

EUROCORPS

A Force for the European Union and the Atlantic Alliance



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FOREWORD

It has been a pleasure and a great honour for me to be appointed Commanding General of EUROCORPS by our Framework Nations (Belgium, France, Germany, Luxembourg and Spain) and I am perfectly aware of the challenges I will have to master during the next two years.

Born in 1992 as the result of an idea of French President Mitterrand and German Chancellor Kohl, Headquarters EUROCORPS (HQ EC) has become an example of a true multinational headquarters within both NATO and the EU in the past 17 years. The professionalism of all our predecessors has made this possible. EUROCORPS is meanwhile certified as Rapid Reaction Corps and as LCC, a force capable of fulfilling the full range of missions it may be entrusted with.

On 26 February 2009 a milestone in EUROCORPS history was achieved when the Treaty of Strasbourg entered into force after having been ratified by the parliaments of the Framework Nations (Belgium, France, Germany, Luxembourg and Spain). This treaty gives our Headquarters legal capacity and makes EUROCORPS unique indeed. Moreover it provides a well-suited frame for the further development of a European Defence.

But EUROCORPS is more than just a highly efficient Headquarters. It is an outstanding and exciting experience, gathering in Strasbourg men and women with different back-

grounds who work together in perfect synergy. In a true spirit of multinational military cooperation, the Staff composed of 12 nations performs as a team. This spirit is our main road to success!

During the next year EUROCORPS will undergo the NRF certification again. We are looking forward to carrying out this very important "NRF 15" mission that we are already training for. All the numerous exercises and training activities will serve only one single goal: the full commitment of EUROCORPS to NRF. This will forge our cohesion and improve our skills and procedures. Afterwards, from July until December 2010, we will be NATO's answer to any crisis occurring in the world. Regardless of any possible commitment, this period is an outstanding opportunity to train the capabilities of EUROCORPS in the function as a Land Component Command, ready to conduct all kinds of operations in a joint environment, which is nowadays a standard feature of all operational deployments.

Looking further into the future we already know that Headquarters EUROCORPS will take over the command of ISAF for the second time in 2012. This mission will put HQ EUROCORPS into the spotlight again. An intensive preparation phase scheduled



to start in 2011 will even increase the capacities of our Headquarters to meet the requirements of NATO's most challenging mission.

The Command Group and I, we are looking forward to experiencing the time ahead of us. NRF 15, the ISAF preparation, my new tasks linked to the Treaty of Strasbourg and the EUROCORPS teamwork are going to be my main points of effort. Together we will prove that EUROCORPS is a skilled, professional, experienced and highly motivated HQ, anytime available to the Atlantic Alliance as well as to the European Union.

Good yours,

Hans-Lotter Domröse

Hans-Lotter Domröse
Lieutenant General
Commander Eurocorps

OVERALL ARCHITECTURE

EUROCORPS

The Common Committee

The EUROCORPS (EC) is directed by the framework nations, the important decisions are made by consensus and prepared in the capitals.

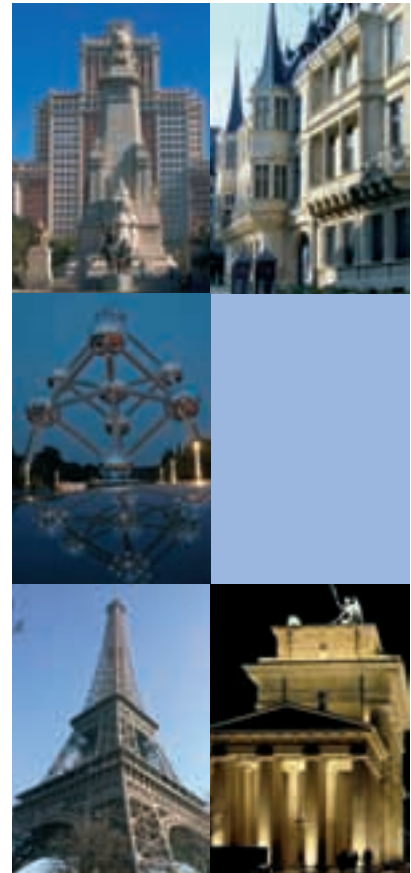
The Common Committee, composed of the political directors of the foreign ministries and the Chiefs of Defence, is the highest command level for the EC. The Common Committee regularly meets once a year.

For coordination and day-to-day follow-up, the Common Committee has established the EC Committee that gathers representatives of the military political level from the framework nations' Ministries of Defence and

representatives of the army staffs. The EC Committee relies on a broad variety of Expert Groups for such domains as Communication and Information Systems (CIS), budget or audit.

Finally the EUROCORPS Headquarters Board is the forum that enables the Associated States to participate to the multinational management of EC. Representatives of the secretary nation - a responsibility that

annually rotates among the framework nations - chair all these bodies.



Missions

The EUROCORPS Headquarters (EC HQ) is to be prepared to deploy on order to an area of operation designated by the Common Committee.

It should then be able to undertake combined joint military operations across the full operational spectrum including conflict prevention and post-conflict operations, either as a Corps HQ with up to four divisions and corps troops, or as a Land Component Command / Force HQ, in order to support NATO's and the EU's crisis management and war fighting options. Once deployed, and after a Transfer of Authority (TOA), the EC

Commanding General (COMEC) gives the necessary orders in the area of operations. In addition, the EC is to be prepared to conduct Article 5/V operations as an Army Corps as such.

The EC HQ has been made available to other international organisations (UN, OSCE) by its member nations. In addition to operations in support of these international organisations, although unlikely, the EC could

be committed independently by a common decision of the member nations for a variety of missions covering the entire spectrum of operations from humanitarian operations through crisis response to war-fighting.



OVERALL ARCHITECTURE

EUROCORPS

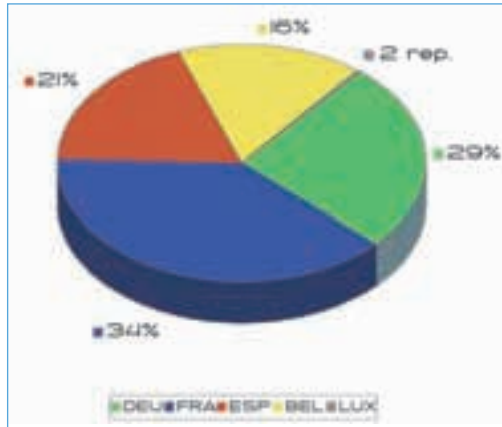
The Member States

Originally a French-German bi-national Headquarters (HQ), the EUROCORPS (EC) was opened to all members of the European Union from its inception.

Some of them, pushed by the changes of the international situation in the early 90s, convinced by the increasing importance of multinational formations and attracted by the symbolism of the European idea, expressed an interest in joining the EC.

Belgium – interested in participating in a multinational corps level formation – was the first to join in June 1993,

followed by Spain in 1994 and Luxembourg in 1996. These



nations – including the founding countries France and Germany – are the EC five framework nations.

Nowadays, since the EC HQ has been opened to all member nations from the European Union and NATO, Greece, Italy, Poland and Turkey - all NATO members - have decided to contribute to the staff in Strasbourg. In February 2003, Austria, a non-NATO but EU member, signed the arrangement and currently sends staff officers to Strasbourg. Romania and the USA will join.

Thus, all in all 12 different nations will contribute in one way or the other to the EC HQ.



FROM THE PAST TO THE FUTURE

One of the cornerstones of the French - German friendship after World War II was the co-operation of the armed forces. In 1991 Chancellor KOHL and President MITTERRAND proposed to the President of the European Council to intensify the already existing co-operation between their countries by creating a multinational army corps and to open it for participation to other Western European Union member states. As a consequence, in May 1992, the French and German Defence Ministers signed the 'Rapport de La Rochelle', the founding act creating the EUROCORPS, which established its main characteristics and defined it as 'A Force for Europe'.

A few weeks later, on July 1, 1992, the Headquarters' (HQ) activation team arrived in Strasbourg.

The EUROCORPS (EC) building-up process started with different exercises that were organized in order to allow the HQ to reach initial, and later full operational capability as an Article-5 corps. This did not prevent the HQ from conducting the first studies for commitment in the framework of crisis response operations.

In this new type of multinational environment, the HQ developed and promoted a philosophy that accepted each other's military experiences and training, allowing to harmonize them with new EC concepts and procedures.

After the 'SACEUR agreement' signed in 1993 and having reached full operational capability in 1995, it became clear that a closer link with NATO was a prerequisite for the EC's participation in real operations. This was achieved in two ways: on the one hand, through participation in NATO's large scale exercises, such as Cooperative Guard 99, in which the EC acted as a Land Component Command (LCC) under the Command of the Allied

Forces Central Europe (AFCENT), and on the other hand, through EC's contribution to SFOR. These steps enabled the HQ to gain our partners' confidence and to gather the experience for further operations, especially during our deployments as the core of HQ KFOR III and ISAF VI.

As mentioned before, from the very beginning the EC was designed as a heavy army corps. However, due to the necessity to have more capacities available for crisis reaction, the French-German Summit of Toulouse in May 1999, initiated a transformation by saying: 'Given the new strategic environment, the EC, and above all its HQ, should be changed into a European Rapid Reaction Corps in the next future...'

A few days later, at the European Summit in Cologne, in June, the EC was proposed – this time by all member nations – as a European Rapid Reaction Corps available for the EU. This suggestion was completely in line with the Helsinki Headline Goals.

The required end-state was the transformation of the EC HQ into an operational and deployable ERRC HQ, available for both the EU and NATO.

Almost at the same time as the EUROCORPS's five framework nations agreed on this new concept of employment, NATO was undertaking a study called the 'NATO Force structure review'. NATO wanted a number of High Readiness Forces (Land) Headquarters ((HRF(L) HQ) and some additional headquarters with lower readiness. The member nations offered the EC HQ to NATO as one of the HRF (L) HQ candidates.

After having successfully demonstrated its full operational capability during exercise COMMON EFFORT in September 2002, EC HQ was granted by the NATO Military Committee with the status of NATO Rapid Deployment Corps (NRDC).

The next major step has been the

participation as the LCC for the NATO Response Force (NRF) in 2006.

Though the formal Preparation Phase started on 1 January 2006, preparing for NRF was a challenge that required NRF units to start their national training and certification in 2005. Similarly EC HQ and the command post of the German French Brigade started with a first exercise Common Tenacity 05 conducted in the German Army Warfighting Centre in Wildflecken. This was followed in March 2006 by a three weeks long exercise Brilliant Ledger 06 starting with a Field Training Exercise with all NRF Land units followed by a Command Post Exercise part during which COMEC certified the French German Brigade in its NRF Brigade role.

This was followed by exercise Steadfast Jackpot led by the joint level of command (Joint Force Command (JFC) Brunssum) and which resulted in the certification of NRF 7 as a whole.

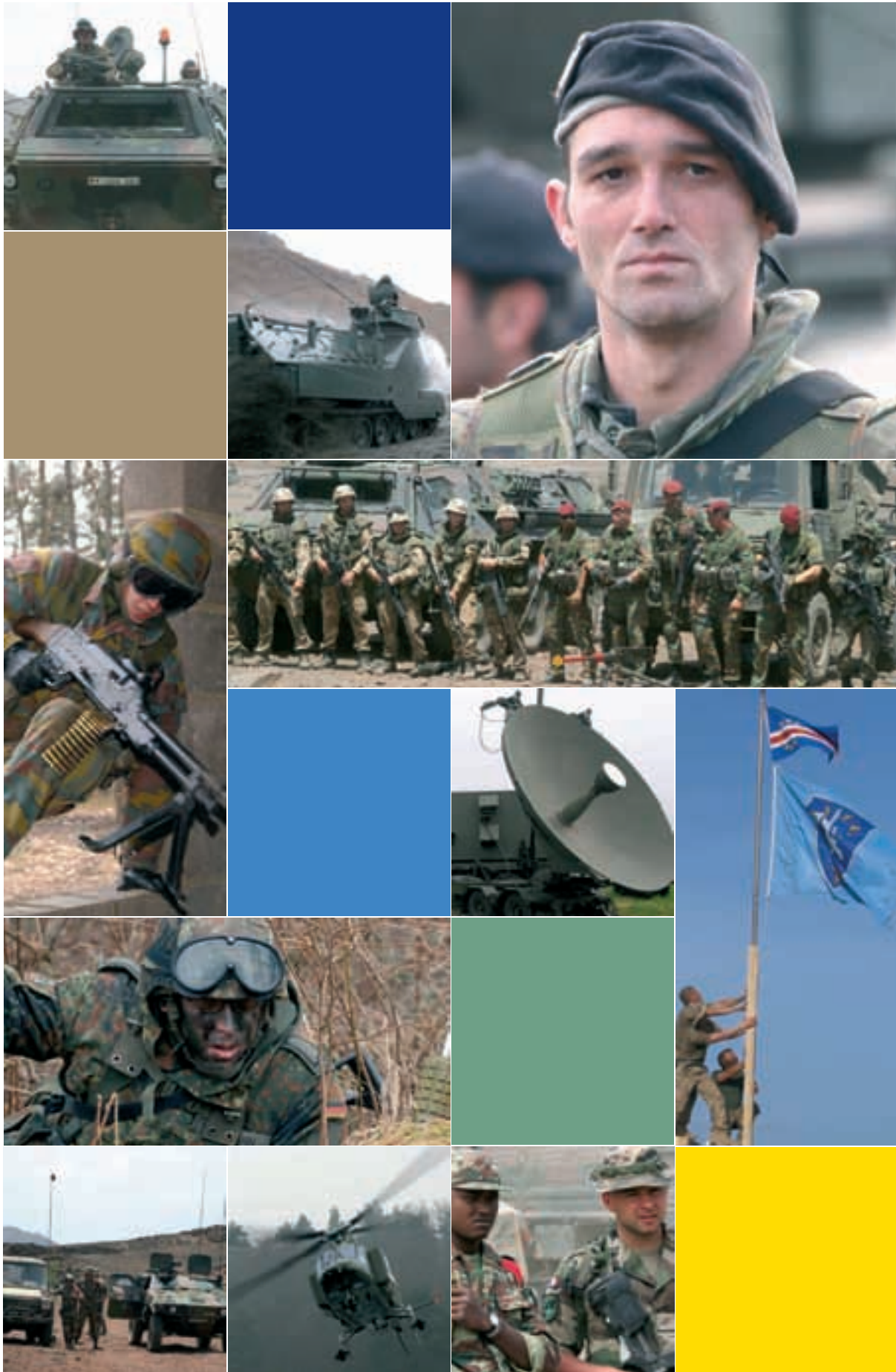
This normal NRF sequence culminated in an additional Steadfast Jaguar exercise in Cape Verde aimed at demonstrating NATO's ability to deploy the NRF at strategic distance.

The second half of 2006 was the Stand-by Period for NRF 7 with corresponding sustainment training and readiness checks.

EC is now certified both as a HRF Corps and as a NRF Land Component HQ.

Preparing for the NRF moved EC one level up by training both the high readiness and all its implications as well as the capacity to undertake an operation as first in.

EC will now capitalize on this experience and will undertake a new NRF training cycle. The challenge will now be to maintain high readiness routines and to develop a modular CP concept allowing to switch from the NRF to the HRF configuration or to provide a high readiness tailored CP for any other operation.



THE EUROCORPS IN KOSOVO

March-October 2000

Designation of the EUROCORPS (EC)

On November 22, 1999, the Common Committee meeting in Luxembourg formally offered the EC Headquarters (HQ) to NATO as the core HQ of the force deployed in Kosovo (KFOR).

Only two weeks later, in early December, anticipating the final decision, the EC HQ started an intensive training period to prepare the Staff and personnel of the Headquarters Support Battalion for a six-month deployment.

On January 28, 2000, the North Atlantic Council accepted the proposal of the five nations. This event was a 'first' for several reasons. Indeed, the first commitment of the EC HQ was also the first operation in which a European headquarters (which is not part of the Alliance's integrated military structure) commanded a NATO force.

The relief of KFOR II

One month later, the first individuals left Strasbourg and flew to KFOR Rear HQ in Skopje and Main HQ in Pristina. The relief of HQ LANDCENT (since renamed 'Component Command Land Heidelberg') proceeded smoothly with the gradual takeover of the majority of key posts by EC personnel.

The relief was completed on April 18, 2000 with the transfer of authority to the Commander EC, in the presence of General Clark, Supreme Allied Commander Europe (SACEUR). At that time, 360 EC personnel were present in theatre, ready for the mission. By manning about 40% of the overall personnel strength and a majority of key posts of both HQs, the EC HQ provided the core of HQ KFOR III.

The mission of KFOR III

The mission of COM KFOR III, acting under the direct command of the Supreme Allied Commander Europe (SACEUR), was the same as that of his predecessors, COMARRC and COMLANDCENT. This consisted in implementing the military part of Resolution 1244 of the United Nations: monitor the agreements, 'provide a safe and secure environment' and assist the United Nation Mission in Kosovo (UNMIK) to establish civilian administrative structures.

Although the mission had not changed, the focus was different. Winter had been harsh and our predecessors had had to solve the most urgent needs, at first under difficult conditions. With the arrival of spring, the time had come to start reconstruction in the province. The aim of this phase was to restore the basic structures (economic, political and social) which were essential to the resumption of everyday life in Kosovo. The amount of work required was tremendous: the partisan army KLA had to be transformed into a civil protection corps; violence and organized crime were still rampant; legal structures were non-existent; legislation still had to be defined; a multi-ethnic police force had to be created; public health was alarming and healthcare provision virtually absent. It was also urgent to install local authorities, since the former ones had disappeared with the Yugoslav army. Elections had to be held. But for these too, everything had to be prepared: a voters' registration helped to establish valid voters lists; electoral rules had to be worked out and political parties had to be formed, educated and certified as democratic; the elec-

tion campaign and elections had to be organised. Of course, significant security measures were necessary during all stages. In the same way, during the Yugoslav presidential elections, similar measures allowed the poll organized by the Serb Kosovars to take place peacefully.

The approach of KFOR III

These ambitious objectives explain why the close relationship that existed between KFOR and the international and non-governmental organizations in the field developed even further. The rhythm of working meetings intensified up to the highest level. The Commander and the Special Representative of the UN Secretary General, met daily. This close co-operation reached its peak in August, during the conduct of Operation VULCAN which closed down the Zvecan lead factory, the high level of pollution which had become dangerous for public health.

In order to enable the reconstruction of the province, KFOR increased its efforts to maintain a sense of security, thus making the tasks of other organizations easier: there were 800 daily patrols throughout the province and more than 1000 soldiers were assigned to guard duties in sensitive areas. The results spoke for themselves: within six months criminality decreased; more than 4,500 illegal weapons were seized and destroyed. In addition, in June, during Operation LEATHERMAN, 67 tons of weapons and ammunition were found. Yet KFOR III intentionally kept a low profile, urging the population to solve the problems which were within their capability, preferring dialogue to the use of force, intervening only when necessary in coordination with all

THE EUROCORPS IN KOSOVO

partners. But when the use of force was necessary, as was the case for the closing down of the Zvečan factory, KFOR was able to act with determination and execute coordinated military operations.

KFOR also directly contributed to reconstruction by repairing some 325 km of roads and assisting in the reopening of the railway line linking Kosovo-Polje and Zvečan. By the end of KFOR III's mandate, this train, which allowed the Serbian community to travel safely, regularly transported an average of 500 passengers per trip. In addition, as part of a major information campaign on the danger of mines and unexploded ordnance, KFOR soldiers often gave practical advice in schools. The reduced number of accidents was proof of their success.

Assessment of the mission

When asked for his impressions of the Kosovo mission, COM KFOR III, Lieutenant-General Ortuño, recalls the remarkable cohesion of the Force, although composed of troops from 39 different countries including Russia, that will remain one of his best recollections. According to him, the key elements which made the mission a success were the constant efforts of all commanders to exchange experiences and to work for the common goal.

Clearly much remained to be done when COM KFOR III handed over command to Lieutenant-General Cabigiosu, commander of KFOR IV, in mid-October. Despite that, EC personnel retain fond memories of the mission, convinced that their work helped to improve the situation. The EC HQ received unanimous praise for the manner in which it accomplished its mission. Above all, this motivating experience allowed us to identify a number of 'lessons learned' that will enable better preparation for future commitments.

But General Ortuño never forgets to point out with gratitude that credit for this success goes to a large extent to the soldiers of the 39 countries represented in KFOR III who, through their dedication and professionalism, were primarily responsible for achieving the objectives of the mission.



THE EUROCORPS IN AFGHANISTAN

August 2004-February 2005



Back to foreground for UN and ultimate priority for NATO.

"Contributing to peace and stability in Afghanistan is NATO's key priority. NATO's leadership of the UN-mandated International Security Assistance Force demonstrates the readiness of the North Atlantic Council to decide to launch operations to ensure our common security. NATO's aim is to assist in the emergence of a secure and stable Afghanistan, with a broad-based, gender-sensitive, multi-ethnic and fully representative government, integrated into the international community and co-operating with its neighbours."

These are the introductory words of the official press release issued by the Heads of State and Government participating in the meeting of the North Atlantic Council at the Istanbul summit in June 2004.

Following the September 11, 2001 attacks, the United States of America, strongly supported on the international scene by two

resolutions of the UN Security Council, decided to trigger the fall of the Taliban regime as well as the destruction of terrorist training camps in this country. After the end of the regime in November 2001 and the resulting establishment of an interim government, the international community expressed its

wish to take part in ensuring the safety of the provisional government and the stabilization of the country, and so one month later the decision was made to send an International Security Assistance Force (ISAF) to the theatre. The mission of this multinational force was to provide a secure and safe environment and to assist the Afghan Transitional Authority in reconstructing the country in every aspect of everyday life. Although the force comprised more than 6.500 individuals on a regular basis, the total number exceeded 10.000 during the Presidential election process.

ISAF VI: a decisive, ambitious and challenging term...

In such an environment, the 6th term under the command of Lieutenant-General Jean-Louis PY was meant to be crucial and an initiating spark of concrete improvements in the process set off by the Bonn Agreement. A major success was achieved in the planned expansion process of

ISAF by completing stage 1. This achievement enabled multiple reconstruction projects, which until then only occurred locally.

Above all, ISAF VI was marked by the contribution to the gradual establishment of elementary legislative steps. As such, EC contributed to the organization of the October 2004 elections, the first democratic presidential elections since the fall of the Taliban, organized in a country shattered by more than twenty years of war. Undeniably the highlight of this term, the success of the election process was confirmed by the peaceful inauguration of the President and the new Government.

Throughout the complete tour of ISAF VI, the conduct of the Disarmament, Demobilisation and Reintegration (DDR) program was not only a major challenge but also constituted a noticeable success on the terrain. During the 6 months, more than 50.000 Afghan Military Forces (AMF) soldiers were decommissioned. Furthermore, ISAF supported the UN as much as possible by performing reconnaissance of Afghan Military Forces (AMF) garrisons, negotiating with the local commanders, providing security to the UN representatives etc.

Furthermore, a special focus was placed on the Heavy Weapon Cantonment (HWC). ISAF cantoned more than 1.200 heavy weapons in the Kabul area, which, among other security measures facilitated stability during the presidential elections in autumn 2004.

All above-mentioned achievements represented a crucial step in the development of Afghanistan and its evolution

THE EUROCORPS IN AFGHANISTAN

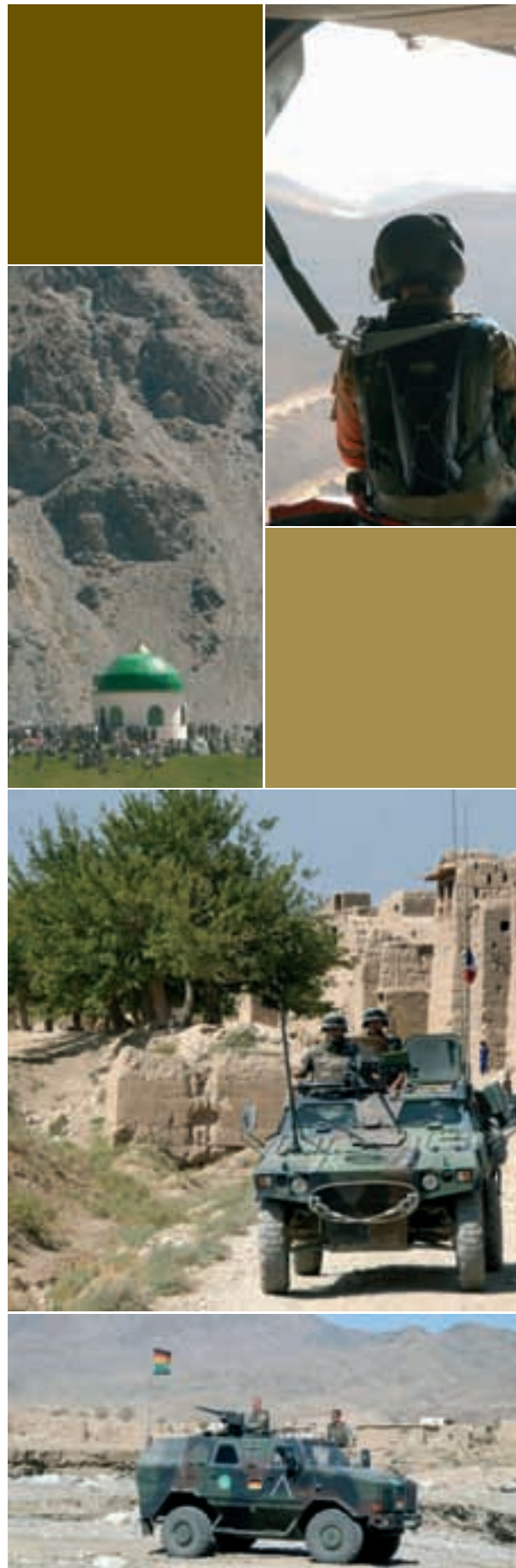
MISSIONS

towards peace. From this point on, it will be the elected government's duty to establish a plan for the future, aimed to promote national reconciliation, enduring peace, stability and mutual respect. At the genesis of this process, this term was truly one full of hope, a term of realization of the resolutions adopted by the international community.

...But also a major challenge for the European Union.

Being composed of 27 nations with a total of more than 450 million citizens, and providing one quarter of the world's gross national product, the European Union has the capability to stand out on the world stage. During ISAF VI EC commanded a force predominately contributed by EU member states. It is worth mentioning that this force included the framework of the French German Brigade, augmented by contingents mainly from other EU nations. This proves that, should it be required, the EU has existing military capabilities and structures available to command such an operation in theatre down to unit level.

Next to contributing to military operations and besides assistance programmes lead by individual nations to help Afghanistan reform its Security Sector, the EU was also financially committed to the reconstruction of the country. ISAF VI was an opportunity to co-operate with the EU representative in Afghanistan, and in so doing foreshadowing what an integrated European approach could look like in the future.



NATO RESPONSE FORCE 7

MISSIONS

After the re-deployment from Kabul after ISAF VI, the top priority for EC HQ has been the NATO Response Force 7 (NRF-7) in 2006. So, the first half of the year has been dedicated to an intense preparation program, followed by a stand by phase from 1 July 2006 until 10 January 2007.

NRF Missions

This spectrum of NRF potential missions covers the full range of operations from consequence management to direct actions against terrorist threats. The NRF must hence be able to undertake following missions:

- Deployed as a stand alone force for crisis response: Non-Combatant Evacuation Operations (NEO), Consequence Management Support [in case of CBRN (Chemical, Biological, Radiological, Nuclear) events or humanitarian crisis situation], Crisis Response Operations (CRO), Counter Terrorism Operations Support, Embargo Operations.
- Deployed as an initial entry force to facilitate the arrival of follow-on forces in a Joint Operations Area (JOA) with an environment from benign to hostile, with or without host nation support.
- Deployed as a demonstrative force package in order to show the resolve of member nations. This could be a quick response operation to support diplomacy if required.

EUROCORPS preparing for NRF 7

The Supreme Headquarters Allied Powers Europe's (SHAPE) Multinational Training and

Exercise Program (the so-called MTEP) envisioned a very ambitious training programme including several Live exercises (LIVEX) forcing the EC HQ to maintain a very high tempo of preparation for NRF 7. EC also had to face the challenge to create one NRF LCC FWD CP (Land Component Forward Command Post) as land element of NRF, a Rear Support Command (RSC) as well as a Home Base concept instead of operating out of the HRF command post concept. Furthermore, a training, validation and certification of the force package had to be developed in the understanding that COMEC was also tasked to certify the French German Brigade CP as a NRF Brigade CP.

The first major preparation exercise was COMMON TENACITY 05 which took place at the German Army Warfighting Centre in Wildflecken as a Command Posts exercise/Computer assisted exercise (CPX/CAX).

The following exercise was BRILLIANT LEDGER. It was the certification exercise for the NRF Land force package as a whole and it started with a LIVEX field exercise phase with all units, followed by a CPX. It was conducted in the French Training area Bitche where all necessary real life support was deployed to test the ability to operate in full autonomy in an austere environment as required for NRF.

This exercise was followed by the



Steadfast series of exercises led by the Joint Forces Command (Brunssum). The CPX STEADFAST JACKPOT was the certification exercise for the NRF as a whole inclusive of the other components in a joint setting. During this exercise, EC deployed the LCC FWD in Entzheim near Strasbourg whilst the Home Base was fully activated at the Aubert de Vincelles barrack. Though deployment started already in May, Exercise STEADFAST JAGUAR in June 06 successfully demonstrated NATO's ability to deploy the NRF at strategic distance, in this case to Cape Verde. Next to a fruitful exercise for all, EC and Land units' contribution was decisive in securing the sup-

NATO RESPONSE FORCE 7

MISSIONS

port of the local population resulting in a smooth exercise leaving only good memories behind.

The main exercise during the standby phase for NRF 7 was Common Tenacity 06. This CPX was conducted in October 2006 on the newly erected training platform in Quartier Aubert de Vincelles.

A balance of NRF 7 for EUROCORPS

Preparing for NRF was a real challenge resulting in intensive training. Compared to the ISAF experience, preparing for NRF added deployment and initial entry to the challenge of preparing for a rotation in an ongoing operation. In other words preparing for NRF 7 was a unique opportunity to train and prepare for all aspects of an expeditionary operation.

Hard lessons were learned and the NRF preparation raised the individual proficiency, the equipment adequacy and the collaborative capacity of EC to a level never reached before at least as far as EC HQ is concerned.

Also under pressure of the NRF preparation, good progress was achieved in the area of C2 systems and the newly delivered field equipment is now routinely and swiftly set up. And moving from a 30 days notice to move for HRF to 5 days for NRF was also a challenge that had to be mastered.

And finally, preparing for NRF developed a solid expertise in exercise design and organization as well as a good understanding of what training effort is required to sustain a high readiness capability.



COMMANDING GENERAL and FLAG OFFICERS



The Commander EUROCORPS (COMEC) is a lieutenant general (NATO 3 stars). The Deputy Commander (DCOM) is a major general (NATO 2 stars). The staff is directed by the Chief of Staff (COS), a major general or a brigadier general; he is supported by three Deputy Chiefs of Staff (DCOS) for Operations, Support and Training & Resources, whom are brigadier generals (NATO 1 star).

The Legal Branch, the Public Affairs Office, the Air Representation, the Navy Representation and, in operations, a Political Adviser, directly support the Commanding General.

The COMEC, the Legal Branch, the Public Affairs Office, the Air Representation, the Navy

Representation and, in operations, a Political Adviser and the staff, together form the Headquarters, whose primary role is to plan and conduct operations ranging from humanitarian aid and crisis reactions to the defence of member countries and the Alliance. In operations, the COMEC commands major subordinate units and coordinates land operations supported by air and maritime forces.

The posts of Commanding General, DCOM and the other general officers as well as some key functions are filled by EC framework nations on a rotational basis. COMEC, DCOM and COS are always of different nationalities. DCOS Support belongs to the same nation as COMEC. Their tour of duty lasts two years.

SENIOR NATIONAL REPRESENTATIVES

Within the EUROCORPS Headquarters (EC HQ), each 'framework' (FN) and 'associated' nation is represented by a Senior National Representative (SNR). The personnel belonging to the FNs and associated nations is represented by one SNR each who is responsible for organic matters related

to the personnel contributed to the HQ by his nation. The SNR also facilitates the flow of information between the HQ and his national staff. SNRs are also informed of issues or requests involving only their nation.

The EC framework nations' SNRs hold the posts of DCOM, COS,

DCOS OPS and DCOS T&R. The SNR of Luxembourg is the national representation of LUX at the Command group. The other SNRs are also double-hatted and fully integrated throughout the EC Staff. Despite their different ranks and positions, the SNRs have equal rights when acting as such.



LEGAL BRANCH

COMMAND

The legal framework for EUROCORPS

The entry-into-force of the Treaty of Strasbourg on 26th February is an event of huge relevance in EUROCORPS history, as this treaty gives to EC HQ a legal capacity, thus making it the only military headquarters, at least in Europe, that is subject to an international treaty.

By providing the appropriate legal framework, the national parliaments of the EC Framework Nations are thus reaffirming their support for a stronger European

defence based on fully multinational units.

Indeed, this treaty will have a major impact on the day-to-day work of the Eurocorps. The authority given to this headquarters on behalf of the five Chiefs of Defence will generate completely new operating procedures characterized by large autonomy, as the Commander EUROCORPS alone will be responsible for bidding processes, hiring of personnel, environmental, labour,

hygiene and many other regulations.

So, EUROCORPS may be regarded as a pioneer in the construction of permanent military structures for the task of European defence.

Undoubtedly the current structure of the Eurocorps Legal Advisers functional area will be reviewed in order to respond to this new legal situation, as only the effective implementation of the Treaty of Strasbourg will show us all the concrete consequences of the new EUROCORPS status.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office (PAO) is located in the 'Aubert de Vincelles' compound.

It is a team of twelve personnel, amongst them four press officers from four of the five Framework Nations: Belgium, France, Germany and Spain.

The Chief PAO is a position held for two years based on a rotational system. The chief has the same nationality as the Commanding General.

The main missions of the PAO are:

- Contacts with the media
- Media monitoring and analysis
- Internal information
- Community relations (in peacetime only).



THE AIR REPRESENTATION

AREC

COMMAND

'Air warfare cannot be separated into little packets; it knows no boundaries on land and sea other than those imposed by the range of action of the aircraft; it is a unity and demands unity of command.'

(Marshall of the RAF Lord Tedder)

Joint forces' operations between land and air forces and, if appropriate, maritime forces, are crucial for a successful mission accomplishment. Joint forces' operations supporting land forces are in direct connection with corps level operations.

The Air Operations Coordination Centres (AOCCs) coordinate the intents and operations of Army corps and Combined Air Operations Centres (CAOC) commanders. The AOCC is subordinated to the CAOC/AOC commander and attached to the Corps Headquarters.

In peacetime the AREC links EUROCORPS (EC) to the air chain of command. It advises the COMEC and acts in close co-operation with the staff. The Air Representation is therefore involved in all EC air-related activities. The Air Representation also con-

tributes to the corps mission, if an AOCC is required for Article V operations, for multinational crisis management, peacekeeping or humanitarian operations.

AOCC Mission

In times of crisis and conflict, the mission assigned to AOCC is to represent NATO's air force intentions and capabilities in the corps headquarters by performing the following missions:

- Provide air expertise and stay in contact with the corps commander on behalf of the CAOC Commander.
- Coordinate CAOC air operations with the corps' air and land operations.
- Inform the CAOC on the corps commander's intentions and the needs of air support to the land campaign.



THE NAVAL REPRESENTATION

NAVREP

is a multinational advisory and liaison organization working for the Commanding General EUROCORPS.

It is composed of representatives of the navies of the EUROCORPS (EC) framework nations (Belgium, France, Germany and Spain). They are points of contact in the Maritime Headquarters (MHQ) of the framework nations. Currently one assigned Liaison Officer is acting as Head NAVREP.

Neither the EC nor the NAVREP organization own or command naval forces, naval air forces or amphibious forces. When not engaged in exercises or operations, the NAVREP advises the COMEC on maritime aspects related to EC activities.

The NAVREP represents the Maritime Headquarters (MHQ) and/or national naval authorities at the EC HQ and advises the COMEC on naval forces, including aspects of interoperability between land, air and maritime components. The NAVREP informs the MHQs and/or national naval authorities responsible for conducting naval operations on current and planned EC activities. The NAVREP briefs the EC HQ on the concept of

employment of naval forces including co-operation with the EC and, similarly, briefs naval authorities on the EC concept of employment. Finally, the NAVREP briefs the EC HQ on naval force organization and operations, and liaises with the staffs responsible for maritime transport.





CHIEF OF STAFF (COS)

STAFF

The COS is a general officer from one of the Framework Nations.

He is the main adviser to the Commanding General. He is responsible for the organization of the work and the coordination of the staff within EUROCORPS Headquarters (EC HQ).

The COS ensures the mission readiness of the whole EC HQ

and is responsible for the initiation, dissemination and follow-up of the Commanding General's policies, directives and guidance. The COS orchestrates the HQ's daily routine and directs appropriate staff procedures in accordance with NATO principles and

doctrine, and in accordance with the decisions of the framework nations. On behalf of the Commanding General, he exercises directing and coordinating authority over the HQ Multinational Command Support Brigade (MNCS Bde) and coordinates activities between the staff and other cells of the HQ.

OPERATIONS DIVISION

The Operations Division, led by the Deputy Chief of Staff Operations, is responsible for the planning, synchronization and

execution of all EUROCORPS (EC) exercises and operations. Furthermore, the division is responsible for the international

relations of EC HQ.

The Operations Division comprises four Branches: G2, G3, G5 and Engineers.

SUPPORT DIVISION

The Support Division, led by the Deputy Chief of Staff Support, provides EC HQ with logistics (G4), communications and all other Information Technologies related support (G6) as well as

with all medical support (G MED) related to operations. In addition, the division is responsible for ensuring all Civilian Military Cooperation (CIMIC) issues within EC's area of responsibility.

Thus the Support Division gathers the specialist branches necessary for the planning and coordination in support of EUROCORPS' missions.

TRAINING AND RESOURCES DIVISION

The Training and Resources Division, led by the Deputy Chief of Staff Training and Resources, provides the EC HQ with personnel (G1), training & exercise poli-

cy, concepts & platforms (G7) as well as all support related to budget and finances (G8). With this new division the EC adapts its structure to the current NATO

Corps headquarters. In addition, the division ensures the manning and organizes operations of the home base in case of a deployment of the EUROCORPS.



DIRECTOR OF STAFF (DOS)

The Director of Staff (DOS) is the principal adviser and executive officer of the Chief of Staff (COS), acting as interface between the Command Group and the Staff.



EUROCORPS. Conference interpreters, using consecutive and simultaneous interpretation, allow communication between speakers and participants in discussions, conferences and during visits of VIPs. Translators translate written documents of all kinds into other languages.

Conference Centre

The Conference Centre manages the meeting rooms and is in charge of state-of-the-art projectors, camcorders and editing equipment used to produce video films and documentary coverage.



He coordinates the support of the Command Group and, as executive officer for the COS, is the focal point for the entire headquarters staff work.

He is responsible for the work of the Registry, the Conference Centre and the Linguistic Services and for the task of Information Management.

Registry

The Registry can be compared with an internal post office. It receives, delivers, and distributes all the mail and packages within the Staff. Furthermore it ensures the special treatment and trackability of classified documents.

The Linguistic Service

is a multinational team of civilian personnel composed of graduate conference interpreters, graduate translators and linguistic assistants. They are provided by the states participating in the

Information Management

The main task of the Information Management cell is to ensure

that the right amount of information is provided at the right place, and at the right time and in a form that facilitates appropriate action. While the DOS is responsible for implementing the COS's information policy, G6 provides the technical support and all branches are involved in providing information of interest. The

media mainly used are the Eurocorps Local Area Network (EC LAN, intranet) and, for external relationships, the CRONOS secret network ("Crisis Response Operations in NATO Open Systems) of NATO.



G1 G2 G3 G4 GMED ENG G5 G6 G7 G8 G9

G1's main task is to deal with human resources.

Chief G1 is the principal adviser to the Commanding General concerning all aspects related to the headquarters organization, the personnel situation, discipline, military protocol, ceremonial issues, leisure activities, moral and welfare as well as family support. Three multinational sections and an administrative support cell contribute to the work of the branch.

HQ) establishment in peacetime, crisis or emergency.

The Multinational Personnel Management (MNPersMgt) Section

is responsible for the personnel management policy. The section is in charge of multinational aspects of manning, rotation plans, operational deployments,

The Joint Visitors Bureau (JVB)/ Family Support Centre (FSC) Section



is under control of chief JVB. JVB prepares and organizes visits by high-level military organizations and arranges major conferences chaired by EC HQ command group. JVB also encompasses ceremonial and protocol issues. It keeps a schedule of visits, conferences and ceremonies, working with internal and external agencies to guarantee the smooth execution of all activities.

In close co-operation with all EC HQ branches and national support detachments, FSC coordinates and takes care of the family support in peacetime and during a commitment, being part of the home base. FSC is a liaison element between family members and the deployed personnel. In addition, FSC is responsible for the coordination of all accommodation and transportation matters of EC HQ visitors and conference attendees at Strasbourg.



The Plans and Organization (Plans/Org) Section

participates in the operational planning process and contributes to studies on structure and organization. The section is in charge of studies concerning personnel matters and the Headquarters EUROCORPS (EC

personnel reinforcement and the employment of civilian personnel. It is accountable for morale and welfare, cohesion and integration policy. In crisis or wartime, it provides guidelines for any action concerning prisoners of war, personnel indicted for war crimes and personnel missing or killed in action.

The administrative support Cell

provides support to the branch. This includes the entire range of administrative tasks, contacts between G1 and the other branches, the management of all ADP issues and the coordination of common activities within the branch itself.

The EUROCORPS Headquarters (EC HQ) G2 mission

G2 essentially drives the Intelligence cycle and provides COMEC, the EC HQ and subordinated/assigned units with intelligence products and assessments, not forgetting the peacetime activities such as studies, training and exercises and security.

The organization of G2 within EC HQ

To fulfil its dedicated tasks, G2 has adopted an organization similar to many NATO HQs. This enables the G2 branch to conduct the four operations included in the Intelligence Cycle (direction, collection, processing and dissemination), the planning and direction of military security as well as other activities undertaken in peacetime such as studies, training and exercises.

The Plans Section

The Plans Section is the G2 Point of Contact (POC) in dealing with G5, G3 and G8. As such, it coordinates the development and dissemination of G2 basic and planning documents (such as concepts, sub-concepts, directives and procedures). It also coordinates G2 inputs and provides intelligence contributions to the preparation and conduct of exercises. Additionally, it organizes and coordinates Intel G2 EC individual and collective multinational courses and training. As G8 POC, it plans and monitors G2 budgetary matters. In operation, it is also in lead within G2 concerning Deep Operations and Targeting.

The Production Section

The Production Section is responsible for the processing of information and its conversion into

intelligence. It updates the basic documentation concerning the EC HQ designated areas of intelligence interest and manages intelligence databases. It then produces intelligence estimates and assessments. Finally, it ensures the rapid dissemination of intelligence to the Commanding General of the EUROCORPS, EC HQ staff, subordinate units and higher echelons. This is achieved in three formats: verbally (verbal briefings), in writing (intelligence reports) and as data.

The Collection Section

The Collection Section plays two parts in the intelligence cycle: collection and dissemination. Concerning the collection stage of the cycle, it is responsible for the delivery of the information collected by sources and agencies to the Production section, which then processes it into intelligence. It is also in charge of the subsequent dissemination of intelligence in an appropriate form and by any suitable means, to those who need it. This section uses modern information transmission systems that give access to information, whether classified or not, from other agencies and nations. Continuous intelligence liaison with Framework Nations is ensured by the presence of National Intelligence Representatives (NIRs) via their respective intelligence systems.

The Security and Counter-Intelligence Section

This section ensures protection against subversion, terrorism, espionage, criminal activities and civil unrest. In peacetime, it is responsible for the physical security of military compounds and operations in co-operation with the authorities of the host nation. In operations, this section conducts security, counter-intelligence and HUMINT operations. Its task is to identify and counter the threats to security posed by hostile intelligence services, organizations or individuals.

The Electronic Warfare Section

The EW section develops EC EW/SIGINT concepts and procedures in close coordination with G3 and G6. In this connection, it maintains liaison with the EC/NATO related EW community in order to develop and disseminate an updated basic documentation concerning EC nations/NATO EW assets, structures and procedures. It provides EW contributions to G2 and EC HQ in the preparation of exercises and operations as requested. In operations it coordinates and directs EW resources.



G3 – in charge of operations-related matters

G3 is responsible for all matters related to the short and mid-term planning and the execution of the operations of Headquarters Eurocorps (EC HQ) in the entire mission spectrum. This includes the responsibility for Military Police, Force Protection (FP), Counter-Improvised Explosive Device (C-IED) and all Combat Support matters. In order to cope with its mission, G3 is - in peacetime - divided into 6 sections:

G3 Plans

G3 Plans is responsible for the coordination of all operational short- and mid-term planning and the development of guidelines, manuals and Standing Operating Procedures within G3. The planning range covers areas such as close, deep, rear and special operations. The section conducts the planning of operations and develops possible courses of action. Furthermore it is responsible for the Decision-Making Process and the development of Operation and Fragmentary Orders for exercises and/or operations. Additionally G3 Plans develops the general layout of the CP and is responsible for the NATO Response Force (NRF) CP Concept development.

G3 Operations (Ops)

The primary functions of G3 Ops are to activate the Operations Center of the NRF CP or the High Readiness Force CP, then to maintain and distribute a common operational picture within the HQ and externally, and to conduct the current battle and its battle rhythm. G3 Ops is in charge of the implementation of a permanent HQ alert system to ensure operational readiness.

Additionally, it deals with the operational training of the Fact Finding Team. G3 Ops is divided into two interchangeable Ops cells dealing with current OPS preparation and a multidisciplinary cell covering the fields of Alert & Mobilization, Battle Space Management, Force Protection and Counter-IED in coordination with G2 and Engineers.

G3 Effects Coordination Center (ECC) – Fire Support Coordination Center (FSCC)

The introduction of the Effect Based Approach to Operations in our HQ led to the creation of an Effects Coordination Center, which is currently merged with the FSCC. Upon establishment of a dedicated ECC, the FSCC will become a separate Section within G3 again. The FSCC is responsible for the integration, coordination and synchronization of lethal and non-lethal joint fires in support of the commander's intent, whereas the ECC will ensure the effects approach during all planning activities in EC HQ and forms the nucleus of the Joint Effects Center once our HQ deploys.

G3 Air

G3 Air acts as interface between the EC and its subordinated army aviation and air defense units, which provide the EC with organic army aviation combat power, air maneuver and air defense capabilities. To ensure that all 3rd dimension users can operate with maximum freedom, the Corps Airspace Management Element coordinates the use of airspace over the Corps AOR with the Air Operations Coordination Center.

G3 Provost Marshal (PM)

The PM gives advice to the Command Group and the HQ Staff on Military Police (MP) issues. The PM covers the fields of MP and Multinational Specialized (Police) Units. The mission spectrum of the MP serving for EC HQ covers the functions of mobility support, security, police and detention. In case of a EC HQ deployment, the PM section forms the core of the PM office in the CP. The PM then also acts as the single point of contact for the local police and all security agencies of the Host Nation.

G3 InfoOps / PSYOPS

This new section now includes Information Operations (InfoOps) and Psychological Operations (PSYOPS). InfoOps provides advice and coordinates military information activities in order to create desired effects on approved parties and potential adversaries in support of the mission. Information activities affect information and information systems and include protection measures. The PSYOPS Cell is the interface between PSYOPS capabilities supporting the mission and EC HQ. This cell plans and coordinates activities aimed at influencing attitudes and behavior that may affect the achievement of military and political objectives, using methods of communications such as radio, television, internet and other means. Both cells contribute as Functional Areas to the Corps Planning Group within EC HQ and participate in the Joint Effects Center.



In terms of logistics (G4),

As far as logistics is concerned, the EUROCORPS (EC) relies on the support provided by the contributing nations, since Commander EUROCORPS (COMEC) and troop contributing nations share the responsibility for the logistic support of operations. Although it is the nations' ultimate responsibility to support their deployed units, the COMEC holds sufficient authority over the logistic resources to employ them and sustain forces in the most effective manner.

In this framework, the G4 Branch is responsible for coordinating deployment to a theatre, logistic planning and support within the whole corps area of operation. To ensure logistic support, G4 coordinates with the higher command echelons, divisional and corps troops HQs and with the National Support Elements (NSEs) within its area of operations and commands corps logistic troops.

Assessing the logistic situation and projecting the future Combat Service Support capability:

The G4 Plans Section

develops logistic plans in the EC area of operations. It manages the whole planning, command and logistic policy. To check the relevance of the concepts and procedures created by the section, it regularly organizes

or takes part in seminars to share information and ideas with other High Readiness Force HQs. In peacetime it is responsible for developing logistics-related concepts and SOPs.

The G4 OPS Section

is the tool to present an accurate picture of the corps' logistic situation to the Commanding General regularly through the use of modern logistic information systems. It also issues logistic orders and guidelines for subordinate units and tasks EC Log Corps troops as well as EC's Multinational Command Support Brigade (MNCS Bde). In peacetime it is in charge of the logistic training, to include exercises.

The G4 Movement and Transport Section

contributes to the strategic deployment planning by developing the Detailed Deployment Plan for EC HQ and its MNCS Bde from the garrison to the area of oper-

ations. It also coordinates the "in theatre" movements with the Reception, Staging and Onward Movement (RSOM) section between the ports of debarkation and the assembly areas. The section plans, coordinates and monitors the execution of all movements and transports throughout the Corps' area of operations. It sets up and manages the Movement Control Centre.

The G4 Reception, Staging and Onwards Movements section

develops the RSOM plans. It is responsible for coordinating the RSOM process of EC from the port of debarkation to the area of operations with the Troops Contributing Nations, the Host Nation and the superior headquarters including NATO HQs. In peacetime, it is responsible for developing the RSOM concept and related Standard Operating Procedures.



The Medical Branch (G MED) within the Support Division deals with the planning and coordination of medical support throughout the EUROCORPS' (EC) area of operations.

Soldiers being deployed to an unknown and sometimes hostile environment must be supported in the utmost professional way. One of those supporting tasks in EC HQ is executed by the Medical Branch. ACOS G MED is on behalf of the Commander EC responsible for EC medical policies, medical support planning, the execution of those plans and the coordination of all medical support matters within EC during exercises and missions. The organization of medical support and its coordination became a highly specialized proficiency, focused on providing the best care possible for the individual patient as well as the overall medical support during any operation.

ACOS G MED is supported by an administrative element and three sections: the Intelligence and Epidemiology section, the Plans section and the Operations section. ACOS G MED also acts as medical adviser (MEDAD) to the Commanding General. He gives advice on all health and medical related matters to him and all other staff elements.

The G MED Medical Intelligence and Epidemiology section

provides all relevant data on the health situation in the area of interest and establishes a medical risk assessment as a starting point for the mission planning cycle and the Plans section within G MED.

The MED Plans section

is responsible for the development of medical support plans in Eurocorps' area of operations, focusing on multinational integration and interoperability of the medical support in the theatre.

The Operations section

implements the medical support plans, directs and coordinates medical operations and provides the branch with the medical operational picture. The Ops section is also the branches' link to the Patient Evacuation Coordination Cell (PECC) and the Joint Operations Centre (JOC).



Future challenges and way ahead:

The entry-into-force of the Treaty of Strasbourg in 2009 will change the status of EC HQ. This will require the development of new capabilities in different areas like water and food control, hygiene and environmental medicine.

In the field of Real Life Support, the efforts for a continuous internationalisation of EC HQ' own infirmary will include the multinational procurement of medical equipment and the integration of medical personnel from Associated Nations.

Medical personnel are used to work in a supportive role without trumpeting the daily efforts of caring for all patients. However, military leaders should not forget that even if the work is done silently, the provision of medical support during peacetime, exercises and deployments is paramount for the success of any mission.



GI G2 G3 G4 GMED ENG G5 G6 G7 G8 G9

The Engineer (ENG) Branch provides staff advice and planning assistance in support of the Commanding General EUROCORPS (COMEC) mission in all aspects of military engineering, including Explosive Ordnance Disposal (EOD), mines and engineer reconnaissance, infrastructure, CBRN (Chemical Biological Radiological Nuclear) Defence and Environmental Protection plus Meteorological and Oceanographic (METOC) and Military Geographic (MilGeo) support.

The Engineer Branch is the coordinating body for all assigned engineer units. It also gives advice to Headquarters EUROCORPS (EC HQ) in all the above-mentioned special fields. Recently the ENG branch has contributed to the establishment of a C-IED nucleus within the EC HQ.

The role of EC's subordinate engineer units is to provide mobility, counter-mobility, survivability and general engineer support, including infrastructure engineering and EOD.

The co-operation and interoperability of the subordinate engineer units is enhanced during multinational study days and exercises, most notably during the exercise EURETEX, the aim of which is to promote and enhance the interoperability among the engineer units provided by our Framework Nations. Every year it is organized by a different EUROCORPS Framework Nation, and it is a unique training opportunity for all the different fields of the engineers' mission.

The CBRN Defence and Environmental Protection Section

provides advice to the staff on all matters concerning CBRN/TIM (Toxic Industrial Material) Defence and environmental, fire and radiation protection. It furthermore performs an advisory

and supervisory function regarding the training of CBRN Defence experts at EC HQ and the subordinated units, including the determination of the training and equipment requirements.

The MilGeo Section

provides geospatial support to EC HQ and all subordinated units for the planning of military operations, exercises and missions. For operational deployments a multinational geospatial support unit tailored to the mission reinforces EUROCORPS. MilGeo provides the entire geospatial information including geospatial advice, terrain analysis, military geographic descriptions, 3-D-visualization of the terrain and production and distribution of maps. Digital geo data are provided to all members of EC HQ in a Geospatial Information System.

"Reproduction" as part of the MilGeo section is EC HQ's official printing site with the neces-

sary equipment such as large-format printers and scanners, copy machines, cutting machines and laminators.

The METOC Section

defines, coordinates and prepares the mission-oriented meteorological, climatologic, oceanographic and astronomical support to the Commander, the Staff and the subordinated units. For operational deployments and exercises, a Combined METOC Unit tailored to the mission reinforces the EC METOC capabilities by providing METOC forecasts, observations and briefings, including assessments of the weather impact on military operations. In commitments, a Combined METOC Unit tailored to the mission reinforces EC METOC capabilities by providing on a routine basis METOC forecasts, observations and briefings, including assessments of the weather impact on military operations.



Planning and decision-making: a commander's business.

At the end, the commander is responsible for the decisions he makes. Decision-making is both an art and a science. Planners help the commander to assess a situation and support him in his decision-making. Until a couple of years ago, the operators did planning themselves. Given the growing complexity of the environment as well as the transformation of EUROCORPS (EC) into a NATO Rapid Deployable Corps, the G5 Branch created in 2001 is now established as a cornerstone of this Headquarters (HQ). G5 is not only responsible for the 'soldiers business' but it also acts in all domains requiring planning coordination and policy-making with higher HQs of NATO and the European Union as well as with the EC Framework- and Associated Nations. The wide spectrum of G5 missions is mirrored within the sections it is composed of. These sections deal with independent but complementary duties.

Plans Section

One of the main missions of this Section is the planning of all future operations and the drawing of the Commander's campaign design. It also contributes to the general specifications for exercises, participates in exercise planning conferences, coordinates the Operational Planning Process (OPP). It develops planning documents corresponding to contemporary operational requirements such as Contingency and Operations Plans and Commander's Approved Effects List. Therefore, G5 Plans, under the direction of DCOS Ops, coordinates the Corps Planning Group (CPG), which involves representatives from all

other staff branches and is the main planning tool of the Headquarters.

Policy and Studies Section

In an operational framework, this section contributes to the long term campaign assessment and provides advice and guidance for the plan reviews. It can also act a second planning team. In peace time, it is in charge of the development of the Commanding General's guidance and directives, conducts ad hoc studies for the Command Group and ensures a staff-wide coordination and integration of policy aspects into planning. The coordination, preparation and updating of the doctrine and concepts, as well as the improvement of all standardization issues are of primary importance. This section coordinates within the Staff all matters related to the elaboration and review of EC Standing Operating Procedures (SOPs) and Standing Operating Instructions (SOIs).

Operational Analysis and Requirements (OPAR) Section

In operations and exercises, this section prepares the Statements of Requirements and monitors the force generation process outside EC HQ. This task is of the utmost importance especially within the framework of the NRF preparation and certification. OPAR also carry out the overall operational analysis process that supports both the wargaming during the Operational Planning Process, and the mid-term and long term campaign assessment during the conduct of operations / exercises. By that it contributes to the coordination and assess-



ment of the Joint Effects Coordination Center and thus to Eurocorps' approach to Effect Based Operations.

International Relations (INTREL) Section

This section establishes and sustains EC HQ relationship with EC's Framework Nations and Associated nations, the UN, the OSCE, NATO, the European Union Military Staff, multinational HQs and Non-EUROCORPS Nations. During operations, it sets the links with Governemental, Non-Governemental and International Organizations. While the section provides the EC's secretary to the EC Committee and EC HQ Board meetings, the Assistant Chief of Staff G5 and the members of the International Relations Section are the Commanding General's official representatives in these groups and represent the EC's official positions and interests. G5 INTREL is EC HQ's official gateway to its Framework Nations. All the correspondence between EC HQ and its the Framework Nations has to pass via this section to enable the preparation of the Common Committee (Meeting of the Chiefs of Defence, CHODs), EC Committee and EC HQ Board meetings.

Admin Section

This section ensures the administrative support of all other sections and takes care of all 'real life support' issues to the benefit of the G5 personnel.

The Communication and Information Systems (CIS) are increasing factors of strength for the EUROCORPS (EC).

CIS in EC reflect the "Harmonized Sharing Principle" that governs the contributions from the Framework Nations (FN). Based on it, the required capabilities to build up the EC CIS are included, on the one hand, in the Multinational Command Support Brigade's (MNCS Bde) organic CIS Company and, on the other hand, in the dedicated FN's CIS units (usually under OPCON of the MNCS Bde) during exercises and operations. All these units (execution level), alongside with MNCS Bde-S6 (implementation level) and EC HQ G6 (conception level) make up the so-called "EUROCORPS CIS community".

As the leading body within this community, G6 must ensure that:

- the CIS aspects are appropriately tackled in the EC decision making process,
- CIS is planning is fully integrated in the operational one,
- CIS implementation supporting both permanent staff activities and operational deployments is carried out in accordance with the aforementioned planning and the evolving situation.

G6 is in charge of creating the conditions that have to make possible:

- The provision of CIS related services that guarantee the administrative and decisional day-to-day activities at EC HQ in Strasbourg by interconnect-

ing the HQ elements among them and with the FNs and international organizations as well as the CIS support to the initial phases of an operational deployment and the related reach-back and sustainment of



the deployed forces.

- The implementation of the Command and Control Information Systems that provide the deployed EC HQ Command Posts (CPs) with the primary tools to process and display the information required for situational awareness and subsequently to conduct operations: i.e. elaboration of the Recognized Ground Picture, contribution to the Common Operational Picture, email/message handling, Video Tele Conferencing (VTC), etc.
- The deployment of a resilient and reliable Command and Control Communication System (C2CS), serving as the platform carrier for the CIS services (voice, data, video, etc). The skeleton of the EC C2CS is a combination of a Trunk Nodal Network based on Line-Of-

Sight (LOS) radio relays and a powerful net of satellite links, as well as some Combat Net Radio (CNR) capabilities for back-up and contingency purposes.

- The extension of EC CIS services down to the subordinated formations/units as well as the extension of CIS services received from the parent organizations (NATO, EU, etc) within the EC CPs and also down to those subordinated formations/units authorized to receive them.

- The permanent support from the existing Information Technologies (IT) to the Information Management (IM) related activities within EC in accordance with the policies and procedures issued by Commander EUROCORPS.

- The foundations for an adequate Information Assurance (IA) policy and measures, based on a continuous risk assessment process, aimed at protecting the information conveyed and processed by EC CIS, and the CIS themselves, by ensuring the appropriate levels of confidentiality, integrity, availability, authenticity and non-repudiation against any potential threat or unauthorized attempt of break-in or downgrading.

To sum up, G6 is responsible for leading the "EC CIS community" to achieve the highest standards in efficiency with regard to the provision of services in a secure and interoperable environment, thus making our CIS to be considered "a reason for excellence" and a factor of utmost importance in the attainment of the EC mission.

GI G2 G3 G4 GMED ENG G5 G6 **G7** G8 G9

BRANCH

The G7 Branch is to supervise the training, to coordinate the preparation and organization of the exercises and to manage the lessons learned process.

In early 2004, the idea was officially launched to create a G7 Branch within HQ EUROCORPS in order to be in line with the other HRF(L) HQs and the new structure of Allied Command Operations and the Joint Force Commands, which planned a similar organizational change in the autumn of the same year. Furthermore, training budgets increasing year by year and ever more challenging training objectives called for organizational changes to ensure optimal control and a maximum return on investment.

According to different plans the creation of the Branch implied a shift of responsibilities from different Branches. For this reason, the majority of the G7 posts were to be filled by officers and NCOs from G3 (Training and Exercises) and G5 (Lessons Learned), the remaining open slots by the new Associated Nations.

On September 1, 2008 the new Branch took up its work. As the exercise train was already running, there was no time for much organizational reflection. Within 2009, as the new officers from the sending nations arrive, the Branch assumes all the assigned responsibilities, and will reach full operational capability by September 2009.

The Branch is designed to ensure that all individual and collective training activities including, e.g. those in the field of Command and Control systems, are better coordinated, that lessons learned stay longer in our memory and, last but not least, that the training audience can better focus on the operational part of the exercise.

During the EC exercises, the G7 Branch provides the backbone of the exercise control and directing staff structure.

When EC HQ deploys on a real mission, the personnel of G7 augments the other branches and mans the homebase, ensuring a reachback capability tailored to the operational, social and logistical needs of the deployed EC CP and its personnel.

The G7 structure has 18 posts, spread over four sections : the Administration section, the Training section, the Exercises section and the Lessons Learned section. The main pillar is the Exercises section which is designed to be capable of planning (Year X+2), coordinating (Year X+1) and preparing/executing (Year X) three main exercises simultaneously with three teams of two men each and one CAX team of two.

With the creation of G7, the span of control of the Divisions Chiefs further expanded. For this reason, the new Division Resources and Training directs and supervises the work of the G7 Branch.



Belgian, French, German and Spanish personnel make up the financial branch (G8), which is responsible for the entire financial support both in peacetime (HQ operations, infrastructure) and during exercises and deployment operations. In that specific case the G8 Branch acts as a Combat Service Support unit. This means that G8 representatives are always members of the Fact Finding Teams (FFT) and members of all command posts planned in the EC concepts.

G8 prepares the EC budget to which all nations represented at EC HQ make their contributions. This budget takes the long and medium term forecasts and the technical and procedural developments into account and it is implemented by the Common Committee under the responsibility of the Commander EUROCORPS (COMEC).

In order to face the new challenges resulting from the growing role of EC in the framework of NATO and Europe, G8 has adapted its procedures to NATO and European financial rules. The G8 new organization includes the following tasks:

- Purchasing and Contracting Office: to provide procurement

and contracting support for all kind of materials and services in any military operation in which the HQ is involved.

- Treasury: to calculate the contributions of each Framework and each Associated Nations and manage the EC funds (bank account and cash).

- Fiscal: to control the execution of the budget (requests and payments) and provide the necessary reports on the financial position and performance.

- Audit: to ensure that HQ operations and projects are managed effectively and conducted in the most efficient and cost-effective manner by conducting regular financial or operational audits.

- Budget: to plan and propose the budget; to budget the

acquisition of important material and infrastructure.

- Customs: To manage the customs support with foreign custom services during deployment operations and the reimbursement of the VAT with the French Ministry of Finances.

Always striving for maximum efficiency, the G8 Branch offers to the personnel to participate in financial and technical courses and to students at financial universities to do their (master or doctorate) internships in different offices in order to keep up with the latest tendencies regarding financial rules and techniques.

With its capabilities G8 is able to provide COMEC with all the eligible services and support or specific advice he needs, in order to be able to fully assume all his authority prerogatives and responsibilities granted to him as part of the Treaty of Strasbourg (ToS). The ToS makes EUROCORPS a quasi fully autonomous legally multinational organization as it was in several domaines before, which further increases EUROCORPS' uniqueness.



Within the Headquarters (HQ), the G9 Branch (CIMIC) is dedicated to the relationships that the Force has to maintain, when deployed, with all civil actors in the area of operations.



These actors are mainly the Host Nation civil authorities (at national, regional, local and municipal levels), all International and Non-Governmental Organizations (IOs and NGOs) and Agencies that are present in the country, as well as the local population. The Branch has also to assess the civil environment (such as humanitarian assistance, public safety, civil administration, infrastructure, economy and commerce) in order to adequately advise the Commander on the interference that the civil environment may have on the planned operation.

To fulfil this mission, the Branch is organized in three sections:

The «Plans and Assessment» Section

is responsible for planning the

activities beyond a 72 hour time-frame. This section interacts very closely with many other branches or functional areas of the HQ, such as G4/Logistics, G5/Plans, Engineers, Psychological Operations (PsyOps) and Information Operations (Info Ops).

The «Operations» Section

is responsible for monitoring the ongoing CIMIC operations and for planning the activities for the coming 72 hours. It mainly interacts with G3/Ops, since one of its representatives is working within the Joint Operation Centre (JOC), G4/Logistics and Medical Adviser or G8/Finances.

The «Liaisons» Section

is responsible for establishing and maintaining good contacts with all civil actors throughout

the area of operations and to proceed to the necessary exchange of information between the civil community and the military.

In addition, and depending on the type of operation and the structure of the force, a CIMIC Specialized Unit and functional specialists may be attached to the G9 Branch in order to implement the Commander's CIMIC policy.

The civil – military co-operation staff is involved in many issues, some of them being well known by a large civil public. One of the main concerns G9 has to deal with in the framework of a conflict or a crisis is to consider the Displaced People, Refugees and Evacuees (DPREs) issue. In this domain G9 has to coordinate their movements, in order not to jeopardize the Force Freedom of Movement or to assist the UNHCR or other IOs / NGOs in establishing, maintaining or protecting a Refugee Camp, when and if required.

In case of a natural disaster relief (volcano eruption, earthquake, tidal wave, etc.), the operation has to be undertaken in close co-operation and coordination with the Host Nation authorities and the international relief agencies providing an immediate response to the local population in need.

Being the interface of the force towards the civil sector, G9 contributes, among others, to promote the image of the force and to further develop its acceptance within the area of operations. Its main objective is to create a good and mutual understanding, a common confidence between the military and the civil environment and, thus, to win the hearts and minds of the latter.

MULTINATIONAL COMMAND SUPPORT BRIGADE

The MNCS Bde in its present structure was founded in 2001, following the transformation of Eurocorps (EC) into a rapid reaction corps.

The first personnel, who had been recruited from the existing EUROCORPS staff, joined the brigade by mid-2002. The MNCS Bde Headquarters is located in Aubert de Vincelles barracks in Strasbourg.

This multinational brigade is led by the Commander MNCS Bde, a post held by the EC Framework Nations in rotation. Moreover, it is under the direct command of the Commander Eurocorps and performs its daily activities with permanently and temporarily attached units, which will be presented in detail below.

The mission of MNCS Bde is to provide command support to Headquarters Eurocorps (EC HQ) in order to enable it to exercise command and control. It there-

fore supports EC HQ in Strasbourg in peacetime and plans, prepares and trains for the task of supporting an operational deployment of the Headquarters' command posts, relying on peacetime-dedicated capabilities.

During operations MNCS Bde ensures all support functions deemed necessary to ease the command and control of operations, which means that it deploys, operates and supports the EC HQ command posts, permanently applying the force protection rules. It is also able to build up EUROCORPS' command posts which are based either on inflatable tents or on shelters.

To fulfil this mission, MNCS Bde relies on units under operational command (OPCOM) and on

others under operational control (OPCON) that are assigned to the brigade – as so-called dedicated units - for training activities and deployments.

According to the NATO command support concept defining the missions and needs for the brigade, MNCS Bde has been certified as a NATO High Readiness Force (Land) HQ as well as NATO Response Force (NRF) HQ. Having passed NATO's evaluation test in 2005 with outstanding success, MNCS Bde is constantly improving its operational capabilities.

Headquarters Support Battalion (HQ Spt Bn)

Founded in 2001 as substitute for the former Bataillon de Quartier Général, HQ Spt Bn is located in Lizé barracks in Strasbourg. Its main mission is to support EC HQ in peacetime, exercises and in



MULTINATIONAL COMMAND SUPPORT BRIGADE

HQ SPT BN

real operations. In routine operations at the home base in Strasbourg, the HQ Spt Bn performs several support functions for EC HQ including catering, maintenance, transportation, supply, medical support, protection, command post mounting, and providing accommodation.

During exercises and real operations HQ Spt Bn conducts and controls all multinational real life support missions, supporting EC HQ personnel in executing reconnaissance, deployment, rotation and redeployment of the EUROCORPS' command posts. Moreover, the battalion is responsible for the transportation of EC HQ personnel, equipment and supplies needed for the real life support of EUROCORPS Command Posts.

Currently, the battalion is made up of three multinational companies: the Headquarters Company

(HQ Coy), the Transport Company (Tpt Coy), and the Command Post Setup Coy (CP Setup Coy).

Headquarters Company (HQ Coy)

This company provides Moral and Welfare (M&W), billeting, in- and out-processing, laundry services, warehouse services, food, supply and storage services in support of a deployment. Catering is provided both in garrison in peacetime and for the EUROCORPS Command Posts and the home base during operations.

The company is also responsible for the storage of light weapons for EC HQ personnel in garrison and is able to support the home base and two command posts (CP) in terms of medical matters.

Transport Company (Trans Coy)

Under MNCS Bde guidance, the Trans Coy organizes the transportation of EC HQ personnel and their personal equipment during high- and low-intensity operations.

It also provides specialized transportation and a shuttle system using busses. This multinational company also carries out maintenance on all kinds of equipment such as vehicles, weapons, NBC equipment, signal assets, and power generators.

CP Setup Company (CP Setup Coy)

This company is able to set up two EUROCORPS Command Posts (LCC Fwd/RSC). It ensures command post physical security by establishing an inner perime-



MULTINATIONAL COMMAND SUPPORT BRIGADE

ter depending on the concept imposed. Furthermore, the CP Setup Coy conducts training for fire prevention and fire fighting.

Communication and Information Systems Company (CIS Coy)

The multinational CIS Coy was created in summer 2005 and has been located since then in Aubert de Vincelles barracks, Strasbourg. As one of the brigade's subordinate units under OPCOM, the CIS Coy provides EC HQ with permanent command and control support in peacetime, during exercises and in real operations, if necessary 24 hours a day and 7 days a week.

This multinational company is above all in charge of the information systems including the different networks inside the EC HQ facilities. For this demanding task

the CIS Coy is divided into three platoons that cover a wide range of CIS applications (Information System Platoon, Communication Platoon and Helpdesk Platoon).

German Signal Company (DEU SIG Coy)

Among MNCS Bde's subordinate units under OPCOM, the DEU SIG Coy is the only one not being located in Strasbourg. Its garrison is Sigmaringen, Germany, where the company was founded in 2007.

One of its main missions is the installation and operation of command and control assets for the EUROCORPS Rear Command Post, which includes computers, phones and faxes. This Signal Company consists of two platoons, one of which is equipped with one of the most modern communications systems the

German Army has in its inventory, the so-called VANBw system.

Dedicated Units provided by the Framework Nations / OPCON units

In case of deployment MNCS Bde will always be tailored to the mission to be fulfilled. In addition to the units under OPCOM mentioned above, the MNCS Bde can draw on further forces – so-called Dedicated Units – provided by Framework Nations according to the "EUROCORPS Forces Concept". These units will be under OPCON of the brigade commander. The Framework Nations have regularly provided MNCS Bde with CIS detachments as well as protection forces (e.g. infantry units). Moreover, depending on the mission, the brigade can also be reinforced by units of other types.



COMMAND POSTS

In the emerging unpredictable security environment, EUROCORPS HQ (EC HQ) must be ready to deploy to an area of operations (designated by the Common Committee) and undertake combined joint military operations across the full operational spectrum, whether of high or low intensity.

To accomplish its missions the EC HQ will comprise the following elements:

High Readiness Forces (HRF) Configuration

■ EARLY ENTRY (EE) CP

The EE CP, the first footprint of EC HQ, includes elements of the whole EC HQ. Its primary task is to control and synchronize the deployment of forces. This CP will be deployed within 10 days after activation order (ACTORD). Due to the wide range of options, the EE CP remains very flexible. It will be mission-tailored, of a size that can vary from a small to a large CP team with most functions re-presented. Due to the deployment deadlines, the EE CP will have a modular structure organized according to the required functions. Personnel and equipment are designated and ready to deploy.

■ TACTICAL (TAC) CP

This CP will be deployed within 20 days after ACTORD. The TAC CP will deploy to conduct operational synchronisation of the close battle, if there is an operational advantage in doing so. Once relocated, its equipment will normally provide the nucleus of the MAIN CP. Within the TAC CP, dedicated mobile elements with limited communication facilities will immediately be available for the Commander EUROCORPS (COMEC), allowing him to execute responsive command and control.

■ MAIN CP

This CP will be deployed within 30 days after ACTORD, with sufficient staff to support the Commander's command and control (C2) needs. The MAIN CP's functions include force integration, planning, coordination, targeting, deep/close/rear operations, information operations, intelligence, operational, and logistic support. In case of emergency, in high intensity operations, the MAIN CP will be prepared to take over the functions of the REAR CP. It will thus be an alternate for the REAR CP, achieving this by defined procedures and possible reinforcement of EC personnel from REAR. For the REAR CP, the reverse procedure applies.

■ REAR CP

The REAR CP primarily focuses on support aspects and will also be deployed within

30 days after ACTORD, similar to the MAIN CP.

This CP includes a Combat Service Support (CSS) element and a nucleus to conduct limited operations. The use of the REAR CP as a nucleus for a Rear Support Command (RSC) must also be planned.

It will deploy to the Joint Rear Area (JRA) to take charge of Reception, Staging and Onward Movement (RSOM) of assigned forces.



COMMAND POSTS

NATO Response Force (NRF) Configuration

In the NRF framework, EC HQ will be the Land Component Command (LCC) of the Force held at 5 to 30 days readiness. In this configuration, the CPs of the LCC will be tailored according to the mission, but in any case a 'mission tailored LCC Forward (FWD) CP' will normally always deploy in theatre. Its organization covers all necessary LCC functionalities and is designated to Command and Control the Land units.

The EC CP concept for NRF was trained and evaluated during the exercises of the preparation phase. Although several options have been studied, the LCC FWD CP configuration 187 has to be considered as the 'standard configuration'.

■ LCC FWD CP 187

In a first step, 3 days notice to move, EC HQ will deploy a robust and autonomous Fact Finding Team (FFT) in theatre, embedded or not in the Operational Liaison and Reconnaissance Team (OLRT) from the joint Force Command.

Then, a robust and autonomous Advance Party will deploy in order to establish the necessary conditions (mainly Communication and Information Systems (CIS) and Real Life Support (RLS)) for the arrival of the bulk of the LCC FWD CP. At last, the LCC FWD CP will deploy, notice to move 5 days, the personnel and remaining equipment.

Concerning the NRF LCC C2 structure:

The LCC FWD CP deployed in theatre commands the NRF Brigade and the LCC Troops.

COMEC is Commander (COM) NRF Land (LCC) and normally deploys forward with LCC FWD CP.

With regards to the LCC CP concept:

The NRF assigned Forces must be able to deploy quickly to wherever needed and able to operate in austere conditions. Host Nation Support might be very limited or even non-existent. Therefore, the NRF HQs and units must be able to carry with them all necessary supplies and equipment to be self-sufficient for a period of at least 30 days. In order to be light and rapidly deployable, EC HQ has chosen the « tent » solution for its Command Post. This option however requests a certain build-up time and is therefore characterized by a reduced tactical mobility once deployed in theatre.

■ Rear Support Command (RSC)
EC HQ is also able to deploy an RSC. If deployed, the RSC must be regarded as a separate command subordinated to the LCC FWD CP and will be in charge of the coordination of all RSOM activities and theatre level logistics in the (Joint) Rear Logistics Area, inclusive of Intra-Theatre Airlift System (ITAS).

■ HOME BASE

The EC Home Base in Strasbourg supports deployed forces by performing duties that, advisably, should not be done in the deployed EC CPs. Usually this is the case with family support and mounting and dismounting the force where the Home Base can take advantage of short distances to military and civilian authorities and approved and solid communications. In a given case, the Home base might addi-

tionally support the deployed forces by performing limited Reach Back tasks. These might consist in studies on specific subjects or any other information or advice. For these purposes, EC relies upon specific staff elements.

The Mounting Centre consists of the Situation Centre, a Mounting/Dismounting Cell and a CIS Control Centre. They are activated when an operation occurs and mainly manned by the Support Division.

The Mounting Cell aims at a timely manning and equipping of the force as well as at a smooth strategic deployment.

When the tour of the deployed forces comes to an end, the main effort will shift to the Dismounting Cell, focusing on coordinating the redeployment and guaranteeing a quick recovery of personnel and equipment. A successful dismounting creates the baseline for an early restoration of availability for new tasks.

The Situation Centre closely monitors the situation in the Area of Operations. In doing so, the Home Base achieves a good reactivity and situational awareness. This is the basis for a reliable support to the deployed headquarters if required. The Situation Centre uses all available tools, including regular video television conferences with the deployed CPs, to get the most recent information.

The Family Support Centre represents the link between the deployed personnel and their families. This element offers possibilities for information on the situation in the Area of Operations, organizes common social events and gives administrative advice to the families.

INFRASTRUCTURE

Several former French barracks have been adapted and modernized to house more than a thousand servicemen and their equipment.

The Commanding General, his deputy, EC Staff, Legal Branch, Air and Navy Representations, Public Affairs Office and the Multinational Command Support Brigade are accommodated in the Aubert-de-Vincelles compound in the southern suburbs of Strasbourg, near the Polygone (nowadays a sports airfield). Besides the new office buildings, there are sport facilities, a printing office, a modern conference centre and a canteen building, complemented by a recently completed storage area and a training platform where tent- or shelter-based command posts

can be fully set up, allowing cost-effective and at the same time realistic training.

The Headquarters Support Battalion and the National Support Detachments are located in the LIZE compound in the southern suburbs of Strasbourg along "Route du Neuhof". New modern buildings have been created within the compounds such as the canteen building (SRL / Cercle Mess) and an accommodation building for unmarried soldiers (commissioned and non-commissioned officers are accommodated in LIZE and LYAUTEY).

As a matter of fact, infrastructure remains a permanent effort of Commander Eurocorps and the Framework Nations. Therefore, in the immediate future another approximately 4.6 million euros will be invested in order to implement the new security concept, living and working conditions as well as environmental measures. In this context, it should be mentioned that the EC infrastructure section (ENG Branch) closely cooperates with G6 to ensure that EC HQ also has high-quality CIS support and the corresponding CIS infrastructure at its disposal. To be and to stay "state of the art" thus is a permanent challenge for the infrastructure community and the EC multinational budget.



THE NATIONAL SUPPORT DETACHMENTS

Despite multinationality and its procedures, there are certain tasks that remain under national responsibility.

Personnel management, medical services, battle dress supply, housing, family support and contacts with the host nation's military and civilian authorities are only some of the examples.

To fulfil these tasks, Belgium, France, Germany and Spain have set up National Support Detachments (NSD). Varying between the nations, some 18 to

50 officers, non-commissioned officers, servicemen and civilians in each NSD are busy with providing the necessary support and the link with the home countries.

Personnel coming from nations with only a small representation in the EC HQ, are also supported by these 4 NSDs.



STRASBOURG

GARRRISON

When the two founding nations chose Strasbourg as hometown of EUROCORPS Headquarters, this highly significant decision was meant to demonstrate the unbreakable friendship between France and Germany, which serves, particularly in the field of defence, as catalyst in the European construction process.

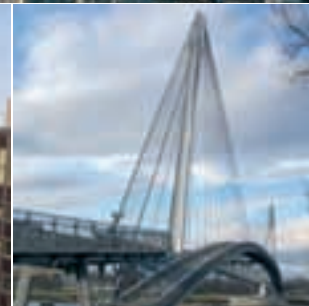
Since the Roman Empire era, the city of Strasbourg, whose single-tower cathedral recalls the Christian roots of Europe, has played a privileged role, due to its geographical 'crossroads' situation.

Strasbourg, a town of the Holy Roman Empire in the Middle Ages, has preserved both its peculiarity and its traditions.

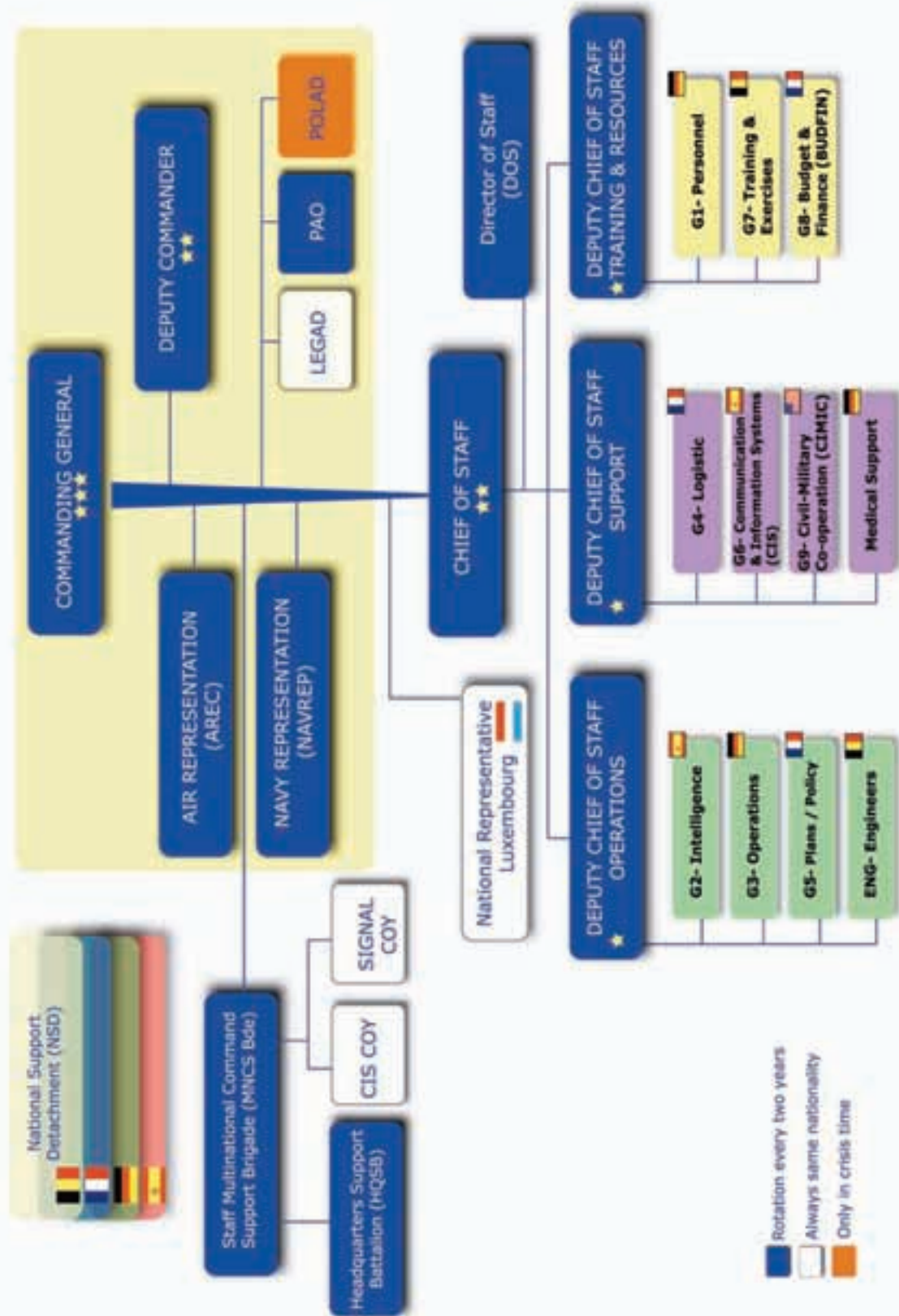
Therefore, when the idea of a European reconciliation sparked the creation of the European Council in 1949, Strasbourg, positioned at the Heart of Europe, was chosen as the host city of this institution.

Meanwhile, Strasbourg has become the symbol of unity in the European construction process within a European Union comprising 27 nations now.

This is where EUROCORPS naturally belongs.



HQ EUROCORPS STRUCTURE



- Rotation every two years
- Always same nationality
- Only in crisis time



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