused on fires: *The Air & Land Integration Seminar*. The seminar was held at the HQ MNC-SE Headquarters in Sibiu, from the 21st to the 23rd of March, aiming to identify solutions to streamline air support integration for the benefit of land operations at the army corps level. The training event was attended by representatives from AIRCOM, V US Corps, ARRC, NRDC-ESP, MNC-NE, MND-SE, 41 FAB, SFAB, 2nd Infantry Division “GETICA”, 4th Infantry Division “GEMINA”, and 8th MLRS Brigade. The event offered the opportunity to exchange experiences, expertise, and best practices among the attendees, as well as to develop the lessons identified during training events into lessons learned and to implement them in the command and control processes at the corps level.

Another major training event was *the operational planning phase of LOYAL LEDA 22 exercise* where a combined team of multinational personnel from HQ MNC-SE, supported by Subject Matter Experts (SMEs) from the Romanian Ministry

¹ AAP-06: NATO Glossary of Terms and Definitions. NATO Standardization Office; Brussels, Belgium: 2018.



of Defence, developed the planning products for the exercise. The aim of this activity was to provide a framework within our Corps for conducting operations in a heavily contested environment, using the lessons learned identified in the current crisis in Ukraine.

The next training major event focused on sustainment and building forces in a crisis: *Reception, Staging and Onward Movement (RSOM) ACADEMICS*. The activity took place between 05 to 08 July 2022 and benefited from the presence of experts from various NATO command structures as well as from NATO forces.

From the doctrinal perspective, at the initiative of our Headquarters and benefiting from the continuous support of the National Defence University "Carol I" experts, we organized the *Corps Level Staff Officer Course*, a great training event for the new personnel in our Headquarters. The trainees benefited from the expertise of the instructors of the mobile training team from the National Defence University "Carol I", augmented with specialists from HQ MNC-SE.

As far as developing the processes of conducting operations, we planned and conducted three Battle Staff Trainings (BSTs). The *first BST* was focused mainly with the sole purpose to check the logic and flow of our battle rhythm.

After that, *the second BST* turned to an examination of the efficiency in terms of time and human resources. During *the third BST*, we ran the HQs just like in real time operations, checking processes, validating procedures, and maintaining the information flow between higher and lower echelons.

The capstone training events of 2022 included two exercises. The first exercise conducted between October 31st and November 4th 2022, named *CARPATHIAN FLOW 22 (CAFL22)*, was used to demonstrate the ability of our HQs to coordinate RSOM. After a successful *ACADEMICS*, the knowledge and expertise learned were then standardized into procedures and verified during the exercise. Several hypothetical situations were given to the staff to assess our ability to react to a complex environment, constraining logistics.

The second exercise, named *LOYAL LEDA 22 (LOLE22)*, will be the training venue used by our HQ to test and validate our operating concepts,

procedures, systems and tactics. More broadly, it will enable our organisation to test our capabilities and practise working together efficiently in a demanding crisis situation. To this end, we will soon identify "best practices" (what works) and "lessons learned" (what needs improving) for future operations.

LOOKING AHEAD

Next year our main focus is to achieve Fully Operational Capability, where the headquarters is able to command and control manoeuvre divisions and corps enablers to protect our designated Area of Operations (AOO). To achieve FOC, we plan to be part of two major exercises named *DEFENDER EUROPE 2023* and *STEADFAST JUPITER 2023*. For those two exercises our main goals are to increase our ability to be forward-thinking, innovative, and aggressive, both in understanding how warfare is evolving and in adapting our training to meet those challenges.

COL Irinel APOSTOLESCU



Training as the Cornerstone of Corps Peace Time Activities



Training is the top priority for all commanders in peacetime. Within Multinational Corps South-East, military education and training is an essential process, designed to improve the capabilities of military personnel as well as divisions to contribute to the accomplishment of the MNC-SE mission. For us, training is not only a daily activity, but also the backbone for preparing and providing a robust team capable of fulfilling the security challenges in the region. Once the personnel are assigned to the Corps HQ, the induction training is delivered so they will be able to understand the basics of our organization as well as the roles and the responsibilities of each team. Moreover, the relationship with subordinate commands are also an important point to be tackled during initial and upcoming training sessions since the synchronization of their capabilities will contribute to the success of the corps operations.

At staff level, the training process is coordinated by the Training Directive which is synchronized with the Commander Campaign Plan and is intended to provide the corps and subordinated units a training roadmap that offers a specific guidance as well as an orientation and vision for the upcoming years. Education and training activities are by nature mission oriented, planned as realistic as possible within the available resources, and linked to the allocated roles and commitments. Training program management requires a well informed coordination and synchronization across the HQ and is orchestrated by G7-Training subject matter experts.

MNC-SE training program is built to increase all individual skills as the baseline for every combatant, utilizing various education and training opportunities, and finally aims to enable the development and practicing of the procedures and concepts which are the basis for the planning, preparation and execution

of the operations. Individual training seems sometimes forgotten in the complex training rollercoaster encompassing large military structures such as divisions or corps with the designated subordinate units. Nevertheless, “small” details such as having trained operators in various functional areas together with the right subject matter experts in all domains, that are turning the “invisible” training wheels in order to successfully conduct a Battle Staff Training or a rehearsal. We coordinate this process by putting the individual in the center, in order to support each branch and division inside the Headquarters.

Collective training is the most sophisticated form of training and is the process by which individuals are formed into teams of increasing size, complexity, and capability to ensure proficiency for operational purposes. Collective training ranges from a small group activities at branches level to the much wider activities that involves the whole staff and provides an excellent environment for the simultaneous performance of multilayer training activities to evaluate and to sustain the skills of staff entities. Exercises simulate as realistic as possible battle conditions to train leaders and staff under unique mission, unique conditions and standards for applying the best tactics, techniques and procedures, being also the most appropriate issues to conduct evaluations and certifications.

However, the security environment becomes more challenging and unpredictable every day and the combination of forces and capabilities that can threaten the Alliance continue to increase and evolve. As a result, the training branch has to become more comfortable in providing a more versatile training process that will allow the staff to operate in highly volatile situations.

LTC Mirel NISTE



CIMIC Contribution to FOC Accomplishment

It is quite remarkable that one of the implied tasks for HQ MNC-SE FOC accomplishment, accurately covered within CIMIC Job Description. CIMIC is supposed to act as the primary interface between the MNC-SE military force, civil government authorities, international organizations, non-governmental organizations and the civil population within the Comprehensive Approach framework.

Starting with 2021, thus even prior to identifying the need to speed up the development of finding the way of reaching FOC, CIMIC was directly involved in the process by collecting relevant statistics, assessing the civil environment along NATO Eastern Flank and, eventually, providing advice to COM MNC-SE on the related topics. That didn't comprise only BGR and ROU countries analysis but also the predicted UKR crisis, the obvious trigger for MNC-SE accelerated process towards FOC.

To begin with, CIMIC maintained the ARRC cooperation relationship established for IOC, but, as a result of this experience, MNC-SE CIMIC initiated and improved upon the relationship with the two relevant corps headquarters in our neighbourhood: MNC-NE and V (US) Corps. That approach was assessed as the optimal way to improve the Situational Awareness and Situational Understanding of the developing events in MNC-SE close vicinity.

Virtual interaction with MNC-NE, the only regional corps in the NATO environment and, fortunately, an experienced staff within CIMIC division, started within LANDCOM VTC in November 2021. That time MNC-NE stated that is eager to share their experiences with the MNC-SE as a regional command and MNC-SE was encouraged to directly contact with MNC-NE. After a period of exchanging emails, the next step was to physically meet each other within HQ MNC-SE Staff Visit from 08 to 09 June 2022 to HQ MNC-NE barracks in Szczecin, Poland. It was proven, again, that face-to-face meetings have its benefits for enhancing relationship, meaning, by paraphrasing on of the well-known sayings about fostering messages, "a handshake is worth more than a thousand emails". The undersigned, as HQ MNC-SE CIMIC representatives, was briefed on the J9 Division contribution to Comprehensive Situational Awareness in the political, economic and social domains. And that was something valuable to learn from as the example on how to look at civilian environment characteristics. It was food for-thought for MNC-SE regarding MNC-SE applicable ways to reach FOC requirements from CIMIC perspective.



Furthermore, even if V (US) Corps is not a NATO unit, it was demonstrated as a valuable source of inspiration and a worthy source of information for the MNC-SE Area of Interest. MNC-SE CIMIC and V (US) Corps Civil Affairs teams had some good opportunities to interact, exchange information and support each other in understanding the functionality of the processes that are developed within the respective headquarters. To summarize, both teams found the common ground to cooperate in the future and to know each other before needing each other.

The last but not the least thing to add to this list of work strands is the SHAPE training event, specifically *Human Security and Cross Cutting Topics Focal Points Training*, held in Sibiu, Romania, in ROU Land Forces Academy facilities, from 07 to 11 November 2022. It was a great opportunity exploited to demonstrate one of the FOC task is within HQ MNC-SE capabilities. By facilitating LANDCOM efforts, as SHAPE designated organizer, to gather the wider Human Security Community of Interest, as a forum for information exchange with key non-military actors on matters relevant for advancing NATO's agenda on Human Security, MNC-SE CIMIC team proved to be a valuable asset within MNC-SE great team. This particular activity enhanced the fostering of MNC-SE presence, posture and profile throughout NATO community and civilian environment, as well.

In a nutshell, all the aforementioned actions and day-to-day continuous efforts of CIMIC team members to support Carpathian Flow 2022 training event and Loyal Leda 2022 exercise contributed to the HQ MNC-SE endeavour. That is why it is worth to mention that CIMIC was one of the forerunners of the FOC accomplishment.

COL Dorin-Gabriel ILIE

Team Support from 7 to 15

There are several varieties of Rugby with slightly different rules. Notably Rugby Sevens and Rugby 15 are important due to their specifics. The purpose of the game is to score *tries* and *goals*. To score a *try* the ball must be carried across the goal line and placed onto the ground whereas goals are scored by sending the ball between the goalposts. Sevens is about speed and covering a huge area for each player, whilst Rugby 15 is a role specialized game where tactics and employment of the right skills at the right time and in the right place are paramount.

This year the Team Support entered the pitch for a Rugby Sevens game. It counted few players to tackle all issues for that moment. It could line-up a pretty good scrum, not heavy but agile.

The environment became really muddy in February 2022 and our sevens team suddenly had to carry out a Rugby fifteens game. We needed to get very fast. The SPT NCO was claiming the magic for clerical support to all team when the Chief Engineer led a rolling *maul* and shoot 3 points with containers whilst the Signal

Team pushed the *scrum* scoring a *try* by placing the ball onto the CIS infrastructure terrain. Magic Rad provided the kick conversion and scored again with the Agency whilst Master CIS *tackled* all the admin balls for the *forwards*. The 46th Support Regiment with its logistic and CIS *locks* pushed the *scrum* hard and released the ball down-the-road to the *full-back* Acquisition Engineer scoring the *try* with all required materials in the first half of the game.

The Manager sent new members in the *scrum* and placed the *hooker* Staff energizing the front row for the human resources who pushed and sent in the game *Number 8* "Doc" Arrow adapting tactics and taking care by systematic check of the players' health status. Doc gave his thumb-up for everybody to play during the second half.

The referee, MG Dragoş-Dumitru "COM" IACOB whistled for the second half in August. The COM accepted the *try* with the ball carried across the container line. The *kick* started with fast passes between Chief Engineer to Chief Signals. Mondays CIS-INFRA *rucks* were quite energetic and "Shorty" Triplex tackled all oppositions to protect and provide for physical security. The score remained unchanged, though. Their tactics leading to a *try* to deliver the Permanent Barracks before the next whistle using the *blind-side flanker* HUN-TER BLACKSMITH keeping track of all pushes in Support Barracks were breath-taking. The first one to break the Agency defense line was CIS "SIGGY", the *open-side flanker* winning the opposite 22 meters line pushing the Exercise LOLE-22 CIS *ruck*.



Left wing "Gunnery" Logistician took the RSOM ball and whilst feinting to reserve bench passed it to the *ring wing* "Master Chef" Pope who rolled nicely the *maul* with T.B. Planner and scored a beautiful Carpathian Flow 22 *try*. The sequence was evaluated and was broadcasted to LANDCOM where it scored its 13 FOC points. *Ring wing* successfully placed a shoot between CAR-goalpost and placed the *kick* in the Exercise

LOLE-22 for the final score. At the second half time end the score board reads: FOC ready.

In this game we had to convince the Framework Nation that we are a reliable team able to join the NATO Rugby Union. Next season will be tougher as big teams are going to confront us: Izmir, Naples and Mons where we will need to pass the admission test in the 10 NATO Corps Tournament.

Bottom line 2022 was the year where we entered the field to play Rugby Sevens and we ended up a full Rugby 15 game scoring 14 points sweating and coming together FORTIS IN UNUM.

COL Horea-Gheorghe PUȘCĂU



Workforce Corps HQ – Challenges and Opportunities



The continuous revision of establishments is one of the main workforce principles captured in the human resources policies and procedures. Following HQ MNC-SE Peacetime Establishment (PE) implementation in 2021, the organization started its adaptation. In order to better respond to the current regional security situation, an initial review of the structure was considered in the first semester of this year. Taking into account the lessons learned from previous exercises and best practices in NATO, a refined PE was endorsed by the contributing Nations. Concurrently, another post allocation conference was held at SHAPE in June 2022. A broad list of multinational posts within HQ MNC-SE was presented to Nations with the goal of attracting additional bids

from the Allies. The revised structure and the supplementary contributions were approved in the Plenary by the Memorandum of Understanding participating countries. Currently, the implementation of PE is ongoing, and the representatives of Bulgaria, Canada, Czech Republic, France, Germany, Greece, Italy, Poland and Türkiye have already joined HQ MNC-SE.

As HQ MNC-SE accelerated the process to reach Full Operational Capability (FOC) in 2023, there are further challenges but also future opportunities in the workforce domain. In the near term, with SHAPE and JFCNP guidance and support, HQ MNC-SE is going to implement NATO personnel management system. Completion will better assist the Corps' human resources

activities and personnel administration and also contribute to interoperability in line with NATO existing procedures. Looking ahead, we are highlighting the benefits of working in such an environment. Serving in a multinational environment, we can experience a vast array of approaches to communication styles, information, planning, decision-making, time, relationships, resolving conflict, and developing leadership and motivation. In the end, all of this helps to promote a positive work culture in which employees are fulfilled, loyal, engaged, and motivated to perform at their very best. In conclusion, every individual invested effort is crucial and will successfully contribute to MNC-SE mission of deterrence in the region.

MAJ Gheorghe STĂNILĂ

CARPATHIAN FLOW 2022 Training Event

The achievement of the HQ MNC-SE operational capability is a fundamental activity that involved the establishment of some specific responsibilities for the entire Headquarters. Regarding the logistic aspects, the first one achieved was done by the capability to coordinate and report on Reception, Staging and Onward Movement (RSOM) into the Area of Responsibility. The moment established for demonstrating this capability by HQ MNC-SE had a major importance for the entire North-Atlantic Alliance, considering the geopolitical activities that are currently affecting the Eastern Europe.

Regarding this matter, HQ MNC-SE planned and organized Carpathian Flow 2022 (CAFL22) Training Event, which was aimed to train and demonstrate the objective mentioned above, as well as a general objective which involved the entire HQ personnel and required to act as a single point of contact for Host Nation issues, being the interface between national and NATO commands. The main goal of this training event was to enhance the responsiveness in the Black Sea Region (Romania and Bulgaria), while



practicing the synchronization of NFS entities deployment and operational arrangements with local and regional actors. In addition, the training event was supposed to identify future training requirements and to collect inputs for RSOM Tactical Plan/Support Plan for further iterations development.

In order to get familiarised with the RSOM process, a series of individual and collective training events took place starting with the second part of the year: a RSOM Tour involving visits of the HQ MNC-SE personnel with responsibilities in RSOM process at NATO Headquarters that coordinate the process, an Academics focused on RSOM process, Functional Area Training and Cross Functional Area Training.

The CAFL22 Execution Phase had its venue between October 31st and November 4th 2022 and it involved a collaborative work of HQ MNC-SE personnel together with NFIU BGR and NFIU ROU. A great contribution for accomplishing the objectives was brought by the personnel from HQ ARRC and HQ MND-SE who, through their vast expertise, made the understanding of the RSOM process easier.

Besides demonstrating the two objectives, during the training event the personnel accomplished as well the commander's requirements related to the three fundamental pillars of HQ MNC-SE mission: attitude, commitment and teamwork.

COL Paul-Ioan SZÜCS



HQ MNC-SE Deployable CIS Challenge



Being part of the HQ MNC-SE family is a great opportunity for every officer to expand knowledge, overcome limits by learning new things day by day and making valuable decisions for the HQ MNC-SE development. From the first day of the assignment the HQ MNC-SE inception team worked in a fast pace in order to develop the architecture for a robust, flexible, reliable and redundant Communications and Information System. The CIS capability is very complex in terms of design, architecture, technology, capability implementation in accordance with the HQ MNC-SE C2 and employment concept.

Based on this idea the G6 team developed a CIS Support concept to be implemented as a deployable capability required operating in a very contested and challenging environment. Luckily, the G6 shop was not alone in this project benefiting from the vast experience and support of the NATO Communication and Information Agency (NCIA), AIRBUS, Cyber Defence Command, 46th Support Regiment and all Romanian stakeholders involved in the HQ MNC-SE CIS Project. From the very beginning, the G6 faced a lot of challenges because it aimed for the latest innovation and technology implemented by NCIA within the CUBE 2 Project. The team

had to compare, adjust and merge all C2 operational requirements with the ones referred to in this project. There is no room for mistakes! The G6 crew is strictly following the NATO policies and regulations working collaboratively with the parties involved in face to face meetings and via weekly VTC's. The implementation of the Deployable CIS (DCIS) and its integration into the static CIS to work like a whole system will be a tremendous effort which motivates the G6 team to take up the mission with professionalism, being highly focused and proactive.

COL Marius-Gabriel VÎRTEJ-LERNER



Engineer Support to Corps Offensive Activities



Generally, engineer activities modify, maintain, provide understanding of, and protect the physical environment. In doing so, they enable the mobility of friendly forces and alter the mobility of adversaries. This enhances survivability and enables the sustainment of friendly forces, contributing to a clear understanding of the physical environment.

Engineer planning at the Corps level focuses on support to the ordered arrangement and manoeuvre of forces that are required to achieve combat objectives with the primary focus on combat engineering tasks. The characteristic that differentiates combat engineering from the other engineer tasks is its focus on operating while in close support to manoeuvre forces that are in close combat. Organic engineer capabilities in each of the Corps, first echelon brigades provide close support to the movement and manoeuvre of the supported units. Based on the Mission, Enemy, Troops, Terrain, Time and Civil Considerations analysis, these brigades may be task-organized with additional modular engineer capabilities to meet mission requirements. These supporting units are task-oriented/mission-tailored engineer capabilities. In order to achieve the desired effects on the physical operating environment in support of the Corps offensive activities, military engineers are conducting tasks associated with the traditional role of mobility and counter-mobility support. Tasks in this line of engineer support are intended to enhance the ability of a force to move or manoeuvre while denying the enemy freedom of action to attain an owned position of advantage.

Engineers are essentially involved with **mobility tasks** to mitigate the effects of obstacles and enhance freedom of movement and manoeuvre. These tasks include those that reduce, clear or mark obstacles, build, repair or maintain roads, bridges and airfields. All mobility associated engineer tasks could be summarized within the following doctrinal terms: conducting breaching operations; conducting clearing operations; executing gap-crossing operations; constructing and maintaining combat roads and finally maintaining forward airfields and landing zones.

Counter-mobility tasks are those combined arms activities that use or enhance the effects of natural and man-made obstacles to deny an adversary freedom of movement and manoeuvre. The primary purpose of counter-mobility operations is to slow or divert the enemy, to increase time for target acquisition, and to increase weapon effectiveness. Engineers come with reinforcing obstacles to support tactical commanders to inflict an effect of disrupt, fix, turn or block on the adversary's actions along mobility corridors. Corps engineer staff is looking forward to the research and scientific technology outcomes, for future capabilities development that can be rapidly replaced, remotely controlled that would enable combat engineers to conduct effective counter-mobility activities. These networked munitions represent ground-emplaced weapon systems that provide lethal and nonlethal effects with the ability to be turned on/off from a distance and recovered for multiple employments. Self-destructing/self-deactivating mines, such as scatterable mines, still provide the required flexibility and opportunities for the commander to exploit enemy vulnerabilities or to react effectively to enemy actions.



Corps combat engineer capabilities represent a significant force multiplier and contribute directly to an enhanced force's momentum by shaping the physical environment to make the most efficient use of the space and time, necessary to generate mass and speed while denying the enemy manoeuvre. By enhancing the unit's ability to manoeuvre, combat engineers accelerate the concentration of combat power to exploit critical enemy vulnerabilities. By reinforcing the natural restrictions of the physical environment, combat engineers limit the enemy's ability to generate tempo and velocity. These limitations increase the enemy's reaction time as well as physically and psychologically degrading his will to fight.

LTC Ovidiu DAMIAN

Medical Support – A Common Effort

As the medical support has national responsibility to coordinate the overall medical support of the corps, the biggest challenge for the Corps Medical Division is to integrate the different medical support systems generated by different nations for the corps subordinated units into a coherent mechanism.

Aiming to provide a timely treatment and evacuation from the point of injury up to strategic evacuation without losing anything from the quality, following the continuum of care principle, the GMED mission and functionality into the HQ becomes crucial for the life, health and strength of the troops.

In this regard, the medical planning is not a standalone process, but is strongly integrated with the overall planning of the mission.

The commanders need to know how many casualties they have to expect during a mission, before that mission begins. Developing a quality Casualty estimation is a complex process in which different operational branches are working together. The estimates will prepare the commanders and also will calibrate the medical support plan.

A strong relationship with logistics is crucial for the effectiveness of medical support. The provision of all the logistics supplies and synchronizing the ground



medical evacuation using the same routes of supplies are just two main field of cross functional interactions.

Force health protection, as part of Force protection, requires a high level of expertise in order to identify the risks, to analyze the impact over the health of the troops and to develop the proper measures meant to efficiently mitigate those effects. The cooperation with G2 is essential to find answers raised by the medical intelligence in order to develop an efficient Force health protection plan, including the medical countermeasures for CBRN threats.

Positioning the medical treatment facilities in the right places and manoeuvring them in a synchronized manner could be realized just as a result of a perfect cooperation with plans, operation and logistic divisions.

The medical evacuation and tracking patients is one of the most challenging tasks and is a common effort involving the G1 and G4 divisions.

Cooperation with Host Nation or Local Nation, with IOs and NGOs is a paramount for the medical support and here, the G9 contribution is essential.

In order to effectively coordinate the medical support, a comprehensive communication system is the basic requirement and G6 is the expert body to support this need.

Considering all these facts it is easy to conclude that the medical support is a common effort including summing contributions for the entire headquarters and the effectiveness of the medical support system depends on the effectiveness of the cooperation between all the divisions and branches.

The ultimate decision and responsibility are on the commander's shoulders and he has to be properly advised in order to preserve and save as many lives as possible. And that is why the Medical Adviser has direct access to the commander any time, during the day and night.

COL (MD) Daniel ARON



MND-SE – 7 Years of Challenges and Excellence



photo credit: HQ MND-SE Public Affairs

On 2nd September 2022, Headquarters Multinational Division South-East celebrated 7 years since its establishment. The military ceremony took place at the HQ premises in Bucharest, in the presence of the Chief of Defence Staff, General Daniel PETRESCU and the Chief of Romanian Land Forces Staff, Major General Iulian BERDILĂ.

The 7th anniversary had a great symbolic significance, 2022 being a milestone because it provided HQ MND-SE the opportunity to show its readiness to command and control NATO Response Force troops, in the strategic Black Sea region. Since the invasion of Ukraine, in February 2022, this NATO headquarters is fully contributing to consolidate the security and stability in its area of operations and to enhance the interoperability of the new NATO Battle Groups in Romania and Bulgaria. The mission, received from SACEUR in 2015, is no longer just a statement, but tested proof of HQ MND-SE capability in achieving its commitment to the Alliance.

During the ceremony, General Daniel PETRESCU, emphasized that, in the current operational environment, HQ MND-SE is more important than we all had imagined few years ago. "This NATO HQ managed to achieve the stages of operational capabilities, hosted, contributed and led major multinational exercises, overcame the

challenges of the pandemic, played an important part in the process of shaping Headquarters HQ MNC-SE, and faced the implications of the war in Ukraine".

On the same occasion, NATO Deputy Secretary General, Mircea GEOANĂ, addressed a letter to HQ MND-SE command, congratulating multinational personnel for celebrating the 7th anniversary.

SHORT HISTORY

The genesis of this organization emerged during 2014 NATO Summit in Wales, when the Alliance took the necessary steps to reaffirm its commitment to fulfil all three core tasks set out in our Strategic Concept: collective defence, crisis management and cooperative security. Under Joint Force Command Naples (JFCNP) Operational Control (OPCON), Headquarters Multinational Division South-East, activated by the North Atlantic Council (NAC) and under Operational Command (OPCOM) of Supreme Allied Commander Europe (SACEUR), is able to command and control an Article 5 operation – Collective Defence. On 1st of September 2015, 1st Romanian Infantry Division "DACICA" was transformed into HQ MND-SE. The activation ceremony, on 1st of December 2015, represented the official integration of the HQ into NATO Force Structure, based on the Implementation of the Readiness Action Plan from Wales Summit, 2014. The Headquarters

reached its Initial Operational Capability on July 2016 and the Final Operational Capability on March 2018, during Exercise LOYAL LEDA 18. HQ MND-SE continued to support NATO's three core tasks by serving as NATO's RSOM HQ in 2021 for the deployment of NATO Very High Readiness Joint Task Force (VJTF) troops from across Europe to train in Bulgaria and Romania. At the end of this year, HQ will conduct its Combat Readiness Evaluation (its recertification) as part of Exercise LOYAL LEDA 22.

Over the past seven years, HQ MND-SE has accomplished every mission it was assigned. With our fifteen contributing nations, we have coordinated the deployment of the VJTF (Land), supported numerous NATO multinational exercises with our subject matter experts and synchronized countless STRATCOM events to amplify NATO messages and themes. Faced with a more dangerous and dynamic security environment, HQ MND-SE stands ready to meet the Alliance's commitments laid out during the 2022 Madrid Summit. "Now, more than ever, our actions carry a profound significance towards current activities across the continent. Going forward, we will continue to train, lead, command and control additional robust in-place combat-ready forces in Bulgaria and Romania", stated Brigadier General Dorin TOMA, Commander of





photo credit: Andra Isachi-Apopei/JNTC



photo credit: HQ MND-SE Public Affairs

HQ MND-SE. NATO Forward Presence Battle Groups in our area of operations, highlight the Alliance's commitment to enhancing our collective defence. HQ MND-SE stands ready to fulfill its wartime mission and support the Alliance.

NATO RESPONSE FORCE & NATO BATTLE GROUPS **"United in purpose"**

After the invasion of Ukraine, on February 24th 2022, for the first time in NATO history, the defence plans were activated and NATO Response Force was deployed for collective defence and deterrence purposes, as a clear commitment to Article 5 of The Washington Treaty to do what it takes to protect and defend every inch of NATO territory. Within 48 hours of the decision to deploy, 500 French high readiness militaries arrived at Mihail Kogălniceanu Airbase in Romania, where were joined by Belgian forces. Then, NATO Military Command established the deployment of four new Battle Groups (BGs) on the Southeastern flank of the Alliance in Bulgaria, Hungary, Romania and Slovakia, similar to those on the Northeastern flank in Poland and Baltic States. The main effort for HQ MND-SE was initially to enhance the establishment of BGs in Romania and Bulgaria and ensure they are ready to support National Defence Forces.

From 15 March 2022 onwards and for the foreseeable future, HQ MND-SE has taken under command several formations, units and subunits, as part of NATO's Forward Presence in Romania and Bulgaria. At the formation level, it concerns Multinational Brigade South-East, which used to be part of the tailored Forward Presence.

HQ MND-SE is responsible for the Combat enhancement Training and Force Integration Training Battlegroup conduct while in theatre. Working with the respective HN, they

assured each rotation has a full and challenging training calendar. Training varies from parachute jumps for French soldiers with Romanian equipment on company level, live fire exercises with a platoon of a different nation embedded in the company, to a Command Post Exercise for the Brigade and BG Command Posts fighting over some key terrain against a "Red Team" or "enemy force" provided by HQ MND-SE.

By individual and collective training, HQ MND-SE became the regional hub in each of our areas of expertise, following the principle "Train as you fight". There is no doubt that this headquarters is ready, willing and able to remain "Semper Vigilantes" to deter and, if needed, to defend every inch of NATO territory in the strategic Black Sea region, against any threat or challenge.

NATO multinational battlegroups are defensive, proportionate and fully in line with our international commitments. They are a clear demonstration of Alliance solidarity, determination and ability to defend NATO's population and territory against any possible aggression. It aims to preserve peace and prevent conflict, and forms part of a broader effort to reinforce Alliance's deterrence and defence posture.

We are ready to use all allied assets on station, enhancing the new battlegroups up to brigade level, being reinforced faster and becoming more agile in crisis or conflict. For a consolidated level of readiness, a much higher number of troops will be ready to deploy sooner at a highly increased rate. Based on SACEUR' vision, HQ MND-SE is fully contributing to create a safer and more secure environment for the 1 billion citizens of the Alliance.

MND-SE PAO

Working on Interoperability



This is not the first time France has sent soldiers to Romania, first operating with Romania during the First World War. The French contingent in Romania is again one of the biggest contingents France has deployed in a foreign country. Today, these troops are the French soldiers deployed closest to the Ukrainian conflict zone. Confronted with a potential need to defend NATO borders, it is essential for them to be prepared to fight side-by-side with the Romanians and other Allies.

FRANCE'S COMMITMENT TO ITS ALLIES

At the beginning of the Russian attack on Ukraine, NATO decided to strengthen its permanent presence in the Eastern part of its territory, in order to strengthen its defensive posture as quickly as possible. As part of this effort, beginning the 26th of February, the Spear Head Battalion of the NATO Response Force, under French command and mainly manned by French troops, deployed to Romania, in order to increase NATO military presence and deter any aggression.

These troops were first deployed in Constanța along the Black Sea, as part of a mission called by France Eagle, facing this major security crisis, marking the return of war to the European continent. This French contingent was reinforced by three hundred Belgian soldiers in March, then by Dutch soldiers, who arrived in August. At the same time, during the month of May, this force moved to the Cincu training camp, which today hosts the battalion of more than six hundred soldiers and will have to accommodate, by the end of 2022, nearly a thousand. Since end of October,



the Collective Defense Battlegroup is an armoured one, with MBT Leclerc, IFV VBCI and long range artillery LRU. In May, France also deployed a ground based air defense capability along the Black Sea, with a SAMPT MAMBA system protecting Mihail Kogălniceanu Air Base and the city of Constanța. At the beginning of November, France also deployed in Bucharest a Brigade Forward Command Element, collocated with the MND-SE, which has for task to prepare the conditions of deploying a full brigade in case of the situation deteriorates or for exercises.





By creating ties with host-nation militaries and pre-positioning weapons, ammunition and heavy equipment, these forces can be multiplied to the size of a 5,000-strong brigade in days. These soldiers are preparing to defend Romanian territory at any moment.

COMMON EXERCISES WITH ROMANIAN FORCES

The first challenge for a multinational battalion is to see the soldiers of different nations communicate with each other and use English as common language. This remains a significant challenge for professionals whose primary language is their national language, especially in terms of military vocabulary. In order to improve the understanding of procedures between allies, the common training of troops is the best way to develop this interoperability which then allows working in perfect coordination. In this way, the French contingent regularly participates in exercises with

partner troops present in Romania to improve interoperability between allies. Thus, in the recent last months, French units have trained in many exercises:

- ✧ with the Romanian mountain troops in the region of Maramureş mountains,
- ✧ in urban operations with Portuguese, Polish and Romanian contingents of the Multinational Brigade South-East (MN BDE-SE),
- ✧ developed a partnership of airborne troops with the 317th Romanian reconnaissance regiment,
- ✧ with Romanian and American soldiers in the Danube Delta region on amphibious capabilities or in Smârdan training area for combined arms company level live firing exercises.

These exercises illustrate the Allies' desire to improve their interoperability in any type of environment and make it possible to communicate orders according to NATO standards, such as event reports,

medical evacuations, CBRN protocols and Improvised Explosive Device discovery reports. Above all, training side-by-side strengthens the "esprit de corps" between troops who do not share the same flag or the same practices, but now face the biggest security crisis in Europe since the Second World War. The operational readiness of the allied nations present in Romania contributes to maintain the highest levels of operational capability of the soldiers involved, and is also a powerful vehicle for strengthening NATO's deterrence and defensive posture on its Eastern flank. Fully integrated with the Romanian forces in charge of the defence of this area, beginning in January 2023, this battalion will be part of the troops under command of the MNC-SE.

MAJ Alexandre BARBIER

Visits and Activities in 2022

28 February, HQ MNC-SE, Sibiu
MNC-SE Change of Command Ceremony



Lieutenant General Tomiță-Cătălin TOMESCU, the first Commander of MNC-SE, handed over command of the multinational corps to Major General Dragoș-Dumitru IACOB.

The ceremony was attended by the Chief of Romanian Defense Staff, General Daniel PETRESCU, the Deputy Commander of the Allied Joint Forces Command in Naples, Lieutenant General Jocelyn PAUL, the Commander of the Allied Land Forces Command, Lieutenant General Roger CLOUTIER, and representatives of Romanian public authorities and structures in the national system of defense, public order and national security.

17 March, HQ MNC-SE, Sibiu

The Adjutant General of the Alabama National Guard visit to HQ MNC-SE



On 17 March, Commander of MNC-SE welcomed the visit of the Alabama National Guard delegation, led by Major General Sheryl GORDON. The activity was part of the military cooperation and partnership carried out for almost three decades under the auspices of the "State Partnership Program".

30 March, Sibiu

MNC-SE Commander met local authorities from Sibiu



Commander of MNC-SE met the president of the county council of Sibiu Daniela CÎMPEAN and the mayor of Sibiu Astrid FODOR. The agenda of the discussions included key elements of cooperation and support.

3 April, HQ MNC-SE, Sibiu



NATO Day Celebration

NATO Day was celebrated for the first time at the HQ MNC-SE since the Headquarters moved to Sibiu.

This day also marked the creation of the Facebook page (Headquarters Multinational Corps South-East). NATO Day stands as an important occasion celebrated each year in Romania, in the first Sunday of April, after Romania has officially joined the Alliance as a full-fledged member on the 29th of March 2004.

11 April, HQ MNC-SE, Sibiu

Romanian Minister of National Defense visit

The Romanian Minister of National Defense, Vasile DÎNCU, paid a working visit to HQ MNC-SE. His delegation included the Chief of the Romanian Land Forces Staff, Major General Iulian BERDILĂ, and the head of the General Directorate for Armaments, Major General Teodor INCICAȘ.



Commander of MNC-SE provided a briefing on the Headquarters' role, specific missions and current stage of operationalization.

15 April, LANDCOM, Izmir

MNC-SE Commander visits LANDCOM



Commander of MNC-SE visited the LANDCOM Headquarter. The meeting with LANDCOM commander, U.S. Army Lieutenant General Roger CLOUTIER, focused on ongoing vigilance activities along the eastern flank of NATO, and ways to maximize future training and exercise opportunities for the newly-deployed troops in the region.

27 April, HQ ARRC, Imjin

MNC-SE Commander visits HQ ARRC



Commander of MNC-SE visited Imjin Barracks and met ARRC's Commander, Lieutenant General Nick BORTON. Discussions provided ARRC's senior team an update on the progress towards reaching full operational capability and further confirm ARRC's commitment in assisting MNC-SE achieving the goal.



29 April, HQ MNC-SE, Sibiu

Polish Land Operations Centre - Land Component Command Commander visit



Commander of MNC-SE received a visit of Major General Stanislaw CZOSNEK, Commander of the Polish Land Operations Centre – Land Component Command. The visit laid the foundation for potential future opportunities for cooperation in areas of mutual interest.

9 May, Bulgaria

MNC-SE Commander visits Republic of Bulgaria



Commander of MNC-SE was part of the Romanian delegation led by Romanian Chief of Defence Staff, General Daniel PETRESCU, that met with the Chief of Defence Staff of the Republic of Bulgaria, Admiral Emil EFTIMOV. The discussions focused on the regional security situation and on the actions taken at allied level in order to render operational the NATO Battle Groups on Romanian and Bulgarian territory.

22 June, Romania

Deputy Commander of LANDCOM visit to Romania

Deputy Commander of LANDCOM, Lieutenant General Nicola ZANELLI, accompanied by Major General Dragoş-Dumitru IACOB, visited MNC-SE subordinate units in Romania. The visit was a good opportunity



for the distinguished guest to familiarize with the mission and tasks of multinational structures on the South-Eastern flank of the Alliance.

23 August, HQ MNC-SE, Sibiu

V Corps and 101 Airborne Division Commanders visit



Commander of MNC-SE received the visit of Lieutenant General John KOLASHESKI, commander of the V Corps, and Major General Joseph MCGEE, commander of the 101 Airborne Division.

The discussions focused on the current state of security in the Black Sea Region and the main areas of endeavor according with MNC-SE development plans.

14 September, HQ MNC-SE, Sibiu

Allied Joint Force Command Naples Commander visit to HQ MNC-SE



Deputy Commander of MNC-SE received the visit of Allied Joint Force Command Naples Commander, Admiral Stuart MUNSCH.

During the meeting, the two officials discussed about the implementation status of NATO measures to strengthen allied deterrence and defense posture on NATO's Eastern Flank.

11 October, HQ MNC-SE, Sibiu

NATO Supreme Allied Command Transformation Commander visit to HQ MNC-SE



Commander of MNC-SE received the visit of NATO Supreme Allied Command Transformation, Commander General Philippe LAVIGNE and Romanian Chief of Defense Staff, General Daniel PETRESCU.

The agenda of the discussions focused on consolidation of the deterrence and defence posture, especially on the defensive reconfiguration of the Eastern Flank.

14 October, HQ MNC-SE, Sibiu

DCOM change of responsibility ceremony



On Friday, 14 October, a change of responsibility ceremony was held for Deputy Commander of MNC-SE position. During the ceremony presided by the Commander of MNC-SE, the outgoing DCOM, Major General Constantin-Adrian CIOLPONEA handed over the Deputy Commanders duties and responsibilities to Major General Gürcan SEZENGÖZ.

Family Support, Morale, Welfare and Recreation



On its way to obtaining operational capability, HQ MNC-SE – the youngest NATO military body within the NATO Force Structure (NFS) on NATO's Eastern Flank faced year 2022 as busy, challenging and intense as years 2020 and 2021 have been.

As it was expected, this summer, more and more Romanian and international military personnel from Bulgaria, Canada, Czech Republic, France, Germany, Greece, Italy, Poland and Türkiye joined the HQ MNC-SE's family.

On this occasion, internal administrative procedures established at the local and at national level continued to be tested, adapted and harmonized in support of this new NATO corps structure. Relevant identified lessons were turned into useful lessons learned, and all of these procedures continue to be developed and improved as future deployed members and their dependents will come. In close cooperation with HQ MNC-SE

LEGAD Office, the Family Support, Morale, Welfare and Recreation Section continues to fulfill its mission of serving the needs, interests, and responsibilities for the HQ's staff with a special focus on setting the condition for assuring rights, immunities and entitlements resulted from the Agreement to Supplement the Paris Protocol, ratified by the Government of Romania, on 2 December 2015, to the multinational staff and their dependents.

We managed to further develop our strong relationship with the local and national legal entities throughout tremendous work, continuous liaison, cooperation and coordination with the appropriate authority while addressing and overcoming the challenges posed by the complex activities and responsibilities in different domains resulted from the Framework Nation's role that Romania assumed.

The Newcomers' Guide – our very dear project, is a comprehensive document

intended to familiarize the newly posted multinational personnel with their new assignment at the HQ MNC-SE. Family Support, Morale, Welfare and Recreation Section closely cooperated with the Office of Military Public Affairs – Directorate of Communication when drafting and reviewing the document. With the valuable support of Sibiu authorities it stands now as a living document for all who need this type of support.

Family Support, Morale, Welfare and Recreation Section, the HQ MNC-SE's network of support and leisure services, remains committed to building a sense of community through fitness and wellness for all members by delivering high-quality, service member-focused programs and services that will contribute to and enhance resiliency, retention, readiness, and quality of life of our staff.

LTC Ciprian POJAR







www.mncse.ro



#WEARENATO

