

# CIOR NEWSLETTER

1/2012 – March 2012



## - Reserve officers bring new aspects to the Military

By Capt Florian Busch-Janser (DE). Photo: Henry Plimack (US)



**“Reservists match perfect as they bring in the combined knowledge of the business and military world. Thus reservists are decisive.”** With this statement General Knud Bartels, Chairman of the NATO Military Committee, emphasized the important role of reservist to the armed forces and welcomed the around 200 delegates of the CIOR at their Mid-Winter Meeting, taking place at NATO Headquarters in Bruxelles from February 9th to 11th, 2012.

The complexity of NATO's operations has increased in recent years. Many of the required skills and professions in this environment are either of para- or non-military nature. Hence the alliance has a strong interest to get access to those. And what could be better than the reserves?

### The role of the Reserves

General Bartels – introduced as a NATO man, operator, but first of all educator – first gave an overview on the role the Reserve played in history. During the Cold War, many NATO countries relied on conscript military service to provide the foundations for a strong mobilization base – this also defined the role of the Reserve.

Nowadays the situation has changed, but even though the Cold War is over, the armed services are not “forced by unemployment”. All NATO member states are currently engaged in military operations. The NATO Partners are facing new threats - threats they have not even thought of months ago: The Arabic Spring, the Lebanon Mission, the Syrian Conflict.

### Read the full story here:

<http://www.cior.net/News/2012/Reserve-officers-bring-new-aspects-to-the-military.aspx>

#### CIOR Address:

P.O Box 908  
Sentrum

0104 OSLO

Norway

#### Website:

[www.cior.net](http://www.cior.net)

## The CIOR Presidency Message



I wish first of all to thank you for a very productive Mid-Winter Meeting (MWM) last month in Bruxelles. We have, in my humble opinion, achieved quite a lot, but we can of course improve further. There is however a balance between the demand for quality and structure of our governance and output and the fact that most of our members do this during their free time,

without any compensation and some even pay their own expenses for attending our gatherings.

We have no reason to be complacent, but we must not be so efficient that we forget to have fun or so demanding that nobody wants to take part. My belief is that our Annual Report demonstrates the added value to our principal stakeholders; the ROA's, the MODs, the Chain of Command and to our societies in general.

It seems to me that the pendulum swings between national service/reserves and professionals are moving a little back these days. Several nations are now reintroducing some sort of reserve element into their military structures, partly because of the state of the economy, but also for the qualifications needed in the Comprehensive Approach. Reserve officers may possess skills not common among regulars, skills needed to get the overall mission done. This was made very clear by the brilliant and inspirational opening speech presented by the Chairman of the Military Committee, General Knud Bartels, during our MWM on the 9<sup>th</sup> of February.

I recently had the pleasure of visiting our friends and colleagues of the Reserve Forces Council of South Africa including participation at the SANDF Reserve Force Strategic Work Session in Pretoria 16 – 18 February. The RFC under the leadership of Dr (Col) John Job today have a very significant role to play in the development of the South African Defence Forces and society in general. It is evident to me that the security of the African continent and NATO's security is closely interlinked.



SACEUR, with his new video message to us, confirms his view that we may be of added value to the regular structure and our Symposium Day in Copenhagen during the Summer Congress will be in line with his suggestions.

I wish at this time to give my regards and thanks to our committees, our working groups and their members. It is here the CIOR output is originating from; it is here our added value is created. Unless manned with engaged and qualified people we will be a social club, nice in itself but not interesting for our surroundings, nor our stakeholders.

The big event this summer will be the congress in Copenhagen. I am convinced our Danish friends will organize a marvellous week for us and I encourage you all to take part. The mix between having a good time, but also engage in productive and challenging work sessions, should be a valuable experience. Some of the content will be prepared and discussed at the In-Between Meeting (IBM) outside Oslo in April.

I encourage you to check out our Activity Calendar, our website and newsletter and take part in activities offered. Finally – Best Wishes for the spring to come.

***Jon Erling Tenvik,  
President CIOR, Captain (R) RNoN***

## **Video message from SACEUR**

**For the Mid-Winter Meeting (MWM) 2012 in Bruxelles, the Supreme Allied Commander in Europe (SACEUR), Admiral James Stavridis (US), sent a video message to the CIOR community.**

See the video message here:

<http://www.cior.net/News/2012/Test---test.aspx>



**The video message focused on the following topics :**

- Afghanistan
- Lybia operation - Operation Unified Protector
- Piracy operation off the East Africa Coastline
- Cooperation between NATO and the Russian federation
- Cyber
- Missile defense
- NARO Summit in Chicago
- NATO reform– NATO command structure



## NATO's Chicago Shuffle

By Professor Julian Lindley-French. Photo: <http://lindleyfrench.blogspot.com/>



Julian Lindley-French is Eisenhower Professor of Defence Strategy, Netherlands Defence Academy, Strategic Advisory Panel of the British Chief of Defence Staff and Strategic Advisory Group, Atlantic Council of the United States.

Professor Julian Lindley-French held a lecture at CIOR's Wessling Winter Seminar in February.

### Introduction

The Chicago shuffle is a jazz beat which requires a drummer to play both hands together at the same time at different beats. NATO leaders meeting in Chicago on 20-21 May 2012 will find themselves having to perform the political equivalent of the Chicago shuffle – finding a way to do more with less with no clear agreement over priorities. The agenda will prove challenging to say the least – NATO's commitment to Afghanistan through transition and beyond, modernisation of Alliance military capabilities and collective defence structures and the re-energising Alliance partnerships at a time when NATO's prestige worldwide is at a particularly low ebb.

Furthermore, two key members will be dealing with the consequence of or preparing for elections. France will just have emerged from presidential elections which could well see the Socialist Francois Hollande elected. President Obama will not wish to commit to anything that complicates his own forthcoming election fight. Once the Republicans have stopped killing each other they will turn on Obama. And a key outsider, Russia's President-elect Putin, has just completed a hand-back of power and will be pressing for Russia's voice to be heard. Europe meanwhile will still be mired in the Eurozone disaster.

### NATO's Strategic Challenges

There can however be no illusions about the strategic challenges the Alliance confronts. Indeed, NATO remains the west's cornerstone security and defence alliance because of its embedded practice over many years. It is also the only international organisation in the world that can generate credible, legitimate military power across the crisis spectrum. However, unless real political and military investment takes NATO is increasingly at risk.



A March 2011 report by Washington's Center for Strategic and International Studies (CSIS) underscores NATO strategic home truths. Annual economic growth across much of Europe will on average peak no higher than 1.5% through 2013 with the continuing risk of a double dip recession up to 2015. Mounting national debt in Europe could grow from 80% of gross domestic product (GDP) in 2010 to 100% by 2015 without drastic cost-cutting or changes in policy. European defence budgets have been cut as much as 25% since 2008 and on average around 15%.

External pressures are also mounting as the global balance of military power shifts away from NATO. In February President-elect Putin wrote that "For Russia to feel secure and for our partners to listen carefully to what our country has to say," Russia will spend an additional \$775 billion by 2022 for new armaments and develop a more professional military. That will be a heavy burden for the Russian economy to bear but the intent is clear. Beijing's March announcement that it will grow the Chinese defence budget by 11.2% in 2012 (although slightly lower than the 12.7% in 2011) is but the latest double digit increase. Indeed, China has been growing its military at that rate since 1989 and the official figures are probably 'conservative'.

'Synergy' will be Chicago's buzzword. The Strategic Concept was agreed at the Lisbon Summit back in November 2010. Its mission was to "guide the next phase in NATO's evolution, so that it [the Alliance] continues to be effective in a changing world, against new threats, with new capabilities and new partners". Implicit in this statement of strategic intent was the need for more political and military synergy to ease a capability-capacity crunch whereby shrinking forces and resources face an ever-expanding task-list over extended time and distance. Providing such synergy has after all been the very purpose of NATO since its inception in 1949.

However, just at the moment when strategy synergy is a must the allies' world views are diverging. America, Britain and Canada are beginning to shape a shared post-Afghanistan world view which will see a switch back to the global maritime strategy implicit in the new January 2012 US defence strategy. Continental Europe is at best mired in a very local, very regional strategic focus that will be reflected in diverging levels of ambition that will be reflected in summit discussions.

And then of course there is Iran. Summits have a tendency to be hijacked by crises, most notably in 1999 when NATO's fiftieth anniversary summit to agree the then Strategic Summit was overshadowed by Alliance action in Kosovo. Israeli Prime Minister Benjamin Netanyahu has warned that time is running out and that Israel will not live "in the shadow of annihilation". An Israeli attack on Iran's nuclear programme would doubtless divide the allies as how best to respond, particularly in a US election year.





## The Chicago Agenda

Transition in Afghanistan will of course be high on the agenda. The March deaths of six British soldiers in one incident in Afghanistan's Kandahar Province once again highlighted the difficulties of transition to Afghan control. Progress towards training up sufficient Afghan Army and Police to take over security from the NATO-led coalition is progressing. However, the effectiveness of these forces is patchy at best and Afghan President Karzai seems increasingly willing to undo much of the good work that has been done so desperate is he for some form of peace agreement with the Taliban. The sense of betrayal felt by the Americans, British and Canadians about the lack of willingness of NATO allies to share risk is profound. The Chicago Afghanistan discussion will as ever be a delicate political exercise.

Modernisation of NATO's capabilities will also be discussed and will also prove to be delicate. The need to modernise the forces of NATO's Canadian and European allies is not simply a question of new procurement. There are powerful vested industrial interests both in North America and Europe that prevent a balanced discussion across the Alliance. Moreover, the appalling handling by the Americans of the F-35 Lightning II project and the refusal of Europeans to properly consolidate the European defence and technological defence industrial base for want of solidarity and to protect jobs will be ever present. The simple fact is that just as the unit cost of military hardware is rising as it becomes more complicated, equipment budgets are collapsing. Moreover, such is the preponderance of personnel costs in the shrinking budgets of many of Europe's armed forces that some of them are little more than armed pensions. Be it bad American project management or European inefficiency NATO's armed forces pay too much for the equipment they get and it is questionable whether leaders will want to really enter this political swamp at Chicago.

Equally, Anders Fogh Rasmussen is keen to promote what he calls *Smart Defence* and Chicago will need to be seen to make some attempt to balance strategy, capability and austerity. Specifically *Smart Defence* will aim at qualitative improvements to Alliance capabilities within the context of shrinking budgets. Emphasis will be placed on the rationalisation of defence expenditure, elimination of obsolete programmes and systems, the avoidance of unnecessary duplication and the pooling of resources and capabilities where possible.

There is also a bigger strategic picture implicit in the Chicago Agenda. Missile defence will be on the agenda as will a meeting between President Obama and President-elect Putin. However, with the 're-election' of President Putin expect Moscow to move beyond missile defence and demand a say on the modernisation of all elements of NATO's Article 5 Collective Defence – the creation of more advanced deployable forces (to that end the US will likely propose Mission Focus Groups (MFG) across the three Strategic Concept tasks (collective defence, crisis management and co-operative security)), cyber-defence and nuclear deterrence.



Moscow's concerns about missile defence were merely a ruse to establish the principle of a Russian voice in NATO affairs. Moreover, Moscow knows only too well that by raising issues such as the presence of American nuclear weapons in Europe it would be relatively easy to open up fissures in NATO solidarity.

NATO's partnerships will also be discussed. Co-operative security is one of the three pillars of the Strategic Concept. The Alliance is seeking to "engage actively to enhance international security, through partnership with relevant countries and other international organisations; by contributing actively to arms control, non-proliferation and disarmament; and by keeping the door to membership in the Alliance open to all European democracies that meet NATO's standards" What that means in a nutshell is that NATO places itself at the core of a network of security and defence relationship both in Europe and beyond. Given NATO's 2011 Operation Unified Protector over Libya that helped to remove Gadhafi from power and given the on-going instability across much of the Middle East how such partnerships can be fostered will likely be discussed in parallel with a consideration of lessons from Libya.

Specifically, Chicago will consider the role of the Alliance as a flexible and effective framework for generating coalitions from within NATO members for operations in and around Europe that can also reach out to and involve key partners. Operational planning for Unified Protector was undertaken almost exclusively by European officers within the NATO command structure with the Americans providing key enablers. The split between the US and its European allies in terms of applied military capabilities was roughly 50-50. The operation was a timely and seminal moment in proving the utility of NATO and its European command structures and leaders will be keen to tell a good news story about that at Chicago.

Chicago will also likely consider progress on implementing the so-called comprehensive approach, which seeks much more effective synergy between civil and military elements of complex operations. A more systematic approach to operations will also be discussed to generate planning, structures, partnerships and metrics vital to the successful conduct of complex operations.

The further reform of the NATO Command Structure will also be on the agenda. NATO staff is being reduced from 13,000 to 8,800 to save money, although the Alliance intends to maintain the same "level of ambition" – the Chicago shuffle again. The summit will reaffirm NATO's core functions, such as operational planning, conduct of operations, force development, force generation, transformation, and military co-operation and support activities.



NATO is to retain two Strategic Commands, Allied Command Operations (ACO) and Allied Command Transformation (ACT) and two Joint Force Headquarters (JFHQs) designed to support the strategic commands, with each JFHQ deployable into theatre to exercise command and control (C2) up to the level of a major joint operation. Additionally, the command structure will assume new tasks such as the conduct of Article 5 operations, and responsibility for enhanced deployability and sustainability.

### NATO's Chicago Shuffle

NATO's May 2012 summit takes place at a particularly delicate moment for the Alliance both internally and externally. Ideally, Chicago will see Alliance leaders firmly grip the changing strategic reality with which NATO must contend and re-affirm and re-energise NATO strategic unity of purpose and effort. There is after all much that needs doing if NATO is to be properly prepared for a credible twenty-first security and defence role. In reality given the delicacy of the moment and the complexity of the many problems NATO leaders are dealing with it is more likely that the summit will be deemed a success if it avoids failure.

The most that can be hoped for is a 'steady as she goes' summit much of it focused on reviewing progress on key elements of the 2010 NATO Strategic Concept – the what, the where, the why and the how of NATO action...and the avoidance of controversy. 2013 could be another story.

### NATO Summit Coming to Chicago

Leaders from around the world will gather in Chicago this spring for an important diplomatic summit hosted by President Barack Obama. The North Atlantic Treaty Organization (NATO) will hold meetings in Chicago **May 20-21**, allowing the city to highlight its economic vitality, its arts and architecture, and its can-do spirit.

**Find more information here:**

[http://www.nato.int/cps/en/SID-C4478C3A-D348A4B1/natolive/events\\_84074.htm](http://www.nato.int/cps/en/SID-C4478C3A-D348A4B1/natolive/events_84074.htm)





## The Wessling Seminar 2012:

### – A Review of Global Security for Reservists

*By CPT Joerg Schnurre (DEU), CIOR PA Working Group. Photos: Henry Plimack (US)*



**Within recent weeks the global security was discussed within several international high-class forums. Hence it is of vital interest for reserve officers to stay updated on the latest developments. Therefore CIOR has designed its Winter Seminar to provide reserve officers with the latest on international relations and security aspects. Various subject-matter experts as well as policy and decision makers will present their perspectives.**

And again more than 60 reserve officers followed the invitation to analyse and discuss global security issues. "The seminar brings a huge advantage for reserve officers - it provides the latest expertise on one shot", summarizes LT (ESP) Ana Sanchez Preto, who is a member of the seminar committee.

#### **A broad analysis**

This year was the 23<sup>rd</sup> edition which indicates the quality of the seminar. One of the major topics was NATO's New Strategic Concept. A year ago the concept was presented to the public. Thus a first review on the status of the concepts implementation as well as its efficiency is necessary for further steps and actions. Other topics of the three day seminar focussed on the situation and transformation in Afghanistan, covering also aspects of the broader Afghanistan Pakistan region; the Arab spring; the Mediterranean dialogue; China's future role in the global security community; and future threats for NATO and its member countries like cyber warfare.



## The results – A lookout

Nearly all discussions were still overshadowed by the aftermath of the global finance crisis. Member countries of the alliance are facing tremendous cuts. This has direct impact on the capabilities and capacities of the armed forces. In this context Admiral “Jackie” Fisher was quoted with the words: “Gentleman, we have no money, now is the time to think”.

The Arab spring brings hope as well as challenges for global security and the alliance. The operation in Libya was definitely a unique example. And from the strategic communication part it positively influenced the acceptance of NATO in the region. But it was clear for all participants that an automatism shouldn’t arise from that example. This was more stressed when the focus shifted to Syria, another critical country in the region actually.

With a shift more to the South-East-Asia region it was obviously that neither have NATO nor the EU a relevant influence in the region. One reason can result from the image of western countries engagement and cooperation with corrupt regimes. Another one is caused by a missing comprehensive strategic concept for the region. Many discussions ended with the Asia question. One speaker characterized the importance of the region as “Central Asia is the 'poster child' for modern security challenges”. Another one predicted the first war about water in the region.

## First draft of the 24<sup>th</sup> edition in 2013

Even more issues were discussed during the three days of the seminar. Focussing on NATO’s upcoming Chicago Summit in May, the expectations of the participants on the outcome were very limited. The results of the Summit will be subject for the seminar in 2013. The first draft also covers the presidential elections in the United States and France as well as a BILANZ of NATO’s Kosovo and Afghanistan missions.



## Partnership with Georgia

By LTC Loïc CONQUER



### **The 2012 Mid-Winter Meeting has been a landmark for CIOR in its Outreach dimension.**

Two years after the PfP Committee name changed to include the outreach concept in his name, it had the great satisfaction of working successfully towards the admittance of the first new member of this dimension. GEORGIA, represented by the Georgian Veterans Federation, was actually voted by the CIOR council as Observer for a one year term after which it could pretend to the Associate member status.

This result has been obtained after numerous exchanges between CIOR PfP committee and the Georgian association. All of them pertained at building up a candidacy of a national reserves association with democratic status having the sponsor of its national MOD for national and international endeavours. It is to be noted that Georgia benefits from a National Guard since 1990 and that its commitment in reserve preparation makes it a component of the Ministry of Defence of Georgia.





## The PfP & Outreach committee – The way ahead

By LTC Loïc CONQUER

Welcoming three new members during the Brussels winter meeting, the PfP and Outreach committee comprises now 17 members all dedicated to the quality deliveries of the CIOR spearhead structure they belong to. Production is shown at the three yearly meetings of the committee; Mid Winter Meeting, Summer Congress, and Autumn Workshop; the latter being the main challenge.

In a few facts, succeeding a workshop means gathering a representative audience of around 50 international and national reserve officers around a theme and working groups which benefit from specific presentations and debates, all outcomes leading to a report which is accessible on the Dropbox Internet location. Going back to Brussels, besides Georgia, we benefited from presentations on Serbia, Malta and Ukraine.

For the second year, one of the NATO project officers for the Military Cooperation gave us a lecture on the ongoing partnerships and triggered an open and productive debate. Five of the committee members accepted tasking on country studies regarding the Outreach dimension; FYROM, Bosnia, Israel, Algeria and Kazakhstan. Three other members were allocated the presentations on the theme "The role of reserve officers" which will be developed at the next workshop held in Greece.



*The PfP & Outreach Committee*



## CIMIC exercise in the Danish Capitol

By CPT Joerg Schnurre (DEU), CIOR PA Working Group

**CIOR will conduct an exercise of Civil-Military-Cooperation (CIMIC) prior to its upcoming Summer Congress in Copenhagen, the capitol of Denmark. As CIMIC is a Commanders core responsibility it is important to provide lectures and trainings to both active and reserve officers.**

But the exercise will be more than merely training reserve officers. It will highlight to NATO the importance and advantage of reserves in this specific field.



### The broader security environment – the need of CIMIC

The current operations of the Alliance look different in many ways to the well known cold block scenario. Within the last two decades the security environment as well as the art of war did both change tremendously. The typical war scenario of two opposing parties lining up on a battle field decreased while the design of warfare expanded.

New scenarios; approaches; and terms do describe and reflect the current operational reality. Those are for example: network vs. hierarchy approach; comprehensive approach; asymmetric warfare; guerrilla or urban warfare; three block scenario; etc. Another important term which completes the enumeration is the CIMIC approach as the operations have underlined.





In order to achieve sustainable peace the operations now require an expanded utilization of “non-traditional” military tools and skills such as expertise of reconstruction, development, economy and commerce. In other words: a stable environment is no longer provided by military forces only. The overall strategy now interlinks security with governance and development into three lines of operations.

### **AJP 9 – NATO CIMIC Doctrine**

The CIMIC doctrine at all is not a new phenomenon to the Alliance. For a long time it was merely seen as a logistical challenge. In 2003 AJP 9, as NATO’s CIMIC Doctrine – an unclassified document -was introduced in order to meet the requirements of The Strategic Concept (1999). The key message of the document is as follows: “The interaction between Alliance forces and the civil environment (both governmental and non-governmental) in which they operate is crucial to the success of operations”. The latest review is actually in the final stage and will present an upgraded and sharpened CIMIC definition to cope the current and future requirements of the operational environment.



The Civil-Military Cooperation Centre of Excellence (CCOE) in the Netherlands holds custodianship of AJP-9. This allows to constantly updating the doctrine by implementing the latest research as well as lessons learned from the theatres. This means factors of social, political, cultural, religious, economic, environmental and humanitarian kind have to be taken into account. The permanent co-ordination of activities and co-operation with national and local governments as well as both International Organisations (IOs) and Non-Governmental Organisations (NGOs) is now a core task when planning and conducting military operations. Hence CIMIC falls under clear responsibility of the Commander and his staff to establish sustainable relationships with local population; government and civilian organisations to achieve stabilization and designing a plan for a smooth transition to full civilian authority.

With the latest review AJP-9 was harmonised horizontally and vertically in the NATO Allied Joint Doctrine Hierarchy (AJDH) and is now renumbered with AJP 3.4.9 CIMIC. Alongside stands AJP 3.4.5 Military



Support to Stabilisation and Reconstruction to provide guidance on the operational level.

### **The Exercise**

The planning and organization of the two day exercise started 2011 during the last CIOR Summer Congress in Warsaw/Poland. It will be held from July, 28<sup>th</sup> prior to the Congress in Copenhagen/Denmark. The content is aimed mainly at NATO OF 2/3 level, although other participants are welcome. The aim is to provide an introduction to the knowledge and skills for those reservists filling CIMIC staff appointments. Some topics of the units are: Explanation of stabilization doctrine; explanation how doctrine evolves into practical "Stabilization"; introduction to stabilization planning; advice on Staff Officer Duties in stabilization based posts; and complete a Complex Emergency Planning Exercise. The participants will gain understanding, the difference between CIMIC, Stabilisation, also with a brief introduction to influence operations.

The UK Military Stabilisation Support Group (MSSG) which is the UK's tri-service organisation tasked with providing CIMIC and Stabilisation training and deployable capability, will provide technical support in the form of presentations and an exercise. They will also provide a number of staff to facilitate the program.

### **Summary**

As the role and value of reserves has increased in recent years it is important to gain and maintain deployment readiness. Reservists are twice – civilian and military – subject matter experts. As they work primarily in the civilian sphere, they cover almost all fields of civilian life. And they bring this background back to the military sphere when reactivated. But most often the military bureaucracy only considers reservists with their military expertise. In Copenhagen deployment experienced reservists will train reservists. This is unique and can be adopted as a role model for future training of regulars and utilization of reservists. In times of cost cuttings this can be seen as a high value alternative to reduce training costs for NATO and the national Ministries of Defence.

For more information and for participation please contact: Maj Mike Whatley of the UK MSSG: [michael.whatley946@mod.uk](mailto:michael.whatley946@mod.uk) or +44 (0) 7769 905927



## CIOR Summer Congress 2012

**The 65th CIOR Congress and the 66th CIOMR Congress will take place in Copenhagen, Denmark from 30 July to 4 August 2012. The Military Competition arrival is earlier.**

Find more information here:

<http://www.cior.net/Events/2012/Summer-Congress-2012.aspx>



## Symposium Day, Tuesday 31st July 2012

**This year's Symposium will be centered on the headline "The role of reserves in current NATO issues". The Symposium will have two main Panels with three to four speakers followed by an open discussion.**

The opening part of the Symposium will set the scene with a lecture by the new Danish Chief of Defense and a lecture by a very senior NATO HQs representative.

The first Panel is covering Cyber Defense with themes covering academic, military, legal and industry points of view. This Panel is a follow-up from last year's Symposium which lightly touched these issues. An open discussion follows the lectures.

The second Panel is covering "Post-deployment and re-integration". It will cover issues typical for reserves coming back from far-away missions and how they tackle the return to civilian life, including typical problem-areas like psychological, legal and medical. This part is also followed by a discussion.

The closing part of the Symposium will have these three parts;

"Resiliency in our societies", by Adm (FRA) Laborde, Directeur à l'Institut des Hautes Etudes de Défense Nationale, Paris

"Case study on security : the French Gendarmerie model", by Gen (FRA) Danède

"Military cooperation in a European framework", by Adm (BEL) W. Herteleer (Former Belgian Chief of Defense).

**Editorial completed 19 March 2012 by:**

Lieutenant Commander (R) Ole Andreas Uttberg.

[ole.andreas@uttberg.no](mailto:ole.andreas@uttberg.no)

