

The MISSION

Issue 29 – May 2025



#WORKINGTOGETHER4IRAQ

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The MISSION

Dear readers,

Welcome to the May edition of our magazine. For me personally, this issue carries a touch of bittersweet reflection as it coincides with the end of my tour. It's been an enriching journey, filled with learning and connection, and I'm truly grateful for the experiences shared.

NMI continuously conducts organisational advisory activities with our counterparts in the Government of Iraq and its Security Institutions. Within these pages, you'll discover a collection of new articles crafted with care and insight. This magazine represents a joint contribution of all of us, tries to capture the mission's efforts and progress to assist the Iraqi institutions on their way to a brighter future. It is also an extension of that commitment, offering a space for exploration and understanding.

Ultimately, this magazine is for you, our valued readers. Your engagement, your curiosity, and your feedback are what drive us forward. We deeply appreciate your continued contribution to this community. Therefore, we continue to encourage you to actively participate in our work by developing and sharing your suggestions and ideas. Only through joint effort and work we can improve and enrich the content of our magazine. So I invite all of you to continue your passionate work, reading, and when possible, contributing, not only to this printed product but also to our digital output.

Enjoy the magazine and be sure to remind your contacts to become followers on our various social media platforms. NMI usernames/tags can be found on the back cover of each issue of The Mission magazine.

Let's continue #WORKINGTOGETHER4IRAQ

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NMI Public Affairs Office



Iraqi simulation familiarization visit of simulation institutions in Rome, Italy

By OF-2 Fabrizio FOFI (ITA-A), Staff College Advisor, PSE and MCIV-7 Aleksandar SPASESKI (MKD), DEEP Coordinator, SPCB

SPCB in collaboration with PSE Division offered the opportunity for three members of the Iraqi Armed Forces to participate in a familiarization visit to simulation institutions around Rome, Italy from 07 to 11 April 2025. This visit was an opportunity for Iraqi MoD simulation specialists to engage with aspects of training and exercise development, concepts and project development in the field of simulation, and explore NATO and Italian Army virtual, constructive and live simulation systems.



The objective was to gain oversight of constructive and virtual simulation for planning, preparing and executing war-gaming, CPX/CAX to enhance the decision-making abilities of officers in complex situations and the Staff in planning-orders production-C2 procedures. A secondary objective was to expand awareness of live simulation for

planning, preparing and executing force on force combat training exercises. In addition, participants sought to implement the knowledge and experiences gained to enable the Iraqi Armed Forces to draft and approve a common simulation strategy.



The visit included three Simulation Centres. The NATO Modelling & Simulation (M&S) CoE in Rome, the Italian Army Combat Training Centre (CTC) in Monte Romano and the Italian Army Command for Evaluation and Innovation (COMVIE) in Civitavecchia. The first day was devoted to travel from Baghdad to Rome. On the second day, the Delegation had a complete overview of M&S structure, organization and tasks. The efforts of the four contributing nations (US, CZ, GER, ITA) cover four pillars: Lessons Learned; Training and Education; Modeling and Simulation; and Concept Development and Experimentation. The third day was spent at CTC. The delegation was briefed about infrastructure, materials and organization. This CTC allows units up to battalion size to perform live simulation training in force on force combat scenarios suited to the training objectives.

All the tasks and features of the Centre's sections were analysed in detail and the delegation had hands on experience of the materials employed by the CTC. The fourth day was a visit to COMVIE. COMVIE briefed its role in the Italian Army through a detailed presentation on the infrastructure, institution, curriculum, training, procedures and materials used to enable constructive simulation, to perform CPX/CAX to evaluate the Italian Army units in training.

The visit successfully achieved its objectives. The Iraqi delegation expressed interest in further development in NATO and bilateral initiatives for education, training and procurement in the simulation field; they will report to the chain of command with ideas to develop their own simulation strategy.



A strategic partnership for NCO development

By OR-9 Vince MICHAUD (CAN-A), NCO Leadership Advisor, PSE

As part of NATO's assistance to military training and institutional reform, Professional Security Education (PSE) Division NCO Branch advisors, along with the Defence Education Enhancement Programme (DEEP) activities are directly engaged in supporting the development of a professional NCO corps in Iraq. The collaboration with HALO Trust has led to the provision of critical infrastructure improvements and educational resources for the Elite NCO School (ENCOS), creating a more conducive learning environment for future Iraqi NCOs.

The donated equipment includes:

- Classroom resources to enhance training delivery.
- Office and instructor preparation materials to improve lesson planning and professional development.
- A computer lab equipped with modern technology to support digital learning and curriculum development.
- Living quarters upgrades to improve accommodations for both students and instructors, fostering a professional learning environment.



Expected Outcomes

This initiative directly supports NATO's efforts to the transformation of ENCOS into an effective joint leadership academy, capable of developing competent and professional NCOs for leadership roles across the Iraqi Armed Forces. By enhancing educational infrastructure and improving living conditions, the project aims to:

- Strengthen the professional development of Iraqi NCOs.
- Improve the quality of instruction delivered at ENCOS.
- Support the implementation of NATO's DCB package within the IAF.
- Contribute to long-term institutional capacity building in Iraq's security sector.

The NCO Leadership Development Team has been instrumental in bridging the gap between HALO Trust and the Iraqi Elite NCO School, ensuring that the donated equipment directly supports NCO development priorities.



Their involvement has been key in three ways:

1. Facilitating Communication & Coordination - They acted as the primary liaison between NATO, HALO Trust, and Iraqi leadership, ensuring all stakeholders were aligned on the project's objectives, requirements, and timelines. The Advisor's ability to navigate both military and civilian sectors was crucial in securing HALO's support and directing it toward ENCOS' most pressing needs.
2. Assessing & Prioritizing Requirements - Leveraging their experience in NCO development, the NCO Leadership Development Team worked closely with ENCOS instructors and staff to identify critical gaps in training facilities, technology, and living conditions. Their input helped shape the procurement list to ensure that resources were practical, high-impact, and sustainable for long-term use.
3. Driving implementation & follow-through - beyond the initial equipment delivery, the team has been actively involved in overseeing the setup and integration of these resources into ENCOS' daily operations. Their continued engagement ensures that the improvements contribute to tangible, lasting enhancements in the school's ability to train future NCOs.



Their leadership in this project underscores the value of experienced NCOs in driving institutional change, perfectly aligning with NATO's broader LTO9 approach. Positioning a team of NCO at the centre of this initiative, reinforces the message that NCOs should not just be the focus of development but also lead it from within.

A Multi-Layered Approach to NCO Development

This initiative is part of a broader, multi-faceted effort to professionalize the Iraqi NCO corps. In addition to improving ENCOS' infrastructure, NATO's approach also includes structural and doctrinal reforms, such as the recently endorsed NCO development pilot project by the Iraqi Chief of Defence (CHoD). This pilot program is designed to institutionalize structured career progression, leadership training, and professional military education for Iraqi NCOs, ensuring they are not only trained but also employed effectively within the IAF.

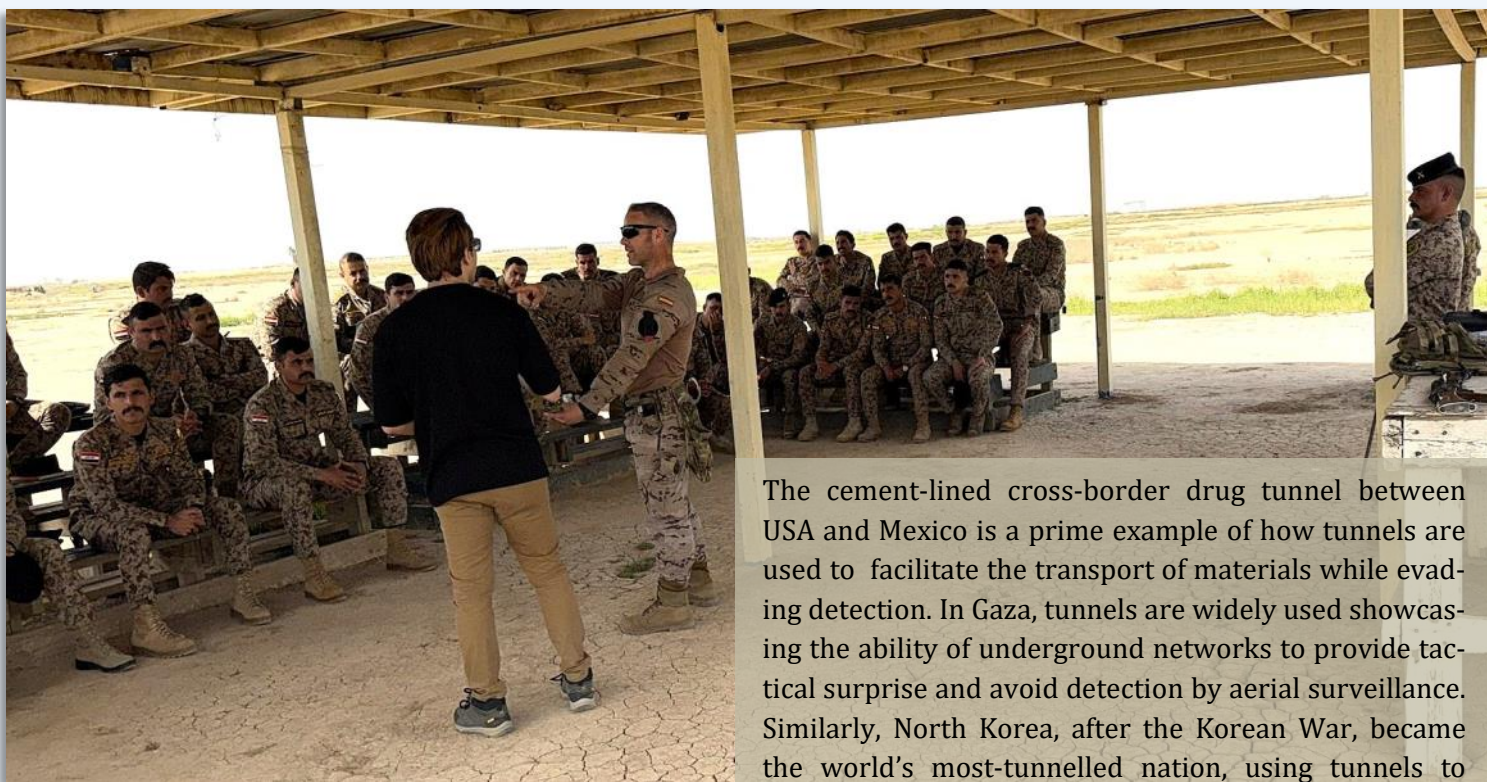
By aligning on-the-ground capacity building at ENCOS with high-level policy changes, NATO is reinforcing sustainable, systemic reform for the Iraqi NCO corps. Our teams' role in this equipment delivery exemplifies how practical initiatives on the ground can directly support the broader strategic vision for NCO professionalization.

This project serves as a strong example of how strategic partnerships, informed leadership, and targeted support can help create a self-sustaining, professional, and capable NCO corps within the IAF, which is essential for Iraq's long-term security and defence transformation. This is a long term project activity; results will take time.



The relevance of the Tunnels Warfare Course at BESMAYAH Training Centre

By OF-3 Alberto Ruiz BIELSA (ESP-A), BESMAYAH Training Center Advisor, TDD



The Tunnels Warfare Course, conducted at the BESMAYAH Training Centre, is a critical program for officers and non-commissioned officers of the Iraqi Armed Forces (IAF). Spanning one month, this course prepares personnel from various Iraqi units which are deployed across the country, to handle the complexities of subterranean warfare. It focuses on developing the leadership, skills, and knowledge required to operate effectively in underground environments, where the risks and challenges are unlike any other combat situation.

One key lesson of the course is that the underground dimension must be considered an essential part of the battle space. Modern conflicts have increasingly demonstrated the strategic value of underground networks, which provide protection, concealment, and mobility. Military personnel are trained to navigate and exploit these subterranean spaces, gaining tactical advantages over the enemy. The course highlights the crucial role that subterranean warfare plays in contemporary operations. Examples from around the world demonstrate the strategic importance of underground warfare.

The cement-lined cross-border drug tunnel between USA and Mexico is a prime example of how tunnels are used to facilitate the transport of materials while evading detection. In Gaza, tunnels are widely used showcasing the ability of underground networks to provide tactical surprise and avoid detection by aerial surveillance. Similarly, North Korea, after the Korean War, became the world's most-tunnelled nation, using tunnels to avoid airstrikes and reconnaissance. In Afghanistan, both Al-Qaeda and the Taliban utilized underground networks, natural caves, and aboveground structures to protect resources and evade airstrikes. These examples underscore the significance of subterranean networks in modern warfare, where they are used to protect key assets from aerial bombardment and to avoid surveillance systems.



TUNNELS WARFARE BOOKLET

Besmayah Training Center

NATO UNCLASSIFIED Releasable to NMI and GdL

3/27/2015
Version 2.0





This Tunnels Warfare Course aimed also at developing instructor awareness according to NATO standards emphasizes the importance of individual skills, situational awareness, and effective communication in subterranean operations. Combat in these environments is often stressful, with the risk of friendly fire high, due to limited visibility and tight quarters.

Leaders must be equipped with the knowledge to minimize these risks, maintain command and control, and ensure the safety of their units.

Finally, this Tunnels Warfare Course at BESMAYAH Training Centre plays an essential role in preparing the IAF to confront the unique challenges of subterranean combat.

By honing leadership, situational awareness, and communication skills, the course ensures that soldiers are ready to operate effectively in one of the most demanding combat environments.

This endeavour – flanked by NMI's TDD advisor OF-3 Alberto Bielsa (ESP) – contributed to the Iraqi understanding of NATO standardized training and lays the foundation for future instructors development courses (IDC) at the BETC.



The Administrative and Logistics School: a look at the school commander and the achieved progress

By OF-3 Heike BENZ (DEU-A), Advisor of the Administrative and Logistics School, TDD



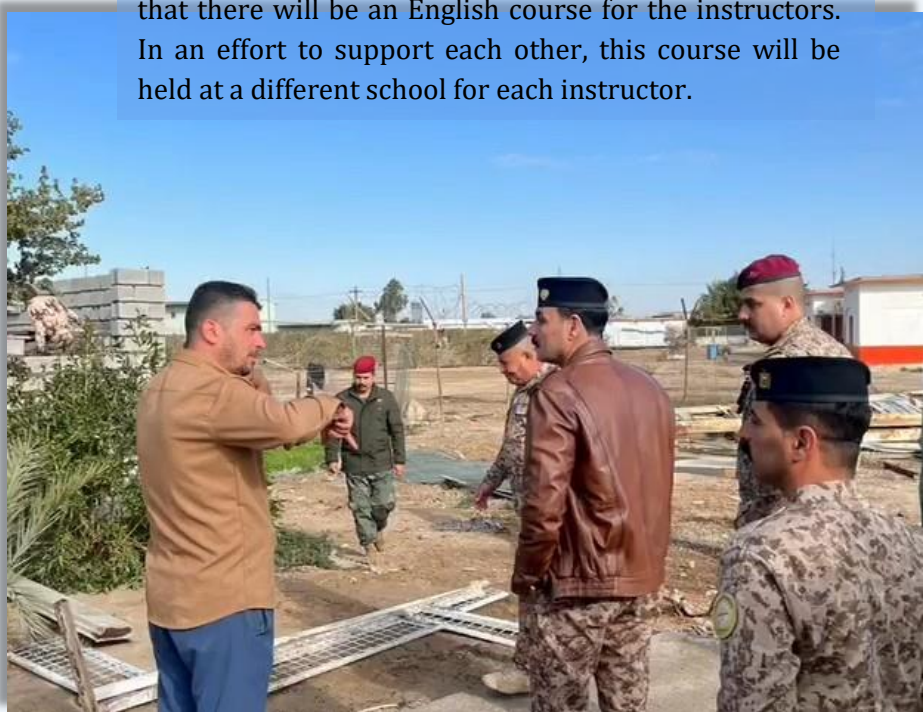
have been given a new floor and new paint. Since taking office, several inspection commissions have been on site and many more will follow this year. Thanks to Brigadier Thamer, the Administrative and Logistics School already has a good reputation and this is set to increase. The new information centre that is being built in the entrance area of the school contributes significantly to this. From the very first moment, Brigadier Thamer was a commander who always welcomed the NMI advisors warmly and was open to new ideas and approaches. This year, the Administrative and Logistics School plans to host the first Branch Symposium, where all stakeholders involved in logistics will come together to discuss challenges and develop new solutions in a kind of workshop. The results will be presented to the M4 at the end of the 3-day symposium.

The Administrative and Logistics School has undergone a remarkable transformation in the months since Brigadier Thamer Hameed Noaman took over. Brigadier Thamer has not only taken charge of the school but also the responsibility to modernize it. He has worked tirelessly and with vision to raise the school to a new level. Despite numerous challenges, he has succeeded in continuously driving the school forward and adapting it step by step to NATO standards. Since the current Commander took over the Administrative and Logistics School, there have been noticeable changes. The school Commander knows how to both lead people and make structural adjustments that will have a long-term impact. His leadership is based on a combination of expertise, experience and a clear vision of what the Administrative and Logistics School should achieve in the future.

Progress since the takeover

The renovation of the buildings and classrooms is now complete and the entire school grounds have been renovated. All classrooms

There are also new ideas for solutions in the area of English language proficiencies. In a joint meeting with the Transport & Supply School (TSS), the Electrical Mechanical Engineering School (EME) and the advisor from the Defence Language Institute, it was concluded that there will be an English course for the instructors. In an effort to support each other, this course will be held at a different school for each instructor.





regard to the logistical training of the soldiers of the OCC Battalion, which is due to start next year. However, the joint exercise with the TSS and the EME, which will be carried out in the Administrative and Logistics School area, will also set new standards and incorporate the new knowledge.

Against all odds: The path to further development

Despite the progress already made, the path is not without its difficulties. As in any military institution, there are obstacles, be it administrative challenges in the construction of a new building for classrooms or conflicts over resources. One example is the lack of computers, which are necessary for digitalized training.

In September 2025, Brigadier Thamer will take part in a course at the German Logistics School. There he will not only receive "Field Supply Point" training according to NATO standards, he will also gain an insight into school life, structure and equipment. This will enable him to return to his school with new perspectives and ideas. The Administrative and Logistic School will play an important role with



With a clear objective and an absolute focus on achieving the best for his school, Brigadier Thamer will continue to find innovative solutions in difficult moments and continue to engage with NMI advisors in this matter.

The Administrative and Logistics School is stronger today than ever before. Thanks to the school Commander's commitment and his ability to deal with difficult challenges.

Modern training methods and lively debate stimulated at Women, Peace and Security Training

By A-4 Merja KAHKONEN (FIN), Advisor Women, Peace and Security , SPCB

Lively debates on women's roles in the Ministry of Defence filled the room, when twenty women and men from Directorate General (DG) Personnel gathered together on 14-15 April to discuss Women, Peace and Security (WPS).

The workshop was organised jointly by NMI and the Women's Affairs Department, responsible for empowering women in the Ministry of Defence (MoD). Its aim was to increase the participants' awareness of the UN Security Council Resolution 1325 on Women, Peace and Security and to discuss the barriers women may face in DG Personnel and how to overcome them.

Guided by two skilful trainers from the Iraqi Military Medical School, Captain Saafa Salah Tayyeh and Captain Aya Salam Abdaljabar, the participants were guided to the principles of the WPS Agenda. They learned about the critical role women play in conflicts and discussed the multiple ways of how conflicts affect women and men differently, while recognising that war not only touches individuals but impacts their families and the whole society.



In DG Personnel, responsible for recruitment and retention of staff in MoD, questions of women in leadership roles as well as sexual violence and harassment were especially relevant.





learned was to hear the ideas of the rest of the employees and their points of view on these important issues."

"Women have many rights that I did not know about. Thank you for sharing this information through the workshop."

All themes invoked lively discussions and debates, both in small groups and in plenary, competently guided by the two trainers. Mutual learning took place through exchange of opinions and ideas.

Based on feedback, the event was valuable in increasing the participants' understanding of women's rights in peace and security.

"What distinguished this workshop were its modern training methods, which made it anything but boring. The most important thing I



Evaluation revealed that the event provided the participants with the confidence and practical tools on how to increase women in leadership positions and to counter situations of everyday sexism at the workplace. The training was such a success that planning for additional workshops started right away.

Participants received a certificate for completing the course, delivered with an encouragement to share the knowledge gained during the two days with their colleagues back in their units. While work for equity between women and men is unfinished everywhere in the world, progress can be achieved if we work together.



War-gaming excellence; Staff College culminates course with command-level simulation

By OF-5 Kim JENSEN (DNK-A), Senior Advisor, PSE

A cohort of 264 Officers complete the final exercise in a landmark Joint Staff Course event, marked by senior leadership presence

A significant milestone has been reached at the Iraqi Staff College, where 264 students have completed the final major exercise of the Joint Staff Course, a capstone war gaming simulation marking the culmination of eighteen months of rigorous academic and professional military education.

Conducted from 19th to 23rd April 2025, the high-profile exercise brought together the entire course cohort in an immersive, scenario-based simulation that tested their acquired knowledge and skills in a joint operational context. Students assumed roles as staff officers and commanders within both brigade and division-level headquarters, engaging in complex operational planning and decision-making under conditions mirroring the demands of real-world command.

The exercise attracted considerable attention at the highest levels. Over several days, the Chief of Defence and the President of the Defence University for Military Studies (DUFMS), Lieutenant General Aqeel, were present to observe and engage with the participants. Their involvement underscored the strategic importance of the Staff College's role in shaping Iraq's future military leadership.





Also in attendance were members of the NATO Mission Iraq (NMI) Staff College Advisor Team and the Director of Professional Security Education, Brigadier General Tufan YAMAN, highlighting the international interest and collaborative effort invested in the professional development of the Iraqi officer corps. Brigadier General Tufan YAMAN, in his address, highlighted the significant and visible progress from Course 83 to Course 84. At the same time, he emphasised that even the best plan demands constant attention during execution—particularly the ability to adapt effectively to the evolving situation.

At the heart of the war game lay a classic military dilemma, a confrontation between two opposing divisions. While the numerical and tactical balance might, under conventional military logic, suggest a predetermined outcome, the scenario was deliberately designed to challenge students' critical thinking, operational creativity, and ability to coordinate and leverage external support.

Rather than simply applying doctrinal templates, students were encouraged to explore innovative ways to generate advantage through manoeuvre, timing, and synchronization of joint effects. This exercise format fostered an integrative application of the many disparate elements studied throughout the course—from operational art to strategic communication.

For the most capable students, the war game offered a unique platform to demonstrate not only comprehension of theoretical concepts but also the ability to apply them effectively in a dynamic and high-pressure environment. It was, in every sense, a culmination exercise, both demanding and rewarding.

As the course draws to a close, the successful conduct of the war gaming exercise stands as testament to the quality of the instruction delivered and the professionalism of the participants. It also reflects a broader institutional ambition to cultivate officers capable of leading in complex, joint operational theatres both at home and abroad.



Project IRQ 121: combining bilateral support & NMI advisory activity

By OF-2 Marcel HELD (DEU-A), Senior Advisor Computer School, TDD

The IRQ 121 Computer School project is one of many bilateral projects within the framework of the German Federal Government's Enhancement Initiative (FGEI). This project, between the Federal Republic of Germany, represented by the DEU Embassy Baghdad, and the Iraqi government is intended to support the development of Iraqi security institutions.

In principle, such projects for the Iraqi armed forces are purely bilateral and are implemented under the responsibility of the German military attaché staff at the Embassy in Baghdad. However, close cooperation between the military attaché and the NMI Advisor can lead to complementary successes in the further development of the Iraqi Armed Forces.



The project began with an analysis of current capabilities, which clearly articulated and prioritized the needs of the Iraqi partner. This was specified in conjunction with the IAF and formulated with the support of the NMI Advisor. On this basis, an initial calculation of the cost framework was made and incorporated into the coordination of FGEI measures for the following year. Finally, the FGEI measures, including their budgeting, were defined in an iterative interdepartmental German coordination and review process. The military attaché staff played an important coordinating role in this process vis-à-vis the German Ministry of Defence, the Iraqi Ministry of Defence and the NMI advisor.

As a result of all these efforts, the IRQ-121 project was approved for implementation at the beginning of 2024.



Detailed planning

By June 2024, with the support of the responsible NMI advisor, the IAF clarified their needs in detail and corresponding offers were obtained from local specialist companies. Detailed planning by the NMI advisor began during this phase of the project. Over several visits to the Computer School, sometimes together with project managers from the selected partner IT company, a precise list of the equipment to be procured, the scope of the necessary installation work and the options for the set-up were finalised. During this planning phase, the expertise of the NMI advisors was effectively applied, as the financial framework for the project had to be considered in parallel with the needs and wishes of the school.

Based on the final Iraqi requirements and the available offers, the German MoD, via the German military attaché staff, provided the financial framework for the IRQ 121 project through a grant agreement, and a contract was subsequently signed with the selected partner company.

Delivery is getting closer: NMI advisor as coordination centre

Once all the necessary signatures had been obtained, the agreed equipment could be ordered by the contractor. While awaiting delivery, there was a close dialogue between the NMI advisor and the IT company at all times so that the Computer School itself could always be kept up to date during the visits.

In January 2025, the time had finally come: the IT company announced that it had received all the equipment and was ready to begin the installation phase. With this call, the NMI Advisor began coordinating activity between the Computer School and the IT company regarding the following aspects:

- Delivery date for the equipment at the Computer School
- Access for the IT company's personnel to the military area, even at short notice if necessary
- Dates for the start of the installation work
- Necessary postponement of deadlines
- Clarification of discrepancies and the sequence of work at the computer school

Thanks to the great flexibility of all those involved, any problems or unforeseen issues were quickly resolved so that the installation work could be successfully completed within the planned timeframe.

Celebrating success: successful project completion, handover and joint ceremony

During the installation phase, the NMI Advisor also helped to plan and coordinate the final step required to successfully conclude the project. In joint consultation with the German Embassy and the Computer School, a date for an official ceremony was set at which the procured equipment was to be handed over to the Computer School by the German Ambassador to Iraq.



Finally, on 5 March 2025, H.E. the Ambassador of the Federal Republic of Germany to Iraq, Ms Christiane Hohmann, accompanied by the military attaché, Lieutenant Colonel Ruester, arrived at the Computer School for the handover. They were received by the Director of the Computer Directorate, Major General Ali Takleef Khadium, and the Commander of the Computer School, Colonel Firas Haseem, as well as other leadership staff from the Computer School and the Computer Directorate. In the subsequent discussion, the Iraqis expressed their gratitude for the excellent cooperation with the NMI Advisors and for the support of the Computer School by the Federal Republic of Germany.

The Ambassador's interest about the school's work, recruitment and future development were answered in detail by the director, the school commander and the NMI advisor. Following this discussion, the Ambassador was able to visit the newly equipped classrooms and see for herself that the 91 all-in-one computers, two state-of-the-art smartboards, the



renewal of the necessary network technology, in three classrooms, and the installation of a modern server represent real progress for the school. It also became clear that the Computer School is putting the equipment it received to immediate use, as one of the classrooms was already being used for courses. In the second classroom, the Ambassador was also able to observe the highly developed capabilities of the Computer School and the Computer Directorate in a short presentation on the eLearning platform developed by the IAF. The Ambassador was pleased to see that the Computer School was not the only beneficiary of the IRQ 121 project, but that a follow-up project initiated by NMI is being developed in which nine other Iraqi educational institutions will receive so-called 'starter packages'. These packages will consist of computers from the Computer School in order to support other institutions in the development of information technology.



“The Defence University For Military Studies develops warriors, managers and diplomats for the future”

By OF-5 Petr VOHRALIK (CZE-A), Senior Advisor DUFMS HQ, PSE

Commander NATO Mission Iraq and the President of the Defence University For Military Studies (DUFMS) met on 16 April as COM NMI prepares to handover responsibility after a year of significant progress.

Both acknowledged the impact of forty years of armed conflict, and the positive role that Professional Security Education plays in the development of current and emerging Iraqi leaders at all levels.

With NMI support, DUFMS strives to develop, educate and challenge the next generation of Iraqi officers as warriors, diplomats and managers for the future. This is about changing mind-sets, understanding the fluid geopolitical situation, appreciating evolving regional developments, making use of technological advances, and addressing budget pressures common to all armed forces. While President of DUFMS stated that *“many Iraqis have suffered from childhood’s witnessing the wars, and it is time for stability, security and prosperity,”* the NMI Commander observed a special characteristic of Iraqi people: *“Your people have a hunger for knowledge –*



they are eager to learn, digest the information and transform it into action,” and expressed his hope for Iraq in terms of *“peace, jobs, and unimpeded intellectual development.”*

The Generals agreed that DUFMS needs to educate leaders at all levels, capable of bringing change in mentality from living in armed conflict to focusing on protecting the future. “These new leaders need to be great warriors on the modern battlefields, they need to capitalize on the skills of their subordinates as good managers and they need to understand and shape the international environment as good diplomats.”

An exchange of gifts marked their mutual respect as leaders and a relationship developed over the past year. As Lt Gen Schreurs approaches the end of his assignment, the new COM NMI will continue the fruitful enduring NMI commitment to partnership with the Iraqi Armed Forces, DUFMS and with sLt Gen Aqeel in particular, driving forward continuous improvement in Professional Security Education for mutual benefit for Iraq and NATO.



Advising strategically on the future of the Media Moral Guidance School

By OF-2 Marcel SCHORR (DEU-A), Senior Advisor MMGS, TDD

How is the Media Moral Guidance School setting new standards in media training with the support of NATO Mission Iraq?

Since February 2025, the NATO Mission Iraq (NMI) Advisory Team has been supporting the Media Moral Guidance School (MMGS) with targeted expert advice. The aim of the collaboration is to further develop the school structurally, technically and in terms of content into a sustainable and practical training institution for media skills in the defence sector.

From idea to institution

MMGS was founded in the fourth quarter of 2024 and emerged as an independent institution from a wing of the Media Directorate. Since December of the same year, Brigadier General Qusay Salman Ghailan, has been the commander of the school. Its mission: to promote the media skills of military and civilian personnel under the Ministry of Defence (MOD).

Organisationally, the school is divided into three departments and offers a wide range of courses for officers, non-commissioned officers and civilian staff. The trainings are organised in a structured manner:

- Basic training - fundamentals of media relations and communication
- Mandatory training - compulsory modules for specific areas of deployment
- Development training—advanced qualification courses

Three areas of development for sustainable progress

Since the start of the advisory activities, the collaboration with MMGS has been characterised by trust, clarity and a strong focus on implementation. The joint development plan (School Development Plan) focuses on four key areas.

- Technical modernisation: in future, the classrooms must be equipped with modern media technology in order to create an environment that is conducive to learning and future-oriented.

- Further development of content: curricula must be analysed to identify which modules can be brought up to current NATO standards.
- Development of e-learning: A central element is the introduction of digital learning formats. Teachers are empowered to create their own e-learning content and integrate it into lessons in a didactically meaningful way.
- Further training for teachers: In the coming months, several training sessions will be held by the advisory team, including IT security, methodology and didactics as well as basic skills and English language development.

Looking ahead

With the consistent further development of the new school, MMGS is positioning itself as a modern, high-performance institution in the MOD's education sector. The NMI advisory team will continue to accompany this path, strategically and in partnership.



The Curriculum Development Practitioner Course II (CDPC II) – working towards a shared course design methodology

By OF-3 Leopold VOLKER (DEU-A), SAT Advisor , PSE

The final module of the Curriculum Development Practitioner Course (CDPC) was delivered at the Education Cadre Development Centre (ECDC). The course was delivered between 02nd and 25th of March 2025 and primarily constructed for PSE institutions: namely ECDC, the Ministerial Training Development Centre (MTDC), the Elite NCO School (ENCOS), the Defence Language Institution (DLI), the Air Force College (AFC), the Command College (CC), the Ministerial Training and Development Centre (MTDC), the 1st Military College (1MC), the National Defence College (NDC) and the Staff College (SC). The course was broken into four 4-day modules, focusing on the practical application of Systems Approach to Training (SAT) methodology, utilizing Iraqi-generated crisis management doctrine as a subject of analysis.

Delivered by the PSE SAT advisor, the rationale behind the course is the generation of curriculum specialists within Iraqi institutions, capable of applying ADDIE principles towards their own training material and delivery. This may not be the most exciting aspect of advisory tasks, however it does allow the foundations to be set for long-term mission success; ensuring the Iraqi institutions are able to capture and cultivate lessons learned from individual advisors, through a means of continuous training design and delivery of best practice.

Utilizing NATO Course Control Documents (CCDs), all aspects of Curriculum Development were dissected, from overarching Assessment Strategies, to Performance Objectives (POs), Enabling Learning Objectives (ELOs) and individual Main Teaching Points (MTPs). The course was well received by all Iraqi students, in turn making for an enjoyable course for the instructor alike. Following the course, Curriculum Development Working Groups (CDWGs) can now be established within the students' respective institutions, which are able to reach out to the SAT and Curriculum Advisors for further assistance in the future should it be required.

The next four weeks CDPC will be delivered in 2026, again at the ECDC, with their instructors observing the course in preparation for hybrid NMI-ECDC course.

Additionally, we are aware of requests for the CDPC to be delivered for wider MAD and TDD institutions. This can be accommodated in the coming months, in keeping with the holistic approach to the mission. As such, if this is something you feel would benefit your Iraqi counterparts, please make your way to the PSE corridor to speak with us regarding projected dates and availability. Teamwork makes the dream work!



"Pushing things forward" on a solid base – a doctrinal footprint

By OF-5 Michael STEINHEIMER (DEU-A), Branch Head Combat & Combat Support Schools and Training Centers, TDD

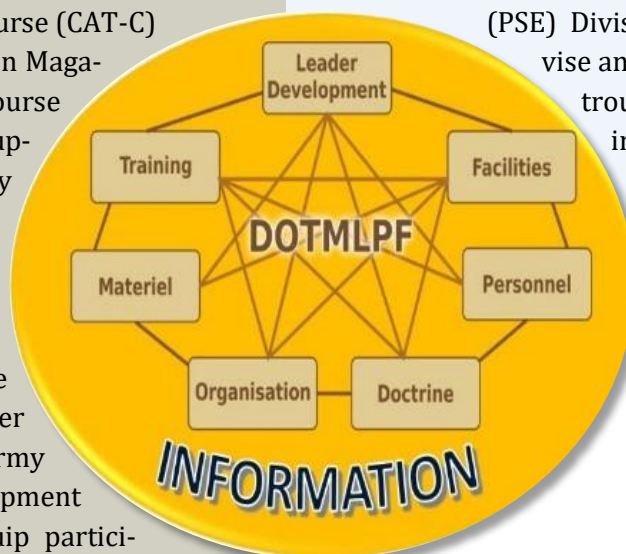
When the new Branch Head arrived in theatre in September 2024, TDD's Combat & Combat Support Branch were advising twelve Branch and Service Schools and two training centres in the Greater Baghdad Area.

Upon his early arrival, OF-5 Steinheimer had the honour to immediately prepare and conduct the third iteration of the Combined Arms Training Course (CAT-C) at the IRQ Staff College (see Mission Magazine Issue 26; January 2025). A course that was already scheduled and supported by a DEU Mobile Advisory Training Team (MATT). To appropriately prepare the course, Director TDD, OF-6 Andreas Kühne requested an early deployment, which was of high value due to the experience that OF-5 Steinheimer brought along from the German Army Concepts and Capabilities Development Centre. The course aimed to equip participants with essential insights into the spectrum of performance of individual military branches, within the framework of combined arms operations. For the very first time the course was conducted based on NATO's Tactical Planning Process APP-28. This was in line with the intent of the IRQ CHOD to closely align the branch and service schools and training centres with NATO standards in order to enable the IRQ Armed Forces to become a compatible partner for future operations.

To plan and conduct combined arms operations is a challenge for every commander and it requires thorough education and training. The commander needs to know not only the single capabilities of the forces available; he also needs to apply guiding principles of C2. During the course, it was observed that these guiding principles in the IRQ Armed Forces (IAF) differ from NATO's understanding of mission command. To mitigate this gap, an e-learning tool was created to provide the doctrinal fundamentals.

Furthermore, the handbook "Guiding Principles of Command and Control for Land Forces" based on NATO standards was handed out.

After concluding the course there is now the intent to implement and conduct this course at the IRQ Command College. NMI's Professional Security Education (PSE) Division will further support, advise and monitor the implementation through a train-the-trainers course in 2025, in order to enable the IRQ partners to conduct the course on their own, starting in 2026.



2025

LAND FORCES DOCTRINAL PRINCIPLES
FOR COMMAND AND CONTROL



Handbook
for the
Command and Control
CAT-C
E-learning tool



This initial experience framed OF-5 Steinheimers approach during his tour in NMI with approximately 80 visits to IRQ venues focusing on the question: On which standards, doctrine and regulations are the courses actually based, that are published in the curricula of the IRQ Armed Forces Annual Training Bulletin? There were different answers by the school Commanders reaching from the experience of the very instructors to existing regulations of various nations (Russia, Egypt, India, Pakistan, United Kingdom and the United States). It became obvious that this does not resemble a solid foundation, neither for gaining procedural interoperability inside the IAF nor with NATO. Therefore NMI's advisors support the conducted train-the-trainer courses at the branch and service schools as well as at the training centres with booklets on NATO standards that were distributed not only to the schools but also to every student to act as multipliers.

During the School Commanders Conference on 18 February 2025 NATO's doctrinal architecture was presented and how this is taken into consideration by national regulations. Afterwards TDD's engagement with the MoD, foremost with the Deputy Chief of Staff (DCOS) Training and the respective branches' directorate level

up to the IRQ CHOD himself led to the decision to provide all of the books on an e-learning platform to guarantee access for the entire IAF. In order to proceed towards the Operational Capability Concept (OCC) Evaluation & Feedback Program, which should enable an IRQ infantry battalion to become the first battalion trained completely on NATO standards, this is an essential step towards doctrinal standards.

The exchange of information between the different stakeholders at various levels was identified, to be one of the major obstacles for further development of the branch and service schools. The idea of branch symposiums was born to discuss Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities (DOTMLPF) topics together with all respective stakeholder regularly and was highly appreciated by the IRQ CHOD.

NATO uses a similar acronym, DOTMLPF-I, the "I" standing for "Interoperability": NATO's AJP-01, Allied Joint Doctrine describes interoperability as the "ability of NATO, other political departments, agencies and, when appropriate, forces of partner nations to act together coherently, effectively and efficiently to achieve allied tactical, operational and strategic objectives". Interoperability within NATO and its allies and partners, is ensured by using NATO standardization agreements, which define processes, procedures and terms and conditions for common military or technical procedures and equipment between signatories.

The precondition to become NATO interoperable as a partner requires at first interoperability being established within respective national forces. Therefore broad experience in doctrine, concept and capability development is the right foundation to advise the IRQ partners in achieving their objective to become more interoperable – and TDD's advisors will continue to push things forward within these remits.



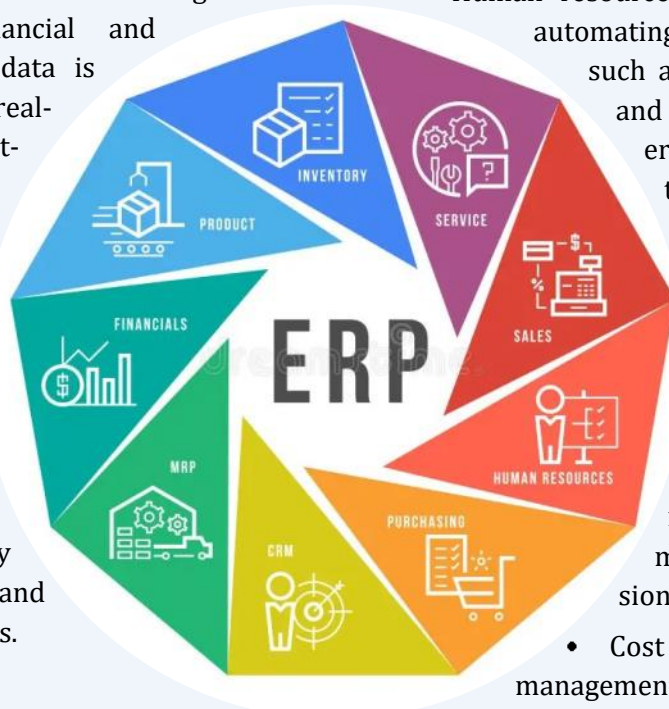
The importance of digitalization of the Iraqi financial system

By MCIV-6 Francesco RAIMONDI (ITA), NMI Budget Advisor, MAD



A financial management system within **Enterprise Resource Planning (ERP)** enables accounting and financial reporting with financial and accounting controls. Financial data is always up-to-date because of real-time integration between budgeting, financial, accountability, audit, inventory management and other functions.

By using an ERP, financial management has a 360-degree view of the factors that influence any organization's financial health. It helps the key leaders maintain accurate financial records, comply with accounting standards, and make informed financial decisions.



An ERP offers many advantages for financial management:

- Streamlined workflows: by integrating data from all areas of management, an ERP system can improve workflows and eliminate the need for multiple data entry points.
- Reduced errors: streamlined workflows combined with automation reduce the source of errors in financial records.
- Human resource efficiency: optimizing and automating routine financial tasks, such as salaries/accounts payable and receivable, and general ledger accounting, freeing up staff time for many important activities like financial analysis and internal audit.
- Enhanced decision-making: real-time access to financial data gives high level managers a clearer picture of financial performance, allowing them to make more informed decisions quicker.
- Cost savings: improving financial management from the ERP can lead to cost savings in areas like inventory management and assist in making procurement more cost-effective.
- Data consistency: ERP systems ensure that information is centralized, ensuring data consistency and eliminating the discrepancies that arise from using multiple standalone applications.
- Regulatory compliance: an ERP system can help organizations comply with financial regulations by providing a centralized repository of financial data and automating reporting. This can also help with governance and tax reporting.



History of ERP Systems

Inventory Management
Control

Enterprise Resource
Planning

Artificial Intelligence
ERP



A financial system integration isn't just a perk, it's a strategic imperative. Integrating finance with ERP empowers all leaders with better information for strategic decision-making. It enables them to streamline working the allocated resources through better procurement, cash flow and inventory management, undertake comprehensive budgeting, and improve reporting.



In conclusion, ERP systems aren't just tools: they're catalysts for innovation and growth. By embracing ERP, any organization can future-proof their financial strategies, ensuring resilience and competitiveness in a rapidly changing world.



The increasing attraction for Pickle-ball, turning 60 this year

By MCIV-7 Giuseppe TEMPESTA (ITA), Senior Advisor, MAD



The Union III gym-pad is the area for collective sport and fitness activities, very well scheduled by US BOS-I on a monthly basis. Many sports are showing in the calendar in order to meet the interest of the camp residents.

A few days ago, I was scanning an old edition of our NMI magazine and the absence of “pickle-ball” among the practiced sports hit me . How is this possible?

Born in 1965, pickle-ball is a racket sport in which two players (singles) or four players (doubles) use a smooth-faced paddle to hit a perforated, hollow plastic ball over an 86 centimetre net until one side is unable to return the ball or commits a rule infraction. It was invented in 1965 as a children's backyard game in the United States, on Bainbridge Island in Washington State by Joel McFee Pritchard, former Sergeant of US Army from 1944 to 1946.

In Union III, everything started with the national support elements of the former Spanish commander in May 2023, who had the bright idea of bringing a basic pickle-ball set to the area. “The curiosity killed the cat” and little by little the people were passing by and asking what kind of sport was that, a sort of paddle tennis without the glass perimeter.



While the majority of the residents were completely unaware of such sport and the applicable rules, the first ones that were showing great enthusiasm on that vision were the US soldiers, well aware of the increasing popularity of this practice in their own USA courtyards and playgrounds.

Therefore, Pickle-ball earned the deserved attention and became, as of today, the recurring reason for having the gym-pad occupied not only by youngsters but also by aged individuals, running after a hollow ball with 40 holes.

In 2021, pickle-ball was named as the official state sport of Washington. As of March 2025, no pickle-ball organization has received recognition from the International Olympic Committee as the official worldwide governing body for the sport of Pickle-ball.

Pickle-ball is however expected to be included in the 2027 Invictus Games that are scheduled to be held in Birmingham, England. A warm support to those playing there with different abilities.

The low-cost access to it and the familiarity with other "racket" games like tennis, badminton and padel still



grant a solid ground for success among the military and civilian personnel of the troop contribution nations that are resident in Union III. Just to provide the readers with some numbers, the U3 tournament on 5 April included 24 teams, representing nine different Nations for 48 participants (39 Men and 9 Women).

A good start for being the first time under the NMI Direction but with the indispensable logistic support of the U3 MWR Personnel. Special thanks to Mr. Thomas ODHIAMBO and his Staff for the set up on that day.

The trophy was awarded to the Spanish team "Vaquero" who defeated the favourite Dutch team "The Gentlemen" in the finals after an enthusiastic match, cheered by a large audience that convened at the gym pad on a warm day in April 2025.



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