

1 (German/Netherlands) Corps

Bi-national driver for multinational change

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Introduction

This year, HQ 1 (GE/NL) Corps celebrated its tenth anniversary. This provides a good moment in these turbulent times of reorganisation to look back on the achievements of the Corps and take a look into the future to examine what role the Corps could play. In this 50th anniversary year of the *Bundeswehr*, the focus of this article will be on the bi-national co-operation between Germany and the Netherlands.

This article will first examine the achievements of 1 (GE/NL) Corps in the last ten years; a period that can be characterized by several transformations and the deployment to Afghanistan. It will then examine the recent NATO Response Force (NRF) 4-period, where the specific role of 1 (GE/NL)

Corps and both framework nations is addressed, before discussing the current developments in the international environment, NATO and within the both framework nations. Based on the past and current developments the future role of 1 (GE/NL) Corps has already been described.

Achievements ten years 1 (GE/NL) Corps

Transformation and Deployment

Ten years ago, Germany and the Netherlands decided to establish a bi-national corps headquarters. The two units that provided the foundations were 1 (DEU) Corps and 1 (NLD) Corps. Subsequently, the two framework nations took a further step incorporating HQ 1 (GE/NL) Corps in the NATO Force Structure.

The process of becoming a High Readiness Forces (Land) Headquarters (HRF (L) HQ) has been as challenging for the framework nations as for the personnel within 1 (GE/NL) Corps. After adjusting to bi-national co-operation, the change to becoming a HRF (L) HQ entailed multinational co-operation. It also meant adapting German and Dutch doctrine and procedures to NATO's, changing reporting procedures and attending NATO forums to develop concepts.

The biggest change for 1 (GE/NL) Corps was the change in the level of command. The Corps had to be able as a HRF (L) HQ to act as a land component command within the combined joint task force concept. The use of the Guidelines for Operational Planning introduced a change in thinking at the operational level, where combined but foremost joint operations make the difference in setting operational conditions (decisive points), achieving operational objectives on multiple lines of operation, in order to achieve the desired end-state. In order to get accredited, an intensive evaluation period was executed. This was concluded by the exercise CANNON CLOUD, where SACEUR declared HQ 1 (GE/NL) Corps fully operational capable as an HRF (L) HQ.¹

The ultimate test, however, was the mission to Afghanistan, as the HQ International Security Assistance Force (ISAF) III between February and August 2003. In a relative short period, the HQ prepared itself for this operational deployment into an austere setting. Even though this mission was not NATO led, 1 (GE/NL) Corps, as the operational level HQ, worked according to NATO procedures.

Within the international community it is appreciated that HQ 1 (GE/NL) Corps' contribution to the peace process has

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¹ HQ 1 (GE/NL) Corps is one of the six HRF (L) HQ: ACE Rapid Reaction Corps (Rheindalen, DEU), Eurocorps (Strasbourg, FRA), NATO Rapid Deployable Corps (NRDC) Turkey (Istanbul), NRDC Spain (Valencia) and NRDC Italy (Milan). As of 2006 France will establish a NRDC in Lille to become HRF (L) HQ.



Headquarters International Security Assistance Force III, Kabul, Afghanistan (2003)

been indispensable. The deployment of the Corps to Afghanistan was the first time the two framework nations executed command together. The coordinated national C2 from two geographically divided operations centres in Potsdam and The Hague underlined the bi-national capability to command an operation.

The ability of both the framework nations to set up a bi-national Corps in the late nineties and transform within a very short timeframe to a NATO HRF (L) HQ in the early twenty-first century, clearly shows a bi-national commitment to future international operations and the transformation process.

Moving force for change: NATO Response Forces

In the rapidly changing post Cold War international environment, NATO has adapted its mission, concepts and capabilities. During the Prague Summit in 2002, the NATO members considered the NATO Response Forces (NRF) the right answer to the rising demands in the world for a rapid world wide deployable joint force.²

The NATO Response Force is a joint force, based on rotational basis by a deployable part of one of the operational level commands,³ within Allied

Command Operations. After a decision by the North Atlantic Council (NAC), the first elements of this force are required to be ready to deploy to locations within 3000 NM in less than five days. To facilitate this principle of rapid deployment, the Force Generation Process for the NRF force is concluded before the preparation and standby phases.

The Combined Joint Statement of Requirements (CJSOR) for NRF is based on seven predefined, possible missions for the NRF, bearing in mind that it is foreseen to declare the NRF full operational capable in 2006. The NRF missions include:

- to execute as a stand-alone force;
- non-combatant evacuation operations;
- support to humanitarian operations;

- crisis response operations
- support to counter-terrorism operations and embargo operations.

The NRF can also be the initial entry force to set the conditions for follow-on forces and finally a demonstrative force to show the resolve of NATO. SACEUR envisions the NRF not only fulfilling the missions, but also as the driver for change inside of the transformation process in NATO.

Germany and the Netherlands offered HQ 1 (GE/NL) Corps as the NRF 4 Land Component Command⁴ and the major part of the NRF 4 Land Package including the MN Mech Bde.⁵ In early 2004, the Corps prepared internally for the formal preparation phase. Between July 2004 and mid January 2005, a true multinational force was prepared, integrated and certified.⁶

² The NRF is considered as SACEURs Strategic Reserve.

³ The operational levels of command within ACO are Joint Force Command Naples, Joint Force Command Brunssum and Joint Command Lisbon. The deployable part of each of these is the DJTF (Deployable Joint Task Force).

⁴ NRF 4 constitution: JFC Naples, CC Air Izmir, NAVSOUTH and 1 (GE/NL) Corps. The SOCC would be provided by UK in case of real deployment, they did not participate to the training and exercise program.

⁵ 43 (NLD) Mech Bde formed the core of this MN Mech Bde augmented with elements of 31(DEU) Airborne Bde. The main manoeuvre elements were 44 (NLD) Mech Bn, 12 (NLD) Air Manoeuvre Battle Group, 373 (DEU) Airborne Bn and the (NOR) Telemark Bn.

⁶ According to SACEUR NRF Directive, nations certify that units meet the set requirements. The component command verifies the certification process. Exception to this is that COM LCC certifies the dedicated multinational units within HQ 1 (GE/NL) Corps, Staff Support Bn and CIS Bn. The Joint Force Commander concludes the process by certifying the Component Commands with a three-phased exercise: Academics, Planning and Command Post Exercise.

In October 2004, exercise HEROIC SWORD concluded the verification of the NRF 4 Land package. During exercise ALLIED WARRIOR in Harskamp and Amersfoort, the Joint Force Commander Naples certified 1 (GE/NL) Corps as the NRF 4 Land Component Command. On 14 January 2005, LTG van Heyst formally accepted the Command of NRF 4 LCC.

The standby phase lasted until 28 June 2005. During this phase, 1 (GE/NL) Corps, in close co-operation with the subordinate units and the participating nations, developed several concepts, including multinational logistics, initial entry operations and non-combatant evacuation operations. The NRF 4 LCC participated during the standby phase in two major deployment exercises: exercise NOBLE JAVELIN (Canary Islands) and exercise IRON SWORD (Norway). In the first exercise 43 MN Mech Bde, augmented with staff officers from HQ 1 (GE/NL) Corps⁷, acted as the land component command in a joint deployment and field training exercise under leadership of the Deployable Joint Task Force (DJTF).

In the second exercise, organised by 1 (GE/NL) Corps on request of the Netherlands, the Corps acted as the joint force command during a land centric peace support operation. More than 5000 personnel and more than 2000 vehicles were strategically deployed by sea and air to southeast Norway to train and test the developed concepts.

The lessons learned during the NRF 4 preparation and standby phase were reported to the Joint Force Commander Naples. The most promising result is that 1 (GE/NL) Corps has proven to be able to deploy a multinational

force and fulfil NRF missions. Another important achievement is the Multinational Logistic Concept, which has been used by Allied Command Transformation (ACT) as the basis for allied doctrine. The basic principle is a Logistic Base providing support for the entire NRF combining all national contributions under one logistic command.

With the decision to commit 1 (GE/NL) Corps to be the Land Component Command for NRF 4, Germany and the Netherlands chose the Corps as the contributor to the NATO Transformation Process. The commitment to the Land Package of NRF 4 was built on a determined bi-national will to display national capabilities, especially where both nations filled gaps in the Combined Joint Statement of Requirements (CJSOR). The conditions were set for the NRF to become Interim Operational Capable and made the Land Component of NRF 4 a true, and NATO wide accepted, success.

Current Developments

Before discussing the future, the current developments within the frame-

work nations, NATO and the international environment will be examined.

1 (GE/NL) Corps and the Framework Nations

Germany and Three Star Headquarters
Germany is involved in all multinational HQ's of the NATO Force Structure (Land) within Europe. Germany is a framework nation of three corps: 'Eurocorps' in Strasburg (France), 'Multinational Corps North East' in Stettin (Poland) and 1 (GE/NL) Corps.⁸ The responsibilities as a framework nation are numerous, especially regarding personnel and material.

As in other European countries, Germany is restructuring its armed forces and has had to set priorities in its commitments. Germany plans to focus its commitments to Multinational Corps HQ's based on partnership between nations and the high probability of a common deployment. It is generally assessed that the co-operation with the Netherlands through HQ 1 (GE/NL) Corps is successful and uncomplicated. For Germany HQ 1 (GE/NL) Corps has proven itself during the ISAF Mission and as the LCC for NRF 4, creating common standards on material, training, procedures and



NRF handover ceremony: On 14 January 2005 Admiral Mullen, COM JFC Naples handed over the NRF LCC responsibilities from NRF3 LCC to NRF LCC, 1(GE/NL) Corps

⁷ 1 (GE/NL) Corps augmented those elements needed for 43 MN Mech Bde to act in a Joint environment.

⁸ The 5 (US/GE) Corps will be disbanded and 2 (GE/US) Corps will be transformed to *Kommando Operative Führung Einsatz-Kräfte*.

doctrine. HQ 1 (GE/NL) Corps therefore shares joint priority with 'Eurocorps' for German commitments.⁹

The Netherlands and the operational level

In contrast to Germany, the Netherlands' only commitment to Multi-national Corps HQ as framework nation is HQ 1 (GE/NL) Corps. For the Netherlands, 1 (GE/NL) Corps is the only command directly linked at the operational level and is therefore an indispensable part of the armed forces structure.¹⁰ Since the dissolving of the division command level, HQ 1 (GE/NL) Corps is the only 'national' element existing above brigade level. The Netherlands therefore needs the Corps for training and exercising of the brigade level and Corps troops contributions.

Bi-national ambition

The army relations between Germany and the Netherlands have been formalised and underpinned by the common army vision for both nations. It is clear that HQ 1 (GE/NL) Corps is an important element of this Common Army Vision. This is emphasized by the development of standards for personnel and material, doctrine and procedures within the Corps. The bi-national ambition of both nations to commit HQ 1 (GE/NL) Corps to ISAF III and NRF 4 and the commitment to NRF 10 clearly states the level of ambition of both countries for HQ 1 (GE/NL) Corps.

1 (GE/NL) Corps and NATO

Expeditionary Mindset

Responding to modern threats and the changing nature of warfare, NATO has realised that the process of transformation not only affects the Command Structure and the availability of forces but that NATO's mindset needs to change. In future operations, forces need to be deployed rapidly, over strategic distances and surrounded by austerity; and be able to execute missions in a 'Three Block War'-setting. In short: expeditionary.¹¹

One of the major conclusions, related to expeditionary operations is that



strategic lift, logistic and personnel sustainment and force protection are key and therefore the footprint of HQ's in theatre needs to be kept as small as possible.¹²

Within NATO, the processes to streamline the difference between the Graduated Reaction Forces Land (GRFL) are executed on all levels. Several working groups, such as the one for doctrine and procedures, develop overarching policies for all

GRFL headquarters to adopt. HQ 1 (GE/NL) Corps has just ended an internal organisational review and has opted to adjust the structure of HQ 1 (GE/NL) Corps to match the other HRF (L) HQ's. An additional DCOS level is to be inserted into the HQ's hierarchy.¹³

To achieve the smallest possible footprint for the HQ in theatre, the Corps has to tailor the HQ for every mission. HQ 1 (GE/NL) Corps is examining the so-called reach back¹⁴ ap-

⁹ Referring to LTG Budde, Chief of Staff German Army at the occasion of his visit to HQ 1 (GE/NL) Corps at 23 June 2005.

¹⁰ Koninklijke Landmacht, 'Visie KL 2020' dated April 2005.

¹¹ COM 1 (GE/NL) Corps, LTG van Diepenbrugge as well as COM NLD Armed Forces, General Berlijn stressed the importance of an expeditionary mindset in their respective speeches on the occasion of the 10 year anniversary of 1 (GE/NL) Corps and the partnership between the City of Münster and 1 (GE/NL) Corps at 28 August 2005.

¹² This is supported by the Lessons Learned of Exercise IRON SWORD (May 2005).

¹³ Three DCOS (Deputy Chief of Staff): DCOS Operations, DCOS Support and DCOS Rear Support Command. This level will be placed between the Chief of Staff and the Assisting Chiefs of Staff.



HQ Building Münster: multinationality

vious that a HRF needs training to maintain operational readiness. Therefore the Corps requires formations and corps troops. The Corps troops structure also states that a HRF has a training responsibility for those formations.

Taking the restructuring of both DEU and NLD army into consideration, it is fair to conclude that the Corps troops will be provided by Germany and the Netherlands as well as other nationalities. Currently the possible contributions are being discussed by both framework nations.

Requests to train formation level

Due to reorganisation, many nations have dismantled one or more levels of command. Several nations such as Denmark, France and Norway showed strong interest in HQ 1 (GE/NL) Corps to train their own formations. This interest underlines the reputation of 1 (GE/NL) Corps and offers opportunities for 1 (GE/NL) Corps to share its experience and professionalism.

Multinationality

It is politically and operationally very important to enhance the cohesiveness of the international community and provide added capabilities because the smaller nations can no longer afford to sustain alone. Therefore, future operations will always be multinational. With multinationality, there is a need for greater coordination and in particular synchronisation of procedures, interoperability, language and the national decision-making processes. The bi-national framework of HQ 1 (GE/NL) Corps provides a good forum for coordination for the future.

Multinational forum for operations, training and force development

Based on the past commitments of the Framework Nations, current developments and the future ambition of both countries, the future role of HQ 1 (GE/NL) Corps is seen as a HQ prepared to deploy under NATO, EU or Framework Nations' auspices to a designated area to undertake combined and joint operations across the operational spectrum. This could occur either as a Corps HQ or as a Land Component Headquarters within a NATO Response Force or Combined Joint Task Force setting, in order to support crisis response operations or the sustainment of extant operations.

The most important corner stone for HQ 1 (GE/NL) Corps is operational readiness. Every element within HQ 1 (GE/NL) Corps is aware that an operational HQ within NATO must be ready to execute operations.

To maintain operational readiness, 1 (GE/NL) Corps aims to focus on two elements: concept development and training and exercise. The NRF 4 period has proven that a clear focus on operations throughout the mission spectrum creates the mind-set of permanent improvement. This focus enables 1 (GE/NL) Corps to draw the right conclusions from lessons learned and transform them into new concepts and procedures. The logistic concept has been mentioned before. This concept has already proven itself to reduce the logistic footprint in theatre.

Another concept, currently being developed, is 'reach back'. Reach back could prove itself to be an important building block for the HQ to execute operations, by reducing the size of the forward deployed element in theatre. This mindset of permanent improvement ensures the position of 1 (GE/NL) Corps as an important contributor to the nations, EU and NATO in their transformation processes.

To be ready to deploy on a very short notice, every element of 1 (GE/NL) Corps

proach as one of the options to reduce the footprint of the HQ in theatre.

NATO Corps Troops Concept

NATO recently issued the basic corps troops structure for GRF (L) HQ's. The two framework nations are currently assessing these guidelines and will react to it as part of the force proposals to SACEUR in 2006. It is ob-

¹⁴ Reach Back is a concept allowing a forward HQ organisation to reach back to static HQs for required capabilities, utilising modern CIS technology, in order to be lean and tailored to the minimum need of deployed representation. The deployed and static elements form one single HQ and the proportion between the two elements may vary over time as requirements dictate. The major benefit of Reach Back in reducing the footprint of the HQ is based on a reduced deployment timeline/strategic lift requirement, reduced requirement for force protection and life support functions for the HQ.



Strategic deployment during exercise IRON SWORD (Norway, May 2005)

is preparing, training and exercising in accordance with the Corps' motto for 2006: *Strive for Excellence*. Every individual is gaining and maintaining the required level of expertise, whilst training and on exercise. HQ 1 (GE/NL) Corps, including Staff Support Battalion and CIS Battalion, trains in operational planning and in operational deployments. For this reason the Corps incorporates Corps Troops to train and exercise with. In 2006, HQ 1 (GE/NL) Corps will organise and execute exercises JOINT SWORD and JAGGED SWORD. In exercise JOINT SWORD (April 2006), three divisional HQ's from Norway, France and Germany will participate. In exercise JAGGED SWORD (September/October 2006), 11 Air Manoeuvre Brigade will be trained.

Operational Experience

Operational experience is the most important factor to enhance the expeditionary mindset of 1 (GE/NL) Corps and its personnel. This experience is required to be able to train other multinational formations, as well as to develop realistic exercises and training concepts. The overall Corps' policy is to gain and maintain operational experience.

Currently HQ 1 (GE/NL) Corps can still

rely on the experience and reputation within NATO based on ISAF III and NRF 4. The NRF rotation offers good possibilities to maintain and enhance the experience.

1 (GE/NL) Corps is scheduled to be the LCC for NRF 10, with a standby phase from January 08 to July 08 and NRF 18 with a standby phase from January 2012 to July 2012. Preparations for NRF 10 have already started and training and integration of the force package will receive full attention as of summer 2007. This leaves the door open for a mission commitment of the Corps in the periods 2006 to mid 2007 and especially the long period from summer 2008 until summer 2012.

Conclusion

It is clear that the achievements of HQ 1 (GE/NL) Corps have contributed to NATO's transformation process and as a operational headquarters, Germany and the Netherlands have shown their commitment to HQ 1 (GE/NL) Corps.

Based on the developments within NATO and the international community and the ambitions of both framework

nations, HQ 1 (GE/NL) Corps will be an important forum to contribute to NATO's transformation process.

The future role of HQ 1 (GE/NL) Corps is to be a HQ prepared to deploy under NATO, EU or Framework Nations' auspices to a designated area to undertake combined and joint operations. This could occur across the operational spectrum either as a Corps HQ or as a Land Component Headquarters within a NATO Response Force or Combined Joint Task Force setting, in order to support crisis response operations or the sustainment of extant operations.

There is a need for the Corps to be focussed on operational readiness by training and exercise and by developing new concepts.

The most important factor in the foreseen role of HQ 1 (GE/NL) Corps is operational experience. The Corps and both nations incorporate this factor in the overall policy within 1 (GE/NL) Corps. By training and exercising focussing on NRF 10, HQ 1 (GE/NL) Corps maintains and enhances its operational experience to be ready for an assigned mission.

The role described will keep HQ 1 (GE/NL) Corps at the top of NATO's HRF (L) and therefore an important player in NATO's Transformation Process: a bi-national driver for multinational change. [REDACTED]