

THE BUGLE

BALTDEFCOL NEWSLETTER



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INTERNATIONAL NIGHT IN THE BALTICS

5th of November was again that time of the year that all staff members and students had been waiting for—the annual International Night in the Baltics. It was an evening filled with colourful international warm and cold snacks, dishes, cakes, candies, good music and various interesting drinks, etc.

After the participants had got acquainted with delicious dishes and drinks it was time for the cultural programme which included fabulous Latvian folk dancers and performances by different music groups. The Latvian

folk dance group infected the audience with such an incurable dance fever that after their performance the dance floor soon filled up with enthusiastic dancers.

But as it is the case with most amusing parties—time flew fast and before we knew, the party was over. The best time to quit is when people are still enjoying themselves. Hopefully everybody has good memories of the evening and we'll look forward to next year's International Night in the Baltics.

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Dear Staff of the BALTDEFCOL!

I would like to recognize that three years of our common work together has passed by. As it always happens in the military there comes the time to change commanders. In this case this will happen on 17 December when Brigadier General Meelis Kiili will receive the BALTDEFCOL flag in our Change of Command ceremony.

With this it comes time to look back and see what has been achieved during the three years I have commanded the BALTDEFCOL.

First of all, I want to thank all the BALTDEFCOL staff whose excellent support has been important during these three challenging years. If we look back then we started with a good foundation three years ago with four courses taught at the BALTDEFCOL. During these years we have significantly improved our manner of delivering the courses and built on a professional academic approach to military education.

We made major changes in the evaluation system at the start of my command period. It was not easy to implement a new system, but the changes have proven effective and they have been recognized as an improvement from an education perspective and have brought us in line with normal academic standards. I want to congratulate the BALTDEFCOL faculty and staff for these efforts and other efforts made in improving the delivery of our courses. Together we have made some solid gains for the College!

These changes have not been ignored by the academic community in the form of our senior mentors, guest speakers, and academic advisory board members, who have all noted and saluted the develop-

ments and improvements in our academic methods. This recognition and trust earned in our academic method is a good foundation for sustaining and future building and further development in the quality and standard of the education offered at the BALTDEFCOL. All what has been done is in line with the policy guidelines provided by three Baltic Defence Ministers to meet their goal of making the BALTDEFCOL an internationally recognized educational institution.

A recognized, certified, and accredited education is a very important tool for recognition of our past work and also for our future work as we continue to receive foreign students for the BALTDEFCOL. In this case, we need to continue the process of recognition and accreditation of our courses in other countries as well in the NATO and EU formats and institutions.

As part of the improvements made in our academic delivery we need to recognize our improvements in how we deliver our teaching. Part of this has been the introduction and development of system of lesson plan integration in our daily academic life. This is already well received as guaranty of educational delivery seen from the view of other allied nation staff colleges as well as from the universities in the Baltic countries.

I see need to finalize the changes that have begun in all the BALTDEFCOL educational activities. As a part of our developments we need to formalize the BALTDEFCOL System approach to training implementation which perhaps is coming to be more formalized and more easily carried out with the M-I-M4 series. We need to be able to complete this process and

employ the method of external evaluation visits to our chief supporting countries to ask them to look at and assess what they see as needed changes and improvements in the BALTDEFCOL educational procedures and achievement targets.

Thirdly, we have truly changed our way of delivering and have made major improvements in applying new methods and systems in the BALTDEFCOL IT system. A big "Thank you!" should go to Dr Valentin Abramov, as well to his team. I think the IT support has changed the life of the faculty for the better and has helped in how we deliver and teach in the BALTDEFCOL using the IT tools and support. The IT staff have also changed and improved the support that the students at the BALTDEFCOL receive.

In addition, advanced distance learning is coming to be a normal tool of our education. This is a further indication of our growth as an institution of learning. Video telephone conferences with guest speakers have also been developed as a tool to connect to our faculty and students to other military institutions and this has become a normal part of our life in the last three years.

Fourth, we have introduced new developments for supporting our arriving faculty members and developed professional development policies for them during they stay at the BALTDEFCOL. This is very important as we need to acknowledge that in order to recruit the best faculty for the future needs we need to have the right motivation and encouragement to become a member of the BALTDEFCOL directing staff. To support this we need to look after each directing staff member's self devel-

opment and education during the whole period of his or her stay in Tartu. This also needs to be continued in the future and we need to take into account this continued development as we deal with the challenge of frequent faculty turnover with most faculty changing in a two year period.

During these last three years we have dealt with the BALTDEFCOL support issues which, in my mind, are important to be resolved in the next two years to signal to the countries that support the BALTDEFCOL that we look after our staff members and their families well.

We need to thank Estonian De-

fence Ministry as well as Estonian Minister of Education and Research Mr Tõnis Lukas for the important developments and improvements made in the sphere of international teaching in Tartu city. But we should not stop just there and need to move to the final stage of implementation. In moving ahead it is very important to recognize the support of Tartu mayor Mr Urmas Kruuse, and see that this progress in cooperation will also continue in the future.

Finally, I need to say that there is always room for improvement, adaptation and change—and we should never forget that principle as we proceed in further developing our educational programme!

I would like to thank all of you at the BALTDEFCOL for the great support you have given me as your Commandant and I wish you all the best in the future in delivering the best possible education for the officers of the Baltic States and of other countries!



BrigGen
Gundars Abols
Commandant

In Brief

In Brief

In Brief

New editor

You may remember that the Bugle changed editors a few months ago. But as you can see no drastic change has come about with the new editor. The Bugle has maintained the same familiar layout with a slight change in the colour scheme.

As to the content of the Bugle the main sections have remained the same. In this issue we have an academic writing special which features an essay by one of our BALTDEFCOL students and hopefully this encourages and inspires also other students in their writings.

Overall the Bugle will try to cover those news related to the BALTDEFCOL that have not reached the news and events section on our homepage or the news will be presented from a different angle.

The editorial board welcomes all kinds of feedback from the reader. If you find that there should be a certain section in the Bugle or a piece of news that should definitely find coverage in the Bugle then let me know.

Enjoyful reading,

Ms Berit Marksoo

European Security and Defence College High Level Course Module 2 “EU Crises Management Capabilities” was a success!

ESDC HLC Module 2 was conducted by the BALTDEFCOL together with the Joint Services Command and Staff College (JSCSC) of the UK Defence Academy, and with the support of the ESDC Secretariat on 07-12.11.2010 in the Dorpat Conference Centre. Over 70 participants from different European countries discussed various aspects of capability development, assessment, planning, management, future challenges etc. On the last day of the Module the participants visited the Co-Operative Cyber Defence Centre of Excellence in Tallinn.

The participants were very satisfied with the event—with the content, the overall flow and especially with the professional organisational side of the event. The latter was such a success that the organizers of the next module will follow their lead. The Bugle also congratulates the BALTDEFCOL staff members that were responsible for organizing the event!

Director of US National Defence University Library Ms Meg Tulloch visited BALTDEFCOL

Director of the US National Defence University Library Ms Meg Tulloch visited the BALTDEFCOL on 28-29 September. She gave two lectures: one to the BALTDEFCOL staff on Military Research Resources and the second to the representatives of Estonian defence libraries on the future trends in the US libraries. The Bugle also sat down with Mrs Tulloch and asked her a few questions about the MERLN consortium and the future developments in the National Defence University Library.

You started the MERLN database 2001, how far do the oldest documents date back that can be accessed online?

There are historical documents but not very old, we started and basically went forward, it wasn't the original intent but sometimes it makes sense to put historical documents in there. For instance the national strategy documents—we have the Ronald Regan national security strategy from 1987 and we are trying to get the whole collection of the strategy documents. So it really depends on the collections and if it makes sense to go backwards. I doubt that we have anything before the 1980-s.

How do you feel about e-books and e-book readers?

At the moment we have a service called e-Library which is an online service accessible from any computer because it's all web based or from a reader that has an internet access and a browser. But we're interested in the pdf versions of e-books which are useful as one can highlight it, make notes to it. The main problems we have to solve are that if we have collections of e-

book material then will the students be able to access the materials; how can the book be downloaded from the library by the reader; will it have a certain lending period, etc. Some readers have been tested just for the materials and students haven't really liked them, but I think if you have something like the I-pad, where you can type and access the internet, then it would be a different story.

Mostly people are using e-book readers for pleasure reading be-

“My staff sometimes looks at me and says no more, nothing new! They know I'll come back with something new.”

cause of the small format, but they are not set up for libraries and it hasn't been really taken seriously in the academic world as there is no good model yet. A lot of schools are testing different readers and so far I haven't seen anybody who would really like a particular reader.

How long does it usually take to form a Mipal or an Issue at a glance for instance?

Mipals are very labour intensive, because there is a lot of information probably taking a couple of months to create it. Usually one librarian gathers most of the info and then sends it to another one to look what else would be

needed to add. After that Mipals are sent to the reference librarian or a group of librarians who will then make evaluation going through a creation process and then an evaluation process to see if it has enough information

Where do you get the subjects for Mipals and issues at a glance?

Often from faculty, but also from students if they really want something, or we'll sit down together and really think about this topic and discuss it. So basically it can come from the students, faculty, librarians or if there is a conference coming but I can see where there would be a request, or in the case of the Centre for the Studies of Weapons of Mass Destructions, we met with them and they really wanted something they could have access from anywhere, but usually it's an academic request. We try to make sure that it is not too narrow but that it is academic in nature.

Do you get feedback to the pieces from students, academics and universities?

Once we create a Mipal or issue at a glance, we usually send it out to the university community and we request that they give feedback as well. And sometimes we send it out to other academic military libraries so they can give us feedback, or any time anybody sees it they can give us feedback. For the most part we get a lot of positive comments.

Who are the main users of the MERLN consortium?

It is used heavily in the military

academic world and also in the regular academic universities where military strategy, military history or policy is studied. So there is a heavy academic and military use. But primarily if you are doing something scholarly then in general you don't go there for fun to just read it, although I suppose you could.

What are the Future changes or innovations for the NDU library ?

One of the things we are working on is information outreach. We have another program for the international students who attend the university—they put together commercial databases that they can access when they leave, but that is just for international students who attend the university. We are working on the same type of thing for the defence colleges around the world and have to work through the regional centres.

In the library itself we look at a lot how to make it easier for the students to do search. So we are investigating a Google-like search where you can take all the indexes from different databases and make a giant da-



Ms Meg Tulloch giving a lecture to the representatives of military and defence libraries. (Photo by Mr Raido Saar)

tabase so that people can search it. It doesn't work quite as we want yet but I hope that within the next few months we will release it and it will have general information, book information and archive information all in one place so it will be like a starting point where you can do some basic searches and see where the information is located, so that if you want something specific you see where the info is and can go to the specific database.

Another big thing that we are working on is teaching. We have a real

research course for the students with different classes on different subjects that mirror what they are studying, like military strategy, different types of regional studies, government and legal resources. Students are taught early in the morning before regular class, lunch time and on weekends, and if the latter take 4 of these classes then they will get a research certificate. Students are motivated because they want to do well on their studies and also are eager to get a certificate. So that is new and is also offered to the staff and faculty So

MERLN was created in 2001 and it represents a network of military academic libraries that provide different electronic resources for academics, students etc. MERLN site has about 30 000-40 000 users per month. The site gets the most visitors from the US, China, Germany, Canada and France.

Under the publications section you can access different publications of the contributing research centres and universities. There is also a list of White papers of different countries and under the Mipal section you can find a list of military policy awareness links about countries and about some major topics of interest like weapons of mass destruction, national security strategy etc. The most popular Mipals so far have been National Security Strategy, Afghanistan and Pakistan. Since they are created and updated mainly by the US libraries, they also include the US policy towards the country or a specific subject.

Another interesting section is the Issue at a glance, which provides a pretty thorough snapshot view of critical defence and foreign policy topics like Deepwater Horizon Gulf Oil Spill and the US relations with the Muslim world etc.

Those of you interested in more historical documents can take a look at the digital collection section, although most of the documents date back no more than 20 years, some historical documents can also be found under this section (for instance „The Judge Advocate Journal“ from 1944 and United States Military Academy has John Adams, 1735-1826 Manuscript etc).

But if there is a topic that offers you great interest and you think it should also be covered in MRLN then feel free to send them your proposition by e-mail or by using the comments section of the webpage. All feedback is welcome.

far it has been very popular.

And my next project is that we are going to create a technology lab for the staff where we would like to create applications for the mobile phone so people can make searches with their mobile phone. I have one librarian who is very interested in second life, so she does that in her free time and is giving lectures on being a librarian in second life.

Another plan which will take money and time is creating a space where they can work together with each other and have flat screens and they would be able to hook their laptops and show the paper they are working on. That is something I'd like to do—create a more collaborative space.

So the Library has become the centre point of the University?

Exactly, it is one of the few places where the entire university can meet: different faculties' from different colleges' researcher, students can all be in the library together. We see ourselves as the crossroad where everybody gets together. We also do programs at lunch time, 4-5 times per year, where we have a popular speaker coming who will give a presentation and answer questions—all this during having lunch.

Does the NDU have a newsletter or a newspaper as well?

We do have the National Defence University Press who produces a lot of books and subject related

newsletters, but not necessarily on the university. Our public internet site is very boring and therefore we have to redo it as it currently doesn't change very much whereas people constantly need something new and interesting.

The colleges and research centres have their events that are published on their websites, but there is no central page. That's one of the big challenges. The library is very interested in making information accessible to people and then also archiving it, so that we have a history about what has happened and if there were papers or articles published along with this event then we'll try to archive those as well, because if the library doesn't have it then nobody knows where it is.

The Baltgirls are back in action!

Baltgirls first came together in September 1999 as an informal group of wives of international directing staff members and students of the BALTDEFCOL. According to the tradition the Baltgirls meet once a month and take turns in inviting each other over and bring dishes. First of all it offers the wives a chance to get to know each other, share information, find people with same interests and help to find solutions to different problems like for instance problems with schools or kindergartens. This has previously resulted in forming a sewing club, a settler's club, bridge club, different study groups etc.

For some years the Baltgirls were inactive, but since this autumn the group has come together

again and they have already held several meetings and even organized a trip to Southern Estonia where they visited the Piusa caves and the Setu Farm Museum.

This latter event will surely not be the last one. And if there are wives of directing staff or students of the BALTDEFCOL who have not yet participated in these meetings but would be interested in joining the Baltgirls or wish to get more information about them then they can contact either Ms Silva Kiili directly via e-mail (silvakiili@hotmail.com) or contact their National Senior Representative who will give them the necessary information.



Ms Sandra Brand with her daughter

Exploring Estonia—Around Setumaa

By Ms Silva Kiili

Although Estonia has no high mountains nor deep canyons we can say that Estonia is larger on the inside than it is on the outside – such diversity in landscapes, vegetation, seasons and in weather can not be found in many places. There is still an abundance of unspoiled nature, air and space in Estonia which means there's enough room for everyone to enjoy the peace and solitude. Estonian artist and editor Mr Vano Allsalu has said, that for him, Estonia is above all a country where everything has a human dimension – nothing is too big or too insignificant to attract attention.

So, keeping this in mind we – the Baltgirls – decided to start discovering Estonia from Setumaa – South East of Estonia. Setu people are believed to be the oldest settled people in Europe.

It was a rainy day in October when we packed ourselves in proper clothes and left Tartu at noon. Our first point of interest was the Setu Farm Museum, but on our way there, we decided to drive through a small place on a beach, Lake Lämmijärve, where we had a good view over the lake on Russia. The Setu Farm Museum offered us a nice and warm Setu lunch (special thick porridge from potatoes and barley with cumin tea) and gave us a guided tour around the farm which dates back to the end of 19th century. What makes the Setus special is that they still keep their ancient customs, folk songs, tales, dances and rituals alive remarkably better than any other region in Estonia. There are still about 10,000 Setus who speak Setu language which differs from the standard Estonian like for example Norwegian differs from Swedish. Also, if Estonians are mainly Lutherans then the Setu



Baltgirls in the cave. From the left: Ms Indra Azacis, Ms Stephanie Nielsen, Ms Sandra Brand, Ms Simona Peterfi, Ms Rita Kerttunen, Ms Silva Kiili and the two wonderful guides

community follows the Russian orthodox/ Greek-Catholic orthodox religion.

Our next point of interest was the Piusa caves – a vast system of caverns in sandstone. Actually it is an old glass-sand mine, or rather a dig out. It started as an underground mine in 1922, but as the technology developed, since 1970, the mining became an opencast mining. Later on a path and wooden rails were built in the abandoned underground mine caverns. The trails are mainly for the protection of the bats as in 1999 more than 3,000 bats were counted. That makes it the biggest known colony of bats in the Baltic States. From 2006 the caves were closed for the public for safety reason, but with pre ordered guided tour we could get in to some of these caves.

After a tour in the caves we stopped at a brand new Visiting Centre, which by that time, had

not been opened yet. We were lucky to find some people preparing exhibitions for opening ceremony and we were privileged to be the very first visitors. Can you imagine, sitting on a wood stump, slipping toes in the sand and watching a 3-dimensional movie showing the deepness of the caverns?

Although there was still a lot to see in Setumaa and in the surrounding areas (for example a meteoritic crater called the Devil's Grave, or sunset in swamps) it was already too dark to continue our tour. So we decided to head back home to get warm: either have a hot sauna or a warm shower and to get a good night sleep after a tiring but exciting day. Now it's time to start thinking about exploring other parts of Estonia.

● ACADEMIC WRITING SPECIAL ●

Importance of Writing in Military Education

By Dr Asta Maskaliunaite

The ongoing worldwide debate on the virtues of training vs. education in the military has been present at the BALTDEFCOL since its establishment. It is hard to deny that the officers need not only military skills, but also “intellectual agility.” Writing in the College is designed to enhance exactly this “intellectual agility” and help officers improve their proficiency in logical argumentation, convincing presentation of facts, analysis of different situa-

tions, events and phenomena, ability to make generalizations and extrapolations.

In order to encourage the perfection of writing in the BALTDEFCOL, the best student essays are selected for publication. The work by Maj Konstantinas Andrejevas presented in the Bugle is one of the best attempts to tackle the topic given to the students as a part of Leadership module: “Operational art and your armed

forces in the next 10 years” through the perspective of historical military leaders. By taking the logistics perspective, the author managed to connect the developments of Alexander the Great with the future needs of the Lithuanian armed forces presenting an exemplary piece which shows clearly that there are lessons to be learned even in studying 2000-years old campaigns.

Operational Art and Lithuanian Armed Forces in next 10 Years

Logistical achievements of Alexander the Great and Lithuanian Armed Forces Logistics

By Maj Konstantinas Andrejevas

Introduction

In contemporary world the military power of a state is based not only on the skill of infantry fighters or quantity of tanks and planes. Since the modern army is a huge and complex organization, each military operation requires combined set of actions of maintenance and sustainment with all the necessary equipment: ammunition, spare parts, foodstuffs, fuel and other vital objects without which

planes would not fly, tanks would not move, and infantry would not go in attack. Modern technology increased the lethality and mobility of new weapon systems which can generate enormous losses and require difficult solutions for the commanders who develop military operations and campaigns in order to achieve strategic objectives, also known as operational art. Therefore, “the role of logistics ... at the operational level ... to sustain combat power while exercising operational art is taken on

even greater importance.”¹ Operational logistics is a critical part of operational art as it provides possibilities for the commander to have flexibility in planning and conducting of operations and campaigns in order to achieve desired outcome.

In a peacetime era, most armies are managing restricted budgets, low troop levels, and outdated equipment, which restrict the opportunity to conduct large military

exercises in order to improve operational art skills and level of forces' readiness. For that reason, historical study of military campaigns and commanders can facilitate a better understanding of the operational art. Although in most military case studies emphases are put on the battle itself, "the historical experience in warfare since the military expeditions of Alexander the Great to the Gulf War teaches ... that logistics is an important and inseparable part of warfare."² Consequently, this essay analyses the question of how operational genius in operational logistics can be implemented in Lithuanian Armed Forces in the next 10 years through the combination of historical lessons with modern technological advantages. To accomplish this, operational logistics is introduced by studying a historical example of a great military leader, such as Alexander the Great and the way he applied it. In military history among historical leaders like Julius Caesar or Hannibal, Alexander the Great was considered as an extraordinary tactician, but it is his logistical solutions, "the complexity and smoothness of which offers ... the clearest signs of his genius."³

Military logistics is defined as a "discipline that encompasses the resources that are needed to keep the means of military operation going in order to achieve its desired objectives."⁴ Analyzing Alexander's logistical solutions, which advanced Macedonian army to the top of military art, may help in determining the future of Lithuanian logistics forces. Therefore, this paper consists of two

parts: the first describes the logistics solutions of Alexander the Great; and second the future vision of the Lithuanian Armed Forces Logistics in light of findings of the first part. The lessons from Alexander's campaigns will illuminate the possibilities of better organization of combat service support system for Lithuanian troops through the replacement of outdated equipment and utilization of logistical intelligence. The goal is to optimize logistics footprint that will subsequently minimize resources that are needed to sustain military operation.

Alexander's the Great logistics solutions

Victories of Macedonian army under Alexander the Great's command make the top of military art of the Ancient Greece. In his short 13 year period as a king, until his death in 323 B.C., he conquered many countries including Syria, Greece, Persia, Egypt and India.⁵ The remarkable Alexander's achievements were not an accident, as he was able to do not only operational, but also logistical preparations before his military forces would be involved in the campaign.

One of his solutions was to minimize the logistics footprint of Macedonian army. The continuous flow of massive quantities of resources to maintain combat forces creates a huge theatre level logistics footprint which slows down the movement of forces. As Donald W. Engels describes, during that time troops did not carry

their arms and food supply, it was done by numerous servants and carts, which created huge logistical tail of marching armies. In order to minimize logistic footprint, Alexander forbid wagons to be used by the army to carry equipment and food and had limited servants to one for every four soldiers. Without using servants and carts, Macedonian soldiers had to carry by themselves their arms, armour, and some provisions while marching.⁶

Moreover, prohibition on using carts was placed to increase the army's speed and mobility as the carts slowed them down. For expeditionary forces long and slow moving logistics convoys clog roads and may thus disturb the advance of combat units. In addition to that, to increase the tempo of Macedonian troops Alexander changed oxen to horses to pull carts, which had been used to transport necessary equipment, as oxen could only achieve a speed of 3 km/h and their endurance was lower than that of horses. For instance, an ox can work only five hours per day while horses can perform eight hours shifts with average speed of 8 km/h.⁷ What is more, carts with pack animals and drivers need sustainment too, therefore, consume logistics resources. Donald W. Engels describes that the restricted use of carts and better utilization of horses in Alexander's army, would not only increase its mobility but also reduced the number of drivers and the need to carry or acquire fodder for animals and lumber to repairs of carts. The last one is

very important consideration as the troops had to march through the treeless areas of the Central Asia, where the acquisition of needed resources would have often been difficult and the reduction of tempo would have had negative dramatic effect on army's advantages.⁸

Consequently, because of limitations of transportation units, the army of Alexander could not remain self-sufficient for long distances in barren terrain. To solve that logistical problem, Alexander decided to use merchant ships as floating supply depots. For instance, an average merchant ship was able to carry around 140 tons of supply each, while a horse could carry only about 100 kg. Yet horses needed to eat 10 kg of forage per day, and thus would consume their own load in ten days. Marching along carefully selected routes, which were close to big rivers or sea coast, Macedonian army used those ships as a base of supply. This logistical solution, to utilize ships as a new mean of transportation to support military operations, contributed greatly to Alexander's military achievements especially during his long distance campaign in Southern Iran.⁹

Yet, as Donald W. Engels writes, even though Alexander created a logistical system for self-sustainment, he still depended on the host nation support, because the stockpile, which was carried by soldiers, horses and ships, was not sufficient to sustain the forces on long campaigns far from sea-shore. Supply was emphasized by J.F.C. Fuller as the foundation of Alexander's military plans.¹⁰ Dur-

ing Alexander's campaigns, he had been making arrangements for the army's provision in advance with local officials, who regularly surrendered to him before he entered their territory. Throughout that time most agricultural production was on subsistence level and the majority of population hardly had enough food to feed themselves in the months before harvest. Therefore, Alexander would delay his military operations until his troops could be supplied by host nation through which territory his troops would march. To accomplish this task, advance logistical intelligence was always an essential factor for Alexander's successful operations as he needed to consider the climate, transportation, geography, and the agriculture calendar of a given region to plan his military campaigns.¹¹ The logistical assistance provided by locals to the Macedonian army during its transit through their territory greatly aided in augmentation of sustainment of the deployed Alexander's forces and reduced amount of supply to be carried by the troops.

All those Alexander's logistics solutions significantly reduced the size of logistics footprint as it would contain only a limited number of pack animals and very few carts, therefore, this had the great effect – it made the Macedonian army quicker-reacting, more mobile, and easier deployable force at that time.

Future vision of the Lithuanian Armed Forces Logistics

Since 2008 the Lithuanian Armed Forces is carrying out a reform. The purpose of this transforma-

tion is to create a quickly reacting, more mobile, easier deployable, well-equipped and prepared forces that would be able to contribute to various types of NATO operations both within the territory of Lithuania and beyond its borders. Thus, it is assumed that "mobile and rapid reaction logistics capabilities of a high technical level are necessary to ensure the fully fledged participation, maintenance and rotation of Lithuanian military units in all kind of operations."¹² New technological advances dramatically improved combat service support capabilities in contemporary Lithuanian Armed Forces. Nevertheless, lessons can be learned from Alexander's logistical decisions to shape the vision of a better troops support system in order to optimize logistics footprint that can be implemented in the next 10 years.

First of all, the decision should be made on gradual replacement of the existing logistics organization where each military unit possesses a complete set of logistics services, for a new structurally centralized organization of military logistics. All logistics units shall be centralized under the single Logistics Support Command to reduce number of organic logistics structures in operational forces that in turn will minimize logistical footprint on the battlefield, as one logistics unit can be employed to support several fighting units simultaneously. This will also increase visibility and ensure better command and control of overall logistical system. Centralization of logistics would considerably affect mobility of units due to the reduction of their dependence on sluggish organic logistics services.

Moreover, it is necessary to replace old inefficient equipment with a new one, which will require fewer personnel to operate. For instance, new SISU off-road trucks and transport aircrafts C-27J have recently been introduced to Lithuanian Armed Forces in order to replace old military trucks and light transport aircrafts AN-26. They have increased the mobility and speed of deployable units. 2000 years ago Alexander changed oxen to horses for the same reason.

In addition to that, logistical intelligence should play a more substantial role in the sustainment of Lithuanian military units during expeditionary operations, as the host nation support can minimize the logistics footprint on the ground by saving resources, which would be needed to ship from rear area and distribute to the forces on the battlefield. By knowing in advance what can be provided by local nation, or nations close to the area of operation, Lithuanian Armed Forces would be able to contract them for the provision of supply and services. Well-timed and efficient utilization of host nation and contracting for materiel and services in support of expeditionary operations can dramatically reduce logistics footprint while sustainment of military troops may be even enhanced.

As a consequence of these decisions in Lithuanian Armed Forces, the logistics footprint in next 10 years can be optimized in order to maintain efficient support of the troops while increasing their mobility and deployability, as it was done in the past by the great military leader and logistician - Alex-

ander the Great. The proposed changes, which have been drawn in parallel with the achievements of Macedonian army, are the key elements for operational success. The centralization will enable the real-time visibility across the entire supply chain; logistical intelligence will ensure flexibility of military sustainment and outsourcing options, while rapid introduction of new logistical equipment to the armed forces will increase responsiveness to the changes in fighting troops demand.

Conclusion

Throughout the history operational logistics has been viewed as the vital part of the operational art of war. It provides flexibility for the commander while he is planning and conducting military operations and campaigns. Alexander the Great's original logistics' solutions are example of creative application of operational logistics in operational art. His decisions to minimize logistics footprint of Macedonian army created the fastest forces at that time. Although modern technologies increased mobility of contemporary armies, Alexander's logistical genius can be utilized in Lithuanian Armed Forces for better logistics system optimization, which will increase the mobility and ensure the optimal sustainment of deployable military units.

Historical study of Alexander's the Great military campaigns can facilitate the better understanding of the operational art. Therefore, future vision of Lithuanian logistics will be the result of an analysis of the historical lessons throughout the perspective of the modern

technological advantages in order to achieve the best result.

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Who closed the bridges?

On 9th of October a joint exercise "Seal the Bridges" was organized here in Tartu. The aim of the exercise was to practice cooperation for a situation that requires sealing all the bridges across the Emajõgi River in Tartu. The participants were Tartu City Government, the Tartu Unit of the National Defence League, the Southern Police Prefecture, the Security Police, the Southern Estonian Rescue Centre, the Explosives Removal Centre, Tartu Prison, the Estonian National Defence College etc. Among them were also 3 brave Baltic Defence College staff members: Cdr Annes Vainamäe, Maj Henrik Nielsen and Maj Taniel Butskhrikidze. Altogether there were about 360 people were involved in the exercise.

Participants from the BALTDEFCOL gave us insight on what exactly happened and what were their impressions of the exercise.

The evaluation team

Maj Butskhrikidze participated in this exercise as an evaluator. "The evaluation groups gathered at 3 o'clock. At 5 o'clock the first operation order was given after which the units departed to their mission posts and a civilian and military crisis situation command centre was established. The main mission of their team was to support the police to maintain stability and order in the city, to establish roadblocks at the crossroads and bridges and to check personal ID-s if necessary. After a while a unit received information that suspects were moving by cars and they intend to blow up one of the bridges. After that they began inspecting the bridges and soon found the suspected object on one of the bridge which the special forces quickly neutralized."



"Seal the Bridges" leaflets and posters could be found all over the city

Maj Butskhrikidze noted that the groups were well mobilized and organized and he noticed unanimity, motivation and purposefulness among them.

The observation team

Maj Nielsen participated in the exercise as an observer. The observation team started at 8 o'clock and had an overall briefing about the exercise. After the briefing Maj Nielsen was given a support officer who drove him around this exercise point of interests. He got the overall impression of this exercise and he saw all the six bridges, but the first bridges were closed already half an hour before the scheduled closing. Although this could have become a problem to the people, everything went smoothly. The participants were pleasantly surprised to see that many different units doing supportive efforts beneath the same umbrella, all branches working very well together and paying proper respect to their duties. But Maj Nielsen pointed out that on one of the bridges one soldier got a call from the radio that the exercise was finished and he shouted it to his unit and the police, so they began to open the bridge but then the police officer on the spot wanted to clarify whether the order was right or wrong and he gave a contra order and said the bridge has to be closed.

But that was not good for the civilians, cause they were now tired of this exercise. So that's one lesson learned. He was also surprised that the units used CIMIC as they only use it when they go to missions. He was surprised to see that a cyber warfare unit was also present. He also suggested that next time an ambulance unit could also take part of this exercise as in real life scenario there could be 20-30 injured and so on. But the overall picture was good in his opinion.

He has taken part in such an exercise before and he said that he envies Estonia for the possibility to close the bridges with a big impact on the normal life here in Tartu. Closing even one bridge in the Danish conditions would be unacceptable.

Both Maj Nielsen and Maj Butskhrikidze pointed out that the information about the exercise had been delivered to the population already many days prior to the exercise using all kinds of different media channels so that people knew what to expect. And the amount of different branches doing the same exercise was so unique and it is important to have all these relevant branches in this kind of exercise. Cdr Vainamäe added that there are so few possibilities where the heart power is getting together and doing something like this together. Even the Major of Tartu was most of the time there, participating and looking what the military and the police are doing. Later on soup was offered to the participants in the Town Hall Square. He noted that all in all the military did a good job and the promotion of this whole event was very good. This emphasis on the public relations side of the exercise may have influenced the exercise in the sense that not enough attention was paid on how things were done.

Challenge Cup changed holders again

By LtCol Aare Tuvike

The silver glow of the Challenge Cup attracted again to participate in the competition to gain the glorious name of the Cup Holder. It had been 2 months since the Operations Department regained the OPD Challenge Cup from the Support Staff team and had enjoyed its presence in the home department.

On 10 November the contestants gathered again to participate in the Dart Competition - this time in the Cadets' Casino of the Estonian National Defence College. All participants showed an extraordinary firm hand and sharp eye, so the organizers of the competition had to aggravate the conditions to



Support Staff handing over the Challenge Cup to OPD during a festive ceremony (photo by Mr Raido Saar)



Rejoicing members of the OPD team (photo by Mr Raido Saar)

the participants in order to find the most accurate Dart Throwers. This time the highest scores were achieved by the Support Staff Team: MSG Risto Kanketer, Mr Urmas Rootsi, Mr Paavo Reidla and Mr Taivo Seppa. Support Staff team gathered all together 182 points and DMO/DPS united team ranked second with 168 points. So, the Cup that had been in the hands of the OPD for some time travelled back to the Support Staff premises.

Individually, MSG Risto Kanketer gathered the highest score in the competition - 65 points, Mr Urmas Rootsi was second with 61 and Mr Olavi Jänes third with 59 points. MSG Risto Kanketer commented his high score: "It is a result of both having good training and some other stimulating factors we had here in the competition".

BALTDEF COL basketball team!

Active members of the BALTDEF COL staff and students have formed a basketball team (named BDCOL) that is playing currently in the Tartu Terminaal Cup III League. So far luck has not been on the BDCOL team side. This is probably due to the lack of cheering and support from our fellow students and staff members during the games.

So in order to ensure that the team is victorious in the upcoming games we must support our team on the playground. The games are over for this year but the Bugle will keep you informed about next year's timetable for the games.

Bring good mood and catchy slogans and let's bring our team to victory!



BDCOL team vs. Puhja Strohh team (11 November 2010)