

UNCLASSIFIED
HOLD UNTIL RELEASED BY THE
HOUSE AND SENATE ARMED SERVICES COMMITTEES

HOUSE AND SENATE ARMED SERVICES COMMITTEES

TESTIMONY OF

ADMIRAL JAMES G. STAVRIDIS, UNITED STATES NAVY

COMMANDER, UNITED STATES EUROPEAN COMMAND

BEFORE THE 111TH CONGRESS 2010



Mr. Chairman, Ranking Member McCain, and distinguished Members of the Committee, I would like to thank you for the opportunity to appear before you today to share with you the challenges and successes achieved by the men and women of both European Command and Allied Command Operations. Although I have only been at the helm of these Commands for less than a year, I am happy to report we are making great progress and we are moving assertively toward stronger partnerships for our shared security. Truly, the most important activities we have undertaken in the past year have been those in which we worked together with our Allies and partners to build their capacity, as well as our own, to ensure security in the European theater and defend our homeland forward. These kinds of activities demonstrate the three essential pillars I believe are necessary for success.

First, we must understand the military is but one link in the chain anchoring our national security. Those of us in uniform are well trained and capable of performing a wide range of duties, but many of the dangers posed to our national security elicit more than just a military response. Instead, they call for a “whole of government” approach that requires partnering with other agencies such as the Department of State (DoS) leading diplomacy, U.S. Agency for International Development leading development, Department of the Treasury, Department of Energy, Department of Homeland Security, and other departments and agencies of our government to ensure we use all the means available to ensure our national security. Several U.S. Departments and Agencies either have representatives at our headquarters in Stuttgart or will have them in place this fiscal year. More than a tool or a method, “Interagency Partnering” is an expanding paradigm at EUCOM and we are intent on serving as a model of interagency cooperation.

Second, not only must we work with our interagency partners, we must also cooperate closely with our international partners as well. Our aim is to undertake international security cooperation in a way that recognizes and leverages the histories, cultures, and languages of our Allies and partners, and enhances our collective capability.

Finally, it is important that we employ effective strategic communication in everything we do. Our deeds and words should communicate clearly and credibly our values and priorities to Allies, partners, friends, and even enemies.

Our partnerships in Europe are strong. We share a great deal of history and culture based on democratic values. Our own democracy was born of the great European thinkers from Plato to Voltaire, and great works that shaped our own Constitution, like the Magna Carta. Waves of immigrants from Europe have helped build our country, and many of the families of those immigrants still have strong ties to societies on the European continent. These strong personal transatlantic ties unite us in common goals and enduring partnerships.

EUROPEAN COMMAND Mission: U.S. European Command conducts military operations and builds partner capacity to enhance transatlantic security and defend the homeland forward.

EUROPEAN COMMAND Vision: An agile security organization with a “whole of government” approach seeking to support enduring stability and peace in Europe and Eurasia.

EUROPEAN COMMAND Themes:

- Ready forces provide regional security.
- Mutual security challenges require cooperative solutions.
- EUROPEAN COMMAND is committed to enduring partnerships.

EUROPEAN COMMAND Motto: “Stronger Together”

During the past year, European Command's 80,000 Soldiers, Sailors, Airmen, Marines, and Civilians have executed many programs, side-by-side with our Allies and partners, which have truly made us "*Stronger Together.*" Let me summarize some key European Command accomplishments and initiatives:

- Provided pre-deployment training to thousands of Europe-based U.S. forces and over 100 North Atlantic Treaty Organization (NATO) Operational Mentoring and Liaison Teams slated for deployment in Afghanistan
- Provided forces and critical support for the movement of equipment and personnel between the Continental United States and the Central Command Region in support of overseas contingency operations
- Provided a world class medical center, Landstuhl Regional Medical Center, used as the primary trauma facility supporting U.S. forces in Europe and the Middle East
- Executed 38 major exercises involving nearly 50,000 U.S., Allied, and partner nation personnel and 45 partner nations
- Conducted 151 security assistance projects in 19 countries
- Re-organized to better engage and collaborate with NATO, the interagency, academia, the private sector, think tanks, and international and non-governmental organizations

PROGRESS

Think of U.S. European Command as part of a bridge: one that spans the broad North Atlantic. Our fundamental purpose is to defend the United States of America. To do so, we must keep that trans-Atlantic bridge strong.

In a dynamic region, European Command continues achieving success by partnering with allies to increase their capacity and ours to contribute to international security-enhancing solutions. Below are some examples highlighting this approach:

Joint Multi-National Readiness Center. The Joint Multi-National Readiness Center supports European Command and Central Command operations by providing pre-deployment training to Europe-based U.S. forces and North Atlantic Treaty Organization (NATO) Operational Mentoring and Liaison Teams slated for deployment to Afghanistan. Currently, the Center provides enduring Observer/Controller support to the United States Security Coordinator (USSC) Israel to train the Palestinian National Security Forces. Joint Multi-National Readiness Center observer/controllers were also instrumental in the successful pre-deployment training of the Jordanian 2nd Ranger Battalion for operations in support of Afghanistan's national elections. We have trained almost 4,000 soldiers thus far. Through these training efforts, EUCOM enabled partner nations in making contributions to the effort in Afghanistan. However, we require expanded long-term authorities and funding to enhance and continue these efforts.

Georgia Deployment Program-International Security Assistance Force. Marine Forces Europe directly supports the Republic of Georgia's two-year program to deploy Georgian forces alongside Marine Forces to Afghanistan. The Georgia Deployment Program-International Security Assistance Force will deploy four rotations of a Georgian battalion with a Marine Corps Marine Expeditionary Brigade to Afghanistan. As capabilities improve, Georgian forces are

expected to be able to operate independently. By using Georgian shadow instructors Marine Forces Europe will create a Georgian training group that will largely take over the Partnership Training Program by their fourth rotation.

The National Guard State Partnership Program. The National Guard State Partnership Program links individual state National Guard organizations with a particular European nation. The National Guard of Illinois, for example, partners with Poland. The State Partnership Program makes large multi-faceted contributions to security both within and outside Europe. The twenty-one European State Partnerships undertake a broad range of projects, including a capacity-building program generating four enduring European Command State Partnership Program Operational Mentoring and Liaison Teams conducting combat operations in Afghanistan. This program has the additional benefit of building critical long-term personal and professional relationships between the states and European nations because many of the same personnel return year after year to train with their counterparts.

Support to NATO Response Force. We are providing personnel to support multiple 2009 training and certification events through U.S. European Command. This effort enhanced the training and certification of the Land Component Command and assisted the NATO Response Force's Joint Logistics Support Group in reaching advanced operational capability. This high level of operational acumen is key to ensuring the Force maintains the deployment capability required to execute its core mission.

Support to OPERATION JOINT GUARDIAN, Kosovo. The United States' continuing support to NATO's Kosovo Force OPERATION JOINT GUARDIAN helps maintain stability in Kosovo and advances security progress alongside our NATO and European Union partners. European Command supports Kosovo Force through our land component, US Army Europe, and

leverages National Guard Bureau forces to source Task Force Falcon (Multi-national Task Force-East), Regional Mentoring and Liaison Teams, NATO Training Teams, elements of the Kosovo Force Headquarters, as well as augmenting the Kosovo Force Military-Civilian Advisory Division by providing mentors and advisors. In June of last year, the North Atlantic Council approved the plan to begin a drawdown from Focused Engagement (current force structure) to a Deterrent Presence. Accomplishment of Deterrent Presence, which will reduce NATO force presence from approximately 14,000 to 2,500, began in January 2010 and, based on a coordinated review of political and security conditions on the ground may occur in three phases. Today Kosovo remains stable and secure – a real allied success, but NATO's North Atlantic Council will continue to evaluate further drawdown.

Reduction of U.S. presence in Bosnia-Herzegovina. European Command has played a significant role in Bosnia's progress since the 1995 implementation of the Dayton Accords. At the height of OPERATION JOINT ENDEAVOR in 1996, more than 20,000 U.S. service members served in Bosnia. The September 2009 deactivation of Task Force Dayton, the last U.S. entity operating in Bosnia-Herzegovina, marked a significant milestone for U.S. European Command. Less than twenty U.S. personnel now remain in Bosnia assigned to the NATO Headquarters-Sarajevo and the United States Balkans National Support Element. European Command continues building partnership capacity with Bosnia through focused security cooperation initiatives to include International Military Education and Training, Foreign Military Financing, Joint Contact Team Program familiarizations, and the State Partnership Program with Maryland's Army National Guard. In a show of its increasing capacity, Bosnia assumed a key leadership role during European Command's 2009 COMBINED ENDEAVOR exercise involving 39 countries and 1200 personnel. European Command is also developing a bilateral

exercise program to further focus on defense reform, Euro-Atlantic integration, support to Overseas Contingency Operations, and capacity building. Because of the progress in Bosnia, the nation contributed consistently to the coalition effort in Iraq between 2005 and 2008 and will deploy personnel to Afghanistan in the near future.

Multi-National Joint and Interagency Exercises: The most intensive form of peacetime interaction with our Allies and partners occurs in the conduct of joint exercises. European Command maintained a robust bilateral and multilateral exercise program last year, executing 38 major exercises involving nearly 50,000 U.S., allied, and partner nation personnel and 45 partner nations. The exercises focused on preparing partner nations for ongoing coalition operations to include International Security Assistance Force in Afghanistan, NATO interoperability, and improving our military capability and interoperability with Israel.

In support of NATO, European Command provided forces for 12 NATO and NATO Partnership for Peace events in the Baltics. U.S. Naval Forces Europe also executed Exercise BALTIC OPERATIONS, a long-standing multinational maritime exercise including 14 nations focused on maritime and amphibious interoperability. In the Balkans, two major exercises, MEDICAL CENTRAL AND EASTERN EUROPE EXERCISE '09 and COMBINED ENDEAVOR, discussed above, bolstered partner capabilities and eased regional tensions. MEDICAL CENTRAL AND EASTERN EUROPE EXERCISE '09, U.S. European Command's first large scale exercise in Serbia, included 14 nations and focused on medical readiness and disaster response. This exercise also supported the U.S. Agency for International Development's Preparedness, Planning and Economic Security program that has been making Serbian municipalities more resilient to crises and disasters.

Of particular note, European Command conducted a theater-wide Exercise, JACKAL STONE, a Special Operations Headquarters and Field Training Exercise executed in Croatia and distributed locations throughout the theater involving more than 10 nations and 1500 partner nation Special Operation Forces personnel. This event, along with other special operations exercises and Joint Combined Exchange Training events in over 30 countries, directly supported U.S. and partner Special Operations Forces readiness and contributions to International Security Assistance Force and other endeavors.

European Command continues a high level of engagement with Israel, conducting 500+ theater security cooperation events annually and chairing four bi-lateral, biennial conferences spanning planning, logistics, exercises, and interoperability. The US-Israel exercise portfolio also includes eight major reoccurring exercises. European Command leadership and staff maintain uniquely strong, recurring, personal and direct interactions with counterparts on the Israel Defense Force. These regular and direct relationships have paid dividends as the placement of the AN/TPY-2 radar in Israel resulted in a dramatic uptick in both senior level and operator level interaction. European Command Headquarters executed AUSTERE CHALLENGE 09, the premier joint force headquarters exercise in the European Command Theater, with a crisis action planning phase in January 2009 and an operations phase in May 2009.

Building on the success from Southern Command's exercise BLUE ADVANCE 08, European Command benefitted from the participation of an Integration Planning Cell with representatives from the US Department of Agriculture, the Department of Justice, and the U.S. Agency for International Development. The Department of State's Office of the Coordinator for Reconstruction and Stabilization led the Integration Planning Cell, which also featured the first-

time participation of the newly formed Advance Civilian Team, which was co-located with EUCOM's Joint Task Force headquarters. Together, the Integration Planning Cell and Advance Civilian Team comprised the largest interagency involvement to date in any Combatant Command exercise. The benefits of this structure are clear: most real-world challenges require an inter-agency approach to solve and our robust exercise program reflects this understanding.

AUSTERE CHALLENGE 2010 will feature multiple event-driven scenarios requiring multiple joint task forces and will involve a Combined Joint Air Coordination Center led for the first time by the French Air Force. On a smaller scale, FLEXIBLE LEADER is a Command Post Exercise, focusing on Foreign Consequence Management and Humanitarian Assistance / Disaster Relief planning and operations, and strengthening our "whole of government" approach through engagement with various U.S. agencies as well as partner nations and non-governmental organizations.

None of these events would be possible without Commander Exercise Engagement and Training Transformation Funding. The support from Joint Forces Command Joint Warfighting Center is also a keystone to this Command's capability to plan, manage, and execute these challenging joint exercises.

In addition to the extensive engagement European Command has with partner nations, there are additional major projects.

Logistical Support to Contingency Operations from Spain. In support of ongoing overseas contingency operations, European Command continues providing critical coordination and support for the movement of key U.S. equipment and personnel between the Continental United States and the Central Command region.

Exercising Nuclear Command and Control. In May 2009, the Joint Staff conducted a Staff Assessment Visit on the European Command Joint Operations Center and Joint Nuclear Operations Center, and the Joint Staff inspectors rated both centers' performance as "excellent," a repeat from last year's positive assessment.

Assistance to Turkey. Increased intelligence sharing with the Turkish General Staff has increased the effectiveness of Turkish cross-border counter-terrorism operations in Northern Iraq, leading to more precise Turkish action that reduces potential collateral damage and increases stability in the region.

Humanitarian Assistance Programs. European Command's Humanitarian Assistance programs directly benefit the nations where they are executed and consist of the Humanitarian and Civic Assistance Program, the Humanitarian Assistance-Other Program, and Humanitarian Assistance Program-Excess Property.

Projects funded through these resources complement United States Agency for International Development efforts, enhance regional security cooperation, and advance U.S. interests throughout the region. They also bolster a country's own capability to respond to disasters, thereby diminishing the need for future U.S. involvement, and provide an example of the value of a military during times of peace. While the European Command Humanitarian Assistance budget is relatively small, it has a disproportionately high and positive impact. Last year, the command executed over \$9 million in Humanitarian Assistance Project funding for 151 security assistance related projects in 19 countries.

Whole of Government/Whole of Society Approach. Our nation's success in developing conventional combat power has driven our adversaries to other forms of warfare, necessitating a

whole of government/whole of society approach. Interagency and international military partnering is the “heart of the enterprise” for this Command.

Embassy Country Teams, a perfect example of interagency partnering themselves, are our primary engagement entities for the 51 countries in our region. At the theater or regional level, however, the Geographic Combatant Commands can serve as a platform for hosting interagency partners wishing to coordinate their activities with the U.S. military. European Command presently hosts interagency representatives from the Department of State, Department of the Treasury, Agency for International Development, Federal Bureau of Investigation, Immigration and Customs Enforcement, and the Global Center for Security Cooperation; we will soon add representatives from Department of Homeland Security, Customs and Border Protection, Department of Energy, and the Drug Enforcement Administration. This cooperation helps us interact with Allied and partner militaries who perform many non-traditional military activities: patrolling borders; responding to natural disasters; providing coastal security; and performing civilian air traffic control.

We recently changed the organizational structure of European Command to better facilitate integration of our interagency partners. Starting at the top, we established a civilian deputy, an office now filled by Ambassador Kate Canavan, who in addition serves as European Command’s Political Advisor. Additionally, European Command’s newly formed J9 Interagency Directorate engages and collaborates with international and Non-Governmental Organizations, academia, the private sector, think tanks, and military organizations. We gain many advantages by leveraging the knowledge and fresh thinking of academics and business professionals, and international organizations and non-governmental organizations have capabilities, access, and credibility in areas where the military does not.

For example, we are in the very early stages of pursuing a whole of government/whole of society approach in addressing regional narcotics and terrorism threats in Europe and Eurasia, similar to the interagency effort led by Joint Interagency Task Force-South in Key West. This would synchronize multiple combatant commands (European Command, Central Command, Africa Command) and the multitude of agencies working border control, counter-narcotics, counter-terrorism and trafficking of weapons of mass destruction, creating synergies that would add considerable capability and trust for our international partners while defending our Homeland forward.

European Command Service Components

United States Army Europe, United States Marine Corps Forces Europe, United States Naval Forces Europe, United States Air Forces in Europe, as well as European Command's functional subordinate unified command for special operations, Special Operations Command Europe, are responsible for supporting our Theater Campaign Plan and implementing our Theater Security Cooperation programs across the region. The Service Components provide the capabilities necessary to build military capacity among our partners and Allies, conduct military operations, and promote vital national security interests. Reductions in their forces imposed by budget constraints necessarily diminish what they can accomplish.

United States Army Europe

In 2009, United States Army Europe supported European Command's essential security objectives through Building Partner Capacity by promoting the transformation of European ground forces into effective expeditionary partners through military to military engagement activities, exercises, and personnel exchanges. It was a force provider to Operation Iraqi Freedom and International Security Assistance Force, and supported both through its own organizations as well.

With over 69,000 active-duty, reserve and civilian employees operating in ten main Army communities, United States Army Europe leads and supports eleven brigades postured in geographically-separated locations throughout Central Europe, from Mons, Belgium to Livorno, Italy. United States Army Europe provides key tactical and operational forces to include full spectrum combat units and strategic enablers for European Command, Operation IRAQI FREEDOM, Operation ENDURING FREEDOM, and the International Security Assistance Force. The command currently has 25% of its Soldiers operationally deployed but still continues to lead daily to build partner capacity and execute Theater Security Cooperation in support of USEUCOM's strategy of active security and global requirements. U.S. Army Europe directly participates in cooperative efforts with over 80% of the countries that have forces actively serving in partnership with the U.S. in Overseas Contingency Operations.

Activities with Allies and Partners: United States Army Europe's Joint Multinational Training Command in Germany is pivotal to the Building Partner Capacity mission. Joint Multinational Training Command builds expeditionary competencies and increased interoperability between partner nations' militaries through collective multinational training and

through certifying U.S. and coalition forces for deployments to International Security Assistance Force, Operation Iraqi Freedom, and Kosovo Force missions. Additionally, Joint Multinational Training Command has qualified over 500 soldiers from 21 nations in Counter-Improvised Explosive Device training and conducted mission rehearsal exercises for International Security Assistance Force North, South, and Central Regional Commands.

United States Army Europe leads Task Force-East as a European Command vehicle for fulfillment of the Theater Security Cooperation mission requirements set forth by the Defense Department and to reaffirm the U.S. commitment to our Black Sea Allies. The Command continuously maintains Task Force-East facilities and support services, and can quickly transition the facilities to support an increased posture for all European Command components and partners. Task Force-East provides important training opportunities not only for the U.S. military, but also to new Allies close to their forces' home station. U.S. Army Europe's forward presence in Romania and Bulgaria continues to facilitate NATO efforts to build and maintain an Alliance for the 21st Century.

This year, United States Army Europe participated in 26 major exercises in 22 different countries with 34 participating nations, of which six were in direct support to U.S. Africa Command. These exercises enabled United States Army Europe to meet European Command's priority of sustaining the relevance of, and U.S. leadership within, NATO; assisting NATO countries with the capability to conduct out-of-area operations and ensuring a successful transition of U.S. Africa Command into a fully operational combatant command. United States Army Europe also acted as the lead organization in AUSTERE CHALLENGE 09, a comprehensive command post exercise involving over 3,400 European Command forces, which certified European Command's Combined Joint Task Force.

United States Army Europe continues supporting Operations IRAQI FREEDOM and ENDURING FREEDOM. In 2009, over half of United States Army Europe's units trained and deployed to or returned from these operations. Currently, the 1st Armored Division Headquarters, 173rd Airborne Brigade Combat Team, and 2nd Stryker Cavalry Regiment are deployed in support of Overseas Contingency Operations. V Corps inactivation was delayed in order to deploy to Afghanistan, where it currently forms the core of International Security Assistance Force's 3-Star level command and control headquarters. United States Army Europe also continues contributing significant operational support and sustainment forces in support of Overseas Contingency Operations in the U.S. Central Command and U.S. Africa Command region. Additionally, the 2nd Stryker Cavalry Regiment provided rotational forces for Task Force East in Romania and Bulgaria while at the same time supporting Denmark in their train-up for NATO Response Force-14. The 172nd Brigade Combat Team and 2nd Brigade, 1st Armored Division, which recently reflagged as the 170th Brigade Combat Team, redeployed from Iraq and are preparing for possible future rotations while completing their reset and dwell.

Activities Conducted Unilaterally: United States Army Europe continues executing its Title 10 responsibilities through transformation planning initiatives in support of modernization and efficient basing. This past year, United States Army Europe transformed into a Theater Army functional staff configuration. This restructuring will result in European Command losing one of its Full Spectrum Joint Task Force/Joint Forces Land Component Command capable headquarters. This loss, combined with significant force requirements in support of Overseas Contingency Operations outside the European Command region, makes retaining one Tactical Intermediate Headquarters and four Brigade Combat Teams critical to United States Army Europe's and European Command's mission. Without the four Brigade Combat Teams and one

tactical intermediate headquarters capability, European Command assumes risk in its capability to conduct steady-state security cooperation, shaping, and contingency missions. Deterrence and reassurance are at increased risk.

While United States Army Europe is transforming, it is also optimizing its footprint and gaining basing efficiencies by consolidating across six Main Operating Bases in Germany and Italy by 2015. In support of this initiative, this past year United States Army Europe returned eight sites to host nation control. United States Army Europe projects a decrease in 1,400 Soldiers this year as it continues to consolidate forces.

U.S. Marine Corps Forces Europe

<p>In 2009, Marine Forces Europe focused on individual training programs, building partner capacity through combined activities utilizing expeditionary forces to contribute to conventional deterrence, and supporting operations in Afghanistan.</p>
--

With only a small service component headquarters, Marine Forces Europe very effectively leverages the capabilities of the Marine Corps in support of European Command objectives. Marine Forces Europe's engagement in the region follows three lines of operation: (1) building partner capacity, particularly through combined exercises; (2) utilizing expeditionary forces to contribute to conventional deterrence; and (3) supporting operations in Afghanistan. The primary focus of Marine Forces Europe Theater Security Cooperation activities is defense sector reform and professionalization of partner nations' militaries in the Caucasus. The primary focus of Marine Forces Europe Theater Security Cooperation activities is defense sector reform and professionalization of partner nations' militaries in the Caucasus.

Collective Training Programs:

Engagements in Task Force East, Bulgaria and Volos, Greece: Marine Forces Europe, in coordination with U.S. Naval Forces Europe, employed over 2,000 Marines and Sailors of the 22d Marine Expeditionary Unit between May and June 2009 on a scale not seen since OPERATION IRAQI FREEDOM.

Maritime Prepositioning Force exercise, LOYAL MIDAS: LOYAL MIDAS improved prepositioning equipment in support of expeditionary operations; a core competency. LOYAL MIDAS experimented with procedures for tracking offloaded cargo from a prepositioning ship using new wireless technologies, and significantly improved European Command's ability to rapidly deploy and assemble expeditionary forces in the region.

Marine Corps Prepositioning Program-Norway: Using this program, the Marine Corps worked with the Norwegian Defense Staff and Headquarters U.S. Marine Corps, and the European Command staff to develop a plan that enhances access to prepositioned equipment ashore. Participants analyzed joint U.S.-Norwegian agreements, and initiated a long-range plan for instituting an operating concept for the prepositioning facility.

Georgia Deployment Program – International Security Assistance Force: This program supports the sustained deployment of a Georgian infantry battalion to Afghanistan to operate as part of the Marine Expeditionary Brigade for two years. The initial deployment occurs this coming spring.

Coalition Embarkation Support: Personnel from the Marine Forces Europe Strategic Mobility section used this European Command-led International Security Assistance Force effort to familiarize partner nations with U.S. embarkation procedures. Partner nation self-deployment to Afghanistan or other regional contingencies is the overall goal of the program.

Marine Forces Europe is planning for a company-sized rotational force to deploy to Task Force East this summer. This force, which is a proof of concept for the Marine Corps' Security Cooperation Marine Air Ground Task Force, plans to accomplish in only 90 days what previously required a full year of Theater Security Cooperation activity by forward-deploying and utilizing the forward operating site in Romania.

Force Posture: Despite these successes, the lack of a sustained Amphibious Ready Group/Marine Expeditionary Unit in the European Command region curtails engagement opportunity with Allies and partners and detracts from active deterrence. Resuming a sustained presence in the European Command region would deter adversaries and assure Allies and partners of our commitment to stability in Europe.

United States Naval Forces Europe

In 2009, United States Naval Forces Europe conducted numerous activities to build partnership capacity, improve ballistic missile defense, strengthen anti-submarine warfare capability, respond to piracy, and assist with explosive ordnance disposal on land.
--

With more than 8,000 active-duty, reserve, and civilian employees operating from five main installations supporting rotational surface, air, submarine and expeditionary forces, United States Naval Forces Europe conducts the full range of maritime operations and Theater Security Cooperation in concert with coalition, joint, interagency and other partners to advance security and stability in Europe. NAVFUE continues to strengthen relationships with enduring Allies and emerging partners while maintaining naval leadership and combat readiness. United States Naval Forces Europe leverages its maritime expertise to support and improve regional maritime

safety and security. Through ballistic missile defense, anti-submarine warfare, expeditionary force engagement, a continuing surface presence, and other activities, United States Naval Forces Europe enhanced maritime safety, security and cooperation throughout the European Command region in 2009.

Theater Security Cooperation and other Activities with Allies and Partners: Through military-to-military activities demonstrating our naval commitment, United States Naval Forces Europe promotes maritime domain awareness, maritime security operations, security assistance, NATO interoperability, and information sharing.

Taken together, United States Naval Forces Europe's anti-submarine warfare program, Ballistic Missile Defense initiatives, and partner capacity building efforts are improving maritime stability and ensuring U.S. and partner access to the maritime domain. Theater Security Cooperation highlights include:

Afloat Ballistic Missile Defense: A survivable sea-based ballistic missile defense system is an important component of the phased adaptive approach to defend the Homeland, as well as Allies and partners in Europe and Eurasia. United States Naval Forces Europe is developing the necessary ballistic missile defense command and control architecture while mitigating vulnerabilities to the sea-based ballistic missile defense network with air and undersea capabilities. A United States Naval Forces Europe Flag Officer commanded JUNIPER COBRA 2010, a joint missile defense exercise with Israel, incorporating all aspects of both land and sea-based missile defense and stands as a hallmark of the future of our ballistic missile defense program.

Enhanced Theater Anti-Submarine Warfare Capability: In partnership with our Allies, United States Naval Forces Europe continues upgrading procedures, training and qualifications to enhance theater anti-submarine warfare capability through Commander, Task Force 69.

Explosive Ordnance Disposal: Naval Forces Europe's Explosive Ordnance Disposal Mobile Unit Eight provides extensive military-to-military training programs with the partner nations' expeditionary forces and provides explosive ordnance disposal support to International Security Assistance Force contributors. In addition to supporting U.S. and NATO exercises throughout the region, the unit provided real-world explosive ordnance disposal to several European nations.

Response to Piracy: Maritime Expeditionary Security Detachment provides shipboard security teams to U.S. military support vessels, participates in exercises and contributes to theater security cooperation engagements.

Construction Support: Naval Construction Forces (Seabees) completed a diverse array of construction projects emphasizing humanitarian civil assistance and military-to-military engagements as well as construction support to exercises BALTIC OPERATIONS, MEDICAL TRAINING EXERCISE IN CENTRAL AND EASTERN EUROPE, SEABREEZE and JACKAL STONE. The Seabees completed construction of operation centers, training infrastructure, and quality of life projects, including a Military Operation Urban Terrain facility used for Close Quarters Combat training in Zadar, Croatia and renovation of the Padarevo Kindergarten facility in Padarevo, Bulgaria.

Maritime Domain Awareness: U.S. NAVAL Forces Europe -Sixth Fleet continues actively developing and validating advanced maritime domain awareness procedures. Several maritime domain awareness exercises, including AUTUMN BLITZ 2009, were conducted with

NATO's Maritime Component Command-Naples to advance the interoperability and information processing necessary for effective planning and conduct of maritime operations, such as NATO's Operation ACTIVE ENDEAVOUR, between NATO and U.S. commands.

Eurasia Partnership Capstone: In 2009, United States Naval Forces Europe's primary Black Sea-Eurasia region engagement vehicle took place at Souda Bay, Crete. Personnel from 11 nations participated.

Port Visits: Ship visits demonstrate United States Naval Forces Europe's commitment to improving maritime safety and security and strengthen partner relationships through training activities with host nation militaries. For example, following JOINT WARRIOR 2009, the three participating U.S. ships conducted Theater Security Cooperation port visits in six countries.

Exercises with Allies and Partners: United States Naval Forces Europe participated in 19 exercises with 25 Allies and partners covering the full range of maritime activity. Highlights include:

Exercise BALTIC OPERATIONS 2009: United States Naval Forces Europe -Sixth Fleet sponsored and executed the 37th annual BALTIC OPERATIONS with 43 ships from 12 participating nations. This European Command-directed multinational exercise enhanced maritime safety and security in the Baltic Sea by increasing interoperability and cooperation among regional Allies.

PHOENIX EXPRESS 2009: Members of the United States Naval Forces Europe -Sixth Fleet Staff, USS MOUNT WHITNEY and USS ROBERT G. BRADLEY along with several European and North African navies conducted the two-week Exercise PHOENIX EXPRESS 2009, leveraging the capability of European and African partnerships in order to enhance stability in the Mediterranean region through increased interoperability and cooperation.

Exercise FRUKUS 2009: United States Naval Forces Europe -Sixth Fleet staff and USS KLAHRING participated in Exercise FRUKUS 2009 (France, Russia, United Kingdom, and United States). This confidence-building exercise focused on resuming the maritime partnership between NATO's major Navies and the Russian Federation Navy.

RELIANT MERMAID 2009: USS STOUT and members of the United States Naval Forces Europe -Sixth Fleet staff participated in the tri-lateral maritime search and rescue exercise RELIANT MERMAID 2009 with maritime forces from Turkey and Israel. This annual exercise contributed to overall joint readiness in response to possible humanitarian assistance efforts or maritime search and rescue operations in the Eastern Mediterranean Sea and helped improve engagement between Turkey and Israel, key U.S. allies and partners in the region.

Way ahead: Our efforts will remain focused on the Black Sea-Eurasia and eastern Mediterranean regions and follow European Command Country Campaign Plans. United States Naval Forces Europe is also embarking on an effort to establish a Mediterranean Sea Fleet Commanders Forum to enhance interoperability among capable Allies and partners and increase efficiencies in the international military partnership realm.

UNITED STATES AIR FORCES IN EUROPE

<p>In 2009, United States Air Forces in Europe provided forces and capabilities that supported and participated in theater and global operations, while working daily with allies and partners to increase their aerospace capability.</p>
--

With more than 42,000 active-duty, guard, reserve, and civilian employees operating from seven main installations supporting nine wings and 80 geographically separated locations, United States Air Forces, Europe is a key force provider of tactical combat air forces, tanker, and

airlift assets for European Command, Operations IRAQI FREEDOM (OIF), ENDURING FREEDOM (OEF), and the International Security Assistance Force. Crucially, it also provides a large number of forces for building partnership capacity on a daily basis, with approximately 740 annual events that promote enduring relationships and increase security within and beyond Europe.

Additionally, United States Air Forces in Europe provides full-spectrum air, space, and cyberspace capabilities promoting regional stability through focused theater engagement and supporting combat operations, humanitarian assistance, and Ballistic Missile Defense. United States Air Forces in Europe is also European Command's lead agent for personnel recovery, theater air mobility, and aeromedical evacuation. They execute the EUCOM mission with forward-based air power to provide forces for global operations, ensure strategic access, assure allies, deter aggression, and, key to our approach overall, build partnerships.

Provide Forces for Global Operations: United States Air Forces in Europe's top priority is to partner with the Joint and Combined team to win today's fight. They do this by providing expeditionary forces as well as a war-fighting headquarters that can plan, deploy, command, control and coordinate air, space and cyberspace capabilities across the full range of military operations.

Ensure Strategic Access: Forward basing of air assets and the establishment of mobility hubs in the European theater ensure strategic access for operations in Europe as well as to the US Central Command and US Africa Command regions. United States Air Forces in Europe maintains robust support for US Transportation Command's en-route locations, enabling global operations by permitting the full spectrum of passenger and cargo movement through bases

throughout Europe. In addition, the command has enhanced strategic flexibility by opening up new access points through engagement with new NATO partners.

The activation of the Strategic Airlift Consortium at Papa Air Base, Hungary exemplified this, with NATO members Bulgaria, Estonia, Hungary, Lithuania, the Netherlands, Norway, Poland, Romania, Slovenia and the U.S., as well as Partnership for Peace nations Finland and Sweden. The result was the creation of a 12-member Heavy Airlift Wing consisting of three C-17 Globemaster IIIs. The Strategic Airlift Consortium is a watershed event in international military cooperation.

Assure Allies and Deter Aggression: United States Air Forces in Europe continues building and sustaining a credible capability to dissuade aggressors. Its interoperability with Alliance partners through exercises and operations remains crucial for ensuring primacy of the Alliance and the US leadership role.

United States Air Forces in Europe is EUCOM's lead agent for Integrated Air and Missile Defense. It operates a Command, Control, Battle Management, and Communication suite to provide the commander with Ballistic Missile Defense situational awareness, early warning, and possible defensive counter-measures. The suite is designed to be interoperable with NATO systems in order to support the Presidential decision to employ a Phased Adaptive Approach to the Ballistic Missile Defense of Europe.

NATO remains the primary security institution in Europe. Forward US presence and interoperability with Alliance partners is crucial for ensuring primacy of the Alliance and a US leadership role. The planned basing of new systems such as Global Hawk, 5th generation fighter capabilities on schedule with our allies, and the potential for a future Light Attack/Armed Reconnaissance aircraft capability in theater will provide opportunities for the US to display its

commitment and resolve, provide critical tools for engagement, and enhance Allied and partner contributions to global operations. In accordance with NATO's strategic concept, the United States Air Forces in Europe fulfills the U.S. commitment to allied extended nuclear deterrence with Dual Capable Aircraft, and personnel who ensure the custody, safety and reliability of U.S. nuclear weapons in Europe.

Build Partnerships: In a program with long-term benefit, United States Air Forces in Europe's efforts build partner capabilities, increase their ability to counter terrorism, protect homelands and common interests, and counter emerging threats. Their "Building Partnerships" program contributes to the building of key relationships, promoting U.S. strategic interests, providing for essential peacetime and contingency access and en-route infrastructure, and improving information exchange and intelligence sharing. Within the past twelve months, the command conducted approximately 740 building partnership events with 51 partners and Allies, including theater security cooperation events, exercises, aerial events, and military-to-military engagements. In addition to partner engagement, they actively engage, in accordance with European Command direction, to advance regional stability.

Exercises with Allies and Partners. United States Air Forces, Europe develops increased Alliance capability to support Overseas Contingency Operations through participation and leadership in 20 combined exercises and operations, including UNIFIED ENGAGEMENT, MEDICAL TRAINING EXERCISE IN CENTRAL AND EASTERN EUROPE, COMBINED ENDEAVOR, AUSTERE CHALLENGE, JUNIPER COBRA, and the BAL TIC REGION TRAINING EXERCISES, as well as the Tactical Leadership Program. Key cross-border programs include:

Baltic States Air Capability Development. United States Air Forces, Europe led a series of 4-nation symposia with Latvia, Lithuania, and Estonia to develop the basis for establishing fundamental air combat capabilities leading to ministerial-level buy-in of a concept of operations and a long-term strategy for aviation excellence and eventual self-reliance.

Enhancing Nordic States interoperability with NATO. In 2009, United States Air Forces in Europe led and fostered efforts to enable the Swedish and Finnish Air Forces to participate in NATO and coalition air operations.

Developing capability of “near-4th generation fighter” nations. United States Air Forces, Europe placed strong emphasis on helping these partner nations transition smoothly to 4th-generation operations. To support Poland’s new force of 48 F-16s, a very successful sister-wing relationship between the 52nd Fighter Wing, Spangdahlem AB, Germany and the Polish AF was established. It is now instrumental in spreading lessons-learned and best practices, as the Polish AF strives toward its goal of expeditionary F-16 operations. Additionally, deployments to Bulgaria and Romania fostered those countries’ efforts to adopt NATO-interoperable tactics, techniques, and procedures.

Build/Sustain Joint Terminal Attack Controllers capability. Working to increase the number of Joint Terminal Attack Controllers available to deploy to International Security Assistance Force, U.S. Air Forces in Europe trained 25 new partner nation Controllers in 2009 and estimates training 30 more in 2010. Work with Poland will provide an organic regional Air Ground Operations School training capability. Continuing training relationships with French pilots enable them to train with native English speakers prior to deploying into Afghanistan.

United States Air Forces in Europe’s forward-based forces provide the nation a three-for-one efficiency by providing forces for global operations, promoting regional stability (with

capabilities to deter aggressors and assure Allies), and building partnerships. Unfortunately, the reduction of twenty-four fighter aircraft will significantly limit the resources available for these activities. As we move forward, we must ensure that our forward-based posture is adequate to support our nation's strategic objectives.

SPECIAL OPERATIONS COMMAND, EUROPE

2009, Special Operations Command Europe focus:

- (1) Generating increased Special Operations Force capacity in support of overseas contingency operations
- (2) Contributing to U.S., allied, and partner nation efforts to defend against transnational threats
- (3) Preparing for unforeseen contingency operations

These initiatives directly supported U.S. objectives of building partnerships to enhance security and support global security efforts, assisting in NATO's transformation, supporting operations in Afghanistan, and countering transnational threats.

Special Operations Command, Europe, comprised of more than 1,600 active-duty, reserve, and civilian employees operating from two main locations, remains the preeminent U.S. Special Operations Force provider to the International Security Assistance Force; provides such forces for Operations IRAQI FREEDOM (OIF) and ENDURING FREEDOM (OEF); contributes significantly to the development of Allied and partner special operations forces; and stands, prepared and ready, to defend against transnational threats and rapidly respond to unforeseen contingencies within the EUCOM Area of Responsibility.

Special Operations Command, Europe's capacity building efforts relies on three elements: the Partner Development Program, support to the NATO Special Operations Forces

Coordination Center—now evolving into the NATO Special Operations Headquarters—and deployments in support of NATO International Security Assistance Force operations. Special Operations Command, Europe remained heavily engaged throughout 2009, conducting 29 Joint Combined Exchange Training events, eight bilateral training activities, nine military-to-military engagements, and six counter-narcoterrorism missions in 18 countries. Along with these activities, the Command conducted numerous staff and key leader engagements. These events focused on developing more capable and professional American and Allied Special Operations Forces, while building the relationships required to increase the support and commitment of European political and military leadership.

Activities and Exercises with Allies and Partners:

Partner Development Program: Partner Development Program allows Special Operations Command, Europe to link disparate programs and training venues to build partner Special Operations Forces capacity. It focuses on those Allies and partners that demonstrate willingness to deploy Special Operations Forces in support of NATO operations in Afghanistan and the capability over time to sustain their increased Special Operations Forces capacity. Poland, Romania, Hungary, and Lithuania are a few of the countries that have participated in this program and have deployed Special Operations Forces for the benefit of the Alliance.

The Command's exercise program exemplifies Partner Development Program's utility. The annual Special Operations Command, Europe capstone exercise, JACKAL STONE 2009, brought together approximately 1,500 Special Operations Forces service members from 10 countries—nine out of ten currently contribute Special Operations Forces to International Security Assistance Force operations, or have indicated a willingness to do so in the future.

Special Operations Command, Europe Support to the NATO Special Operations Headquarters. The second critical element of American Special Operations Forces capacity building objectives in Europe is Special Operations Command, Europe support to the NATO Special Operations Headquarters. The NATO Special Operations Headquarters, now being established from the NATO Special Operations Forces Coordination Center, is already making significant contributions to Special Operations Command, Europe and Allied efforts by developing common NATO Special Operations Forces standards and encouraging allied integration.

Special Operations Command, Europe Support to International Security Assistance Force. Since 2007, Special Operations Command, Europe has maintained a Special Operations Task Group (one U.S. Special Operations Company and associated staff officers) under NATO command in Afghanistan, separate from Operation Enduring Freedom. Special Operations Command, Europe deployments to International Security Assistance Force also showcase “best practices” to our Special Operations Forces partners and encourage equally capable Special Operations Forces Allies to mentor other developing partners.

As a direct result of Partner Development Program and NATO Special Operations Headquarters initiatives, European national Special Operations Forces contributions to International Security Assistance Force have steadily increased providing strategic relief for already committed U.S. and allied Special Operations Forces. Special Operations Command, Europe, through European Command, Special Operations Command, and the Department of Defense, continues to work with the Department of State and Congress to develop the mechanisms necessary to advance to the next stage of partnership cooperation.

Defense Against Transnational Threats. Special Operations Command, Europe contributes to American, Allied, and partner nation efforts to defend against transnational threats through sharing information, building capacity, reinforcing strategic communications messages, and, if required, conducting or supporting kinetic special operations. For example, throughout 2009, Special Operations Command, Europe sponsored a weekly video teleconference, allowing Department of Defense and other government agencies from around the globe to share intelligence and evidentiary information that closed intergovernmental and international seams and synergized law enforcement and military operations against complex non-state global networks.

Preparation for Contingency Operations. Though the European continent is relatively stable, it has numerous potential flashpoints from the Balkans to the Caucasus. In 2010, the Command plans to increase regional security through 36 different engagement events with 30 countries. The Partner Development Program will begin to focus on filling collective rotary wing aviation gaps, combining efforts with Department of State to take a lead role in the development of interoperable Special Operations Forces aviation capacity.

Challenges

Afghanistan: Of the 43 nations contributing forces to the International Security Assistance Force besides the U.S., 80% of them (36 nations) come from the European Theater and those 36 nations represent approximately 42% of the Coalition's personnel. Many nations are making particularly large contributions of forces and have suffered high casualty rates relative to their populations. Our partners understand the importance of this mission and they are willing to send their sons and daughters in harm's way alongside our own to bring peace,

security, and prosperity to the people of Afghanistan. Many of these nations wish to contribute more capability and other nations have the will to join the International Security Assistance Force but lack the capacity to do so. Within the European Theater itself, European Command's primary focus is to lend whatever support it can to these other nations as they seek to contribute to security and stability efforts in Afghanistan. Within the framework of contributing to international efforts in Afghanistan, and within the boundaries and authorities set by law and regulation and by international agreements, this support involves providing training, equipment, logistical assistance, and personnel augmentation to nations that desire to contribute to the International Security Assistance Force.

Terrorism in Europe: Our role in the fight against trans-national terrorism in the region is primarily one of engagement and intelligence sharing. Terrorist networks use Europe principally to recruit fighters, garner financial and logistic support, and provide sanctuary. They cooperate closely with criminal networks and engage in numerous illegal activities as fund raising mechanisms. Well-established and commendable European civil liberties and the loosening of border controls provide opportunities for terrorist support and logistic activities. Nonetheless, Europe is not immune to Al-Qaida affiliated terror attacks or the threat of them. Al-Qaida has consistently and recently stated a desire to strike directly against our European Allies. The reverse flow of foreign fighters out of Iraq and Afghanistan coupled with the bona fides and experience these fighters will have gained there may increase the terror threat in Europe in the future.

The possibility of a terrorist attack using weapons of mass destruction adds another dimension. Al-Qaida has consistently striven to incorporate weapons of mass destruction into their attacks and the majority of the world's nuclear weapons are within the European

Command's area of responsibility. The security of these weapons and weapons material is a significant aspect of European Command's efforts to counter weapons of mass destruction.

The biggest impact we can have on terror networks in Europe is through enabling and partnering with our friends and Allies. A good example of this is our intelligence sharing with Turkey regarding Kurdistan Workers' Party (PKK) terrorists. In addition to partnering with other nations in Europe, we are also closely partnering with other arms of the U.S. government, where appropriate, to ensure all the levers of our national power are applied against these networks in a coordinated fashion.

Potential Regional Conflicts: In spite of European integration, European Command continues to face an environment in fluid transition, and we are coping with the insecurity associated with 21st century challenges and unsolved 20th century security problems. The outbreak of conflict between Georgia and Russia served as a reminder that war has not disappeared from the European Command Theater.

Secessionist pressures, unresolved or suspended conflicts, and ethnic and religious tensions make European Command's Black Sea and Eurasia regions the most conflict-plagued area along the Euro-Atlantic perimeter. Russia's North Caucasus remains an area of persistent conflict. Armenia and Azerbaijan are at a stalemate over Nagorno-Karabakh. The South Ossetia and Abkhazia regions of Georgia are a continuing source of tension between Georgia and Russia, the more so given the Russian military presence in those regions and Russian recognition of their independence from Georgia. Little progress has been made toward a settlement of the Transnistrian conflict, which divides Moldova and hinders solely needed economic development. Conflict persists between Israel and Palestinian groups. The sources, complexities, and

significant tertiary effects of these regional conflicts require an integrated interagency approach in concert with our European partners and security organizations.

Russia: The complexities of managing a military-to-military relationship with Russia are high. On one hand, there are many areas of potential cooperation and partnership, including Afghanistan, arms control, counter-terrorism, counter-piracy, counter-narcotics, and eventually missile defense. On the other hand, many of our allies and friends in the region remain concerned about Russian actions, including the conflict with Georgia in the summer of 2008, exercises on their borders like the Zapad series in 2009, and Russia's continuing suspension of implementation of the Conventional Armed Forces in Europe (CFE) Treaty.

Working with Russia is about balance and seeking to find the potential for cooperation, while maintaining an honest and open dialogue about all aspects of our relationship, including where we disagree. While a great deal of engagement with Russia is handled either by State Department in the diplomatic realm or directly by the Joint Staff and Office of the Secretary of Defense, we at European Command are ready to pursue military-to-military communication, engagement, and even training and operations with Russia where and when appropriate.

Energy Security: A massive amount of energy is produced in or transits through European Command's region. Russia, Azerbaijan, Norway, and other countries produce large amounts of hydrocarbons. Approximately 3 million barrels of oil transit the Bosphorus and the Dardanelles each day.

European Command is and must be a major participant in the interagency efforts to ensure the security of energy flows to, from, and through our region. The Command already has several interagency representatives on staff to better synchronize our efforts. We are already working to promote integrated planning and exercises and build up the capabilities of our

European partners through technical assistance, the Partnership for Peace program, and other train and equip efforts. The Command is also collaborating with other U.S. government partners and like-minded NATO allies to develop a framework to develop common solutions for major energy security issues. Finally, we view Russia as a key partner in these efforts and will work with Moscow in areas of common interest. However, where our interests do not intersect, we will work with other European partners to develop solutions for all of Europe.

The Arctic: Changes in the Arctic create both challenges and opportunities. Climate changes may result in open shipping routes, which link Asia to Europe, cutting the distance on these routes by up to 40 percent and transit time by 10 days.

The Arctic is emerging as a complex but potentially productive region for oil, gas and new industrial activity. Unresolved issues will become more pressing as economic activities expand. For example, there are eight bilateral boundary issues involving all states in the region, and the northernmost extension of the continental shelves in the Arctic is unresolved.

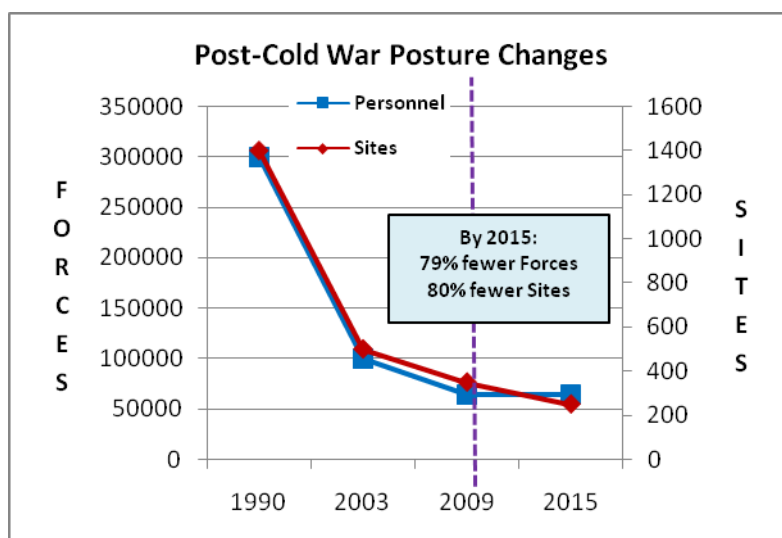
States, particularly the traditional great powers, will play a key role in determining patterns of cooperation and tension within the Arctic. Russia's activities in the Arctic include producing and modernizing icebreakers, resuming submarine and long-range aviation patrols, stationing more researchers throughout the region, and asserting extensive territorial claims. Russia's latest Arctic policy paper states that the Arctic must become Russia's top strategic resource base by 2020. It further states that they must complete geological studies to prove their claim to Arctic resources and create a new group of forces to ensure military security under various political-military circumstances.

As the Arctic emerges as a region of economic significance and we develop our relationship with Russia, there may be opportunities for increased military activities with Russia

to directly support U.S. policy initiatives. We see the Arctic as not an area of confrontational challenges but one of shared opportunities for cooperation and partnership that will benefit all states of the region. Early investment in an open and meaningful interagency dialog with Russia in the very near future, could avoid potential conflict in the more distant future.

Force Posture: The interrelationship of U.S. forces, their footprint, and our relationships with other nations, is key to achieving national objectives in the European Command Theater.

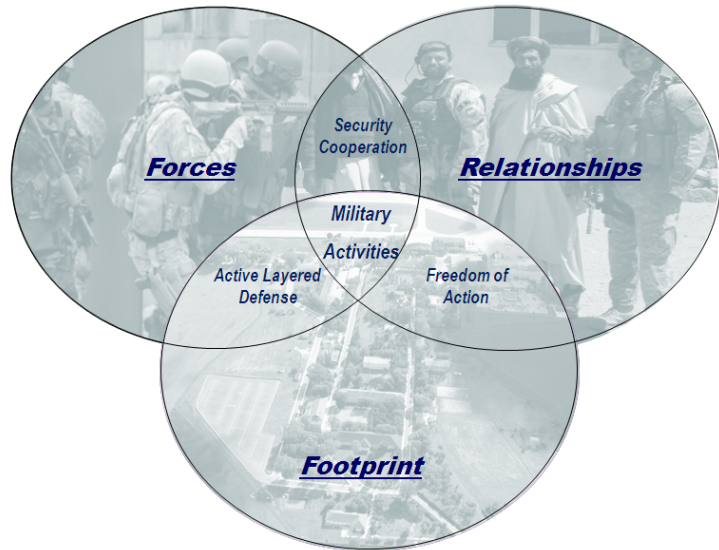
The presence of U.S. forces – air, land, and sea – in Europe fosters relationships and deepens partnerships in multiple ways, including the shared use of training facilities and other building partner capacity and international military partnering events.



The nations within the European Command region are of significant importance to U.S. global strategic interests as evidenced by the overwhelming number of ISAF troop contributing nations from the EUCOM AOR. Our ability to develop coalitions and the capabilities of European coalition partners are central to advancing our national security priorities. Building partnerships and building partnership capacity is therefore job number one for European Command.

The forces stationed in Europe today are a key element of America's strength and they promote our values, protect our interests, and are tangible reminders to friends and foes alike of

our dedicated commitment to a strong trans-Atlantic relationship based on cooperation and adherence to fundamental ideals. As the post-Cold War security environment changed, the size of our forces required to maintain our leadership role also changed. The number of U.S.



personnel in Europe has gone from 300,000 during the Cold War to less than 80,000 today. European Command forces assure our Allies and deter and dissuade our adversaries, and are the most visible indication of the ongoing U.S. commitment to the NATO Alliance.

European Command's footprint is pivotal to U.S. global operations. Sites and installations in Europe provide superb power projection facilities for the support of coalition operations and overseas contingency operations. Installations in the European Command region coupled with long-standing and emerging relationships contribute to assured access and strategic reach to and from Europe.

Force posture initiatives for European Command support building the capability and capacity of partner nations in Europe, increased expeditionary capability from Europe, and achieve basing efficiencies. Our posture initiatives support two major categories: operational capability development and improvements for basing efficiencies in sustainment and Quality of Life. Operational capability development initiatives include assessments for stationing of forces anticipated to deploy to the European theater and a new prepositioning strategy that transforms

portions of European Command prepositioning equipment to support soft power employment for missions such as Humanitarian Assistance and Disaster Response.

Other force posture initiatives focus on achieving basing efficiencies through coordinated review of infrastructure capacity as well as supporting service component efforts to optimize resources supporting of European Command forces. Sustainment initiatives include the continuous review of Quality of Life requirements such as education and housing services for European Command personnel and their families.

European Command has aligned its posture planning processes to support the Department's efforts in addressing global force posture. The European Command staff coordinates strategic assessment, implementation feasibility, and theater prioritization of force posture issues through a posture forum that maximizes outreach and integration in posture development among Combatant Commands, our European Command Service Component Commands, and our interagency partners. Our posture planning necessarily involves coordination across the whole of government, as we integrate Defense Department posture overseas with State Department representatives and ultimately our relationships with European hosts.

Opportunities

Many of our challenges also present opportunities for international military partnering that bring benefit to today's issues such as Afghanistan but also for those that we will face tomorrow.

Afghanistan. Supporting the International Security Assistance Force has given European Command the opportunity to deepen its relationship with our Allies and partners using our

expertise and experience to inculcate an expeditionary mindset and train deploying partnered-country forces in irregular warfare. The contributions and sacrifice of Eurasian and European nations in Afghanistan have demonstrated the credibility, legitimacy, and effectiveness of international military cooperation. The scale of Allied and partner force contributions to the International Security Assistance Force has allowed the hand-over of significant responsibility for regional operations to coalition partners. NATO's Operational Mentoring and Liaison Teams program directly supports the development of the Afghanistan National Army and the Police Operational Mentoring and Liaison Teams program supports the expansion of the Afghan National Police. Under these programs, European Allies and partners are currently providing approximately 50% of the number of teams required to train Afghanistan's security forces. Right now, U.S. Forces assigned to European Command are deployed to Afghanistan and make vital contributions on a daily basis. However, within the European theater itself, European Command's primary focus is to lend whatever support it can to other nations as they seek to contribute to the security and stability efforts in Afghanistan.

Engagement with Russia. In 2009, European Command authored a framework document to resume military-to-military cooperation with Russia in an equal, pragmatic, transparent, and mutually beneficial manner. This framework not only addresses crisis response operations, but also seeks to promote interaction and ensure mutual support in conducting counter-terrorism and counter-piracy operations; peacekeeping; missile, space, and ballistic missile-defense; as well as search and rescue. This framework document was signed by the Chairman of the Joint Chiefs of Staff and the Russian Chief of Defense during the July 2009 Presidential Summit in Moscow. This framework begins to rebuild a structure for our bilateral defense relationship with Russia that allows wide-ranging and candid engagement on all issues of concern.

In rebuilding the bilateral relationship with Russia, however, European Command will work with NATO and partners to develop an integrated and inclusive security cooperation architecture beneficial to all participants that does not come at the expense of Allies and partners.

European Missile Defense. European Command looks forward to operationalizing the recently announced Phased Adaptive Approach, a complete revision of how the U.S. manages ballistic missile defense of Europe. The phased implementation of the proposed network of sensors, interceptors and associated Command and Control structures will provide a regional capability that is flexible, scalable, and responsive. The architecture aims to provide the right level of capability, at the right time, in the right location based on the emerging threat. The new approach provides increased opportunity for interagency and international military partnering. European Command is actively cooperating with the Department of State, Department of Defense, Missile Defense Agency, and others as the United States builds the plan for international engagement in the region. The capabilities delivered with the new phased, adaptive approach will serve as a catalyst to develop a cooperative solution with our allies and partners in the region.

Balkans: Bosnia-Herzegovina and Kosovo: Today, almost 15 years after the Dayton Peace Accords and 10 years after the NATO military campaign to end atrocities in Kosovo, Bosnia-Herzegovina and Kosovo still evince the problems present throughout this volatile region: endemic corruption, organized crime, deep-rooted ethnic divisions, decrepit infrastructures, and weak economies with little foreign direct investment. Such an environment invites organized criminals and limits the capabilities of governments to effectively provide essential services. Despite these challenges, the United States remains committed to bringing lasting stability to the Balkans, and we have been making steady progress in the region, as

exemplified by the April 2009 admission of Croatia and Albania into NATO and recent democratic elections in Kosovo.

In this region, European Command focuses on enhancing transatlantic security through 1) defense modernization and reform efforts; 2) defense institution building activities to improve the organic capacity of countries to recruit, train, and sustain their own military forces; 3) humanitarian assistance operations; and 4) demilitarization of unexploded ordnance to eliminate the threat to lives, property, and government stability.

Significant political and cultural divisions remain in both Bosnia and Kosovo. In Bosnia, uncompromising, ethnic-based rhetoric continues to stall reform efforts. While the “Butmir Talks” last fall were a step in the right direction, Bosnia will need to progress politically toward stability. Although many problems in Kosovo are simply growing pains of a new state, the institutions in Kosovo face stark challenges to strengthen weak government institutions, combat corruption and illicit trafficking, and improve provision of essential services. Most of our military-to-military engagement is at a basic level, such as training the Kosovo Security Force and the provision of personal equipment like boots and uniforms. The programmed reduction of NATO and European Union forces in the Balkans may induce additional risk and requires continued monitoring to guard against others in the region from exploiting weaknesses.

Despite these challenges, there are solid prospects for success given that we are prepared to devote the necessary attention and resources to the region. Bosnia and Kosovo, like their Balkan neighbors, generally hold the United States in high regard. To be effective, we must continue to coordinate our efforts with our European Allies and partners. We must expand our efforts to persuade NATO and European Union partners to persevere in these efforts.

Maintaining stability at the southeastern corner of Europe remains an important transatlantic interest.

Cyberspace. Cyberspace enables and supports all of the efforts, challenges, and opportunities above. The cyberspace domain and the ability to operate freely in Cyberspace are of great importance to European Command. The 21st Century and many events of the 20th Century will be defined or re-defined by the development, movement, and consumption of information in a holistic and collaborative environment. Our ability to freely operate and shape that environment has significant implications on both our leadership and partnerships in Europe.

European Command is already building that advantage and defining that success. Access to reliable cyberspace has become imperative to our national security, economics, and way of life. We must gain greater visibility of disruptive activities, determine how and to what extent these actions increase the risk to security and stability, and build the ability to maintain freedom of maneuver in the cyber domain for ourselves, our friends, and the voices of truth. We have established a Network Warfare Center to provide a fused cyber operations, intelligence and defense capability. We have also reached out to NATO and other partners to establish cyber information sharing agreements. These agreements provide great value by enhancing awareness, building common understanding and developing operational trust. Finally, European Command continues to see the need for continued investment and development of both Joint and Multi-National cyber capabilities. These capabilities must be integrated, layered, responsive, and assured. U.S. European Command sees great promise in the continued development and use of cyberspace in Europe both as a mission enabler and as a common interest area with European allies and partners.

Innovation Cell. Because innovation is so important to maintaining effectiveness, we have established a small, dedicated innovation cell. In the first six months, this team closed a gap in US-foreign partner security cooperation. As a result, it uncovered an interesting human detection technology in the Slovak Republic, accelerated a project with the French Armaments Agency to put a wireless internet router in space, and connected over a dozen different organizations together to demonstrate innovative ways to build partner nation and public-private partnerships to counter piracy.

Building Partner Capacity Center: Building Partner Capacity is at the heart of EUCOM's mission and the key to strengthening stability in our region and the regions to which we project military forces. It requires, however, complex and astute interactions with our Allies and partners, and the application of lessons learned in many different regions. For those reasons, we are investigating the establishment of a Building Partner Capacity Center that will bring together subject matter experts in a way that makes their knowledge accessible to all and facilitates an in-depth examination of the issues.

Counter Narcotics Task Force: In another very critical area, EUCOM and its naval component have conducted a full mission analysis for a Counter Narcotics Task Force and have begun establishing one. United States Naval Forces Europe is initially staffing the Task Force from its intelligence directorate. The Task Force has initiated preliminary outreach to the Maritime Analysis and Operations Center-Narcotics in Lisbon and with the Center for Combating Smuggling in the Mediterranean (CeCLAD) in Toulon. To accelerate establishment, Naval Forces Europe will resource the task force with its own personnel and funding and has set aside additional funding for FY10 as start-up money.

Regional Approach to Stockpile Reduction: In the last decade, Albania, Bulgaria, Croatia, Serbia, and Ukraine have experienced accidental explosions of their aging conventional munitions, destroying infrastructure and causing military and civilian casualties. The amount of unexploded ordnance (UXO), excess, and unstable munitions in our theater is great and of serious concern. We are working with the Department of State, the federal lead for weapons removal and abatement, to enhance their recent stockpile reduction initiative and address with a greater sense of urgency these stockpiles that are aging, destabilizing, and exploding unintentionally. Together we want to preclude another incident that would threaten lives and decrease stability.

Taking Care of EUROPEAN COMMAND Personnel

Quality of Life: European Command is committed to support and maintain a quality of life for our assigned personnel commensurate to the nation we serve and defend. We also recognize that forward deployed forces are better able to focus on the mission when their families are properly cared for through quality living quarters, educational opportunities for their children, and medical care.

Deployment, Behavioral Health and Compassion Fatigue Support: Protracted combat operations, multiple deployments, insufficient dwell time and casualties have critically increased the immediate and future demand for Behavioral Health Specialists for our service members and their families. Multiple studies, for example the Department of Defense Mental Health Task Force, have identified the need for increased behavioral health support to military and family

members. Component commanders have identified the need for additional behavioral health providers and technicians for European Command military and family members.

As we continue to maintain mission readiness, our warriors and families require access to these vital programs and services without stovepipes in a stigma-free environment. A 360-degree review of programs and the connection between at-risk indicators and catalysts is needed to eliminate gaps in support. The goal is alignment of focused care-giver teams with corresponding indicator data systems to ensure the health of our force and family.

European Command community caregivers providing warfighter and family support continue to show signs of stress, burnout and compassion fatigue. European Command, with funding from European Regional Medical Command, contracted to develop and deliver a comprehensive compassion fatigue program titled Providing Outreach While Enhancing Readiness – Caring for the Caregiver, which focuses on providing caregivers with tools and strategies to prevent the risk of burnout, stress and compassion fatigue.

Dependent Education: The quality of the President's school system, managed by the Department of Defense Education Activity, is a major contributor to the Quality of Life of European Command members. European Command's system is a benchmark for other school systems and we need your continued support and funding to ensure we maintain high educational standards.

We continue to work collaboratively with the Department of Defense Education Activity to ensure funding for programs such as The Virtual School for our approximately 2,000 students in the European Command region located in areas with no school. Because funding for educational support in remote areas has not kept pace with new mission requirements, we need your support for this leading edge educational system for our youth. We are now just beginning

to see the effect of nearly \$100M to replace our schools, many of which are 1950s barracks. We must continue funding this endeavor in future years.

We look forward to sustaining the recent accomplishments in Quality of Life and base infrastructure. Taking care of people enhances readiness. In the short term, this includes ensuring the capability of the community support base to deploy Service members and support their families. In the long term, it enables the military services to attract and retain the high quality force our mission demands.

European Command Infrastructure and Logistics

As a large organization with responsibilities spanning Europe, European Command has major infrastructure and logistics responsibilities.

Theater Infrastructure: At enduring locations, we must continue to sustain and recapitalize our infrastructure through responsible use of both the Sustainment, Restoration, and Modernization program and the Military Construction program. At non-enduring locations, we must optimize use of all available resources to ensure these installations remain fully mission effective until the installations are removed from the inventory.

Thanks to strong Congressional support, previous annual Military Construction authorizations and appropriations have enabled European Command to address a balanced mix of our most pressing mission, mission support, quality of life, and housing requirements. The Kaiserslautern Military Community Housing project is nearing completion and is one of several showcase examples of the impact that Military Construction program support has for our community. Continued support of these investments will enable us to eliminate inadequate housing and this will pay dividends as we divest non-enduring bases and consolidate our forces into more efficient communities. European Command's future requirements will appear in our

Theater Posture Plan and military construction requests.

Strategic Mobility and Maneuver. Because facilities and forces must be effectively linked, dependable and available sealift, strategic and tactical airlift, and ground transportation systems are essential elements of European Command's strategy. The fielding of the Joint High Speed Vessel and its assignment to the region will significantly enhance our capability to deploy and transport forces along sea lines of communication. The ability of the Joint High Speed Vessel rapidly to transport large volumes of material will provide a critical engagement platform to support Military Partnership activities and improve our ability to respond to potential contingencies such as non-combatant evacuation operations.

European Command's fleet of C-130s is currently undergoing an important upgrade from 17 older C-130E aircraft to 14 new, more capable C-130Js. The payload, capacity, and range constraints of even these aircraft limit European Command's ability rapidly to deliver forces or materiel across our theater.

Strategic airlift is also an important force enabled in the region. We applaud the stand-up of the Strategic Airlift Consortium - Heavy Airlift Wing that commenced operations July of 2009 at Papa Air Base, Hungary. The wing operates three C-17 aircraft, shared by a consortium of ten NATO and two Partnership for Peace nations, and is the product of a groundbreaking building partner capacity initiative that provides European Command with access to robust theater-based strategic lift capability. European Command will continue to pursue increased organic lift capability to enable the full range of engagement and contingency activities.

European Command's principal contribution to global logistics throughput in support of ongoing operations is to the Central Command region. For example, lines of communication and

distribution routing for logistics support through the European region should be able to support all of the International Security Assistance Force logistics requirements in the event other routes are unable to maintain the required capacity. European Command continually coordinates logistics planning with Transportation Command and the Defense Logistics Agency as well as Central Command to ensure global air, sea and land lines of communication are identified and maintained to support global operations.

Pre-Positioned Equipment: Pre-positioned equipment reduces demands on the transportation system and appreciably shortens crisis response time by providing a scalable capability and enabling the assembly of deploying forces with equipment already staged in the European Command's region. Continued support of the Services' Pre-positioned War Reserve Materiel programs also demonstrates commitment through presence and preserves a broad spectrum of response options, from that of traditional crisis response through support of Humanitarian Assistance and Disaster Relief. As we transition to a more expeditionary posture, there is a heightened need for Pre-positioned War Reserve Materiel equipment configured to support both kinetic and non-kinetic operations, positioned in strategically flexible locations, and enablers such as the Joint High Speed Vessel. Exercising prepositioned stocks also builds military partner capacity with Allies and provides ready assets for units arriving in theater for training/engagement and security cooperation missions.

All four Services maintain Pre-positioned War Reserve Materiel in the European Command's region, either on land or afloat. United States Air Forces, Europe maintains Pre-positioned War Reserve Materiel at main operating bases within the theater, with centrally managed storage sites in Norway and Luxembourg. U.S. Marine Forces Europe maintains Marine Corps Pre-positioning Program-Norway and assets afloat in the Mediterranean via

Maritime Pre-positioned Force ships. United States Army Europe maintains propositioned stocks via the Department of the Army's Heavy Brigade Combat Team pre-positioned set at Camp Darby near Livorno, Italy.

Pre-positioned War Reserve Materiel currently requires upgrade. Over two-thirds of the Marine Corps's Pre-positioning Program-Norway stocks were withdrawn in direct support of Operations IRAQI FREEDOM and ENDURING FREEDOM. Army preposition stocks at Camp Darby have also been reduced to support these operations as well as the International Security Assistance Force. We do not expect this equipment to reset until at least 2015.

European Command is actively involved in Defense Department-led studies examining the global disposition of Pre-positioned War Reserve Materiel and is working to ensure that these studies incorporate our strategic direction and operational requirements.

NATO/SHAPE

"NATO continues to be the essential transatlantic forum for security consultations among Allies. Article 5 of the Washington Treaty and collective defense, based on the indivisibility of Allied security, are, and will remain, the cornerstone of our Alliance."

-- Declaration on Alliance Security, the Heads of State and Government of the North Atlantic Council in Strasbourg / Kehl on 4 April 2009

NATO has been the anchor of Trans-Atlantic security for more than 60 years ensuring the security of its members, enhancing peace and stability throughout Europe, and countering threats across the globe. It is inescapable in any alliance that differences will emerge, consensus becomes difficult, and perpetual challenge makes members weary; thus making NATO's success that much more impressive, though not surprising. The Alliance endures because the principles it defends are timeless and the determination to safeguard freedom is boundless.

In the relative comfort of this success, set against an extraordinary amount of post-Cold War challenges, it would be tempting to address European security as a less pressing matter. U.S. commitment, distinguished by force levels in Europe and leadership positions throughout the NATO command structure, will remain a critical piece in Trans-Atlantic security in the 21st century.

“...NATO’s most important days and most significant contributions
still lie ahead...”

- Gen James Jones, 2006

The NATO Secretary General began a multi-faceted review of NATO’s Strategic Concept with an eye to the future—the results of which will ensure NATO continues being relevant and responsive to future security needs and clearly acknowledges that its most significant contributions still lie ahead. Thanks to the efforts of former Secretary of State Madeleine Albright and the 12-member Group of Experts, who at the request of the Secretary General are leading an exercise of reflection and consultation among Allies, partner nations, NGOs and others interested in the future of NATO, careful examination of threat perceptions, future challenges to our security, and NATO’s role in meeting them is underway.

Whatever the Alliance’s level of ambition, we need to align policy and resourcing in the same timeframe. NATO does not maintain a permanent set of forces; as such, our ability to carry out operations is defined by the armed forces the member nations develop and maintain. Regardless of the willingness of members to contribute, the burden of deployed operations is, and will be, borne by those nations whose armed forces are structured for expeditionary warfare.

NATO needs to be capable of making decisions that may defuse a crisis. There are an infinite number of challenges we may face in the next decade and we must be ready to respond

with appropriate capability across the full spectrum. This does not mean we should be looking first for military solutions; instead, we will require creative work, unparalleled cooperation and active partnerships. Whatever the final solutions, there is no substitute for clear objectives and an honest commitment to achieve them.

“The alliance is part of a broader system working on problems of peace, justice, development and humanitarian response. Accordingly, we should draw a distinction between what NATO must do and what others can do – and between situations where the alliance must act on its own and where a team approach is preferable.”

- Madeleine K. Albright at the 1st seminar on NATO's Strategic Concept

Comprehensive Approach. Since the Riga Summit in 2006, NATO has become increasingly committed to implementing a Comprehensive Approach towards crisis management. The mission in Afghanistan, in particular, has emphasised the necessity to align security, governance and development activities to achieve holistic benefit. Governance, development and security are inextricably linked and cannot succeed without complementing each other through the collaboration between military and civilian agencies and organisations. However, while the aspiration for a Comprehensive Approach is noteworthy and the principle agreed universally, it is somewhat more difficult to realize.

The principle of cooperation is universally accepted, however, without enlightened and firm leadership, will not be realized and optimal progress enjoyed. As the most accepted and legitimate organization, the United Nations must be encouraged to take a greater and more robust lead in a truly Comprehensive Approach. While there is cooperation on the ground between NATO, Security, Governance and Development organizations and agencies at national, regional

and global levels, senior United Nations leadership must act with determined resolve. I would encourage our government to advocate for a High Commissioner who is willing to embrace the leadership necessary to see this critical mission through.

NATO-EU Relations. The European Union is another potential partner for NATO in its Comprehensive Approach. However, differences¹ continue to hamper greater collaboration. There is a genuine need to enhance NATO-EU cooperation, whether within or beyond the 2003 ‘Berlin Plus’ framework. Currently, NATO and the European Union may conduct parallel military and civilian operations with no established or formalized mechanisms for coordination and cooperation. Field commanders then resort to informal but pragmatic ad hoc arrangements to harmonize their missions. Although these arrangements are a means to an end, they cannot fully harness the true potential effects of NATO-European Union collaboration during all phases of crisis management. NATO and the European Union may offer capabilities that are complementary for addressing a given situation. The challenge is to find an appropriate mechanism for achieving unity of effort without unnecessary duplication.

From a military perspective, we do our very best to collaborate both in terms of planning and execution. However, we will not be able to deliver a complementary, holistic effect without high level political agreement between NATO and the European Union. While I am confident that NATO’s Secretary General and his European Union counterpart are doing their utmost to resolve the matter, it will take time and patience before we reach a meaningful and efficient level of cooperation.

While paving the way to the future, NATO must balance the urgent with the important and commanding forces is my highest priority. Since its first military intervention in 1995,

¹ Principally emanating between Greece and Turkey over Cyprus and linked to EU membership.

NATO has been engaged in an increasingly diverse array of operations. Today roughly 100,000 military personnel are engaged in NATO missions around the world, successfully managing complex ground, air and naval operations in all types of environments.

Kosovo: Today, approximately 10,000 troops from NATO's Kosovo Force are deployed in Kosovo to help maintain a safe and secure environment, preserving the peace that was imposed by NATO nearly a decade earlier. Following Kosovo's declaration of independence on 17 February 2008, the Alliance reaffirmed that KOSOVO FORCE shall remain in Kosovo on the basis of UN Security Council Resolution 1244. NATO and KOSOVO FORCE will continue to work with the authorities and will cooperate with and assist the UN, the EU, in particular EULEX, the EU Rule of Law mission in Kosovo, and other international actors, as appropriate, to support the further development of a stable, democratic, multi-ethnic and peaceful Kosovo.

NATO and Iraq: At the Istanbul Summit in June 2004, the Allies agreed to be part of the international effort to help Iraq establish effective and accountable security forces. The outcome was the creation of the NATO Training Mission in Iraq (NTM-I), which to date has trained over 14,000 Iraqi security sector personnel. NTM-I is involved in police training, establishing and mentoring Iraq's military academies, and facilitating substantial equipment donations and regular out-of-country training hosted by NATO Allies. All NATO Allies contribute to the training effort through deployment of trainers, provision of equipment, or NATO's financial contribution. The Government of Iraq regularly praises NTM-I, and continues to request its continuation and expansion.

ACTIVE ENDEAVOR: Under Operation ACTIVE ENDEAVOUR, NATO ships are patrolling the Mediterranean and monitoring shipping to help detect, deter and protect against

terrorist activity. The operation evolved out of NATO's immediate response to the terrorist attacks against the United States of 11 September 2001 and, in view of its success, is continuing. As the Alliance has refined its counter-terrorism role in the intervening years, the experience that NATO has accrued in Active Endeavour has given the Alliance unparalleled expertise in the deterrence of maritime terrorist activity in the Mediterranean Sea. NATO forces have hailed over 100,000 merchant vessels and boarded 155 suspect ships.

By conducting these maritime operations against terrorist activity, NATO's presence in these waters has benefited all shipping traveling through the Straits. Moreover, this operation is also enabling NATO to strengthen its relations with partner countries, especially those participating in the Alliance's Mediterranean Dialogue.

Supporting the African Union: Well beyond the Euro-Atlantic region, the Alliance continues to support the African Union (AU) in its peacekeeping missions on the African continent. Since June 2007, NATO has assisted the African Union Mission in Somalia (AMISOM) by providing airlift support for African Union peacekeepers. Following renewed African Union requests, the North Atlantic Council has agreed to extend its support by periods of six months on several occasions. NATO also continues to work with the African Union in identifying further areas where NATO could support the African Standby Force. NATO's continuing support to the African Union is a testament to the Alliance's commitment to building partnerships and supporting peacekeeping and humanitarian efforts beyond the Euro-Atlantic region.

Operation OCEAN SHIELD: Building on previous counter-piracy missions conducted by NATO beginning in 2008 to protect World Food Program deliveries, Operation OCEAN SHIELD is focusing on at-sea counter-piracy operations off the Horn of Africa. Approved on 17

August 2009 by the North Atlantic Council, the current operation continues to contribute to international efforts to combat piracy in the area. It is also offering, to regional states that request it, assistance in developing their own capacity to combat piracy activities.

NATO Special Operations Forces: The U.S.-led NATO Special Operations Forces Coordination Centre has continued to serve as a dynamic engine of transformation within the Alliance. As a result, in September 2009, the North Atlantic Council approved its reorganization into the NATO Special Operations Headquarters. The NATO Special Operations Headquarters, projected to be fully operational in 2012, will continue to provide coordination, support, training, and enabling functions for NATO SOF, but will also fill a void in the Alliance's crisis response options, establishing an assured, rapidly deployable SOF command and control capability, by providing the core elements of a deployed special operations headquarters. Evolving to a headquarters will better enable the synchronization of SOF across the Alliance, enhance NATO SOF unity of effort, and provide Allied SOF with a multinational out of area command and control capability.

The NSHQ's SOF Communications Network underpins Allied and Partner SOF collaboration by providing an unprecedented vehicle for command, control, communications, and intelligence sharing for networked operations. The NSHQ's Special Operations Forces Fusion Cell (SOFFC) in Kabul, Afghanistan is demonstrative of the operational impact among Allied and Partner SOF. This stakeholder run enterprise, manned by some 40 personnel from 11 nations and several agencies, focuses on garnering information from a multitude of Allied and Partner sources, fusing that information with operational requirements to produce and

disseminate actionable intelligence to ISAF SOF Special Operations Task Groups (SOTGs) and our Afghan partners.

The NSHQ is building enduring operational capabilities, collaborative policies and procedures, and networked command, control, and communications mechanisms among NATO SOF. Collaborative training and exercises reinforce this framework to ensure Allied and Partner SOF are interoperable in order to operate more effectively in designated combined operations well into the future.

Afghanistan:

NATO's operation in Afghanistan currently constitutes the Alliance's most significant operational commitment to date. America's Allies in NATO have shared the risks, costs and burdens of this mission from the beginning. They have contributed to International Security Assistance Force and the Afghan National Security Forces, as well as significant non-military contributions.

The situation in Afghanistan today is complicated and challenging. As the President has stated, Afghanistan is the epicenter of the violent extremism practiced by al Qaeda. For this reason, I strongly support the President's new strategy for Afghanistan and I will continue to work with our Allies as we all contribute to this challenge. Our Allies have already contributed a great deal to this war, fighting, bleeding, and dying side-by-side with our own troops.

"This is not just America's war, this is an Alliance mission..."

-- NATO Secretary General, Anders Fogh Rasmussen

And many have committed further contributions following President Obama's announcement, strengthening their resolve and partnership.

I believe there are four areas in which we must succeed in order to win in Afghanistan. First, we must strike the right balance between our civilian and military efforts. Success cannot be achieved solely by the military. In addition to strong military and police forces to ensure security, Afghanistan needs a credible government taking active, visible steps to show that it is stamping out corruption, improving efficiency and delivering necessary services to its people effectively. This is where concentrated civilian efforts are needed the most, for it is they who have the expertise and credibility on topics such as rule of law, economics, and agriculture – three areas that are critical to Afghanistan's reconstruction and development.

Second, if Afghanistan is to become a secure and stable nation, the Afghans themselves must be at the center of this effort. Our Allies must partner with Afghan security forces and civilian personnel to mentor and develop their own capabilities to conduct these critical activities on their own. The Afghan people must assume responsibility for the well-being of their country and they must feel confident in their own government's ability to provide basic security and services absent of corruption and tribal favoritism.

Third, strategic communication will be a key method of ensuring that the Afghans, as well as our enemies, understand the United States and our Allies are committed to a secure and stable Afghanistan.

Finally, the most important role that the military can play in this strategy is to increase the size and capability of the Afghan National Security Forces (ANSF), through training and mentoring, to be able to take the lead responsibility for securing their country.

Again, the challenges facing Afghanistan today are serious and complex. However, I am confident that the Afghan people will prevail. We have the right strategy and resources in place to partner successfully with the Afghans to develop their capacity to self-secure.

A recent survey conducted in Afghanistan by the Afghan Center for Socio-Economic and Opinion Research underscores how our strategy is indeed bringing us closer to our goals in Afghanistan. That survey revealed that nearly three out of four Afghans interviewed expect things to be either somewhat better or much better in a year. That sentiment reflected a 51% improvement over the year prior and is indicative of a spreading feeling of hope, not hopelessness.

The survey also revealed that 85% of Afghans interviewed rate the work of Afghanistan present government as either fair, good, or excellent, and nearly 90% also rated their provincial governments as fair, good or excellent. Both the Afghan National Police and the Afghan National Army received an 89% approval rating, indicative that our investments in training these security forces are paying off. 90% of Afghans interviewed also said they would rather have Afghanistan's current government in place than the Taliban or another government and 69% said they considered the Taliban the biggest danger to Afghanistan.

These are all good news indicators that validate our effort to put the Afghan people at the center of the equation in Afghanistan. We need to continue giving the Afghan people hope that they are not destined to live under the yoke of tyranny and offering them every opportunity to live in an Afghanistan with a future worthy of their sacrifices.

Conclusion

The Soldiers, Sailors, Airmen, Marines, and Civilians at European Command and Allied Command Operations contribute to our national security everyday with their professional engagements with our Allies and partners in the European theater. As we look forward to continued success, I ask for your continued support of these men and women and their families to ensure they receive the care and benefits they deserve.

Operationally, we must continuously strive to find flexible authorities and funding mechanisms to build the capacity of those partner nations willing to fight side-by-side with us. This has become increasingly important because of the recent surge in activities in Afghanistan and the need to get our Allies and partners more involved. Your continued support and expansion of authorities like NDAA Section 1206, particularly allowing their use for partner nation forces deploying to Iraq and Afghanistan, has been absolutely pivotal in enabling our strategic efforts in the European theater. With these programs, we are able to provide our Allies and partners with the training and equipment necessary to achieve interoperability with our own forces engaged in on-going overseas contingency operations. They will be able to arrive in theater better prepared to assume the responsibilities they have committed their forces to undertake, further reducing the risk of injury and loss of life.

Furthermore, our efforts to fulfill this short-term task of building enduring capability are vital to ensuring the long-term stability and security of Europe. In addition to increasing the contributions of our allies and partners to operations outside Europe, building partner capacity allows us to make significant progress toward achieving strategic objectives within the AOR. For example, we have been able to conduct security sector reform assessments in Albania, an inter-agency effort critical to integrating Balkan countries in the European community. We also

have numerous programs targeted at countering the proliferation of WMD throughout the theater such as the Proliferation Security Initiative and the Global Initiative to Combat Nuclear Terrorism. But we cannot stop there. With greater flexibility, these authorities can achieve greater strategic goals in support of our theater and national objectives.

European Command and Allied Command Operations serve as important links between the United States and our friends in Europe, effectively “bridging” the Atlantic. We are building and strengthening relations with our European partners that will help us ensure the security of the United States at home and abroad. We are all **STRONGER TOGETHER**.