Dear readers,

German soldiers have been deployed in international operations under the auspices of the United Nations, NATO and the European Union for over 20 years. During this time, nearly 350,000 servicemen and women have made a substantial contribution to global security and stability on three continents and in two oceans. The service rendered by our soldiers is therefore one of the cornerstones of German and international security policy.

The Bundeswehr Joint Forces Operations Command in Geltow near Potsdam has been in charge of the national planning, conduct and analysis of our operations abroad since 2001. In keeping with the “single command” principle, the Command is the hub for all these activities. As its Commander, a key concern of mine is to get first-hand insights into the everyday routines and the operational environments our soldiers must contend with in the theatres of operations. Their safety is one of the most important preconditions for an operation. Over the following pages, we would like to present our Command to you. The intention behind this is to explain its spectrum of tasks and the responsibilities it bears and to highlight the missions of the Bundeswehr in each of the theatres of operations. I hope that reading this brochure will arouse your interest in the contribution our Command and the Bundeswehr make to global security and stability and stimulate debate. You can find further information on the Bundeswehr Joint Forces Operations Command and Bundeswehr operations abroad in our internet portal www.einsatz.bundeswehr.de.

Yours sincerely,

Hans-Werner Fritz
Lieutenant General and Commander
Bundeswehr Joint Forces Operations Command
Potsdam is a city with an eventful history and one that particularly during the 20th century was closely linked to Germany’s fate.

In the early Middle Ages, a Slavic stronghold with a settlement developed in today’s “Old Market” area, near a main crossing point over the River Havel. This was the beginning of what became the medieval city of Potsdam and, under the rule of Kurfürst (Elector) Friedrich Wilhelm, the second royal seat of Brandenburg besides Berlin. The great elector also ordered the fundamental transformation of the city, the layout for which is still visible today. Under the Edict of Potsdam (1685), he permitted Huguenot refugees to settle in the area. During the reign of Frederick II, art and architecture flourished in Potsdam and have characterized the cityscape ever since. The city palace was remodelled in 1744 and is now the dominant structure in the southern part of the historic city centre. Sanssouci Palace (1745-47) and the New Palace (1763-69) and gardens are other famous historic sites.

The city is closely linked to the beginning and end of National Socialist rule: After the seizure of power by the Nazis, the Reichstag’s constituent session was held here on 21st March 1933. Cecilienhof Palace was the venue for a conference from 17th July to 2nd August 1945 at which the victorious powers debated the reorganization of Europe. When the Land of Brandenburg was established after Germany’s reunification, Potsdam became its capital. In 1990, UNESCO designated the city on the banks of the River Havel as a world cultural heritage site.

Besides culture, science and architecture, it is the military that has always shaped the history of the city. In the early 18th century, Friedrich Wilhelm I, the Soldier King, advocated the establishment of a powerful Prussian army, thus laying the foundations for Prussia’s rise to become a major power in Europe. Potsdam was made the garrison city of the “Lange Kerls” guards regiment and went on to become a prominent military post.

Immediately to the west of Potsdam lies the municipality of Schwielowsee. One of its districts, Geltow, is now the home of the Bundeswehr Joint Forces Operations Command, which is based at Henning von Tresckow Barracks.
The barracks was built in 1935 as an Air Force school with an airfield of its own, in the town of Werder. After the Second World War, the site was first used by Soviet occupying forces before it was transferred to the GDR National People’s Army in 1956. Initially an Air Force school, it became the Land Forces Command of the National People’s Army in 1970.

The barracks was turned over to the Bundeswehr in 1990 and first used to establish the Army Eastern Command, which, in 1991, went on to become the Corps and Territorial Command East. In 1995, the IVth Corps Command was established, and since the summer of 2001, the barracks has been the home of the Bundeswehr Joint Forces Operations Command. The barracks was named after Henning von Tresckow on 15th July 1992.

Besides Claus Schenk Graf von Stauffenberg, it was Henning Karl von Tresckow who was the driving force behind the plan to topple Hitler on 20th July 1944. As Chief of Staff of the 2nd German Army, Major General Tresckow knew precisely how critical the military situation on the eastern front was. Like the other members of the military resistance, he had an in-depth view of the defeat looming over the Third Reich, a fact that eventually prompted him to take resolute action against Hitler. On 21st July 1944, a day after the failed assassination attempt, Henning von Tresckow committed suicide in Ostrow near the eastern front to protect himself and his family from persecution by the Nazi dictatorship.

Henning Hermann Robert Karl von Tresckow was born on 10th January 1901 in Magdeburg, the son of a Prussian officer. He spent his childhood at his father’s manor, Wartenberg. In 1917, he volunteered for military service and began his training with the 1st Infantry Guards Regiment of Potsdam, a unit steeped in tradition. After it was disbanded in December 1918, he studied law and joined the Reichswehr in 1926, where he revealed his outstanding military skills until the outbreak of the war. However, his assignments on the eastern front during the Second World War stirred his distrust and doubts in the lawfulness of the Nazi dictatorship and its concept of law.

For the servicemen and women of the Bundeswehr, what Henning von Tresckow did was exemplary and epitomizes a concept of law that binds the pledge of allegiance, military orders and obedience inextricably to ethical principles and a person’s conscience.
MISSION AND RESPONSIBILITIES
MISSION AND RESPONSIBILITIES

Through its participation in operations abroad, the Bundeswehr is making a key contribution to global security and stability. Elements from a broad range of foreign, security, defence and development policy tools are needed to make this contribution. The Bundeswehr Joint Forces Operations Command plays a pivotal part in this process. It turns political objectives and guidelines into military action by issuing orders and directives to the German servicemen and women on operational deployment. In addition to that, it ensures that all the operations in which the Bundeswehr participates are governed by international mandates, parliamentary resolutions and government orders and are conducted in compliance with German laws.

The cooperation with the headquarters of the German Army, the German Air Force, the German Navy and the German Joint Support Service, the Joint Forces Medical Command and the Federal Office for Infrastructure, Environmental Protection and Services, which contribute the troops and thus ensure Bundeswehr’s personnel and materiel readiness, is managed from Potsdam. The Bundeswehr Joint Forces Operations Command arranges for the provision of supplementary or replacement personnel and of all the goods and services required by the contingents to ensure sustainability. This is coupled with the responsibility for force protection during operations.

There are three levels to the command structure for German military operations: It is headed by the Executive Group chaired by the Federal Minister of Defence. He constitutes the strategic level, together with the Chief of Defence. The next level is the operational level, represented by the Bundeswehr Joint Forces Operations Command, which defines the overarching parameters for the military operations in the theatres of operations. The contingents constitute the tactical level, that is to say, the level responsible for actually taking the military action in the theatres of operations. They execute the missions, orders and directives issued by the operational level. This is also the starting point for a second, multinational chain of command.

As the operations in which the Bundeswehr participates are fundamentally multinational, each German contingent also reports to an EU, NATO or United Nations headquarters, which coordinates operations
in the theatre. Within the Bundeswehr Joint Forces Operations Command, an Operations Control Group is responsible for each theatre of operations. The basic idea behind this concept is to pool the tasks involved in the planning, conduct and analysis of operations for each theatre of operations in one organizational element, a single operations control group. This helps to speed up decision-making processes and reduce overlaps. All the other specialist divisions of the Command are closely linked with the Operations Control Groups through specialist representatives detailed to the groups.

The operations abroad in which the Bundeswehr is currently participating are characterized by their high degree of complexity and cannot be managed by military means alone. A comprehensive approach is therefore a key factor and one that significantly determines the principle of leadership observed by the Command, with account being essentially taken of four ministerial pillars: the Federal Ministries of Defence, of the Interior and for Economic Cooperation and Development and the Federal Foreign Office. Advisors and specialists on the political and cultural conditions in the theatres of operations as well as liaison elements at the above-mentioned ministries help command decisions to be taken directly and with a minimum of time loss. To give you an example, the assignment of a liaison officer from the Federal Police Headquarters is proving to be an extremely effective measure, facilitating the coordination of police missions in support of operations abroad.

Operations are analyzed both concurrently and during the post-deployment activity phase, the work involved being a joint responsibility of all the headquarters involved. Within the context of crisis prevention, the Bundeswehr Joint Forces Operations Command has also been responsible for the deployment of special Crisis Support Teams (CST) since 2002. These teams, which can deploy at very short notice, assist German embassies and consulates in preparing for and managing crises. They are made up of specialists assembled at the request of the Foreign Office. Each team is led by an officer from the Bundeswehr Joint Forces Operations Command. Another important priority task of the CSTs is that of providing support for preparations to evacuate German citizens in danger abroad (for example, from Lebanon (2006) or Libya (2011)). The rule is that the teams do not wear uniform, are unarmed and carry diplomatic passports for the duration of their deployment.
NATIONAL COMMAND AND CONTROL STRUCTURE

Strategic Level
Federal Minister of Defence

Chief of Staff, Bundeswehr

Operational Level
Commander, Bundeswehr Joint Forces Operations Command

Tactical Level
German Contingent Commander in Theater

ORGANISATIONAL FLOW AT THE BUNDESGERJ JOINT OPERATIONS COMMAND
OPERATIONS DIVISION
The Operations Division is responsible for all operational aspects of Bundeswehr operations abroad. Its job is not only to draw up plans for future operations, but also to update those for present operations and conduct ongoing operations. To do this job, the division has working groups that assess and make estimates of the situations regarding the operations and are responsible both for doing the groundwork for operational decisions and implementing them. The division chief commands an autonomous coordination section that deals with all operational issues concerning all the theatres of operations and thus the entire division. All the relevant information is collected, recorded and archived by the Mission Journal Section.

The permanent point of contact of the division and thus for the Bundeswehr Joint Forces Operations Command as a whole is the Joint Operations Centre (JOC). Operating around the clock, it is where all the information that comes in from the contingents is handled and reactions are summarized promptly. The Operations Control Groups can be considered the hub for all operational issues. They assess all available information, estimate situations, develop proposals for the decision-making process and restate decisions as measures or directives that the contingents must take or observe. They interact continuously with the Federal Ministry of Defence and maintain close contact with the contingents. The division is also supported in this by the Joint Operations Centre.

The Operations Division’s activities cover a variety of fields. For example, it establishes the requirements for the contingents in cooperation with the troop-contributing headquarters, plans and conducts contingent rotations, ensures compliance with German and international law, provides advice to contingent commanders and analyzes intelligence collected during operations. Each of the Operations Control Groups deals with the planning, conduct and analysis of activities in “their” theatre of operations. This allows capacities to be pooled, interfaces and losses of information to be minimized and decision-making to be accelerated. There are currently four Operations Control Groups. The Operations Division can be considered the Bundeswehr Joint Forces Operations Command’s “operational engine”.
The Bundeswehr Joint Forces Operations Command has several operations rooms. The main one is the Joint Operations Centre, which is manned in shifts and ensures that the Command can be contacted around the clock. The personnel analyze the reports that come in from the contingents and forward the results to the appropriate Operations Control Groups. Co-located with the operations room is the Bundeswehr Alert Centre, which is responsible for alerting all Bundeswehr units and agencies involved whenever the need arises.

The tactical command and control of the contingents may lie with the contingent commanders in theatre, but events and situations sometimes require the Commander of the Bundeswehr Joint Forces Operations Command to be directly involved. This means that he communicates directly with the contingents in order to obtain as much concrete information as possible. The Joint Operations Centre cooperates closely with the respective Operations Control Group to develop a continuously updated operational picture. This information forms the basis for the orders and directives issued to the contingents each day and is also used to keep the Federal Ministry of Defence updated.

Another operations room is always available and is activated for exclusively national operations such as Non-combatant Evacuation Operation.

A variety of equipment is required to always be up-to-date on developments in the German theatres of operations. The large amount of communications equipment in the Joint Operations Centre is state-of-the-art and satisfies all the military security requirements that first have to be met before information can be exchanged around the world in encrypted form.
OPERATIONS CONTROL GROUP 1 (MAIN) - AFGHANISTAN
Operations Control Group 1 (Main) regularly takes charge of an operation when Germany assumes the Lead Nation role or when, according to the operational assessment, a certain operation becomes the Bundeswehr’s priority operation, or main effort.

The Bundeswehr has been participating in the NATO-led International Security Assistance Force operation, or ISAF for short, since 2002, with Germany providing the third-largest contingent. The Afghanistan Operations Control Group is in charge of the Afghan theatre of operations, which is currently the main effort in Germany’s military commitment. It does the groundwork for the Commander’s decisions and restates them as orders and directives for the contingent. It furthermore satisfies the daily information requirements of the ministries and parliament. News on the latest events is edited and published in cooperation with the Public Affairs Office.

It restates the strategic directives issued by the Federal Ministry of Defence as operational orders for the German contingent in Afghanistan. It monitors the German armed forces’ compliance with the mandate and assists in the accomplishment of the multinational mission by ensuring that the personnel and materiel required are provided in due time.

The Afghanistan Operations Control Group works closely together both with the other divisions of the Command and all the services and major military organizational elements of the Bundeswehr to develop the plans for the provision of German personnel for multinational forces, coordinating these activities closely with the multinational partners in northern Afghanistan and assuming the lead role at the operational level. It reviews all the directives before they are issued to the German contingent and analyzes all the reports coming in from the contingent before they are forwarded to the appropriate units and agencies. The group can thus be considered the “spider” in the “Afghanistan information web”.

More than half of all the members of the group have experience of service in Afghanistan and know exactly what they are talking about and what they are doing.
OPERATIONS CONTROL GROUP 2 (MID-LEVEL)
Operations Control Group 2 is responsible for planning, organizing and conducting the activities of the German armed forces deployed in the KFOR operation in Kosovo and the NATO support operation ACTIVE FENCE in Turkey. The group evaluates the latest information on the situation for the Commander of the Bundeswehr Joint Forces Operations Command and keeps the ministries and parliament updated.

As a consequence of the war in former Yugoslavia and following the issue of a ruling by the Federal Constitutional Court in early 1994, the people and political authorities in Germany started to think again about the employment of their country’s armed forces in operations other than national defence operations. The employment of the Bundeswehr in the Balkans can hence be seen as a political and historical turning point for the Federal Republic of Germany after the Second World War.

The Bundeswehr has been participating in the NATO-led Kosovo Force (KFOR) operation, which is confined to the territory of the Republic of Kosovo, since June 1999. The intention is to create a multi-ethnic and safe and secure environment based on the rule of law and democratic structures by establishing and stabilizing a functioning political infrastructure. Meanwhile the Bundeswehr’s longest operation abroad, it remains highly important for ensuring a stable development in the Balkans and the continent of Europe as a whole.

The most recent operation for which the Balkans/AF TUR Operations Control Group bears responsibility is ACTIVE FENCE Turkey. The aim of this operation is to protect the people of Turkey, a NATO partner, against possible missile attacks from the destabilized neighbouring state of Syria.

Germany is currently contributing around 300 military personnel to this operation. The Bundeswehr is therefore supporting the effort to stabilize the region and contributing towards ensuring the security of the Turkish people.
OPERATIONS CONTROL GROUP 3 (MARITIME)
The core responsibility of the Maritime Operations Control Group is to plan, conduct and analyze all mandated maritime operations by German armed forces. At present, these are the maritime part of the United Nation Interim Force in Lebanon (UNIFIL) operation and the EU-led operation Atalanta, which is being conducted by the European Union Naval Force Somalia (EU NAVFOR Somalia). It is also in charge of non-executive missions that are closely linked to the maritime operations by context or geography, such as EUCap Nestor and EUTM Somalia.

As part of the UNIFIL Maritime Task Force, German naval elements have been supporting the Lebanese naval forces since September 2006 in monitoring Lebanon’s coastal waters in order to prevent the illegal shipment of arms into the country. A training team is currently working to establish and sustainably strengthen the Lebanese Navy’s capability to perform sovereign functions in the medium term. Germany is supporting these efforts by providing a large amount of equipment and training assistance to the Lebanese naval forces.

The objective of Operation Atalanta is to protect World Food Programme shipments to Somalia and international sea traffic in the Gulf of Aden and off the Somali coast. High priority is being given to curbing pirate activities and to establishing an up-to-date operational picture. These aims are being achieved by means of deterrence, prevention and active counter-piracy measures.

EUCap Nestor is a civilian EU mission aimed at enabling Somalia, Djibouti, Kenya and the Seychelles to assume responsibility for security along and off their coastlines and enforce it without foreign assistance.

Finally, the group is in charge of the EU training mission EUTM Somalia Germany has been participating in this mission, in which Somali soldiers have been undergoing training since May 2010, with up to 20 servicemen and women. The EU has been able to sustainably improve the Somali armed forces’ capabilities through this training mission. Following this successful start, the EU will continue the mission and maintain a presence in Somalia.
OPERATIONS CONTROL GROUP 4 (STANDBY FORCES)
The Standby Forces Operations Control Group is responsible for coordinating the build-up and detailed planning of Germany’s military contributions to the NATO and European Union (EU) multinational response forces.

The NATO Response Force (NRF) can be deployed in a broad range of military operations at short notice due to its modular structure. It provides NATO the capacities needed to respond to crises quickly and flexibly. The contribution each nation makes to the units is redefined with every NRF rotation. A rotation is divided into three phases: a national preparation phase, the multinational preparation phase, and the subsequent one-year standby phase.

The EU Battle Groups (EU BG) are the response forces of the European Union. With a strength of around 1,500 servicemen and women, they are able to deploy within five to ten days of the EU making a decision. Its task spectrum includes EU Common Security and Defence Policy operations as well as EU-led UN crisis management operations. The national contingents for the EU Battle Groups are each established and kept on standby for a period of six months.

Two more operations are coordinated by the Standby Forces Operations Control Group without the necessity of resorting to an EU BG or the NRF (German Contingent EUTM Mali and German Contingent MINUSMA). Mali was basically divided into two after a military coup in April 2012 and the subsequent loss of state authority in the north. The north of the country was under the control of a variety of rebel groups, which proclaimed their own state. On 11th January 2013, France complied with a request issued by Mali’s government and intervened to stop the advance of Islamists to the south. The Economic Community of West African States (ECOWAS) pledged to assist Mali by deploying additional soldiers.

The EU foreign ministers subsequently gave official approval for a training mission to be mounted for the Mali Army. On the basis of this, the German Bundestag in February 2013 mandated the participation of the Bundeswehr in the European Training Mission in Mali (EUTM Mali), setting the personnel ceiling at 180 soldiers. This makes the German contingent the largest,
together with those of France and Spain. Germany's focus is on providing engineer training for the Mali armed forces. The Bundeswehr has also set up a field hospital to provide medical support for the forces involved in the mission. There are also German officers among the staff at the mission and training headquarters.

Besides EUTM Mali, the Bundeswehr is participating in the stabilization of Mali by providing airlift and air-to-air refuelling capacities. On the basis of the Bundestag mandate issued on 28th February 2013, Germany dispatched armed forces to Mali to support the African-led International Support Mission (AFISMA), which ended on 30th June 2013. On 27th June 2013, the Bundestag approved the Bundeswehr's participation in the follow-on mission, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The emphasis of Germany's contribution is on the provision of airlift and air-to-air refuelling capacities.

In support of MINUSMA, the Bundeswehr has based two Transall C-160 aircraft in Dakar (Senegal) and is keeping an Airbus A310 tanker aircraft on standby in Germany, in addition to having dispatched a liaison element to the UN representation in Bamako (Mali). These aircraft are assisting the conduct of MINUSMA by transporting personnel and materiel. Air-to-air refuelling will be provided by Germany in support of French air operations, if the MINUSMA Force Commander has requested them. Airlifting and air-to-air refuelling are the two core tasks of the Bundeswehr in this mission. Other German soldiers are performing command and liaison tasks and staff functions.

The objective of MINUSMA is to stabilize Mali and to restore state authority. The intention is for the government to be enabled to regain power and protect the people of the country.
STAFF DIVISIONS
The J1 Division is responsible for the personnel in the theatres of operations and the servicemen and women at the Command.

The central task of the J1 Division is that of ensuring the timely and adequate staffing of the predefined billets by the troop contributors in the various theatres of operations of the Bundeswehr.

The responsibility of the J1 Division hence begins when the military personnel concerned move out to a theatre. In addition to personnel management in the theatres, its tasks also include planning movements into and out of the theatres and reserving flights.

As a service provider for the forces on deployment, the J1 Division has to coordinate a lot of travel to the countries in which the Bundeswehr has troops, including the travel done by superiors and senior political staff to exercise supervision. The division is also responsible for dealing with petitions to the Parliamentary Commissioner for the Armed Forces, complaints, procedures for awards and decorations and disciplinary matters.

Its responsibilities in this field are rounded off by the tasks of developing and providing welfare and recreation services or ways in which the troops abroad can communicate and exercising the functional control of the family support centres and points throughout Germany.

Finally, the J1 Division is responsible for all personnel measures and personnel affairs concerning the officers of the Bundeswehr Joint Forces Operations Command, including the reservists, and of exercising technical supervision over the Command’s HQ and signal battalion.
The J2 Division is responsible for military intelligence and geo-information affairs. It develops plans for and manages the national assets – that is to say, personnel and materiel – within its functional area.

The servicemen and women in this division collect, select and evaluate the information acquired by means of reconnaissance to produce an overall picture of the security situation. To do so, they not only tap open sources, but also make use of intelligence acquired by German and allied security services.

The J2 Division assists the Commander of the Bundeswehr Joint Forces Operations Command by acting as an advisor, evaluating the latest action taken by an opponent or other relevant groups and predicting what future action they might take and pointing out the courses of action open to him.

The division also examines the impacts other external factors such as economic, technical, cultural or sociological structures may have on mission accomplishment. Besides that, it provides the forces on deployment and the Command staff any geoinformation they require, such as weather forecasts or key topographic data.

The division assists in enhancing military security protection and force protection in the theatres of operations by devising general security concepts and continuously conducting security inspections at sites at which contingents are based.

In multinational operations, the J2 Division additionally ensures that Germany participates in the NATO and EU targeting process.
The J3/5/7 Division is the Special Operational Tasks Division and where specialist capabilities needed both for conducting operations and for working on doctrine are pooled. The division advises the Commander of the Bundeswehr Joint Forces Operations Command in all aspects of operational doctrine and special operational tasks, operational options and crisis planning, the organization of SASPF in theatre and military engineering, post-mission evaluation, deployment training, alerting and crisis management for German nationals abroad. This diverse and cross-service range of tasks makes the J3/5/7 Division the hub via which the Bundeswehr Joint Forces Operations Command communicates with national and international agencies and ministries.

The division is subdivided into the Doctrine Branch with its five subordinate sections and four other sections. The sections of the Doctrine Branch provide the specialist expertise immediately needed to relieve the Operations Control Groups of tasks in the daily decision-making process that require either specific expert knowledge or concern matters of operational doctrine:

- Operationally relevant specialist expertise in the areas of artillery, military police, air transport as well as army and naval aviation are concentrated in the Doctrine and Special Tasks Section. This section also prepares inputs for the planning and conduct of operations.

- The Operational Guidance and Concepts Section is a team that is specialized in operational planning processes and does planning work that is not related to any ongoing operation.

- The Organization Section processes basic organization documents for all the contingents and coordinates their command and control structures. In routine duty, the section assumes the responsibility for organizational matters within the command of the Bundeswehr Joint Forces Operations Command on behalf of the Commander. It also prepares organizational directives for the Command and its units and agencies.

- The SASPF in Theatre Section is responsible for planning and managing the introduction, use and optimi-
zation of SASPF functionalities in the German contingents. It is the point of contact for all users’ questions concerning the use of SASPF in operations abroad.

- The Military Engineering Section advises the Commander of the Bundeswehr Joint Forces Operations Command on all matters related to military engineering and evaluates and incorporates engineering inputs to the planning and conduct of operations.

- The Alerting Section is responsible for the planning of all Bundeswehr crisis response and alert measures for the Command’s staff and German contingents as well as for the implementation of readiness regulations in its subordinate units and agencies.

- The Deployment Training Section develops guidelines for deployment training, taking into account lessons learned by contingents currently on deployment. In addition to this, the section harmonizes multinational training projects with the other nations involved and coordinates the briefings for commanders and instructors at the Command and in the theatres of operations concerned.

- The Crisis Management Section handles the military action taken to ensure the protection and safety of German nationals abroad. Its work goes towards the whole-of-government national crisis and risk prevention scheme. It cooperates with the German Foreign Office and the Ministry of Defence when Crisis Support Teams have to be dispatched to Germany’s diplomatic missions around the world to provide advice on crisis prevention matters and, if need be, on-the-spot assistance in dealing with an emerging crisis.
The J4 Division ensures that the contingents are provided all the materiel they require to execute their missions in a ready for use and dependable condition. To do so, it acts as a logistic support coordination centre where the strings pulling logistic operations all come together. They include logistic projects concerning such aspects as the development of stockpiling plans and the prioritization of goods for transportation as well as the coordination of lay times of ships and their provision with supplies in foreign ports.

At the other end of the “strings”, a large number of personnel contribute towards ensuring the readiness and sustainability of the forces in theatre with respect to materiel.

The J4 Division also continuously provides accommodation, food, water and clothing for the contingents and workshops, spare parts, fuel and ammunition for their weapons, vehicles and equipment. All means of air, sea, rail and road transport are used to move personnel and materiel to and from the theatres of operations.

Experience acquired by the Bundeswehr in past and present operations, for example with the downsizing of the German contingents in the Balkans, provides valuable knowledge for future action, such as the downsizing of other contingents, including the force in Afghanistan. The experience acquired by allied or partner nations can also be carefully analyzed.

The division is also in charge of all NBC defence matters and statutory protective tasks in connection with the contingents. This includes such vital areas as occupational safety, fire prevention, ammunition safety and environmental protection.
The J6 Division is responsible for providing the Commander an unrestricted technical command and control capability within his area of responsibility by ensuring that an adequate secure and reliable information and communication network is available. This basically involves developing plans for, coordinating, managing and supporting not only all the Bundeswehr IT system services required for exercising command and control over the German contingents abroad, but also the supply of information that has to be shared with multinational partners.

To this end, the Bundeswehr Joint Forces Operations Command restates the strategic ministerial guidelines issued as national requirements and operational guidelines for command and control support. As a central demand manager, it coordinates closely with all the other requesting agencies to ensure that the Bundeswehr Communication and Information Systems Command implements the requirements. The ultimate intention is for all the German contingents to be provided a package of IT services based on modern information and communication technology that is tailored to their needs in terms of both quantity and quality.

Due to operational changes as well as altering geographic and infrastructure conditions in theatre, the communications and information network provided must be continuously analyzed and adjusted to optimize the command and control capability. Being the central interface, the Bundeswehr Joint Forces Operations Command continuously reviews the contingents in order to constantly improve and develop the suitability of the Bundeswehr IT system and all its static, deployable and mobile components for use in an operational context.

Special importance is attached to IT security so as to ensure the integrity, confidentiality and reliability of the data handled. The IT security officers of the Bundeswehr Joint Forces Operations Command are therefore in charge of issuing the guidelines for and monitoring IT security in the contingents.
The J8 Division provides the Commander of the Bundeswehr Joint Forces Operations Command advice on all budgeting, accounting and payment matters as well as on general administrative and legal matters related to operations. The division chief is also the Command’s budget officer, that is to say, he manages the financial resources required for keeping the Command running.

It handles all finance and accounting matters concerning funds appropriated to the contingents, to the Bundeswehr Joint Forces Operations Command itself and to its subordinate units and agencies. It is thus both a financial resource allocator and a technical supervisor whose duties also include the development of plans for future fiscal years as part of the integrated planning process and the management of budgetary funds.

The division also works for the Ministry of Defence, preparing inputs on policy matters concerning the financing of joint operations and the management of bi- or multinational budgets and subsequently doing the accounting for such partner missions. It is the point of contact for matters involving the Federal Court of Audit and for ordering and analyzing economic feasibility studies.

The J8 Division furthermore deals with a large number of enquiries connected to civil and administrative law, ranging from contract law to staff representation law. It does this work in close coordination with the Federal Office of Bundeswehr Infrastructure, Environmental Protection and Services and other military and civilian agencies. In order to resolve issues arising in its area of responsibility, it assigns authorized experts to the individual Operations Control Groups and provides the contact for corruption prevention within the Command.

Finally, the J8 Division discharges the function of the employing agency for the Command’s civilian personnel.
The J9 Division is responsible for civil-military cooperation (CIMIC). It serves as the “hinge” between the Bundeswehr’s strategic-political level in Germany and the tactical level in the theatres of operations. It is also the first point of contact for governmental and non-governmental organizations in all operation and civil-military cooperation issues that arise during the implementation of projects.

It has three core responsibilities. It gears civil-military relations to the aim of harmonizing the action taken by civil and military actors. In Germany, this involves cooperating with federal authorities, subordinate authorities and non-governmental organizations.

In a country of deployment, it above all means establishing and structuring relations with local decision-makers, the local people, diplomats and development aid workers in the area. It primarily contributes to the planning and conduct of operations by analyzing and assessing the civilian situation, taking account of the economic, social and political situation regarding the local people and so enabling consideration to be taken of the effects of military action on the civilian environment and vice versa as early as possible.

It provides support by on the one hand planning and implementing medium-term projects that have to be closely coordinated with the local civilian decision-makers and on the other by delivering immediate help to the local people during ongoing military operations and planning projects that are intended to be taken on by civilian actors at a later date.

Bundeswehr CIMIC elements also assist the forces of the countries in which the Bundeswehr is deployed in building up their own CIMIC expertise. German CIMIC experts conduct courses and training and provide guidance and advice on how to develop civil-military cooperation in these countries.
The JMed Division is responsible for all the medical aspects associated with Bundeswehr operations. The Medical Advisor (MA) at the Bundeswehr Joint Forces Operations Command is also the JMed Division chief. He advises the Commander on all medical aspects and exercises functional control over the Bundeswehr medical units on operational deployment abroad.

To ensure medical support for the German troops on operations, military surgeons, dentists, chemists, veterinary surgeons and other medical specialists work in Potsdam to implement the specifications issued by the Surgeon General, Bundeswehr. This includes ensuring that the contingents are supplied all the materiel they need, such as medical equipment and drugs. The Bundeswehr Joint Medical Service can draw on years of experience gathered in all Bundeswehr operations abroad when it comes to the treatment of wounded or injured soldiers.

The objective of the Bundeswehr Joint Medical Service is to provide personnel on operational deployment who are sick or wounded a standard of medical treatment that, in effect, is equivalent to the medical standards that apply in Germany. Providing these services around the clock and also in remote crisis regions and under adverse conditions is sometimes an exceptional challenge. In order to achieve this objective, the service deploys ground vehicles and transport aircraft fitted with high-quality medical appliances and manned with emergency medical personnel trained in resuscitative care and sets up mobile field hospitals at which specialist out-patient and in-patient treatment can be administered.

Another priority is force health protection. This includes both the development of vaccination programmes prior to the launch of an operation and the implementation of measures such as pest control, the use of mosquito nets or the preventive administration of medication in the theatres of operations. Great importance is attached to ensuring that soldiers who are severely ill or wounded are provided further treatment straightaway in Germany. This is why special aircraft equipped with highly advanced medical equipment must be kept on permanent standby to fly such personnel back to Germany.
INDEPENDENT DIVISIONS, ADVISORY GROUPS, SECTIONS, CENTRES, HQ AND SIGNAL BATTALION
Germany participates in missions of the United Nations, European Union and Organisation for Security and Cooperation in Europe by assigning Military Experts on Mission to them. The Bundeswehr personnel can be employed as individual members in the staffs or as military advisors, liaison officers or military observers. Operational command and control is fundamentally the responsibility of the respective mission. The Observer Missions Section at the Bundeswehr Joint Forces Operations Command is responsible for ensuring Germany’s sustainable participation in these missions within the manpower scope authorized by a Bundestag mandate and in accordance with the mission-specific guidelines and directives. It must ensure that the military personnel selected are trained for their assignments, dispatched in due time, maintained under administrative control during their tours of duty and appropriately debriefed upon their return. The section has a Family Support Centre to look after the military personnel on deployment and their families. The centre organizes information events for them several times a year and provides support to families during the period of deployment, if required. The section also has a military psychologist who can provide psychological care to mission members and their families during and after a deployment. The psychologist also advises the Deputy Commander, the disciplinary superior of soldiers on deployment, in all matters of military psychology.

The Observer Missions Section’s responsibilities hence cover the entire range of tasks that have to be performed to ensure that Germany can participate in a mission, from developing plans to provide the personnel required and ensuring that every single soldier meets the requirements for deployment (completion of deployment training and passport/visa formalities, provision of special equipment, etc.), providing psychological support (also for family members) and general support and exercising administrative control during the period of deployment to organizing the debriefing process.

The jobs of planning, preparing and conducting missions, handling the debriefing process and providing support all lie in the hands of one section, the Observer Missions Section.
Attacks involving improvised explosive devices (IED) are a preferred means of asymmetric warfare and pose a risk in all the theatres of operations in which Bundeswehr forces are deployed. At present, IEDs are even the main threat to German and allied forces. Countering this threat with all available assets continues to be of vital importance for the safety of our soldiers during operations.

The Counter-IED Centre has evolved from the Counter Improvised Explosive Devices Information Centre and the C-IED Section of the J3/5/7 Division of the Bundeswehr Joint Forces Operations Command. It is now a crucial national player in combating the IED threat. Established in 2012, the Counter-IED Centre is based in Gelsdorf (a town in Rhineland-Palatinate) and is under the administrative control of the Deputy Commander of the Bundeswehr Joint Forces Operations Command. The necessary close link with the agency that bears the main responsibility for operations abroad is ensured through its branch at the Schwielowsee garrison.

The Counter-IED Centre ensures that immediate and comprehensive advice can be given to the Commander of the Bundeswehr Joint Forces Operations Command and to the German contingents in all C-IED matters. It also plots the IED situation with respect to the theatres of operations in which Bundeswehr forces are deployed. Both tactical and technical aspects are focal points of its analyses of IED incidents. The comprehensive approach taken also means that major importance is attached to the networks behind the perpetrators. Findings are evaluated and then integrated into the current operational picture and made available for the deployed forces. Beyond this, the intelligence and information gathered are directly incorporated into the capability profiles, joint force development and work on tactics, techniques and procedures. The results of the process are used to determine what action is needed to continuously improve force protection, the implementation of this action involving close cooperation with numerous other agencies of the Bundeswehr and allied forces.
“Presenting Bundeswehr operations in a realistic way” – This is the mission the military and civilian staff of the Press and Information Centre (PIC) of the Bundeswehr Joint Forces Operations Command and press offices in theatre feel obliged to accomplish. When it comes to media coverage and public perception, the Bundeswehr is first of all seen in the light of its operations abroad. This is why the public affairs activities the Bundeswehr conducts in the context of operations abroad must meet the elevated demand for information of the public, and especially media representatives, and deliver relevant information promptly and transparently. For this, the Bundeswehr has public affairs officers from all the services available around the clock to answer their questions. Each one of them has experience of operations abroad and can provide first-hand expertise and estimates on the operational tasks.

One responsibility of the Press and Information Centre is to make arrangements for journalists to travel to the theatres of operations and be escorted there. It coordinates closely with the press information specialists in theatre in this. Other responsibilities are those of monitoring the media each day, processing the latest information received on the operations abroad and organizing press briefings and conferences. To ensure that the Command is able to respond to the needs of the media quickly at all times, a building at Henning von Tresckow Barracks has been fitted with advanced conference and broadcasting technology that also permits live broadcasting throughout the world.

The Press Information Centre Visitor Service coordinates the work involved in providing information for and looking after high-ranking civil and military guests from Germany and other countries as well as the numerous groups of national and international parties that want to learn more about Bundeswehr operations abroad. In the age of digital communication, the use of online media is of special importance. The Bundeswehr Joint Forces Operations Command’s internet presence (www.einsatz.bundeswehr.de) offers quick access to comprehensive information and interactive functionalities through which the public can receive information on the current situation in the theatres of operations and the responsibilities and work of the Command.
Special Operations include Direct Action like releasing hostages abroad or engaging high-value targets, collecting intelligence of strategic relevance and supporting forces from partner countries.

For reasons of secrecy and due to specific procedures, Special Operation Forces require a separate command and control structure which is geared to their specific needs. The Special Operations Division of the Bundeswehr Joint Forces Operations Command is the only division which reports directly to the Commanding General. Furthermore, its structure differs from the other divisions of the Bundeswehr Joint Forces Operations Command as it is organized as a staff in its own right by representing all staff functional areas. The Division Chief is thus able to draw on the Special Operation Forces’ expertise from all primary staff functions and the support of a Legal Advisor. He furthermore has the appropriate national and multinational command and control means.

The Special Operations Division cooperates closely with other divisions of the Bundeswehr Joint Forces Operations Command. As a matter of principle, synergy effects are intended to be achieved in all operations in which Special Operations Forces and conventional forces are employed simultaneously. This includes the synchronized use of the available assets. In Afghanistan, for example, the Special Operation Forces are supporting the operations of the Commander of Regional Command NORTH without being under his command. The coordination at the operational level is being done at the Bundeswehr Joint Forces Operations Command.

The Special Operations Division maintains a network of contacts persons who are assigned to all organizational elements of the Bundeswehr, other federal authorities, NATO and friendly nations. This reduces the response time and increases the freedom of action of Germany’s forces.
The HQ and Signal Battalion is a key support element of the Bundeswehr Joint Forces Operations Command.

The battalion is the military home of over 450 men and women from the various services and major organizational elements of the Bundeswehr. It is based at Henning von Tresckow Barracks, together with headquarters and quarters.

The support provides ranges from the establishment and maintenance of communications and video links in the Command staff at Henning von Tresckow Barracks for all of the Bundeswehr’s theatres of operations to the issue of equipment for all German servicemen and women deployed on UN-led missions. Accordingly, the task areas of many of its personnel have been integrated in individual divisions and sections of the Command.

The HQ and Signal Battalion furthermore ensures that contact is maintained with fact-finding teams dispatched to possible future theatres of operations and locations at which military operations to evacuate German citizens are to be conducted.

In addition to providing support services for the Command, the battalion conducts general military training for all its personnel so that they are prepared for future operational deployment. This training includes physical training, intensive marksmanship training and tactical training at section and platoon level.

“Together now - heave!” is at the same time its aspiration and guiding principle.
The Liaison Organization, which is attached to the J6 Division of the Bundeswehr Joint Forces Operations Command, is responsible for the Bundeswehr personnel who are assigned to national and international liaison elements concerned with operations. It provides key support for operation planning that generally takes place in a multinational environment. The Liaison Organization is at the same time responsible for ensuring the exchange of information to and from the German liaison teams around the world and coordinating activities with them.

It coordinates and manages cooperation not only with the German liaison teams at the US headquarters for Europe (HQ USEUCOM in Stuttgart) and Africa (HQ USAFRICOM, also in Stuttgart) and the headquarters of the UK’s support command (HQ UKSC in Mönchengladbach), but also with the German liaison officers at the operations commands in Northwood (United Kingdom), Graz, Paris, Rome and Székesfehérvár (Hungary).

There are currently twelve liaison officers from NATO and EU member states working at the Bundeswehr Joint Forces Operations Command. A Dutch exchange officer is currently assigned to the Afghanistan Operations Control Group. There are also liaison elements from the German Air Force (GAF), the Federal Office of Bundeswehr Infrastructure, Environmental Protection and Services, the Federal Intelligence Service and the Federal Police.
The Central Affairs Section was established as part of the reorientation of the Bundeswehr. The delegation of tasks previously performed by the FMoD meant that the Bundeswehr Joint Forces Operations Command had to handle a significantly greater workload due to its having to deal with work assigned by the Federal Ministry of Defence and parliamentary and cabinet matters concerning Bundeswehr operations abroad. The Central Affairs Section hence bears primary responsibility for ensuring that interpellations and assignments for the ministerial level regarding central affairs, such as reports to parliament, parliamentary interpellations or letters from the public, are processed in due time and a due manner in terms of both the issues and levels concerned.

The section coordinates the work involved to ensure that the Commander is briefed appropriately and prepared adequately for meetings of the committees of the German Federal Parliament and the Chiefs of Staff Council and to prepare video conferences for transmitting information to the Executive Group of the Federal Ministry of Defence, politicians and members of parliament.

FOREIGN AREA SPECIALISTS

The Bundeswehr encounters a wide variety of ethnic groups with different religious and social cultures in its theatres of operations. Furthermore, it comes up against conflicts that have been smouldering for decades and whose roots lie in tribal feuds, complex alliances, dependencies, clashes of interests, and loyalties. An understanding of the overall context of political, military, infrastructural, social and information-related influences, which is composed of a large number of factors, has become crucial for mission accomplishment.

The Foreign Area Specialists are responsible for identifying and evaluating political, social and religious structures in order to advise the Commander and the staff divisions in support of decision-making, operational planning, the issuance of orders and the conduct of operations.

CENTRAL AFFAIRS

Ignoring these factors can quickly create a critical situation for a military operation.

The Foreign Area Specialists are responsible for identifying and evaluating political, social and religious structures in order to advise the Commander and the staff divisions in support of decision-making, operational planning, the issuance of orders and the conduct of operations.

It is also responsible for preparing presentations, speeches, written inputs and briefings for the Commander. The section is supported in this by all the divisions and sections within their areas of responsibility.
The twelve attorneys in the Legal Advisors’ Division advise the Bundeswehr Joint Forces Operations Command in all matters of operational law. Irrespective of the issue concerned, be it national or international mandates or rules of engagement, international agreements on the status of German military personnel in other countries or international humanitarian law, they use their legal know-how to provide the Commander and the staff divisions well-founded advice.

They also assist the Commander in his capacity as an administrative superior in disciplinary and complaints matters and in the processing of petitions.

Legal advisors serve with the various contingents and assume the status of senior officers for the duration of their deployment. They are identified and scheduled for the for this specific task by the Chief Legal Advisor of the Bundeswehr Joint Forces Operations Command, who exercises technical control over them and counsels them while they are with the contingents.

The Legal Advisors’ Division in addition functions as the first point of contact for the law enforcement authorities in matters concerning criminal offences committed by and against German military personnel on operational deployment abroad.

The Command’s legal advisors work closely with the Federal Prosecutor General at the Federal Court of Justice, the Public Prosecutor’s Office in Kempten, which since 1 April 2013 has been responsible for criminal offences committed by servicemen and women of the Bundeswehr on special foreign assignment, the Federal Criminal Police Office and the customs authorities.

They also discharge the function of disciplinary attorneys for the Armed Forces. They represent the Disciplinary Attorneys for the Armed Forces at the Bundeswehr Joint Forces Operations Command as an independent authority and, in this capacity, initiate and conduct judicial disciplinary proceedings before the Bundeswehr Disciplinary and Complaints Court against military personnel serving at the staff of the Bundeswehr Joint Forces Operations Command and with the subordinate HQ and signal battalion.

The Controlling Section reports directly to the Commander of the Bundeswehr Joint Forces Operations Command and advises him on issues concerning the application and further development of controlling for Bundeswehr operations. This includes specialist tasks such as the analysis of control-relevant factors associated with mission implementation and the optimization of procedures.

The MoD requires Controlling “to focus on operations”, demanding operations to be conducted on the basis of effectiveness and efficiency. For this purpose, the Section assists the MoD in implementing its specifications, providing the information needed on operation-related affairs. It advises the Directorate-
The Protestant Bishop for the Bundeswehr and the Catholic Bishop for the Bundeswehr each dispatch a representative to the Bundeswehr Joint Forces Operations Command through the Office of the Protestant Church for the Armed Forces and the Office of the Catholic Bishop for the Armed Forces. The two military deacons make sure that chaplaincy matters are taken into consideration in the planning, conduct and follow-up of operations abroad. They are in charge of and take care of the military chaplains who provide chaplain support for Bundeswehr contingents on operations as contingent members.

The two so-called operational deacons ensure that the constitutional basic right to the free practice of religion is also observed in an operational environment.

The military chaplains of both denominations are not required to observe government instructions with respect to how they perform their pastoral or clerical duties and even conduct their pastoral talks with contingent members, strictly complying with their obligation to observe secrecy. This in particular is highly appreciated by the servicemen and women on deployment.

The military chaplains also work together with the Medical Service and the Bundeswehr’s military psychologists in order to provide service members and their families assistance in handling deployment-related stress.

At the Bundeswehr Joint Forces Operations Command in Schwieelowsee near Potsdam, chaplain support is provided by the Potsdam Protestant Military Parish Office and the Berlin Catholic Military Parish Office. Their duties encompass the classic functions of a garrison chaplain: to hold services and administer sacraments, to conduct character guidance classes, to organize retreats and to provide pastoral care to the servicemen and women of the Command.

Other agencies at Schwieelowsee, such as the Land Command Brandenburg at Havelland Barracks and the Bundeswehr Centre of Military History and Social Sciences, also use the services provided by SMD 14.

The section provides translation and interpretation services in English, French, Russian and Polish. Its staff has many years of experience in a wide variety of fields, including participation in operations abroad, and benefits from having a large number of international contacts.

As the local point of contact, SMD 14 takes on requests for translations for further languages and forwards them to the appropriate section at the Federal Office of Languages. It also acts as an intermediary in all matters concerning language training.

**LINGUISTIC SERVICES**

The Federal Office of Languages is a higher federal authority within the remit of the Federal Ministry of Defence. Based in Hürth (North Rhine-Westphalia) and represented not only at many Bundeswehr garrisons and agencies, but also with Bundeswehr contingents on operations abroad, it is a service provider that works to meet the linguistic needs of the Bundeswehr. SMD 14, the Linguistic Service Section of the Federal Office of Languages at the Bundeswehr Joint Forces Operations Command, provides support in all linguistic matters. The team of translators and interpreters at Henning von Tresckow Barracks translates documents of all kinds for the Command and takes on or coordinates all requests for translations that cannot be met by the linguistic service personnel with the German contingents.

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MISSIONS ABROAD OF THE BUNDESWEHR

AF TUR
Active Fence Turkey

KFOR
Kosovo Force

UNAMID
United Nations- African Union Hybrid Mission in Darfur

MINUSMA and EUTM Mali
United Nations Multidimensional Integrated Stabilization Mission in Mali and European Union Trainings Mission Mali

UNMISS
United Nations Mission in the Republic of South Sudan

EUSEC RD Congo
European Union Security Sector Reform Mission in the Democratic Republic of Congo
CHRONOLOGY OF IMPORTANT EVENTS FOR THE BUNDESWEHR JOINT FORCES OPERATIONS COMMAND

1. July 2001
Activation of the Bundeswehr Joint Forces Operations Command

Assumption of responsibility for the employment of Crisis Response Teams (CRT)

Beginning of the ISAF mission in Afghanistan (until today)

Establishment of a strategic-level headquarters of the European Union (OHQ).

Earthquake disaster relief in Pakistan

EUFOR RD CONGO to provide security during the free election in the Democratic Republic of the Congo

Decision to establish a NATO Response Force – NRF

After the attacks of 11 September 2001, for the first time in its history, NATO invoked an Article 5 contingency.

Tsunami emergency relief mission in Southeast Asia

End of the SFOR mission, beginning of the EUFOR mission

End of the UNMEE mission to monitor the cease-fire between Ethiopia and Eritrea
List of Abbreviations:

NBC Defence: Protection against hazards emanating from nuclear, biological and chemical agents
Commander: Commander in Chief
FMoD: Federal Ministry of Defence
CIMIC: Civil-military cooperation
Counter-IED: Measures taken against improvised explosive devices (IEDs) and explosives
Section: Designation for an organizational unit below the division level
BwJFOCOM: Bundeswehr Joint Forces Operations Command
EUTM: European Union Training Mission
EUCAP NESTOR: Regional Maritime Capacity Building for the Horn of Africa and the Western Indian Ocean
Contingent: Total number of soldiers in a theatre of operations
J Med: Bundeswehr Joint Medical Service Division at command level
CST: Crisis Support Team
Situation: portrayal of the (military) situation
Assets: Personnel and materiel
Mandate: Assignment issued by the German Bundestag to the Bundeswehr to conducting an operation abroad.
NATO: North Atlantic Treaty Organization
OP North: Observation Post North
Major organizational element: Elements of the Bundeswehr in which members of the individual services perform multiservice tasks
PIC: Press and Information Centre
QRU: Quick Reaction Unit
SASPF: Standard Application Software Product Families
Billet manning list: List of the billets to be manned in a theatre of operations
Services: Elements of the Bundeswehr (Army, Air Force, Navy, Joint Support Service, Medical Service)
Troop contributor: Nation or organization which contributes troops for a military operation
Deployment: Transport of personnel and materiel to a theatre of operations
UN: The United Nations
Instruction: Directive or information on how to execute a mission