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**NORTHERN STAR**

Magazine for HQ JFC Brunssum – April 2013



## A Tribute to 100 Years of Military Aviation in the Netherlands

- Mayor of Brunssum Visits Headquarters - First Impressions
- Exercise STEADFAST JAZZ 2013 - Key Milestone to NATO's Transformation
- International Community Says Farewell to Allied Force Command Heidelberg
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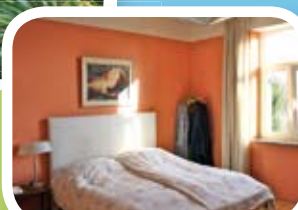
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## About the Cover



*Major Jos Pommer, conductor of the Royal Netherlands Air Force orchestra during a concert in the Alliance Theatre on Friday 22 March.*

*Photo by: Mr. Fons Ijpelaar*

# Command Group Corner

**A consistent theme at JFC Brunssum in recent months has been continuing evolution of change, reflected in our modified organisational structure, momentum to becoming a fully deployable headquarters, the change-over of military personnel and still ongoing recruitment of civilian staff. One thing that cannot be said is that JFC Brunssum is standing still!**

In the last few months alone, there have been several notable projects or milestones reached in which Brunssum staff have been fully involved. In support of ISAF, a number of our planners have been actively preparing the basing options and support requirements for the future mission. Meanwhile, our logisticians and support staff have been working through the complex redeployment issues to recover NATO equipment and personnel. ISAF collective training continues and we have recently hosted Key Leader Training as part of our ongoing NRF preparation. At last, there are a number of initiatives to turn Regional Focus from a conceptual discussion to an active plan to build and develop a 'northern family' of headquarters and other entities. Similarly, the Deployability Working Group has made tremendous headway with staffing multiple tasks – many thankless – required to be a Joint Task Force Headquarters.

These are only a few examples but it helps to reflect on our achievements at a time when we continue to manage change. It is not lost on the Command Group what challenges lie ahead. This includes reduced manning, gapping of some posts and loss of expertise

whilst maintaining existing and new operational tasking. In some key areas, there will be loss of continuity but we will work to reduce the impact upon the staff, particularly towards the end of 2013.

I very recently returned from ISAF and got the chance to meet many 'friendly faces' from JFC Brunssum working in theatre. In typical fashion, I was impressed by their businesslike approach and focus to supporting operations - making the most their time away and just getting on with the job. That was not to say that they were not looking forward to seeing their replacements in a few months time! I have also observed the same stoic approach of our families and sense of community whilst our personnel are deployed.

> Article continues on page 4



*Lieutenant General Richard G. Tieskens, Chief of Staff Allied Joint Force Command Brunssum*

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*Lieutenant General Tieskens met JFC Brunssum staff deployed in theatre at HQ ISAF.*

> *Continuation of Command Group  
Corner Article*

It also important to reflect on the many activities outside the workplace and the opportunities presented in our international community. Many of you attended the concert on 22 March given by the Orchestra of the Royal Netherlands Air Force to celebrate 100 years of military aviation.

Our Annual Charity Fundraising Ball with its 'Wild Night' theme at the international Conference Centre on 12 April is fast approaching. The work of the Morale and Welfare team is also worthy of note for all of the activities they lay on. I also hope to see many of you at the last 'Queen's Night' on 25 April in honour of Queen Beatrix, ahead of the accession to the throne of Prince Willem-Alexander, as King, in

the Netherlands.

To any newcomers – welcome. To any of our departing colleagues – good luck in your new assignments. As we are approach Spring and we, hopefully, see the end of this winter's snowfall, I genuinely believe that we should take pride in our many achievements to date, look forward to the months ahead and take the challenges, and the change, in our stride.

## Kabul Gets Another 50 Trained QRF Officers

Story and Photo by Capt. Marvin Baker

Task Force Centurion's Police Advisory Team mentored and graduated its second group of 50 police officers March 27 in Kabul for the city's Afghan Uniformed Police quick reaction force.

**"The QRF responds to any major crises inside the city," said 1st Lt. Ronald Layne, the training program's officer in charge. "The training program is eight weeks long and ends with a day-long culminating event, which replicates real-world events. Layne said the officers also go through marksmanship training, drivers' training, and first aid training. Much of the training is Afghan-led and Task Force Centurion's mentors reinforce and help coordinate training with other agencies like the Afghan National Directorate of Security.**

Task Force Centurion's PAT comprises soldiers from the 136th Maneuver Enhancement Brigade, Texas National Guard and the 508th Military Police, New Jersey National Guard. Their mentoring mission in Kabul helps support the coalition to transfer security responsibilities to the Afghan National Security Forces.



*Officers in the Kabul City quick reaction force gather to listen to their chief of police in Kabul after graduating from a Task Force Centurion mentoring course March 28.*

# PRT Farah Visits Local Returnees and Refugees

Story by Lt.j.g. Matthew Stroup, PRT Farah

Provincial Reconstruction Team (PRT) Farah Civil Affairs Team Leader, U.S. Army Lt. Col. Mark Martin, and the senior U.S. Department of State representative in Farah, Ray Sudweeks, led a small team to a returnee and refugee village on the outskirts of Farah City. While at the village, the team conducted a site survey with the Farah Director of Refugees and Repatriation, Rahmadin Regiwal, and delivered much needed humanitarian assistance to the people.



*A young Farahi girl waits patiently to receive assistance during a visit to her village. Provincial Reconstruction Team (PRT) Farah visited the returnee and refugee village on the outskirts of Farah City to conduct a site survey and deliver humanitarian assistance.*

**A**pproximately 900 families live within the village that is comprised primarily of returnee families who return to Farah after working in Iran or Pakistan. Regiwal, whose job it is to find and deliver resources to returnees, refugees and internally displaced people (IDP) in the province, has a daunting task in the current economic environment. While many Afghans return home on their own accord, a large portion are forcibly removed from Iran.

Children, parents and teachers in the village came out to greet Regiwal and the PRT members upon their arrival. The students lined up and waited, as patiently as they could, to receive the

contents of 15 large boxes of school supplies, children's clothing and a few toys. Most of the items were provided by friends and family members of the PRT.

Many of the young returnees attend school in the village in three small tents with a large carpet as the only thing between them and the ground. Over 260 students call the tents their school, where teachers do their best to provide a baseline education for students despite not always having the tools they need.

"One of the elders in the village asked us for one big project while we were there – to help fix the road," said Martin. "I had to tell him that we aren't focused on large scale infrastructure projects any

longer. He told me that it was okay, and that the school supplies we delivered to the children were equivalent to building a road for the village. It was clear that they really needed the supplies we provided."

The PRT continues to maintain a close relationship with Regiwal who coordinates assistance from the United Nations High Commission on Refugees (UNHCR), the International Organization for Migration (IOM) and the World Food Program amongst other organizations to provide services to the people.

PRT Farah's mission is to train, advise, and assist Afghan government leaders at the municipal, district, and provincial levels in Farah province, Afghanistan.

# Kandahar Regional Medical Hospital Hosts Medical Shura

Story by Sgt. Uriah Walker, Regional Command (RC) South, Photo by Sgt. Uriah Walker.

Afghan National Army (ANA) medical professionals from across the region met at the Kandahar Regional Medical Hospital (KRMH) to share their knowledge and to gauge the current state of the ANA's medical capabilities.



An Afghan National Army soldier, assigned to 2nd Brigade, 2nd Kandak, receives care from an ANA nurse, Feb. 10, in the Kandahar Regional Medical Hospital, located on Camp Hero, Afghanistan. (U.S. Army photo by Sgt. Uriah Walker, RC(S) Public Affairs)

**A**fghan National Army (ANA) medical professionals from across the region met at the Kandahar Regional Medical Hospital (KRMH) to share their knowledge and to gauge the current state of the ANA's medical capabilities.

The ability of the Afghan National Army to provide medical care to its soldiers is a major concern, according to Air Force Colonel John Savage, RC South medical training advisory group team lead. The medical field here still suffers from a lack of equipment and properly trained personnel. "There are only six Afghan Air Force medical doctors in the entire country," said Savage. "The lack of logistics is also a concern, they simply do not have the parts required for repairs," he continued. The hospital's centrifuge is currently non-mission capable due to

a lack of parts. The primary use for this piece of equipment is to separate blood into its components to extend shelf life. Without the machine, and the upcoming holiday of Ramadan, blood shortages are expected. Last year the hospital was able to get through the holiday by offering 'night draws,' albeit barely. Most people don't want to donate after fasting all day.

Other topics of discussion covered specific medical concerns to include a brief history of communicable diseases in the country and how to prevent them. Several of the attending doctors, who are specialists in their respective field, lectured on the importance of such topics as personal hygiene and hypertension. It was explained by ANA doctor that 2.5 million Afghans have died from tuberculosis since the end of WWII. He

went on to talk about the importance of proper washing of clothes and handling of contaminated articles brought into the hospitals by patients.

As the International Security Assistance Force (ISAF) draws down, many of the functions it has provided will be taken over by the increasing number of Afghan forces. The KRMH has been taking steps to assume the role of providing every aspect of care for not only ANA soldiers but also for the local community. Over the past year the hospital has added 50 beds, administration offices and a prayer area as well as a triage tent to process casualties in the event of a mass casualty. The hospital also has 20 mission capable ambulances for ground evacuations. However, they still rely heavily on ISAF air assets for critical casualty evacuations.

# International Community Says Farewell to Allied Force Command Heidelberg

Article by Maj. Tamara Gonzales, PAO Allied Force Command Heidelberg, Photos by Staff Sgt. Guus Ruijsbroek.

Hundreds of multi-national citizens and service members came together to bid farewell to Allied Force Command Heidelberg for the NATO Headquarters deactivation ceremony at Campbell Barracks.



Senior Enlisted Leader Allied Force Command Heidelberg Adjutant-chef Fabien Le Camus, Commander Joint Force Command Brunssum Gen. Hans-Lothar Domröse, Commander Allied Force Command Heidelberg Lt. Gen. John W. Morgan III and Allied Force Command Heidelberg Chief of Staff Operations Brigadier General Salvatore Alboré salute the NATO flag during the headquarters' deactivation ceremony.

**"This headquarters and its demonstrated excellence will never be forgotten," said Commander Allied Force Command Heidelberg Lieutenant General John W. Morgan III. "I salute the members of Allied Force Command Heidelberg, and all the Heidelberg-based Land Headquarters, past and present who selflessly served this great Alliance and by doing so left an incredible, indelible mark on its history." Lieutenant General Morgan, Commander Joint Force Command Brunssum, General Hans-Lothar Domröse, and Secretary of State at the German Federal Ministry of Defense, Rüdiger Wolf, served as guest speakers during the event.**

Allied Force Command Heidelberg has been part of the community since 1952. It started with a small Planning Staff within the USAREUR Headquarters. Since then, the headquarters has

seen many changes including moving from Campbell Barracks to Hammond Barracks in Mannheim-Seckenheim in 1961 and returning to its home of Campbell Barracks in 1980.

The organization has also undergone several structural changes. In June 1993, it became operational as part of the Headquarters of NATO's Allied Land Forces Central Europe (LANDCENT). In 2000 LANDCENT was formally designated as a Joint Headquarters-Centre (JHQ CENT) and four years later, JHQ CENT was designated as Component Command-Land Headquarters Heidelberg (CC-Land HQ HD). In 2008, the organization transitioned to an experimental Deployable Joint Staff Element (DJSE) structure and in 2010 the headquarters adopted its current name.

It was the members of FC HD that made it a success, enabling the headquarters

to accomplish a myriad of operations and deployments. JHQ CENT was the first NATO headquarters unit to respond after the 9-11 terrorist attacks on the World Trade Centre, leading to the ISAF mission in Afghanistan. From that point, the headquarters dedicated itself to supporting the ISAF mission for the next two years.

"The headquarters legacy will remain with us for many years to come," said Commander Allied Joint Force Command Brunssum, General Hans-Lothar Domröse.

"Heidelberg has set the bar particularly high," said Domröse addressing that Land Command-Izmir is taking over responsibility as Allied Force Command Heidelberg and Allied Force Command Madrid deactivates.

This was not the only deployment that the headquarters' members devoted

themselves to as they also deployed in support of Operation “Unified Protector” in Libya, to Sarajevo in support of the NATO-led Implementation Force (IFOR) and the Stabilization Force (SFOR) and to Kosovo, assisting the Kosovo Security Force (KFOR). “The history of land headquarters stationed in Heidelberg is also told in the many battle streamers attached to the colours. Those streamers represent the proud soldiers who lived and trained in Heidelberg, then deployed and fought for the Alliance,” said Morgan.

As part of the NATO Response Force (NRF), the organization stood ready to deploy on a moment’s notice if called upon by NATO as a collective-defense, crisis management or stabilization force. FC HD service members maintained this constant state of readiness through training and multiple exercises such as “Steadfast Jaguar” in 2006 and “Steadfast Juncture” in 2011.

The headquarters service members and families also had a great impact on the Heidelberg community being involved in community outreach programs, donating to the community and conducting a variety of events within the community.

“Military and civil members of the Heidelberg NATO community, together with the local U.S. community, greatly contribute to the international flair of this



*(From left) Secretary of State at the Federal Ministry of Defense, Rüdiger Wolf, Commander Joint Force Command Brunssum, Gen. Hans-Lothar Domröse, Commander Allied Force Command Heidelberg Lt. Gen. John W. Morgan III and Lord Mayor Dr Würzner-Guus approach the parade field at Campbell Barracks in preparation for Allied Force Command Heidelberg’s deactivation ceremony, March 14th.*

world-famous city,” said Secretary of State at the Federal Ministry of Defense Rüdiger Wolf. “Today, on the day of the closure ceremony, we can all look back on a history of more than 60 years of mission accomplishment, from defence to deterrence to peace support operations

to stability operations.”

The deactivation is based on NATO’s decision in November 2011 to reform its future command structure to pool its resources and create a leaner and more agile NATO command structure.



# NATO Group Continues Duties on Operation Active Endeavour

Story and Photo by HQ MARCOM, Public Affairs Office



**A**fter a highly successful visit to Aksaz, Turkey, Standing NATO Maritime group 1 (SNMG1) is continuing its mission to bring the message of NATO and Operation Active Endeavour to the maritime community in the eastern Mediterranean.

The recent visit to Aksaz, provided a welcome opportunity to extend hospitality to key regional personalities and enhance the excellent working relationships with the Turkish. The Commander of SNMG1, Rear

Admiral Georg von Maltzan, hosted a luncheon and force reception on board his flagship FGS HESSEN for invited guests including the Governor of Aksaz, Governor Fatih Şahin and the Commander of the Southern Task Group Rear Admiral Harmancik Ömer Faruk.

SNMG1 has been leading NATO's enduring commitment to Operation Active Endeavour in the eastern Mediterranean since arriving in the area in late February. The Group currently consists of the German

flagship HESSEN, the Turkish frigate TURGUTREIS and the German ship SPESSART. The French supply ship MEUSE is providing support to the Group. All the ships play their part in contributing to the overall aim of the mission; to monitor shipping activity and to detect, deter and protect against terrorist activity in the Mediterranean.

Recently members of the force joined up with the US Strike Group consisting of the Aircraft Carrier USS Dwight D. Eisenhower and her escorts, one of which is the German Frigate FGS HAMBURG. The units participated in an air defence exercise involving aircraft from the Carrier conducting mock attacks on the various units. The purpose of the exercise was to train together and extend common understanding of various tactics and procedures.

RADM von Maltzan said, "SNMG 1 is on the second Operational Surge and we have been working closely with the maritime community in the area of the eastern Mediterranean, reassuring mariners and continuing to demonstrate NATO's resolve and solidarity against terrorism. The opportunity to increase our level of warfare training with the US Strike Group was particularly special and demonstrates the Task Groups ability to conduct concurrent operations, should the need arise."

## ITS San Marco Provides Medical Help to Somali Populations

Story and Photo by HQ MARCOM, Public Affairs Office

**O**ver the weekend of 23rd and 24th March, more than 150 men, women and children living in Hobyo, one of the main cities in the Galmudug region of Somalia, received medical assistance on board ITS San Marco, Operation Ocean Shield's Flagship.

The ship was patrolling in the area and took the opportunity to move nearer in to shore so that local residents could make their way out to the Flagship. A medical team comprising two doctors, one dentist and 7 nurses saw the patients in an area on the well deck which was set up as an improvised sick bay with a waiting area. The team attended to a number of different ailments which can be treated easily with medical help but which can represent a serious threat to health when you are hundreds of miles away from the closest medical facility and do not have money to pay medical bills.

"This was a unique opportunity to provide a valuable contribution and give a smile to many who have lost hope in



these lands" said Captain Massimo Esposito, ITS San Marco Commanding Officer, expressing the whole crew's feelings.

"Italy and NATO are committed to providing medical assistance where possible and to support the local

population. The huge and positive response to our medical help over the last few days shows the need for more regular medical intervention for this region. We are pleased to have been able to help on this particular occasion" stated Rear Admiral Antonio Natale, Commander, Operation Ocean Shield.

# NATO Generals Meet at Combined Air Operations Centre Uedem, Germany

Story and Photo by AIRCOM Ramstein, Public Affairs Office

**F**or the first time after the implementation of new NATO Command Structure, Commander AIRCOM, General Philip M. Breedlove, USA Air Force, gathered his subordinate air units for the AIRCOM Commanders' Conference. The two-day event took place at the Combined Air Operations Centre Uedem, on 28 February and 1 March 2013.

The range of topics included reorganisation of the AIRCOM mission, check on progress of transition and updates on the various subordinate units. Another focus was on the AIRCOM role within the NATO Response Force (NRF) in 2014.

"This conference is more than just an ordinary get-together of airmen," General Breedlove told the participants, "it is another step towards implementation of our new Air command structure. While this transition is a dynamic process, our day-to-day mission continues. I am confident that together we can harmonize these new structures and ensure professional execution of our Air tasks."

The meeting at Uedem offered an opportunity for the leaders to exchange views with their colleagues normally spread all over Europe.



Commander AIRCOM, General Philip M. Breedlove, USA Air Force, gathered his subordinate air units for the AIRCOM Commanders' Conference.

AIRCOM is NATO's single Air Command. Since the beginning of this year AIRCOM has been implementing the new NATO Command Structure by assuming

responsibility for NATO's entire European airspace from the North Cape to Sicily and from the Azores to the eastern border of Turkey.



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# First Impressions, or: the Power of American Cars

Contribution by Mayor of Brunssum Luc Winants



**B**runssum is a completely new experience to me. I entered into office as Mayor in January of this year. In those first weeks and months you are exposed to a bombardment of new impressions. Countless people want to make your acquaintance, countless files are waiting to be studied, your diary overflows with appointments. In those hectic days I hung on to a number of priorities: things which I wanted to arrange as soon as possible, people whom I wanted to meet soon.

One of those priorities was getting acquainted quickly with the JFC Headquarters and the Commander, General Hans-Lothar Domröse. Why? Because I adhere great value to a good relationship between the base and the community of Brunssum. Because I feel that the headquarters and Brunssum enrich one another and that we must always look for ways in which we can optimally benefit from

one another.

I grew up in these parts, on the border of Treebeek and Hoensbroek, in one of the busiest shopping streets of the nineteen seventies: the Akerstraat-Noord. For a little boy of 10 that was an exciting environment where many worlds met. I remember especially the sturdy miners, on their way to the Emma coal pit, and the Afcent military personnel, driving by in their huge American cars.

To a little boy those were unknown worlds which I could only dream and fantasize about from a respectable distance. As a Mayor, I now want more. I want to build bridges between these 'unknown' worlds, so that we may further deepen our relationship and better serve our mutual interests.

The JFC community holds a special place in Brunssum. It is literally a separate place. The bond of the men and women who work on the base is

volatile by definition. Most of them stay here for a short time only, a couple of years at the most. To them, Brunssum is no more than a stop-over in an internationally oriented career. That can easily cause the feeling that JFC Headquarters is an isolated community within Brunssum.

I would like to raze that barrier, if it exists at all, on both sides. 'Isolated communities' are not in the genes of Brunssum and neither are they, I think, in the genes of the JFC community. Our orientation is widely varied, worldly and borderless. People from many different countries live and work here under the flag of NATO. Under the flag of Brunssum, I establish with some pride, that is not different. Brunssum was born in the twentieth century from a melting pot of cultures. The motives of the immigrants who come to Brunssum from all corners of the world were economic motives: they came here to work. From that work, from those cultures arose within

one single generation an effervescent, innovative and beautiful community of people. They came as guests, but built their own houses here. They all had a different past, but were bound by a shared future.

When the NATO headquarters was settled here almost fifty years ago, it was at first a guest who was still a little ill at ease. In the meantime, many generations later, we got closely interwoven with one another. Economically, yes, but also culturally. We share so much, not only the same town, but also the same values and dreams. Admittedly, the language and the cultural 'peculiarities' continue to be obstacles occasionally. But those obstacles only play a subordinate part. The multi-cultural history of Brunssum and the multi-national history of NATO show that one may grow out of many. That diversity is not a threat, but precisely a strength. A strength which for me, in my childhood, was symbolised by those big American cars. They inspired, they stood for something. For progress. For a belief in a better world. I longed for



*Mr. L.M.C. Winants, Mayor of the Municipality of Brunssum during his visit to Headquarters Allied Joint Force Command Brunssum, 4 March 2013.*

the unknown, for making discoveries. Don't we all?

This is what it is all about:

We are all passers-by. You leave tomorrow; I leave the day after tomorrow. But it is not about us, individuals. It is about the greater story. The story of our community, the values which we share in this community

and the way in which we continue to make our dreams come true. JFC Headquarters and Brunssum are separated in many fields in practical matters. But that story belongs to us jointly. You will get to know me, not only as the Mayor of your host town, but also as an ambassador of that important, but also grateful message.

## NATO Civilian Staff Gathered for their Annual General Meeting

Story by Barry Mellor, Public Affairs Office JFCBS

**T**he NATO Civilian Staff of Joint Force Command (JFC) Brunssum, NATO Communications and Information (NCI) Agency Sector Brunssum, the NCI Agency Communications and Information Systems (CIS) Logistics Depot, 1 NATO Signal Battalion, Wesel, and Combined Air Operations Centre, Uedem, gathered for their Annual General Meeting in the International Conference Centre, Tuesday 26 March.

107 staff, in total, attended the event which started with a hearty breakfast. For the first time, the Chairman and Deputy of the local LWR Committee were in attendance, as observers.

A busy agenda included excellent briefings by Mr Limpens (DCPS) and Mr Ruiters (roundup of current HR issues) - both of which were well received and generated healthy discussion. These were supplemented by the Chairman's (Mr Mellor) feedback from the previous week's Confederation meeting in Maastricht, findings of a recent survey conducted amongst Brunssum CSA members, a financial report by the Treasurer (Mr Thomsen) and a roundup of ongoing NCI Agency policy issues by the Deputy Chairman, NCI Agency, (Mr Kessels).

Mr Bosma (Deputy Chair JFCB), Mr Kessels and Mr Thomsen sought re-election and this was unanimously



approved by those present. Mr Berix did not seek re-election as the Social / Events Coordinator due to a university-level study programme he has commenced. His outstanding contribution over recent years was remarked upon and he was presented with a minor's statuette to mark his time served on the Committee, by the Chairman, on behalf of a grateful NATO civilian community. Mr Brink offered to replace Mr Berix on the Committee;

whilst Mrs Christel Giesau offered to fill the remaining vacant post. Both candidates generated unanimous support and were voted in as Brunssum Civilian Staff Association Committee Members with immediate effect. Conducted in a genuine atmosphere of transparency the meeting proved highly successful in prompting debate and acting as a conduit for information flow.

# Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Text and photos by MSgt Jan Hecht and Jaroslava Augustinova, HQ JFCBS PAO.

Headquarters Allied Joint Force Command (HQ JFC) Brunssum major activities are depicted along five lines of effort within the Brunssum Campaign Plan. Each of these activities requires an ambitious level of attention and effort. Beside Staff routine work we plan and conduct special activities in the form of visits and training, as well as, social events on a regular basis. We would like to provide you an overview of those activities by taking a quick look at a few selected events.

## March 2013



### 28 February, Norwegian Ambassador Visits Brunssum

Her Excellency Annike Ramberg Krutnes, Norwegian Ambassador to the Netherlands, accompanied by Minister Counsellor Siri Barry and by the Defense Attaché to

the Netherlands and Denmark, Colonel Knut J. Støvne, visited Headquarters Allied Joint Force Command Brunssum (JFCBS). Norway contributes to NATO's operations in ISAF, KFOR and Operation Ocean Shield. Norway has also declared its intention to be one of the contributing nations to Baltic Air Policing (2015) and Icelandic Air Policing (2014), as well as the post-2014 mission in Afghanistan. Her Excellency Annike Ramberg Krutnes is Ambassador to the Netherlands as of 2011 and, from 2012, she is also the Norwegian Ambassador to Luxembourg.



### 13 March, Norwegian Defence Command and Staff College visits Brunssum

A group of 84 officers from the Norwegian Defence Command and Staff College (NDCSC) visited NATO Allied Joint Force Command Brunssum.

After welcome remarks by Brigadier General Kjelsberg, Assistant Chief of Staff J4, the students received a sequence of briefings to learn more about the role of Joint Force Command (JFC) Brunssum.

The briefing session was opened by the Deputy Chief of Staff Operations, Major General Reynes, who outlined Brunssum's mission to the visitors.

A full-day programme aimed to develop greater understanding of the complexities of the work and the planning processes that reside in a multinational headquarters.



### 4 March, Brunssum Hosts Delegation From Iceland

Rear Admiral Georg Kr. Lárusson, Director General of the Icelandic Coast Guard and the Icelandic Hydrographic Service, visited Headquarters Allied Joint Force Command Brunssum.

He was accompanied by Minister Arnor Sigurjonson, Icelandic Military Representative, and by Mr. Jon Gudnason, Chief Operations Officer for Keflavik Air base. The guests met General Hans-Lothar Domröse, Commander Allied Joint Force Command Brunssum, Political Advisor Mr. Maarten de Sitter, and other senior representatives of the Headquarters. Briefings and discussions were focused on JFCBS's role and responsibilities in the new NATO command structure and topics related to Regional Focus. The potential for increased cooperation between JFCBS and Iceland was equally on the agenda.



### 14 March, deactivation ceremony at Campbell Barracks in Heidelberg

Hundreds of multi-national citizens and service members came together to bid farewell to Allied Force Command Heidelberg at a deactivation ceremony conducted at Campbell Barracks.

"The headquarters legacy will remain with us for many years to come," said Commander Allied Joint Force Command Brunssum, Gen. Hans-Lothar Domröse in his speech.

"Heidelberg has set the bar particularly high," said General Domröse.

Deactivation is based on NATO's decision, in November 2011, to restructure its future command structure to pool resources and create a leaner, more agile, NATO Command Structure.



### 4 March, Mayor of Brunssum Visits Headquarters

Mr. L.M.C. Winants, Mayor of the Municipality of Brunssum, visited Headquarters Allied Joint Force Command Brunssum, 4 March. During his first visit to JFCBS, Mayor Winants was accompanied by

Alderman Mr. J. Van Oppen. Mayor Winants had office calls with the Commander and Chief of Staff prior to being briefed on the role of JFCBS and a number of discrete local issues where our activities interact. The Mayor was particularly interested to learn of the economic impact of the HQs and keen to explore avenues for increased mutual support. Mr. Winants was appointed Mayor of Brunssum in January 2013.



### 27 March, visit by Belgium policy makers

A group of Belgian Members of Parliament, accompanied by support staff, visited Headquarters Allied Joint Force Command Brunssum (JFCBS).

After welcome remarks by the Chief of Staff, Lieutenant General Richard G. Tieskens, the parliamentarians received briefings on JFCBS' role in the International Security Assistance Force (ISAF) mission and current developments in Afghanistan, the NATO Response Force, JFCBS' preparation for NRF 2014, and concluded with a summary of the most significant challenges that our headquarters deal with on a daily basis. Visitors seized the opportunity to discuss topics, such as how the progress of the ISAF mission is assessed, how we deal with the comprehensive approach and how we see the future role and responsibility of the Afghan government after transition. Concerning NRF the important role of JFCBS within the new NATO structure was underlined.

## March 2013

# Military Cooperation Benelux

Story by Lieutenant Colonel A.R. Fokkema, Netherlands Defence attaché to Belgium, Luxembourg and Portugal

Striving for efficiency, cost sharing and more operational capabilities

**B**elgium and the Netherlands have shown a renewed interest at a political and administrative level in pursuing increased military cooperation within the Benelux. The Belgian and Dutch governments are favourably inclined towards more cooperation after positive results with BeNeSam (Belgian Dutch Cooperation), with the combined cooperation in operations in the Balkans, Afghanistan and Libya, and with the exchange of students in staff courses in Rijswijk and Brussels.

Earlier this year, Belgium, the Netherlands and Luxembourg signed a declaration in which it was laid down that they would deepen military cooperation, based on a framework agreement from 1987. Steering groups and working groups subsequently have now started to turn studies, knowledge and experiences into recommendations for further international military cooperation between the countries. The challenges they encounter include cultural differences and language barriers, but BeNeSam has shown that there are ways to overcome these obstacles.

## Expansion of cooperation

The Benelux cooperation offers considerable potential added value for all participating countries as well as significant benefits in the areas in which these countries are faced with a scarcity of capabilities. If the same weapons systems are used, maintenance and operational management can be integrated and improvements can be implemented together, as is done with the F-16 and BeNeSam. The NH-90 and 'Improved Operational Soldier System' programmes also contribute to interoperability and expanded cooperation. It has already been stated in the Benelux Declaration that investment plans will have to be synchronised more, in order to achieve further and deeper integration in the long term. After a successful combined acquisition of the F-16, the biggest challenge is whether cooperation is still viable in the acquisition of the successor to the fighter aircraft. In addition to standardisation, complementarity may also be an important driving force for cooperation. For instance, the Belgian Light Brigade, in cooperation with the Belgian air force, has extensive experience and knowledge in the area of airborne operations by paratroops with transport aircraft. On the other hand, the Netherlands has more joint expertise in using helicopters



*Dutch Minister of Defence Jeanine Hennis-Plasschaert*

and airborne units in the form of the Airmobile Brigade in cooperation with the Defence Helicopter Command. If and when these capabilities cooperate more and more intensively, this will substantially expand the options for the development of an operational concept. The recently signed Benelux Declaration will certainly contribute to a further exploration of all these options.

## The Benelux Declaration

The objective of the recently signed Benelux Declaration, which is based on the 1987 framework agreement, is to 'enhance military effectiveness by bringing our armed forces closer

together, share costs where possible and increase output for the benefit of our operational capabilities'.<sup>1</sup> In this context, the Belgian-Dutch maritime cooperation is stated as an example in further expanding and deepening cooperation in the area of defence. The institutional aspect will also receive attention by the formation of a steering group. 'We mandate the political-military Benelux Steering Group to direct the work on our behalf. We encourage setting up further cooperation mechanisms and working groups at other levels that will report to the Steering Group. Regular joint reporting will enable us to judge progress and take decisions

where necessary', according to the declaration.<sup>2</sup> With respect to improvement of cooperation in participation in crisis management operations, the declaration states the following: *'With regard to the deployment of assets and troops for multinational crisis response operations, we commit ourselves to inform each other of these decisions at an early stage'*.<sup>3</sup> The scope of the agreement is wide and does not exclude any areas: 'At this stage, we identify the following areas of cooperation: logistics and maintenance; education and training; execution of military tasks; procurement'.<sup>4</sup>

Furthermore, the performance of four feasibility studies and two exploratory studies has been laid down in the agreement. The feasibility studies concern maintenance and operational cooperation regarding the NH-90 helicopter, synergy in the area of Air Policing (including Quick Reaction Alert and Renegade), combined training of paratroops at one location, options for sharing other exercise and training facilities and/or creating a division of tasks in the area of professional education and training.<sup>5</sup>

The exploratory studies are focused on cooperation between the land forces, particularly between the Dutch Airmobile Brigade and the Belgian Light Brigade, and possibly the Dutch Marine Corps, and options for combined procurement,

situation for all participating countries, with guaranteed equivalent gains for all partners, with the balance evened out in the end.

### Implementation

The declaration was off to a flying start. In their communication, the Ministers of Defence frequently refer to the Benelux cooperation as a model for the future for further investments in defence cooperation and the retention of combat power in the face of shrinking government budgets. The former Netherlands Minister of Defence, Hans Hillen, stated that any new reductions would be irresponsible and pointed out that cooperation with surrounding countries would be a way to save costs.<sup>8</sup> During a visit to Norway, the Belgian Minister of Defence, Pieter De Crem, spoke highly of the excellent exercise facilities there and said that Belgium, with the Netherlands if possible, would like to make more use of them in the future. He also emphasised that it is necessary to expand cooperation between the smaller partners and named the cooperation with the Netherlands, and also Luxembourg in the EU Battle Group, as an example. When the new Netherlands Chief of Defence was appointed in July 2012, the first thing he did was pay visits to General Van Caelenberge in Brussels and General Reinig in Luxembourg. The meetings were primarily aimed at the implementation of the political declaration. Based on the talks, the working groups will conduct further

### Conclusion: opportunities and challenges

The conditions surrounding the Benelux cooperation are advantageous and the Belgian and Dutch governments are favourably inclined towards an expansion of the cooperation. International military cooperation received plenty of attention in the defence paragraphs of the political parties' manifestoes in the run-up to the elections for the Dutch House of Representatives last September. Expectations regarding the results of the steering groups and working groups are therefore high. Many Dutch military personnel have had personal experience with the Benelux cooperation or bilateral cooperation with Belgium in the past.

The BeNeSam cooperation, the joint participation in operations in the Balkans, Afghanistan and Libya, and the mutual exchange of students in staff courses in Rijswijk and Brussels have resulted in a large number of studies and plenty of knowledge and experience, with which results can now be achieved and with which the trend can be set once again in the area of international military cooperation. The studies present various views on possible cooperation and integration of components of the armed forces. Naturally, in addition to the many green lights, there are also plenty of challenges due to the cultural differences and language barriers. But where there are challenges, there



standardisation and interoperability based on the respective long-term investment plans while taking into account current successful projects, such as the Soldier Modernisation Programme and the Wideband Global SATCOM programme.<sup>6</sup> It was also agreed that combined training activities will be planned in preparation for the European Union Battle Group 2014-2 under the leadership of Belgium, partially with a view to demonstrating the advantages of the Benelux cooperation. The declaration also emphasises the added value of interoperability regarding the combined Soldier Modernisation Programme.<sup>7</sup> The most important precondition is that cooperation should be a win-win

research into:

- Formation of a Benelux Joint Helicopter Command;
- Far-reaching cooperation in the area of air defence and Quick Reaction Alert
- Formation of a BEL-NLD/BENELUX para training centre;
- Synergy in professional education and training;
- Cooperation in the area of tactical exercises and firing exercises for land forces;
- Cooperation between Special Forces;
- Exchange of staff officers;
- Cooperation in the area of medical assistance.

are solutions, as demonstrated by the solution to language problems in the BeNeSam cooperation. Therefore, the success of the implementation will mostly depend on the efforts and commitment of all parties involved in the steering groups and working groups.

<sup>1</sup>. Benelux Declaration on cooperation in the area of defence (18 April 2012). See: [www.rijksoverheid.nl/documenten](http://www.rijksoverheid.nl/documenten)

<sup>2</sup>. Ibidem.

<sup>3</sup>. Idem, 2.

<sup>4</sup>. Ibidem.

<sup>5</sup>. Ibidem.

<sup>6</sup>. Idem, 3.

<sup>7</sup>. Ibidem.

<sup>8</sup>. ANP, 13 August 2012.

# Panels Main Building H106

Story by Rob Schaap

**P**ublic Affairs, working in close coordination with the publisher of the Northern Star, has recently installed new presentation displays in the lobby of the JFC Brunssum Headquarters, presenting NATO's main tasks to visitors.

In the up-coming months several other displays in the Headquarters will also be renewed so that all images are up-to-date.



## A Tribute to 100 Years of Military Aviation in the Netherlands



Story by Captain Albert van Dam



**A** Community Concert hosted by the Chief of Staff, Lieutenant General Richard Tieskens, took place in the Alliance Theatre on Friday 22 March.

It was a unique concert that combined

military aviation, unique film footage, the singing talents Vera de Bree and Rolf Koster and, of course, the orchestra of the Royal Netherlands Air Force. Music and military aviation were brought together by means of a journey through time, starting in 1913. This journey

featured the pioneering era of military aviation, World War II and the modern day missions of the Royal Netherlands Air Force.

The orchestra and vocalists performed music from *An Officer and a Gentleman*, *Soldier of Orange*, *Mission Impossible* and *Top Gun*, including popular songs such as *Dreamer*, *Up Where we Belong*, *Radar Love*, *Brothers in Arms* and *Far from Over*. This fusion of man and flying machine resulted in an adventurous, romantic, musical extravaganza. It was an unforgettable evening of sustained musical excellence and the audience was carried away 'on wings' by this first class spectacle.

The stage was build with the help of our engineers and catering was provided by Twenty4One – thank you. Our appreciation also to each and every one of the significant number of volunteers who helped make this an evening to remember.

# Exercise STEADFAST JAZZ 2013 – Key Milestone to NATO's Transformation

Story by Cdr C. Grün & LtCol C. Keyser, J7 TREX



**D**uring the first week of March 2013, more than 85 staff members from NATO Response Force (NRF) 2014 Component Commands, together with their Commanders as well as from Supreme Headquarters Allied Power Europe (SHAPE), NATO HQ, Joint Warfare Centre (JWC), other agencies, Estonia, Lithuania, Latvia, and Poland, met with our designated Joint Task Force (JTF) HQ staff at HQ Joint Force Command (JFC) Brunssum.

Four days of Academics on staff level and two days Key Leader Training addressing Commanders, provided excellent preparation for the upcoming exercise STEADFAST JAZZ 2013, which is scheduled to take place in November. These two training events followed the

Commanders Conceptual Discussion "BRILLIANT VISION" that was held 29-30 January 2013 at HQ JFC Brunssum. For that event, 69 staff members, the Commander and NRF 2014 Component Commands as well as representatives from SHAPE, NATO HQ, ACT, and JWC came together to initiate the sequence of training events which prepare for NRF 2014.

STEADFAST JAZZ 2013, the vehicle for NRF 2014 certification, is also pursuing "NATO's Visible Assurance" as an additional aim, and is linked with exercise BALTIC HOST 2013, which is exercising the forces' staging and sustainment. STEADFAST JAZZ 2013 will be hosted by 8 NATO nations (Estonia, Latvia, Lithuania, Poland, Belgium, Germany, Italy, and Norway) and will involve Strategic, Joint Operational, and Tactical Headquarters as well as Land, Air, and Maritime forces. Deploying headquarters and forces to the Baltic Nations and Poland during this exercise will demonstrate NATO's Visible Assurance. It will be the first joint LIVEX since STEADFAST JAGUAR 2006 (on the Cape Verde Islands) and more than 5800 personnel will participate in STEADFAST JAZZ 2013.

Whilst in past NRF exercises NATO's focus was on Crisis Response Operations outside of its territory, the new scenario

SKOLKAN will let us step forward towards exercising NATO Defence Operations. This change requires us to study in depth the new scenario, Non-Article V and Article V operations, and NRF and National Forces' cooperation and integration. As COM JFC Brunssum will be the NRF 2014 Commander, and STEADFAST JAZZ 2013 is a key milestone to NATO's transformation, this complex exercise will be a key theme in our HQ's daily life. The recent Academics and Key Leader Training provided the opportunity for the whole staff to immerse themselves with the requirements of STEADFAST JAZZ 2013 and to further their common understanding. Academics' syndicates and Key Leader vignettes significantly facilitated the discussion between all participants as well as between staff and flag officer level. Overall, all the training events provided a valuable foundation for the next step – Crisis Response Planning – which is scheduled 06-24 May 2013.

JFC Brunssum together with its NRF 2014 Component Commands successfully started the journey towards a demanding but exciting exercise STEADFAST JAZZ 2013. The success of NRF 2014, as a consequence of STEADFAST JAZZ 2013, will contribute significantly to NATO's capabilities and future readiness.



Commander Allied Joint Force Command Brunssum opens the four days of academics at JFC Brunssum's Alliance Theatre.

# SKOLKAN and NATO ...

## Sure But What About the European Union?

Story by Major Marc Segers, J2 IKAP

The exercise STEADFAST JAZZ 13 (SFJZ 13) with its SKOLKAN scenario is about to enter a new phase with the Operational Planning phase starting early May.



*Mr. Aldo Ayello, EU Special Representative for the African Great Lakes Region and General Christian Damay, Force Commander, at the end of the EUFOR election support mission in the DR of Congo.*

Going through the country books of the three potential opposing SKOLKAN countries (Bothnia, Lindsey and Torrike), I had over 100 hits when searching for key words on the 'European Union (EU)' compared to around 70 hits on 'NATO'. Granted, given the proximity to the EU, the size of its economy, trade, finance and associated interdependency with the SKOLKAN countries are likely a valuable rationale for this slight quantitative 'imbalance'. Qualitatively, the EU is often depicted as a bureaucratic labyrinth. Even though we have to agree with some aspects of European bureaucratic proportions, more in our line of work - at this stage of the exercise setting at least - the EU seems to excel in its absence when it comes to security. Yet, since the 2009 EU Lisbon Treaty includes articles and clauses on solidarity and mutual defence, it might be relevant to have a closer look at the EU's security and defence policy and SK, in particular, what the EU could do in a SKOLKAN context.

### 1947 till now ... European Common Security and Defence Policy in the making

In the immediate post-WWII period, two significant security concerns have played an important role in the Western European integration process: how to embed West-Germany in the security arrangements and how to resist the Soviet threat and expansion. In 1947, France and the United Kingdom signed a Treaty of Alliance and Mutual Assistance in Dunkirk. The 1948 Treaty of Brussels, expanding the Treaty

on Dunkirk with the BENELUX countries, set up a collective defence mechanism. This treaty played a bridging role to the NATO Alliance one year later with the participation of Canada and the USA. Whilst NATO ensured security against the Soviet expansion, for Western Europeans, the issue over Germany was still pending. The European Defence Community (EDC) of 1950 envisioned a supranational body integrating the defense policies of the Treaty of Brussels' countries, West-Germany and Italy. The EDC would, however, start and end in France as the French Parliament voted against its ratification in 1954. The integration of West-Germany and Italy was finally achieved through an inter-governmental body of the Western European Union (WEU) later in 1954. With West-Germany and Italy joining NATO shortly after, and with the latter taking care of European security concerns, the WEU remained dormant for decades.

The 1980s and early 1990s witnessed, however, a revival of the debate on European security.

In 1991 at Maastricht, the Treaty on the European Union was to establish a Common Foreign and Security Policy (CFSP). The WEU was to be developed as the defence component of the European Union and as the means to strengthen the European pillar of the Atlantic Alliance. In 1992, a major step forward was taken when WEU's operational role and the 'Petersberg tasks' were defined.

The next major step came in 1994 when NATO gave its full support for the development of the European Security and Defence Identity but also expressed its readiness to make Alliance assets and capabilities available for WEU operations, opening the way to a significant reinforcement of WEU's operational capabilities.

From the late 1980s and during the 1990s, the WEU dispatched minesweepers to the Persian Gulf in the aftermath of the Iran-Iraq war and helped enforce the embargo against Iraq. It contributed to humanitarian assistance to Kurdish refugees in Northern Iraq. In Europe and, in particular, in the Balkans, the WEU monitored the embargo against the former Yugoslavia in the Adriatic and assisted Bulgaria, Hungary and Romania to enforce UN sanctions on the Danube. Police Advisory missions were dispatched to Mostar and in Albania and it supported a Demining Assistance Mission in Croatia.

In 1998, a Franco-British summit in St-Malo called for a clearer and stronger EU security capability within the NATO framework. Since St-Malo, EU security and defence policies gradually advanced. In 1999, the EU Council decided to develop a capacity for EU autonomous action to execute the 'Petersberg tasks' with the 'Headline Goals' for the establishment of a 50.000 to 60.000 European Rapid Reaction Force (ERRF) by 2003. These

Goals would be replaced by new 'Headline Goals 2010' creating the more flexible, around 1500 strong EU Battle Groups. In June 2000, a non-military 'Headline Goal' was added to provide a 5000 strong civilian police force available within 30 days. A Rapid Reaction Mechanism was established to enable readily available EU emergency civilian aid to help stabilize a crisis area.

In 2009, the Lisbon Treaty reiterates Article V of the 1954 modified Brussels Treaty under a Mutual Defence Clause (see Box 1). This Clause is not considered a conceptual innovation and is clearly stipulated to reflect the different views of the EU Member States.

Constructed as a response to the post-9/11 reality, the Solidarity Clause (see Box 2) reiterates the need for collective defence. It is argued that the solidarity semantics form a pre-requisite for mutual defence and a legally binding commitment to collectively engage in a response to emerging threats.

All in all, many scholars agree that the Mutual Defence and Solidarity Clauses in the Lisbon Treaty do not constitute a collective defence which meets the comparison to NATO's Article 5. 'Traditional' defence remains located within NATO providing EU autonomous action when NATO decides not to act. Europe's CSDP remains limited to its security aims of the 'Petersberg tasks'.

## SKOLKAN and Europe's Common Security and Defence Policy

Yet as much as 'traditional defence' – being the main effort for SFJZ 13 – might imply that there is little or no reason for a military presence of the EU, perhaps a useful way of showing how far EU security

and defence policies have evolved would be to apply this to the SKOLKAN scenario, hereby looking at other policy fields.

In the domain of 'soft security' policies promoting peace and security through non-military tools, the EU enlargement process towards ARNLAND and an EU Neighbourhood policy towards the SKOLKAN region, comparable to the Stability Pact for South Eastern Europe, would allow the EU to exert influence through trade, aid and political cooperation. An EU Special Representative similar to the one appointed for Afghanistan would likely be nominated for the SKOLKAN region. Equally, as applicable to Belorussia, Iran and Syria a series of EU 'targeted sanctions' such as asset freezing, travel bans, etc could be declared.

Related to 'harder security' policies, since 2003, the EU has been actively engaged in 'Petersberg operations', albeit predominantly at the 'soft' end of the spectrum. By the end of February 2013, some twenty-seven civilian, military and military-civilian EU missions had been launched of which fifteen are still ongoing, most of which go unnoticed to the general public.

As an expanded version of the 'Petersberg tasks' (see Box 3) has been reflected in the Lisbon Treaty, it cannot be excluded that EU military and non-military capability could be present in one of the SKOLKAN countries or in one of the EU member states under the provision of the Solidarity Clause.

As we will be putting up our tents in the SKOLKAN region for the foreseeable future, an EU Battle Group deployed in Arnland; an EU maritime mission in the Baltic Sea or an EU Civil Emergency Task Force in one of

the EU member states might prove valuable for a 2015 exercise scenario as JFC BS is setting the exercise conditions.

### Box 1: The Mutual Defence Clause – Article 42.7

7. If a Member State is the victim of armed aggression on its territory, the other Member States shall have towards it an obligation of aid and assistance by all the means in their power, in accordance with Article 51 of the United Nations Charter. This shall not prejudice the specific character of the security and defence policy of certain Member States.

Commitments and cooperation in this area shall be consistent with commitments under the North Atlantic Treaty Organisation, which, for those States which are members of it, remains the foundation of their collective defence and the forum for its implementation.

### Box 2: The Solidarity Clause – Article 222

1. The Union and its Member States shall act jointly in a spirit of solidarity if a Member State is the object of a terrorist attack or the victim of a natural or man-made disaster. The Union shall mobilise all the instruments at its disposal, including the military resources made available by the Member States, to:

- (a) • prevent the terrorist threat in the territory of the Member States;
- protect democratic institutions and the civilian population from any terrorist attack;
- assist a Member State in its territory, at the request of its political authorities, in the event of a terrorist attack; ...

### Box 3: Provisions on the Common Security and Defence Policy – Article 43

The tasks referred to in Article 42(1), in the course of which the Union may use civilian and military means, shall include joint disarmament operations, humanitarian and rescue tasks, military advice and assistance tasks, conflict prevention and peace-keeping tasks, tasks of combat forces in crisis management, including peace-making and post-conflict stabilisation. All these tasks may contribute to the fight against terrorism, including by supporting third countries in combating terrorism in their territories.

*This article is based on following sources: Neill, N. (2010). The government and politics of the European Union. Basingstoke: Palgrave MacMillan; Oana, T. (2011, April 4). How Common is CSDP? Solidarity and Mutual Defence in the Lisbon Treaty. European Security Review, pp. 1-8.*



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Serving the NATO Community

# JFCBS Hosts Swedish Information Operations Officers

Story by Lieutenant Colonel Tina S. Kracke, USA A



**O**n 21 March 2013, the Information Operations (InfoOps) section of Effects and Influence Branch, J3 Operations Directorate, conducted a Staff Officer exchange with ten officers from Sweden (SWE), completing their InfoOps course at the SWE National Defence College. The visit's purpose was relationship building between NATO staff officers with our SWE Partnership for Peace (PfP) colleagues as part of JFCBS' Northern Regional Focus, and discussion of InfoOps doctrine, policy, and practices.

SWE invited the InfoOps section for a networking dinner the evening before the session. Three JFCBS officers joined, we were also hosting the Poland-Baltic Regional Communicators' Board. We met at restaurant Vrijthof 9, in Maastricht. "It was great to meet our SWE colleagues in this environment," said MAJ Bulent Gokcicek, TUR A. "Not only did we exchange information concerning work, but this also provided the opportunity to share career experiences and cultural differences. I was impressed that SWE continues a WWII practice of having a special luncheon every Thursday of yellow pea soup and pancakes."

All was not a social event, as the groups met the following morning for the organized portion of the exchange.

From a briefing guiding our discussions, I introduced NATO's reorganization back into a "J" structure, aligning the JFCs with our subordinate Component Commands. We covered the missions of Effects and Influence Branch and the Strategic Communications Advisor's (STRATCOMAD) staff. One SWE officer commented upon overlap between the missions. I replied that we addressed this during our Bold Dragon exercise by STRATCOM focusing its communication efforts up and out, while InfoOps concentrated on the Joint Operations Area. The SWE officers were interested to learn that InfoOps and Psychological Operations are the only holistically, integrated sections structured to support the entire Commander's decision cycle in the JFC structure, from analysis, planning, through execution and assessment; but were dismayed that InfoOps is manned at only 50%. LTC Mirek Spurek, POL A, pointed out that external support for the branch, however, is required from J2 for conduct of analysis of the Information Environment.

The discussion of the Commander's decision cycle prompted LtCol Christer Svanborg, SWE, to ask "what role does JFCBS InfoOps play for ISAF, given that planning and execution occur via the four-star headquarters in theatre?" I replied, "our main role is to support the

Command from out of theatre, providing interface to the higher headquarter at SHAPE for decisions requiring COM JFCBS endorsement and for situational awareness of DCOS Communications' activities." LtCol Robert Tolf asked "how do you synchronize non-lethal and lethal targeting for non-ISAF activities?" We explained how our section relates everything we do to achieving desired effects, or changes in systems and actors' behavior and perceptions. Our input begins during analysis and planning and continues throughout the cycle with exchange of input through the board and working group cycle and feeds into the synchronization matrix for execution.

This led to my introduction of the InfoOps Working Group and Board, followed by our attendance at the regular IOWG. Chair, Wing Commander Phelps, GBR F, presented the ISAF OPLAN communications effects. He explained how we use this information to align our communications with prioritized ISAF effects, which is why JFCBS Headquarters-wide IOWG participation synchronizes our support. LtCol Clement provided an information brief on SWE InfoOps, noting that the SWE definition of InfoOps is as a military function to coordinate information activities to create desired effects is similar to NATO's.

Following lunch, where MAJ Tomas Bergman, SWE representative to JFCBS J9 Military Partnership, touched base with his countrymen, BG Staes, ACOS J3, provided a J3 overview, focusing on J35 current operations. MAJ Marc Sijsmans, BEL A, then discussed JFCBS' participation in the SWE-led exercise Viking 14. He stated that participation provides JFCBS' a forum to train on the comprehensive approach with Non-Governmental Organizations (NGOs) and Interagency Organizations (IOs) to a much greater extent than traditional NATO exercises.

The session ended with a free-flowing discussion of InfoOps where the teams reached consensus on some challenges, including, but not limited to: the belief that information and the resultant influencing effects can be controlled requires exploration; and, providing a diagram of analysis of the information environment is a very complex problem, as the interaction between actors, their interests, regional and other dimensional differences, and the mediums for transmitting



information is multi-dimensional.

LtCol Clement thanked the JFCBS InfoOps team for organizing such an informative and productive itinerary. "You provided us so much more than we expected from our visit," she

stated. "We would like to continue to conduct such exchanges in the future." LTC Spurek and MAJ Gokcicek said the experience was very beneficial to learning more about InfoOps and interaction with our partners.

## Strength Through Diversity

Story by Adjutant Stéphanie Macocco

**I attended the "Advanced NCO Leadership course in a multinational environment," from 21 January to 1 February 2013, and here are my takeaways of the course**

The multinational internship is really the key asset of training in Switzerland. Upon my arrival at the airport, I met two students, a Canadian working in Naples, the other a Greek posted to Larissa. The course was split into two groups and mine was a true melting pot composed of non-commissioned officers from the following countries: Poland, Belgium, Canada, Czech Republic, Slovenia, USA, Hungary, Greece, Luxembourg, Estonia, Netherlands Netherlands and Germany."

This multinational aspect is the thread of our training modules which overlapped with each other, whether studying the psychological profile, using tools for decision making or learning methods for interpersonal communication. Other topics of the course included military ethics, equal opportunity, and rules of engagement – to name a few. All the knowledge that was provided in Lucerne takes all their interest because they are used in synergy. Moreover, much of the learning is through role play, which put us through different scenarios.

I also remember the great seriousness and professionalism of the entire team of the school, with a special mention to



*Command Sergeant Major Dave Preeper (middle) and Non Commissioned Officers from JFCBrunssum during the Advanced NCO Leadership Course in Lucerne.*

Michael Giroud, who has always been an excellent instructor. We had some very heated debates where Mr. Giroud used his experience and know-how to solve the issues that arised during classroom discussions.

I will remember the memorable moments and fond discussions that were brought up throughout the course with my

classmates. We did not always agree with each other, but we all displayed a common respect towards each other. Overall, this course was a real satisfying experience. The most memorable training sentences throughout this course that I will always remember are the following: "Do not judge too quickly" and the motto of our class, "Strength through diversity".

# AFNORTH International School Participates Successfully in Harvard Model Congress Europe 2013

Story and Photo by German Section AFNORTH International School



**S**even students from AFNORTH International School (AIS), accompanied by two staff members, attended the 26th Harvard Model Congress Europe, Friday 15th March, in Madrid.

This simulation program, based on the US political system, is organized by students from Harvard University. The program is very diverse and enables international students to become a senator or congress man for the duration of the weekend. The students have to act in accordance with the political character they have been assigned to. World and United States issues are discussed in the Senate, The House of Representatives, National Security Council, Presidential Cabinet, District Court and the Supreme Court. Furthermore, there are also international programs such as the Group of Eight, Group of Fifteen, United Nations Security Council, World Bank, World Trade Organization and Non- Governmental organizations. Upon arrival the students registered

and on the Saturday morning the first sessions started. The days each had a full agenda starting at 09 a.m till 9 p.m. AIS students were assigned senator roles in Senate I and II and discussed issues such as obesity in the US and the immigration reform act, energy subsidies and a possible US intervention in Syria. Opening statements from several senators were followed by debate and discussion that lead towards bill composition, supported by as many senators as possible. Discussions were often very intense and students needed to use all their skills and knowledge in debate, explaining their points of view fully embracing the art of compromise. At the same time they were not allowed to forget about the position the politicians they were representing would normally take. Once a bill was created and signed by a number of senators, it was discussed in the senate as a whole. Usually these discussions brought forth amendments. When the new bill was voted upon and passed in the senate, the senators would bring the

bill to the House of Representatives. When the bill also passed in the House of Representatives it was delivered to the President who would then allocate Presidential approval or disapproval.

The AIS team was formed by Sophia Essrich and Luka Hahn from the German section; Florian Matz, Philipp and Claudius Karich from the Canadian section; and Emily Young and Evan Bell from the US section. The AIS students were very successful and were able to initiate several bills and amendments. As a team they have cooperated very well. In preparation for this weekend, which lasted till Monday afternoon, the students attended several after school debating sessions. AFNORTH International School is proud of them as they have represented our school as true ambassadors in a Harvard simulation with more than three hundred participants from over thirty schools worldwide.

# Cycling for Charity

Story by Jos Martens, Civilian Personnel Branch J1

VÓÓR JEU  
TEGEN ALS



**T**wo members from the JFC Brunssum community are participating in the 'Tour Du ALS', a fund raising event, cycling up the famous and much feared Mont Ventoux in the South of France, on 07th June.

Mr Jos Martens and Mr Aurelio Marchena, both from J1/CPB, engaged in this sportive challenge to raise money for research to cure a terrible disease called 'ALS'. Aurelio and Jos both belong to 'Team Jeu', a team founded in honour of Jeu Hayen, bosom friend of Jos. Jeu recently passed away after a terrible struggle against an even more



terrible disease; a fight he, nor any other 'ALS' sufferer could ever win.

If you wish to support the team's effort, or want to find out more about their challenge, or ALS,

please visit either their Weblog: <http://teamjeu.webnode.nl> or directly go to: [www.tourduals.nl](http://www.tourduals.nl) and connect to 'deelnemersplatform' and insert: 'teamjeu'.

## What is 'ALS'?

'ALS' (Amyotrophic Lateral Sclerosis), often referred to as "Lou Gehrig's Disease," is a progressive neurodegenerative disease that affects nerve cells in the brain and the spinal cord. With voluntary muscle action progressively affected, patients gradually become totally paralyzed, death follows a total loss of their ability to breath. Until today there is no cure or treatment against 'ALS'.

## Advertorial

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dog can get along well with the other guests when letting-out.

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The pet hotel has an informative website, with an option for English or German translation.

On the website there are a lot of pictures, so you can get a good impression beforehand. Please check [www.dierenhotelabdisenbosch.nl](http://www.dierenhotelabdisenbosch.nl) For more information you can contact the friendly owner, Mrs. Els de Kok, at phone number 045 – 5317217.

# Did you know? The Dutch Rijksmuseum Renovation Completed

Story by Ed Frieser



## Official opening 13 April

After almost 10 years of renovation, restoration and alteration, the completely renovated Rijksmuseum in Amsterdam will tell the story of the Netherlands from the Middle Ages to the present. Around 8,000 works of art have been reorganised to tell the story of the Netherlands. A new display of the collection, a renewed building, new public facilities, a revamped garden and a new Asian Pavilion - Rembrandt's most celebrated painting, *The Night Watch*, will return to its former place at the centre of the building. As of 13 April, everything else will be different than it was prior to the renovation work. Around noon, the Rijksmuseum will be officially opened by HM Queen Beatrix at the Museumplein, one of her last official activities as Queen of the Netherlands.

## Renovation

Amsterdam's famous Rijksmuseum, shut its doors in 2003, as part of 375m Euro project to restore and modernise the main building. Main building work did not begin on the Rijksmuseum until the end of 2007, almost five years after the closure, and the museum has subsequently undergone a complete overhaul. The revamped museum, which includes a newly built pavilion surrounded by water, promises to bring the institution - which first opened in

1885 - "completely in step with the 21st Century", while restoring Pierre Cuypers' original design. The Rijksmuseum has been restored and renovated based on a design by Spanish architects Antonio Cruz and Antonio Ortiz from Sevilla, Spain.

## History

The Rijksmuseum was founded in 1800 in The Hague to exhibit the collections of the Dutch Stadtholders. It was inspired by French example. By then it was known as the National Art Gallery and was housed in Huis ten Bosch in The Hague, the present residence of Queen Beatrix. In 1808 the museum moved to Amsterdam on the orders of King Louis Bonaparte, brother of Napoleon Bonaparte. The paintings owned by that city, such as *The Night Watch* by Rembrandt, became part of the collection. In 1863, there was a design contest for a new building for the Rijksmuseum, but none of the submissions was considered to be of sufficient quality. Pierre Cuypers also participated in the contest and his submission reached the second place. In 1876 a new contest was held and this time Pierre Cuypers won. The design was a combination of gothic and renaissance elements. The construction began on October 1, 1876. On both the inside and the outside, the building was richly decorated with

references to Dutch art history. Another contest was held for these decorations. The winners were B. van Hove and J.F. Vermeylen for the sculptures, G. Sturm for the tile tableaux and painting and W.F. Dixon for the stained glass. The museum was opened at its present location on July 13, 1885.

## Location

The front of the museum is located at the Stadhouderskade, but on the other side it has a prominent position on the Museumplein, nowadays among the Van Gogh Museum, the Stedelijk Museum Amsterdam, and the Concertgebouw.

The new Rijksmuseum will be the first major national museum in the world that will be open every day of the year, from 9 am to 5 pm. Admission price is €15 p.p., with free admission for under-18-year-olds. ING payment card holders are entitled to a 50% discount. This discount is not valid in combination with other discount schemes and/or discount cards. Museumkaart holders, members of ICOM, ICOMOS, UNESCO, the Rembrandt Association (Vereniging Rembrandt), KOG, Vrienden van de Aziatische Kunst and Vrienden van het Rijksmuseum: free Museumkaart and e-ticket holders do not have to wait in the queue in order to get tickets.



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### Movie Schedule

Sat. 20 Apr / 16:00

**IDENTITY THIEF**

Jason Bateman

Melissa McCarthy

Sat. 27 Apr / 16:00

**JACK THE GIANT  
SLAYER**

Nicholas Hoult  
Tomilson

Sat. 20 Apr / 19:00

**PARKER**

Jason Statham

Jennifer Lopez

Sat. 27 Apr / 19:00

**SAFE HAVEN**

Julianne Hough  
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To enter, please contact the Staff  
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One of us

# Colonel Karlo van den Akker

**Country:** The Netherlands gained independence in 1648 after an 80 year war with Spain and became a kingdom in 1815. Over our history, the Netherlands has only been occupied for short periods by other nations: the French (1795-1813) and the Germans (1940-1945).

**Population:** 16.731.000 inhabitants

**Capital:** Amsterdam, but our government is settled in The Hague.

**Head of State:**

Queen Beatrix who will be succeeded by her son Willem Alexander this 30th of April (Queens Day).

**Area:** 41526 square kilometres of which 20% is below sea level.

**Climate:** The predominant wind direction in the Netherlands is southwest, which causes a moderate maritime climate with cool summers and mild winters. This is especially the case in places within direct proximity of the Dutch coastline, which sometimes are over 10 °C (18 °F) warmer (in winter) or cooler (in summer) than places in the (south)east of the country.

**Economy:** The Netherlands is a capitalist country. Many economic historians regard the Netherlands as the first thoroughly capitalist country in the world with a first full-time stock exchange. The Netherlands are the 17th economy of the world with a GDP of 630 billion Euro.

**Budget:** The yearly budget for the government and the social system is about 600 billion Euro.

**Currency:** Euro

**Industries:** Major industries include chemicals, metallurgy, machinery, electrical goods, and tourism. Examples include Unilever, Heineken, financial services (ING, ABN), chemicals (DSM), petroleum refining (Shell), electronic machinery (Philips, ASML) and car navigation TomTom.

**Agriculture:** A highly mechanised agricultural sector employs 4% of the labour force but provides large surpluses for the food-processing industry and for exports. The Dutch rank third worldwide in value of agricultural exports, behind the United States and France, with exports earning \$55 billion annually. A significant portion of Dutch agricultural exports are derived from fresh-cut plants, flowers, and bulbs, with the Netherlands exporting two-thirds of the world's total.

**Export:** The Netherlands is one of the world's 10 leading exporting countries. Foodstuffs form the largest industrial sector. Other major industries include chemicals, metallurgy, machinery and electrical goods.

**Defence:** The Netherlands has one of the oldest standing armies in Europe; it was first established as such by Maurice of Nassau (son of the founder of the Netherlands William the Silent). The military is composed of four branches (navy, army air force and military police), all of which carry the prefix Koninklijke (Royal) with a total budget around 7 billion Euro. General Tom Middendorp is the current Commander of the Netherlands armed forces. The Dutch Ministry of Defence employs more than 70,000 personnel, including over 20,000 civilians and over 50,000 military personnel. In April 2011 the government announced a major reduction in its military due to a cut in government expenditure, including a decrease in the number of tanks, fighter aircraft, naval ships and senior officials.

**History:** On 16 March 1815, the Sovereign Prince raised the Netherlands to the status of a kingdom and proclaimed himself William I. In 1815, the Congress of Vienna formed the United Kingdom of the Netherlands by adding the southern Netherlands to the north in order to create a strong country on the northern border of France. In addition, William became hereditary Grand Duke of Luxembourg. The Congress of Vienna gave Luxembourg to William as personal property in exchange for his German possessions. The south rebelled and gained independence in 1830 as Belgium while the personal union between Luxembourg and the Netherlands was severed in 1890, when William III died with no surviving male heirs. The Netherlands were independent during the first World War and were occupied by the Germans in the second World War. After the war, the Dutch economy prospered by leaving behind an era of neutrality and gaining closer ties with neighbouring states. The Netherlands was one of the founding members of the Benelux (Belgium, the Netherlands and Luxembourg) grouping, was among the twelve founding members of the North Atlantic Treaty Organisation (NATO), and was among the six founding members of the European Coal and Steel Community, which would evolve into the European Union.



*The Netherlands*

## When did you arrive to Brunssum and which position have you taken?

I was born in the Netherlands in the village called Rijen just 12 kilometres from the city of Breda. I took up the position of Deputy J8/Fincon as of 01 May 2012.

## Tell us about your military career.

I started my career in 1983 at the Royal Military Academy in Breda. Although I was born next to a military airfield (Gilze-Rijen) I joined the Army. After graduating from the Academy I served in different positions at brigade and division level till 1994. In that timeframe the Netherlands decided to go from a conscript's army to a professional army with a huge downsizing of personnel. I therefore decided to increase my skill set and provide more value for both the military and, in case of emergency, civilian society by enrolling at University of Amsterdam to study accountancy. In 1997 I graduated as a "Registeraccountant" (equivalent to a CPA in the US and CA for Can and the UK). During my studies I worked for a civil company named KPMG and after graduation I joined the Defence Audit Unit. In 2004, I served as Chief CJ8/Fincon in Sarajevo and after my tour in Bosnia I became commander of a signal unit (battalion size) for two years. From 2007 to 2009 I worked as the Budget Officer at the Army HQ and from 2009 till my arrival here in Brunssum in 2012, I worked as a controller at the Dutch Defence Material organisation.

## Do you have any experience with other international missions?

As stated, I served as Chief CJ8/Fincon in Bosnia in 2004. I really liked working in an international environment. It was there that I decided that I wanted to work for a longer tour in NATO. In 2012 the Army gave me the opportunity to do so and here I am. Furthermore, as commander of the signal unit I was involved with the Dutch communication systems in ISAF and later I was involved in the Dutch redeployment of Uruzgan.

## Tell us about your job and what kind of challenges you have to face?

We prepare and execute the budgets for both Brunssum HQ (including exercise budgets) and ISAF. We, as J8, are busy daily with the ISAF operation. Brunssum is the reach back for theatre and therefore we deal day to day with a lot of issues. To me, it seems that whenever a nation does not want to pay for something they come to NATO (us) to make it happen. But be aware the financial regulations in NATO, with 28 nations looking over our shoulder at how we spend their money, are very strict. Similarly, although we are here to support the troops, we have to conduct an eligibility check on every issue before we decide what is permissible and unfortunately sometimes we are not able to help. This results in nations, troops, and other organizations having to find alternative solutions. In this current environment of budget cuts I want to emphasize to everyone a quote from Winston Churchill that I find applicable to all: "we have run out of money, so now we have to think". I am now the acting ACOS J8/Fincon and I am proud to lead the J8 team here in Brunssum. Everyone on my team has the goal to help the troops in theatre and here at Brunssum HQ with whatever it takes, provided it remains within Financial and Contracting Regulations.

## What are your hobbies?

My hobbies are football/soccer, skiing and reading. I play recreational football but really enjoy watching professional football both in person and on television. My favourite Dutch club is NAC Breda.

## What do you like in your job?

I like the fact that every day is busy and different. Sometimes the tempo creates planning problems but as a result I never have a dull moment. I also enjoy the opportunity to work together with colleagues on the new deployability concept.

## Can you shortly describe your country?

The Netherlands is a small country and is very densely populated. It is a diverse country with many people of different origins living here. I am proud that we manage to live together with no poverty and a good social system. We as Dutch are proud of our history and our sport results, especially that of the Dutch football team and the Dutch skaters. In addition, we have some things that those who are not Dutch do not understand. I will only mention the 'Elfstedentocht' and the 'Dutch/Orange fever' whenever the Dutch football teams play for the European or World Championship. I hope that you all experience it when we qualify for the World Championship in Brazil next year.

## Your future plans?

I hope that I am able to serve for my entire three year tour here in Brunssum. After this tour I will return to the Dutch Army and hopefully they will provide me with a position in the 1 GE/NL Corps. Regardless of what they do, I have always been a positive person and as a result I have liked all my posts, thus I am sure they will continue to provide me interesting career assignments until retirement.



Place to visit: GaiaZOO Kerkrade

Distance: 13 km

Opening hours: 4 March – June daily from 10 a.m. to 5 p.m.  
July – August daily from 10 a.m. to 6 p.m.  
September – 4 November from 10 a.m. to 5 p.m.  
5 November – 3 March from 10 a.m. to 4 p.m.

Further information: [www.gaiazoo.nl](http://www.gaiazoo.nl)

## GaiaZOO - Travel Around the World in One Day

Story by Public Affairs Office HQ JFCBS

**I**t's time to go outside; it's time to enjoy the spring sun and warmth after a long winter. This is reason enough to visit a beautiful zoo that offers an unforgettable day trip for the whole family.

GaiaZOO is located in the hilly landscape of South-Limburg only a few kilometres far from our headquarters in Brunssum. Thanks to a new and unique concept the zoo, in Kerkrade, was voted as 'most fun daytrip of the Netherlands by ANWB, the Dutch automobile association' in 2013.

This modern and thematic zoo presents a lovely world of animals and plants, unique shows and special playgrounds for children. Throughout the whole year you can immerse yourself in the beauty of nature and enjoy special expeditions through GaiaZOO. These will guide you through remote countries complete with exotic animals. You can unleash your imagination and go, for instance, to Africa, standing face to face with gorillas, giraffes, rhinos or cheetahs and visit the forest where the monkeys are climbing the branches just inches above your head.

Hiking through the zoo, you will see that GaiaZOO (the only zoo in the Netherlands completely built in the 21 Century) differs from the other famous zoos like those in Amsterdam, Rotterdam, Antwerp or Cologne. There are no fences or concrete. GaiaZOO is

known for the large spaces allocated to its animals. It belongs to a new generation of zoos. This achievement can be seen in the beautiful views, stunning nature, interesting architecture and numerous species.

Children can play inside Europe's biggest indoor Dino-Playground – the DinoDome. There is a giant hall, a play paradise for children with one common theme – Dinosaurs. With its 18-meter high special cupola construction of the DinoDome, numerous dinosaurs and a lot of rocks, everything looks authentic. One of the biggest attractions for children inside the DinoDome is the giant climbing net. There is also a life-size Brachiosaurus (14 metres high), where your children can have a lot of fun. To reach the 12-meter high tower, a ropeway must be taken. From the top you have a fantastic view over the DinoDome.

Conclusively, if you plan to spend a nice day in South Limburg, GaiaZOO is the right place to do so. Don't hesitate to answer the contest question and win free tickets for a "Journey around the World".

Let's start the outdoor season!





## Win Tickets for GaiaZOO

- We have 5x2 tickets
- In order to win the tickets, please answer the following question:
- What is the name of the famous indoor playground at GaiaZOO?
- Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 28 April 2013
- For NATO ID card holders only
- The winners will be announced in the next edition of the Northern Star

Answer:

Division:

Full name:

Extension:



## Winners Wellness As In Bali

**The Northern Star congratulates the lucky winner of the last contest.**

### Tickets won by:

Alexandra Hartwig, DOM BIM

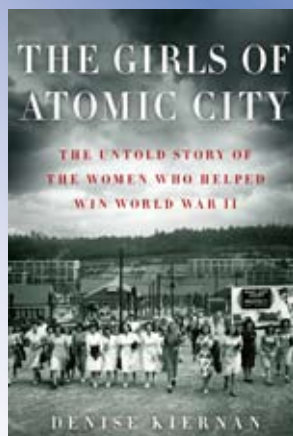
Dirk Ruch, NCIA

Marc Segers, IKAP

Cezary Pawlak, J ENG

Enn Adoson, J7

## Book Review



*Denise Kiernan*

### The Girls of Atomic City

The Untold Story of the Women  
Who Helped Win World War II

*Prepared by Jaroslava Augustinova*

Based on interviews with the now elderly women who worked in the secret city "Site X", this book tells the story of Jane the statistician, Virginia the chemist, Kattie the janitor, and many other girls who helped develop the atomic bomb. Oak Ridge, Tennessee, was founded almost overnight in the fall of 1942 and housed the factories where the uranium for the first atomic bombs was enriched. With a peak population of 75,000 in 1945, the place, consuming more electricity than New York City, never appeared on any map. Staff members were recruited from all over the United States and were offered higher than average wages, on-site housing, cafeterias and free buses. More important, they were offered the chance to join the 400,000 American women performing noncombatant roles in the armed services. Young women traveled from around the country to work on the Manhattan Project. Only few would ever guess the true nature of the tasks they performed each day in the middle of the Appalachian Mountains. They had only been told that their efforts would help bring home American soldiers. They knew that sharing even seemingly-innocent details about their labors could be cause for dismissal, but their work was as mysterious as it was top-secret ... until the bombs were dropped. When atomic power was deployed against

an enemy nation, Oak Ridge residents realized what they had been working toward, and why their every move had been monitored, letters home heavily censored, their every question stonewalled...

*"Celia did the only thing that she could: wait. While she did, other women on other trains kept pulling into the very same station, their routes like veins running down the industrial arm of the East Coast, extending from the heart of the Midwest, the precious lifeblood of a project about which the women knew nothing, all of them coursing toward a place that officially did not exist..."*



Major General Leslie Richard Groves, Jr., director of the Manhattan Project speaks to service personnel at the atomic research facility in Oak Ridge, Tennessee.



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