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NORTHERN STAR

Magazine for HQ JFC Brunssum – December 2012



**Merry Christmas
and
Happy New Year
from
Joint Force Command
Brunssum**

**BOLD DRAGON 12 Successfully
Completed**

**Interview General Wolf Langheld -
Developments in Afghanistan**

**AFNORTH International School
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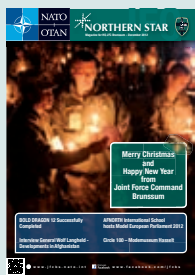
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KABUL, Afghanistan - International Soldiers, Sailors, Airmen and civilians celebrated Christmas Eve with a candlelight service, Christmas carols, and a word from Chaplain Captain Eric Whitmore at International Security Assistance Force Headquarters in Kabul, Afghanistan, Dec. 24. ISAF Photo by Petty Officer 1st Class Monica R. Nelson

Command Group Corner

This will be my last contribution to this fine publication before I leave JFC Brunssum for the fresh green pastures of the United Kingdom and, ultimately, my retirement from the Royal Air Force. It has been a great honour to serve with you all for the last 2 years. As I reflect over my 34-year military career, the 11 years that I spent serving alongside NATO allies in various appointments were among the most challenging and rewarding.

There have been some remarkable achievements during my time at Brunssum, none of which I would take any credit for, but for which I think you can all be rightly proud. Throughout 2011, we prepared ourselves meticulously to take responsibility for NRF 2012, culminating in Ex STEADFAST JUNCTURE in Lithuania. We performed exceptionally in that exercise, learning many lessons, and we maintained the bonds that we made there with our NRF colleagues throughout 2012. Had the NRF been called upon during our standby period to intervene in any crisis, anywhere in the world, I am absolutely confident that JFC Brunssum would have been up to the task.

During the same period, we re-structured our entire HQ to align it with the future PE, well ahead of schedule. What could have been an extremely difficult and potentially painful transformation was executed superbly, with no impact on our support to ISAF or our NRF readiness. When the re-organization was complete, we concentrated on the other great challenge of the NCS reform: deployability! I could not have imagined at the time of its inception how quickly this concept could be developed by our staff and then executed, demonstrating its success to the rest of NATO in Ex BOLD DRAGON. This exercise not only tested and proved our deployability efforts but, just as importantly, it invested valuable time and effort in our professional development, both as



Air Marshal David Walker, Royal Air Force, Deputy Commander Joint Force Command Brunssum

individuals and as a team. I sincerely hope that more opportunities such as this will follow, that would allow us to train as we would fight, to openly discuss our ideas, and to broaden our understanding of Command in a 4* Operational HQ. Ex BOLD DRAGON has set the bar, now it will be up to you to achieve even greater things in the future!

I regret that I may not have met each of you personally during my tour, but I was, of course, constantly aware of the valuable and extremely difficult work that you do. Wherever you sit in the organization and whatever your contribution to the HQ, rest assured that the Command Group do notice it! The hours of hard work and dedication you put in are clear for all to see in the work presented to me every day, whether in CUB presentations, written staff packages, or international social events. For this, and for all of the support I have received at JFC Brunssum, I wholeheartedly thank you all. My special thanks must also go to General Langheld, under whom it has been an honour and a privilege to serve. I will remember my time at Brunssum with great fondness and wish you the greatest success in the future. Good luck to you all!

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Developments in Afghanistan and Role of NATO until 2014 and after 2015

Interview General Wolf Langheld, by Helmut Michelis, Rheinische Post, November 21, 2012, in Brunssum

At present, German politicians are not the only ones attempting to convey the impression that they are eager to finish the unpopular NATO mission in Afghanistan as soon as possible – irrespective of whatever may happen thereafter. The quote of Bishop Margot Käßmann – “Nothing is good in Afghanistan” – seems to waft in the skies over all this. After having had to deal intensely with this mission yourself, do you feel bothered by this somehow black-and-white statement?

The NATO mission in Afghanistan requires our continued attention, and necessitates a proactive visit program, in order to fully comprehend and appreciate the positive step-by-step changes being made on the ground. The NATO Headquarters in Brunssum has led the ISAF mission since 2003, and during the past two and a half years, I have observed a significant increase in security, particularly in the cities, while the transfer of the security responsibility to the Afghan police and armed forces is on-going. Further, I have observed improvements when it comes to the availability of schools, medical support and technical development. Of course, there is still a lot to be done, but living standards have definitely improved. And the Afghans share this optimism. A recent study by the ASIA Foundation found that 52% of Afghan citizens consider progress in Afghanistan to be positive.

Initially there was no exit strategy; instead we saw a repeated build-up of troops. Did NATO anticipate what they were getting into with the ISAF mission in Afghanistan?

No, of course not. In the beginning, our expectations as to our objectives, the course and duration of the Afghanistan mission certainly were too high. At NATO's Lisbon Summit in 2010 we adjusted the strategy towards the step-by-step transfer of security responsibility to the Afghan government. This placed greater emphasis on the build-up and training of Afghan security forces. You see, two years ago, ISAF units were still responsible for security throughout Afghanistan – except in Kabul City.



Today, Afghan security units ensure security for about 75 percent of the Afghan people. And, in approximately two years, that security responsibility will completely rest with the Afghans.

Since the NATO Summit in Lisbon it has been clear that the ISAF mission will end in December 2014. Will NATO have reached their objectives by then?

The aim is that the Afghans are capable of ensuring their own security. And that this way the country does no longer provide a safe haven for terrorism. Already during the first half of 2012, more than 80 percent of all operations against insurgents were independently led by Afghan security forces. And they are already conducting about 85 percent of police and troop training using their own forces and capabilities.

There is no return?

The transfer of the security responsibility is irreversible, and it will take place step by step until completion in 2014. The transfer process works – despite all doomsayers. The security responsibility for Mazar-i-Sharif has now also been assumed by the Afghan security forces.

Nonetheless, support via professional consultation, advice and assistance will remain necessary in the years after 2014.

With ISAF pulling out as planned as of 2015, isn't it rather likely that the security situation will inevitably deteriorate thereafter?

In a few weeks we will have reached our objective of 352,000 Afghan security personnel. That means the number of Afghan security personnel will exceed that of international troops ever stationed in Afghanistan by more than 220,000. The training is being intensified every day, and by the end of 2014 an appropriate security level will have been reached. The Afghans themselves will provide their own security.

Aren't the increasing Taliban attacks against the civilian population an indication that after 2014 the conditions will get out of control again?

During the past weeks we indeed saw several dramatic attacks such as the one against a mosque in Faryab. The fact that Muslims kill other Muslims during

their prayer is particularly detestable. But the Taliban will no longer and never again be able to control entire regions. Today they are being engaged in what used to be their sanctuaries, their safe havens.

During my last visit in Kabul I saw a girl sitting on the wall of a well with a laptop in her hands and wearing no headscarf. In the meantime, 71 percent of the population have access to a mobile phone – versus only 42 percent in 2007. I do not think that this development towards formal education and openness to regional and global information can be reversed. The Afghan armed and police forces – highly trusted by 93 and 82 percent of the population, respectively – will continue the fight against insurgents as long as necessary, with our advice and assistance.

Until 2014, NATO intends to emphasize training, and as of 2015 – by means of a new NATO Mission in Afghanistan plans to further ensure the support for the Afghan security forces. Isn't it so that these forces also need to be protected, and that they must be able to fight?

As of 2015 this NATO mission will no longer be a combat operation. The clear objective of this mission is to continue the training of Afghan security personnel. Pilot, logistics and special forces training, currently underway, will continue to be provided together with a range of other advice and assistance.

But the Taliban will not stand idly by ...

Of course, these soldiers will have to protect themselves and, as they have been trained, they will fight when necessary. Therefore I cannot exclude that, in doing so, NATO soldiers may be killed. Although this will not be a combat mission, one should never completely rule out hostilities but must be prepared for such combat actions.

What do you think are the biggest challenges over the next two years?

The largest Afghanistan-related challenge for this Headquarters is the coordination of three parallel operations: the successful completion of the ISAF mission, the redeployment of troops and materiel, and the preparation for the

new NATO mission after 2014 (ITAAM). ***You are going to leave the Joint Force Command in December. What are your personal conclusions?***

The NATO Headquarters in Brunssum provides a huge contribution to the Command and Control as well as support of the ISAF mission. For example: next year, 100 soldiers from Brunssum will serve in Kabul.

I pay a special tribute to all the soldiers and co-workers at the ISAF Headquarters in Kabul, and throughout Afghanistan who, with their bravery, their commitment, and their openness towards their Afghan partners, significantly contribute to the success of this mission.

A conclusion to the mission in Afghanistan seems still too early. But I believe that we have the statement "Nothing is good in Afghanistan" clearly refuted. We have a strategy for this country and are on course to making that strategy a reality!



Operation Southern Strike IV:

Reaching Across the Force

Story by 1st Lt. Veronica Aguila, 117th Mobile Public Affairs Detachment (Hawaii)

FORWARD OPERATING BASE SPIN BOLDAK, Afghanistan – In remote villages of Kandahar province, to access the nearest city means crossing approximately 55 kilometers of hazardous terrain along unimproved routes through insurgent contested areas.



Staff Sgt. Chung-Kai Yang, a team chief with the 361st Psychological Operations Company listens to Afghan Border Police members and villagers during Operation Southern Strike IV, Kandahar Province, Afghanistan, Nov. 15, 2012. The operation focused on removing insurgent influence on the local population and connecting isolated villages to their government and police.

Recognizing this challenge, members of the 3rd Zone Afghan Border Police (ABP) and their respective Security Forces Assistance Team (SFAT) advisers made a deliberate effort to reach the remote areas in Spin Boldak and Tak-teh Pol districts, remove insurgent influence and address villagers economic and security concerns during Operation Southern Strike IV in Kandahar province, Nov. 15-18.

“These towns do not have any governance support. They do not see any of the ABP on a regular basis so suddenly we are in the enemy’s backyard where he has been comfortable,” said Lt. Col. Scott Sill, an Afghan Hand and senior mentor working with SFAT 11.

As part of the operation, leaders from the 3rd Zone ABP and subordinate kandaks identified four target areas

considered safe-havens for the Taliban. Executed by elements of the 3rd Zone ABP’s Quick Reaction Force Kandak and 4th Kandak, the operation also incorporated air support by the Afghan Air Force’s Kandahar Air Wing.

“Fellow kandak commanders reinforced each other, as well as the Zone orchestrated ground movements and synchronized air movement,” said Sill. “This may seem like an easy task for Americans, but for the Afghans it is a first.”

The joint KAW and 3rd Zone ABP mission, though a first, allowed the successful air transportation of ABP leaders to engage the village leaders while the kandaks secured the far-stretching routes and cleared into the villages by ground.

Sill believes the ABP gained confidence in the benefits of using military assets like medical evacuation support or MEDEVAC, route clearance

and improvised explosive device reduction tools while working with the International Security Assistance Forces.

“They learned with these augmented capacities, ‘I can reach further into my own area,’” Sill said. “We demonstrate how we do it. We find an Afghan sustainable solution and take these little steps so what today is a humanitarian aid drop; in a couple of months could be an air assault and MEDEVAC.”

Sill hopes that this is the beginning of the ABP developing these assets within their force or requesting the augmented support from the Afghan National Army.

“As we have shown them how they can use tools that ISAF can provide, the next step is to teach [and] train them on those tools that way we can step further [back],” said Sill. “We are stepping up the Afghan’s ability to do it themselves.”



Capt. Bryan Kane (left), commander of Security Forces Assistance Team 11, during Operation Southern Strike IV, Kandahar Province, Afghanistan

Throughout the operation the ABP demonstrated how they could do it themselves, but it was most evident during the last phase of the operation. ABP leaders engaged village elders, as they have done numerous times before, listened to their concerns, addressed security issues and advised residents on ways to access the police for support. This time, however, there was a change.

In the small town of Gagre Naw, only nine families remain in the village known as a refit area for insurgents.

The villagers, concerned insurgents will take the humanitarian aid they cannot secure, suggested to the ABP that they take the excess food and supplies to another village where many of their families relocated to. Before the ABP's coalition force partners can identify the suggested village, the ABP using their local knowledge, created their movement plan, disseminated their order and were ready to move out.

"They [ABP] were down the road long before we could un-wind out of the primary objective. They surprise us

with their ability to do things like taking the HA down to the next village without our prompting," said Sill. "They saw a need and had the capacity to facilitate it. In fact we didn't realize that was going to even happen." This news signals the end of the operation for coalition forces. However, for the ABP it is the next step in their mission. The police, far in front of coalition forces, have already left for the next village with the humanitarian aid loaded and are continuing the mission independently.

Afghanistan Like A Diamond

Story by USAF Capt. Genieve David, ISAF Headquarters Public Affairs (Capt. Fabio Chiarelli contributed to the story)

Italian architect and consultant Andrea Bruno provided a key lecture to Afghan students sharing historic knowledge detailing hundreds of years of Afghanistan's cultural marvels. The lecture was held at Herat University and was facilitated and sponsored by the Italian Ministry of Defense and Foreign Affairs, and operated jointly in support of the Government of Afghanistan alongside the International Security Assistance Forces Regional Command West.

Mr. Bruno is known for providing consultation and overseeing the restoration and preservation of the

Bamiyan Buddhas—the largest monument in Afghanistan dating back to the 6th Century, the Minarets of Jam, and the Citadel in Herat. He has devoted more than half a century of work for Afghanistan on behalf of the United Nations Educational, Scientific and Cultural Organization, and the Italian government. "I want to preserve the cultural memory of Afghanistan." Mr. Bruno said during an exclusive interview regarding his work in Afghanistan.

For the first time Mr. Bruno was able to share historic photos with Afghan students who would be able understand the foundations of their cultural heritage and empower them to start sharing that

knowledge with Afghanistan's next generation. Restoration of the Bamiyan Buddhas site began in the 1960s from a team of archaeologists and excavating specialists and continued until 2001. In the summer of 2001 the Taliban destroyed the Bamiyan Buddhas with explosives after they were declared idols by the government and some religious clerics in the community. The act infuriated the international and archaeological communities. In December 2011 the UNESCO meeting in Tokyo announced the Great Buddha would not be recreated. Given that decision, Mr. Bruno proposed to make the focal point of the Bamiyan Buddha the empty niche that once silhouetted



*View of the Western Giant Buddha from the bazaar, village of Bamiyan, 1960.
Photo by Andrea Bruno*

the actual statue. Additionally, he wanted to make an underground observatory below the historic site so that the niche could be viewed from beneath the earth. “The Taliban didn’t win because they didn’t destroy the memory of the Buddha. The empty space is much more important than the monument.”

The International Security Assistance Forces, through programs like the Commanders Emergency Response Program has contributed millions of dollars in restoration and preservation projects of historic landmarks and sites. These projects are closely coordinated under the advisement of the Government of the Islamic Republic of Afghanistan’s Ministry of Information and Culture.

“The architecture of the Afghan people is fantastic,” Mr. Bruno said during his presentation of more than 400 photos of historic sites throughout Afghanistan. “I want the people to remember Afghanistan like a diamond.”

Allied Force Command Heidelberg Recognized for OUP Contributions

Story by Capt. Tamara Gonzales, photos by Staff Sgt. Dwight Chaney

Fourteen Allied Force Command Heidelberg members were recognized for their participation in Operation Unified Protector during an awards ceremony here. Each received the NATO Non-Article 5 Medal for service while augmenting the Combined Joint Task Force Unified Protector Headquarters in Naples, Italy during the last four months of the operation.

A total of 38 members of Allied Force Command Heidelberg participated in OUP with 36 meeting the criteria to receive the award by serving for a total of thirty days. Twenty-two others received their medal separately or after reassignment to another military unit. During OUP, NATO supported the UN mandate to protect the people of Libya, to enforce the no-fly zone as well as the arms embargo. Allied Force Command Heidelberg’s service members supported this mission through a myriad of tasks such as operations, analytics, intelligence, civil casualty reporting, and public affairs.



“Operation Unified Protector serves as one of the most successful in NATO history,” said LTG John W. Morgan III, commander Allied Force Command Heidelberg. “The actions by the members of Allied Force Command

Heidelberg revealed a great deal about your professionalism and dedication. Your efforts are appreciated and have added to this command’s outstanding reputation and legacy. Thank you.”

HQ MARCOM Deputy Commander Meets NATO Parliamentary Assembly in Djibouti

Story by PAO HQ MC Northwood

At the start of November, NATO Maritime Command's deputy commander, Vice Admiral Christian Canova, accompanied a group of representatives from the NATO Parliamentary Assembly during its visit to Djibouti. The aim of this visit was to examine the contribution that armed forces and military facilities stationed in Djibouti can make to support the implementation of NATO's new strategic concept, focusing on its counter piracy mission, Operation Ocean Shield (OOS).

This visit was indeed an opportunity to show members of parliament from NATO countries how key counter piracy contributors coordinate their action locally to make the Indian Ocean a safer place.

The fifteen members of NATO country parliaments were welcomed by General FRAF William Kurtz, Commandant of French Forces in Djibouti. They were hosted onboard a NATO OOS Danish warship HDNMS IVER HUITFELD. Then the delegation had talks with the Djiboutian Minister of Foreign Affairs, H.E. Youssef and their counterparts at the Djiboutian National Assembly. This was a good opportunity to discuss not only matters of regional security and the political situation in Somalia, but also Djibouti's unique and strategic location.

VAdm Canova also met with the Djiboutian Chief of the Navy, Colonel Abdurrahman Aden Cher who shared his positive appraisal of stability progresses made in the Horn of Africa, mentioning AMISOM successes with deployment of Djibouti's



Members of the NATO Parliamentary Assembly with Vice Admiral Christian Canova (centre) at the Japan Self-Defence Forces' maritime air detachment and base in Djibouti airport.

battalion to Somalia.

The NATO parliamentary delegation then proceeded to visit the Japan Self-Defence Forces' maritime air detachment and base in Djibouti airport. The NATO MPs were given a briefing on Japan's involvement in counter piracy by Capt. Moriwaki, commanding officer of the Japanese Deployment Air-force for Counter Piracy Enforcement (DAPE).

Reflecting on his visit, VAdm Canova declared: "I am satisfied the way multinational counter piracy forces are containing piracy this year. Fortunately, the process of regional capability building

is ongoing in Djibouti, Kenya, Seychelles, Yemen and soon in Tanzania with the EU civilian capacity building operation (EUCAP NESTOR), NATO's regional maritime capacity building (RMCB) and national initiatives. I am confident of the capabilities that regional navies and coast guards have developed in recent years. Their participation in exercises such as "Cutlass Express" not only shows that they are taking an active step in securing their own waters, but also that they are also committed to play a more active role in overall regional security".

NATO Fights Somali Piracy Nearer the Coast

Story and photo by HQ MC Northwood



RHIB from HNLMS Rotterdam approaches local skiff off Somali coast

In recent weeks, the ships of NATO's counter piracy task force have been busy visiting local and regional mariners. Using their rigid hull inflatable boats, boarding teams from HNLMS ROTTERDAM, HDMS IVER HUITFELDT and USS HALYBURTON liaised with the dhows and skiffs to exchange information.

Naval patrols, armed security guards and best management practices on merchant ships are often stated as the reasons for

the reduced number of pirate attacks and hijacks, however, to discourage pirates from going to sea in the first place the task force is moving into the coastal waters of Somalia.

Commodore Ben Bekkering, Commander of the task force explains;

"We know the pirates find it increasingly difficult to remain undetected at sea for a long time. Yet, there they can still pose a threat. By moving closer inshore, making ourselves known, contacting the locals and showing the mariners, fishermen and

traders alike that we are there to ensure maritime security for all, we aim to make it very difficult for the pirates to go to sea in the first place."

The visits to dhows and their crews are a key instrument in this containment off the coast as they deter pirates, and reassure local villagers and fishermen. The commanding officer of USS Halyburton, Commander Bertram C. Hodge describes it as follows, "Many of my crewmembers are in their third counter piracy deployment. They hear the reports of declining piracy numbers. By being close to the coast, seeing the landscape, meeting fishermen at sea and exchanging experiences they not only have a real sense, but also a confirmation that their efforts are making a difference."

NATO's Task Force will continue to operate along the coast as much as possible, engaging with local and regional seafarers. Other initiatives such as meetings with elders and conducting medical visits in landing craft just offshore, can be used to expand the reach and effects of the counter piracy effort and limit pirate action groups in their ability to deploy.



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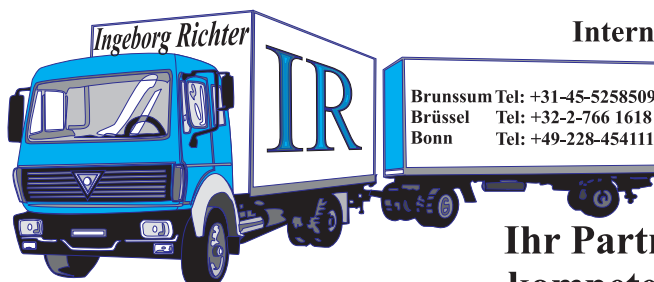
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Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Prepared by MSgt Jan Hecht, photos by PAO JFCBS

Headquarters Allied Joint Force Command (HQ JFC) Brunssum major activities are depicted along six lines of effort within the Brunssum campaign plan. Each of these activities requires an ambitious level of constant attention and effort. Beside the Staff routine work we plan and conduct special activities like visits, trainings as well as social events on a regular basis. We would like to give you an overview about those activities by looking at a few selected events.

October 2012



12 November, Poland celebrates Independence Day

Ninety-four years ago, after 123 years effectively being out of the map of Europe, Poland regained sovereignty. The Polish JFCBS community celebrated this day in a very subtle and poetic way.

Students of the Polish School in Brunssum, with a theatrical performance, re-enacted events from the first half of the 20th Century. The show was not only for the JFCBS community but also for Polish people working in different NATO units and institutions such as the NCI Agency and air base at Geilenkirchen.



15 November, visit by members of the German Chamber of Commerce

The group, consisting of 38 entrepreneurs of small and middle scale companies from the Thuringia region, received an update on the roles and responsibilities of the international headquarters and, in particular,

JFCBS's involvement in the ISAF mission. The two briefing sessions were rounded off with a vivid and productive discussion. This was the second visit organised by the Chamber of Commerce to the HQ JFCBS.



15 - 16 November, visit by Lieutenant General Frederick B. Hodges

The designated Commander Land Command Headquarters Izmir visited JFCBS.

Lieutenant General Hodges, currently the leader of the stand-up team for the recently ratified headquarters in Izmir,

was welcomed by the Commander JFCBS, General Wolf Langheld. During an office call the commanders focused on the relationship and future cooperation of both headquarters within the new NATO command structure.

On the second day of his visit, Lieutenant General Hodges used the opportunity to discuss current high-level ISAF issues, including the ISAF transition process, the planning for redeployment and the Post 2014 mission with the JFCBS key staff.



19 November, visit by Vice Admiral Bruun-Hanssen

The Commander of the Norwegian Joint Headquarters in Bodø visited HQ JFCBS.

Vice Admiral Bruun-Hanssen met Commander JFCBS General Wolf Langheld, Chief of Staff Lieutenant General Richard G.

Tieskens and JFCBS senior leaders. The main aim of the Vice Admiral's visit was to deepen the relationship between Norwegian Joint Headquarters and JFCBS and to discuss possibilities to increase communication and cooperation between the two headquarters. During the visit, for the very first time the Norwegian Joint Headquarters conducted an official video telephone conference with JFCBS, using this opportunity to deliver briefings on several topics, including evolving High North security issues.

14 November, signing of a Support Arrangement

A Support Arrangement was signed between the Chief of Staff JFCBS and Commander ISAF Strategic Flight Coordination Centre.

For various reasons, in 2011, its name was changed from the Allied Movement Coordination Centre - ISAF to ISAF Strategic Flight Coordination Centre (ISFCC). The ISFCC, first formed in 2003, is organically an element to HQ ISAF, and is located at Eindhoven Air Base, The Netherlands. The ISFCC team consists of a semi-permanent Dutch Host Nation Team, performing Command, Admin, CIS and Training tasks. It is augmented by 15 temporarily deployed team members from Canada, Germany, The Netherlands, United Kingdom and the United States.



15 November, Beaujolais Nouveau

More than 500 guests met in the International Conference Centre to taste this year's Beaujolais Nouveau and enjoy the welcoming atmosphere of this special event, kindly organized by the French community of HQ JFCBS.

Every year the third Thursday of November -Beaujolais Nouveau Day- is eagerly anticipated in many countries all over the world. Coming from a tradition to celebrate the new wine of the year, this Beaujolais Nouveau Day is accompanied by heavy marketing, with innovative races to get the first bottles to different markets around the globe. The JFCBS French community was also in the race to offer and share it with the international community on time!



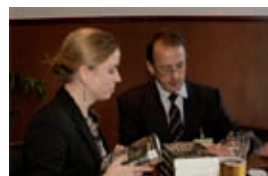
16 November, Professional Development Training – Losing Small Wars

The author of the book 'Losing Small Wars', visited JFCBS as a guest briefer.

Mr. Frank Ledwidge gave an Introduction of his book and led a lively discussion among the crowd that attended in the Alliance Theatre.

Losing Small Wars, a review of so-called British 'failures' in Iraq and Afghanistan, provides a highly readable critique of British involvement in two of the country's most recent and controversial conflicts.

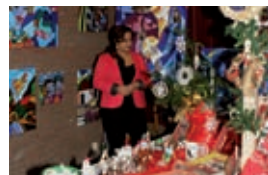
After the event, the discussion continued in Club 13 where the author also signed books for members of the headquarters.



19 November, Christmas craft market

The Christmas season at HQ JFCBS started in the International Conference Centre, where a Christmas Craft Market was organized. The event was prepared by the International Club and attracted many visitors who appreciated beautiful handmade products, from traditional or untypical Christmas decorations to extraordinary jewellery, painted plates and cups or lovely warm knitted gloves. The atmosphere was outstanding also thanks to the hot and cold homemade food and drinks.

The Czech delegation hosted Evy Pineda, a naive painter from Honduras, whose magical pictures decorated the wall next to the Czech Christmas stand.



November 2012

Brunssum's Manpower to Support Headquarters ISAF

Story by J1 and MSgt Jan Hecht, Public Affairs

More than 100 Allied Joint Force Command Brunssum personnel from 18 different nations, including NATO International Civilians, will deploy to Headquarters ISAF throughout 2013.



Senior Airmen Nicole Renae Jurden, US Air Force, Command Sergeant Major Dave Preeper and Sergeant Benjamin Simon, DEU Army

As part of the deploying team, two Brunssum servicemen will experience their first deployment in a multinational environment.

"For me as a young soldier it is a very good opportunity to gain experience with NATO crisis response operation and experience the daily life of a deployed service member in HQ ISAF," said Sergeant Benjamin Simon, DEU Army, from JFCBS Joint Engineers Division. He is deploying as a watch keeper to the Joint Operation Center at HQ ISAF. "My basic tasks will be collecting all reports and important information from the area of operation to ensure that the senior leadership in ISAF has an updated common operational picture."

Another member looking forward to the experience will be deploying as a staff assistant at billeting during her tour.

"I'm looking forward to serving in Kabul on behalf of HQ ISAF," said Senior Airmen Nicole Renae Jurden, US Air Force, from Pass and Permits. "I'm going there with an open mind and I'm confident that the training I've had recently and in the past will help prepare me

for anything that could happen."

Deputy Supreme Allied Command Europe's (DSACEUR) Long-Term Rotation Plan (LTRP) allocated Allied Joint Force Command Brunssum (JFCBS) to provide manpower support to Headquarters (HQ) ISAF of approximately 100 posts, supported by Force Command Madrid and reinforced by Joint Force Command Lisbon and Force Command Heidelberg based on staff availability.

Additionally, DSACEUR directed that three Flag posts within HQ ISAF's Crises Establishment will be sourced by JFCBS during 2013. Those posts are the Chief CJ3, Director of Staff and Chief of Governance.

At the Allied Command Operations Management Board on 14 December 2011 a decision was made that the quota of 100 posts was to be split between JFCBS and supporting Headquarters. As a result of this decision Joint Force Command Naples will deploy 20 personnel, Joint Force Command Lisbon 10 and Force Command Madrid 20 personnel.

JFCBS will assume significant responsibility in augmenting Headquarters ISAF with a sustained commitment of 50 ISAF posts.

The variety of posts that will be filled by JFCBS personnel next year range from an Officer-6 Flag Post to an Other Ranks 3 Drivers post which demonstrates all Officers and Non Commissioned Officers alike will contribute to this task.

"This augmentation will affect all JFCBS personnel considerably during 2013; be it our Team deploying to HQ ISAF or those of us who will be here at JFCBS," said Command Sergeant Major Dave Preeper. "One the effects will be, those of us who are not deployed will have to assume additional responsibilities for those who have. We should also remember the combined sacrifices of our deployed personnel and their families which they will be asked to make over the next year. We wish all of our men and women deployed the very best and a safe tour!"

Although it is recognised that this augmentation will affect the manning of our Headquarters significantly next year, the operational experience the augmentees will gain is certain to benefit them personally and JFCBS as a whole, in the HQs continued to support to the ISAF Mission.

Brunssum Conducts Deployed Joint Forces HQ Course

Story by LTC Edin Fako, J9/Military Partnership Branch

HQ JFCBS conducted Deployed Joint Forces Headquarters (DJF HQ) Course in here, 12-23 Nov. The course was planned and run by J9/Military Partnership Branch with the support of other divisions and branches, particularly J5. Deputy Chief of Staff Plans Major General Michel Yakovleff addressed 19 participants from 15 countries in his welcoming speech.

Officers from Partnership for Peace, Mediterranean Dialogue, Istanbul Cooperation Initiative and Partners across the Globe countries learned the principles of the Deployable Joint Force Headquarters organization. The course aimed to introduce the work of augmentees in a DJF HQ environment. Within two weeks, the participants got familiar with topics related to NATO Crisis Management Operations, NATO Information Operations, Legal Aspects of Operations, Public Affairs, Staff Procedures, Battle Rhythm, Operational Planning Process and Operational Capability Concept Evaluation and Feedback Programme. Presentations and briefings were reinforced by syndicate work and functional area workshops where students had a chance to practise their theoretical knowledge, especially in NATO Operational Planning Process. In addition to this, based on an operational scenario, Supreme Allied Commander Europe guidance and UN resolutions, the participants had to develop their assessments and deliver situational awareness briefings. The training also introduced NATO terminology, important for operational planning and staff work.

At the end of the course, all students of ranks from Captain to Colonel



Military Partnership Branch together with participants of DJF HQ course organised beautiful International evening in the International Conference Centre. Many guests appreciated the warm and friendly atmosphere of the event, which was highlighted by delicious international food and drinks. The International evening was a great opportunity for JFCBS members to meet our military partners.



received the official Certificate and Major General Yakovleff congratulated them with great achievements during the course and its successful accomplishment.

The high value of DJF HQ course has been recognised by both the participants and the JFCBS staff,

who is aware of the importance of this kind of activities which build reliable working relationships with partners. Military Partnership Programmes aim to broaden and strengthen the Alliance by establishing enduring relationships and effective cooperation mechanisms with Partner Nations.

Azerbaijan Officers Trained by Subject Matter Experts from Brunssum

Story by Lieutenant Colonel Salvatore Russo and Lieutenant Colonel Edin Fako, J9/Military Partnership Branch

The Allied Joint Force Command Brunssum (JFCBS) J9/Military Partnership Branch in cooperation with Plans Branch and CIMIC Branch conducted two important training events in Baku, Azerbaijan. Both activities were organized under the umbrella of the Partnership for Peace Program in close cooperation with representatives of the Ministry of Defence of the Republic of Azerbaijan.

Operational Planning Process (OPP) training took place in Baku, 5-9 November. Twenty junior and senior Azerbaijan officers got the opportunity to learn about NATO OPP procedures. The students were trained in preparing, organizing and conducting Operational Planning Process activities. This training activity aimed to outline the military procedures and responsibilities governing the preparation, approval, assessment, implementation and review of operational plans in order to enable partner officers to be familiar with a common approach of operational planning.

The second event, CIMIC Training, was executed in Baku, 12-16 November. It offered 18 junior and senior officers an



overview on NATO CIMIC doctrine and procedures and provided practical lessons as well. As LTC Thorsten Plonus, subject matter expert from JFCBS, said: "We provided a basic understanding on civil-military interaction and a comprehensive way of thinking that should be an integral part of planning and operational procedures."

Both training events were very well received by the students. They asked many additional questions with regards

to the topic and were intensively involved in discussions not only during the lessons but also during breaks. Representatives of the Azerbaijan NATO Training Centre emphasized the importance of such training activities. They are convinced that conducting more and frequent training will bring an added value. The JFCBS is happy to keep this good cooperation and strengthen the relationship with its partners.

Geospatial Requirements Working Group 7 – ISAF Day

Story by LtCol A. Easingwood

Brigadier General Arie Vermeij, Assistant Chief of Staff J2 opened the ISAF part of the Geospatial Requirements Working Group 7 (GRWG 7) hosted by the J2 Geospatial Support Section at the International Conference Centre, Allied Joint Force Command Brunssum, 11 October 2012.

The ISAF GRWG 7 is run as part of the wider pan-NATO GRWG forum to discuss and determine the best ways to address current and emerging requirements for geospatial capability.

The ISAF day provides an opportunity for key 'Geographic' staff and representatives from across Allied Command Operation and lead NATO contributing nations to review and plan Geo capability and requirements for the ISAF mission.

The day also served as an excellent opportunity for national representatives and NATO Geo staff alike to put their technical heads together. The agenda included several key issues regarding the continued development of Geo capability for the ISAF mission, particularly the increasing trend to provide Geo information for NATO Functional Systems.

Headquarters Joint Force Command Brunssum (HQ JFCBS) Acting Chief Geographic Officer, Lieutenant Colonel Dr. Oliver Witt, also highlighted the current operational priorities including an initiative to deliver Crisis Urgent Requirements for



Brigadier General Arie T. Vermeij welcomes the audience to the 7th NATO Geospatial Requirements Working Group.

a common Geospatial Information System architecture down to Regional Command level, and the detailed implementation of how Geo elements of the ISAF mentoring and partnering plan will be resourced and implemented.

It was also interesting for the rest of the Brunssum Geo staff to see how many of the Geo lessons learnt and technical initiatives from the ISAF mission will be useful in developing Geo capabilities as our Headquarters migrates towards the new challenges of the NATO Reaction Force requirements and responsibilities.

The overarching observation by the majority of representatives and national delegates was that Geo requirements will need to be carefully managed as the mission draws towards transition. Although the meeting resulted in a lengthy summary of actions it served to illustrate the increasing level of demand for Geo capability, products and services to the current mission and the need to prepare and adapt for our new role as we transition to provide Geo support to a deployable Joint Task Force Headquarters.



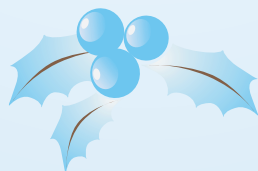
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BOLD DRAGON 12 Successfully Completed

Prepared by PAO HQ JFCBS

Headquarters Allied Joint Force Command Brunssum (HQ JFCBS) successfully completed exercise BOLD DRAGON 2012, held from 17 October until 29 October in two locations - Brunssum and Bydgoszcz (Poland).



Lieutenant General Richard G. Tieskens welcomed at the Joint Training Centre in Bydgoszcz by the Deputy Commander JFTC Brigadier General Grzegorz Buszka.

The aim of the Bold Dragon Exercise 2012 was to develop understanding of NATO's new Joint Task Force Headquarters Concept, especially deployments of the HQ and staff in operations. Chief of Staff HQ JFCBS said at the end of the exercise that BOLD DRAGON 12 represented a big step in exercising the Headquarters' deployment capability. "The staff is trained to fulfill its role with regards to the future NATO command structure."

Lieutenant General Richard G. Tieskens, Chief of Staff interviewed by Radosława Kubiczek, Public Affairs Office, Joint Force Training Centre in Bydgoszcz.

Sir, as the Chief of Staff of the JFCBS you commanded the Deployable Joint Headquarters during the Exercise Bold Dragon 2012 which was held here at the JFTC. Could

you please tell us a few words about the exercise? What is its aim and how was the execution conducted?

The overall aim of the exercise is, in fact, developing a culture of deployability. Since we've been a static Headquarters for the last couple of years, we have to reinstall an expeditionary mindset of our people. They are used to working in a completely different environment. We have to become deployable, so we have to get out of our offices and that requires a mind adjustment of all the people that work in the HQ. And therefore this type of exercise was conducted for the very first time. Of course we have exercised a lot more in the past as well, but now for the first time we took all our people away from their comfortable offices, from their comfort zones and brought them into a different environment, where they had to be able to execute their functions and roles.

What challenges did you face preparing the JFC for its deployment and during the exercise?

I think one of the major challenges is that, of course, we lack experience in deployability as a headquarters. Since we have been a static HQ for quite a while, and now becoming a deployable HQ, nobody has all the answers. So we have to find answers to the questions of deployability together, based upon the experience from this exercise. Another challenge is that within NATO we have developed a New Deployability Concept for NATO HQs, for the NATO Command Structure. Since this is a new concept - it is currently under development, so there is only a draft of the concept available - we are now more or less testing it for the first time. Lisbon conducted the exercise earlier this year and as we speak, I think maybe this or the next week Naples will also conduct an exercise on the basis of this New Concept. So for all three, currently

still three Joint Force Commands, it is a new world to discover. And that is really a challenge.

The third challenge we had in this exercise was the phase of deployment. Normally, in most of the exercises I have seen you exercise the first part of a deployment - develop a plan, and then once developed you go and execute it. Then, normally you make a time shift and go somewhere in the execution of the mission and are notionally already two or three months deployed, so you bypass the actual deployment. And in this exercise we have discovered that there is a lot to be learned of what challenges we face in the actual deployment phase.

Since when has the JFC BS had the task to set up a Deployable Joint Headquarters and how is its role evolving?

The new structure goes back to the Lisbon Summit 2010, where NATO asked for a new NATO Command Structure. We started planning, thinking, and eventually the new concept was agreed in the summer 2011. At that time I wasn't involved myself, but the decision was taken for this New Deployable HQ Concept in 2011.

In the first place, of course, you have to reorganize your HQ. The New NATO Command Structure goes from three Joint Force Commands to only two - since Lisbon will close down. But on the other hand it is not the case that we just carry on. We also have to change our own structure. We will be augmented by about 200 staff in the coming years and we've had to change our internal structure. We had the effect based structure which was adopted in

NATO, and now we've gone back to the old J structure which everybody is still familiar with, and we are currently in the process of changing our HQ. So that keeps us busy of course, and this is a challenge since we have to conduct these kinds of exercises while performing our daily mission. But I think as what I've seen during this exercise, we are well on the way.

How does the concept of DJ HQs fit into the Alliance's core tasks, why does NATO need it?

We can implement this concept both for the collective defence role and for the crisis response operations. In both cases NATO may have to deploy forces. And therefore it needs a deployable HQ to support and command the operations. You never know when and where you will have to deploy and therefore you should always be prepared for the unpredictable. That means that we might conduct operations from Brunssum but it might also be needed to deploy somewhere. And therefore this is really a big challenge for NATO because, as you know, the new NATO Command Structure had a drawdown of staff capacity, about 30% in total. The level of ambition was not brought down, but the available staff capacity was brought down by 30% — that means we are really in the middle of a very great challenge.

Coming back to the exercise - How do you assess the exercise? Do you think it met its objectives?

Let me speak now for myself. We still have to review our progress and conduct an AAR. But the general assessment from my personal point

of view is that it was a great exercise. In the first place, while we tested the concept, I think we have found some very interesting points that need further discussions and further development and that was of course the aim of the exercise.

The aim that we have defined for ourselves, as I told you at the beginning of this interview, was to develop the culture of deployability. And if I look now, over the last couple of days, I see my staff working, and I think we have really achieved that goal. From the very first minute of this exercise up until now as we speak, people are all enthusiastic, have the right attitude and I think they have really made a step forward in developing their expeditionary mindsets. So this is a great success as far as I am concerned and I'm really anxious to hear of course the opinions of the others and we will share them in a minute.

How do you evaluate the support the JFCBS got from the JFTC?

If I could only use one word I would say "outstanding". Everything from communication support, the facilities we were in, the offices, the building, the dining facility, I think were all great. They are very well kept, new facilities. I think General Macko and his team are doing a fantastic job. And I already spoke about it with my Commander that for us deploying to Bydgoszcz is a great success since it is far away from our comfort zone. On the other hand it is not too far away and it's a great facility where we can achieve our goals completely within the environment of your facility. I think you will see more of us in the future.



Commander Allied Joint Force Command Brunssum, General Wolf Langheld during a Situational Awareness Briefing at the Joint Force Trainings Centre in Bydgoszcz.

Brigadier General Indrek Sirel, Assistant Chief of Staff J7 interviewed by Public Affairs Office, HQ JFCBS.

Sir, you have experienced many exercises during your military career. BOLD DRAGON 12 was the first one since you were appointed to Allied Joint Force Command Brunssum. Can you tell us in which way was this exercise special or different for you?

As you correctly observed BOLD DRAGON 12 is one of many exercises that I have been participated during my military career. In principle, there were no many drastic differences from previous experiences – exercise is exercise. However, in some way BOLD DRAGON 12 was special for me. On the personal level I would like to address two points. It was first time to act as exercise director for the HQ training event since my arrival to Joint Force Command Brunssum in the end of summer, and we all have a tendency to remember in more special way something that you do for first time. Second, I really feel that final preparation for and execution of the exercise facilitated my induction to the HQ. Another aspect that made BOLD DRAGON special is its importance for the development of our HQ, particularly the aspect of the development of a culture of deployability mind-set. It is always special to participate in the events that have significant impacts on the further developments.

What was the most challenging during the preparation and the execution of BODN 12?

From the exercise director point of view, BOLD DRAGON 12 was a very demanding exercise to plan and execute. In the scope similar to previous STEADFAST-series exercise, but with less people to plan and execute. And then think about testing or even experimentation flavour of the exercise that adds even more complexity. But with great support from Joint Force Training Centre in Bydgoszcz, Joint Warfare Centre, Force Command Heidelberg and other structures representatives we created a framework that allowed testing of the deployability concept and training of our HQ in deployment and operational-level command and control procedures.

The team spirit is always very important. How would you describe the working atmosphere during the exercise?

Working atmosphere during the exercise within training audience and exercise control structure was



Brigadier General Indrek Sirel, Assistant Chief of Staff, J7 – Training and Exercise

very pleasant. I saw great desire to understand the new concept better in the training audience during the exercise. I saw and felt real team spirit during that exercise. For sure, this atmosphere supported achievement of the exercise objectives and overall success of the exercise.

Being deployed in JFTC Bydgoszcz during the exercise, how did you feel about the reach back support from your colleagues in Brunssum?

Actually, I think that in the frame of the new deployability concept, it is not right to speak only about so called reach back support. We should think about HQ components as a part of one tool, we should see information exchange process between separate components as whole. It is true to say that HQ in main location is relying on the information from the deployed Operation Liaison and Reconnaissance Team (OLRT) and Forward Coordination Element (FCE), specifically in the preparatory phase of the operation. I think that during the exercise we came to a better understanding how that mechanism working and improve interaction between HQ static and deployed locations.

Is there any space for improvement of JFCBS's staff, processes and procedures? Is there anything you would like to mention with regards

to the exercise Steadfast Jazz which will be conducted in November 2013?

BOLD DRAGON 12 was specifically designed as a test bed for JFCBS deployability and JTF HQ concept. One of the purposes of any exercises is to find areas that need adjustment and improvement. During the BOLD DRAGON 12 Analysis, Assessment and Reporting (A2R) section of the EXCON captured significant numbers of observations from exercise participants. These observations are different in nature: some will most likely generate doctrinal discussion, some address shortfalls in our current processes and procedures, some are exercise design related. We already started initial analysis of these observations within our HQ. Current intention is to properly staff them throughout lessons learned process. Outcome of that process should be improvement of our performance within the framework of the deployability concept. Exercise BOLD DRAGON was a key event for this HQ as we develop our deployability. There are other training events in JFCBS 2013 Training and Exercise Programme that will prepare us for certification of NRF 2014 during exercise STEADFAST JAZZ 13 in November next year. HQ JFCBS continue its journey towards being able to deliver a Deployable Joint Task Force Headquarters.

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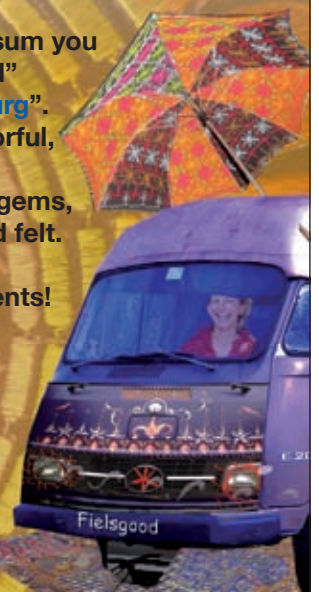
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*'t Swarte Schaap
wishes you a Merry Christmas
and a happy 2013*



AFNORTH International School Hosts Model European Parliament 2012

Story by Rob Bindels, Assistant Director AFNORTH International School

During the first weekend in November, AFNORTH International School (AIS) hosted the eleventh annual Model European Parliament session in Rolduc, Kerkrade. The school has been hosting a political simulation for 24 years already.

Initially it started out as Model International Parliament following the decision making process of a parliament in general. Later on in the year 2001 the organizers decided that the conference should become more realistic and thus the process of the European Parliament was adopted. The programme's name changed from Model International Parliament to Model European Parliament (MEP) and became a highly respected well visited student conference.

On Friday 2 November three hundred students from 29 schools throughout Europe arrived at Rolduc. The students, between fifteen and eighteen years old, were very excited about the weekend and eager to be involved in discussion and debate on topics such as the Schengen Treaty, youth unemployment, the Euro crises, new member states to the European Union and the common fishery policies. The majority had prepared to perform in the role of a delegate. Others were functioning as administrative staff or press delegate, and some as a head / deputy head of fraction or a chair / co-chair of a European committee. Each and every one of them took their task very seriously. Only just arrived they changed into suit or business dress and got involved in a lobbying process hoping to obtain support for their visions and ideas before entering into the fraction meetings.

On Saturday morning the opening session of Parliament took place in the Aula Major of the Rolduc complex. The guest speaker was, not as usual a European politician, but the chairman of Ondernemend Limburg, Mr. Noud Janssen. "Ondernemend Limburg" is the umbrella organization of Limburg entrepreneurs. Mr. Noud Janssen came to speak about Europe's influence on daily life for regional and national businesses and as such of every individual citizen. In



his speech Mr. Janssen's introduced some unexpected facts and figures about Europe from an entrepreneur's perspective. Information the students were not aware of and could use in the debates which followed.

Throughout the weekend the debate and discussion continued in committees, parties and parliament till late in the evenings. Four of the five common positions were passed in parliament, which was chaired by Grace Katzenson, student at AIS, as

president of MEP 2012. Late Sunday afternoon the delegates and student officers changed back into their jeans ready to travel home, carrying with them the impressions of the weekend. Some of them will return next year, others move on to college or university ready to encounter the next phase in their lives.

The AIS students have been great hosts and tremendous ambassadors for our school.

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Agincourt Dinner, 2012

Story by Lt Col GJ Whatmough RA

The British Officers' Club Brunssum held their annual tri-Service Dinner on Saturday 3 November.

This took place at The Biesenhof Restaurant, Geleen, and saw 78 diners sit down to celebrate the 597th anniversary of the battle of Agincourt. The guest of honour was Brigadier General Roussel. The senior serving attendee was Major General Reynes. Each UK Service take a turn in organising this dinner with the Army providing the lead for 2012. The British Army does not have a standard battle honour to celebrate each year and Agincourt was chosen because of its close proximity to 3 November. In a typical show of British inter-Service rivalry, Army and Royal Air Force officers enjoyed some heated debate during the evening about who could claim true provenance from the famous, battle-winning low bowmen (archers) of King Henry V's army.



This despite the event being chaired by Cdr Wiseman of the Royal Navy. Music to accompany dinner was provided by the band of The Royal Yeomanry, who had travelled from London for the event. After dinner, a Queen's Piper from 40 Regiment Royal Artillery, WO2 (Pipe Major) Tweedley, entertained everyone with his tremendous bagpipe playing, earning the US

coin for professional excellence from Major General Reynes. The dinner also served as a Farewell occasion for Sqn Ldr Daffey and Lt Cdr Woodrow who both leave Brunssum in the next month. A special mention must be made of the excellent pre-dinner organisation of Maj Horsefield and Capt Foster. Also the support on the evening itself provided by Sgt Drake.

Advertorial

NIEMANSPORTS

Welcome to NiemanSports.

NiemanSports is the certified dealer of high quality work-out equipment in Limburg. Our showroom is located in Geleen. We are available 7 days a week (with an appointment).

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www.niemansports.nl

Contact us and make an appointment at:

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Family Support, Moral and Welfare Programs and Events for HQ JFC Brunssum Personnel

FAMILY SUPPORT AND MORALE & WELFARE HOLIDAY HOURS OF OPERATION

	Date	Library	Fitness Center	Sports Complex	Theater	Pool	Arts and Craft	Barber Shop	B&S	Auto Shop	Mixer Rest.	Alliance Rest	KC	Housing Hts	
D	Mon 17	CLOSED	0800-2000	0800-1800	CLOSED	0630-1400	CLOSED	0830-1700	1000-1800	0800-1700	0730-1530	1200-1400	0815-1715	0800-1530	D
E	Tues 18	1100-2000	0800-2000	1030-1430	CLOSED	0830-1800	1000-1700	0830-1700	1000-1800	0800-1700	0730-1530	1200-1400	0815-1715	0800-1530	E
C	Wed 19	1100-2000	0800-2000	0800-1300	CLOSED	0630-1800	1000-1700	0830-1700	1000-1800	0800-1700	0730-1530	1200-1400	0815-1715	0800-1530	C
E	Thur 20	1100-2000	0800-2000	0800-1300	CLOSED	0630-1800	1000-1700	0830-1700	1000-1800	0800-2000	0730-1530	1200-1400	0815-1715	0800-1530	E
M	Fri 21	1000-1400	0800-1200	0800-1300	CLOSED	0630-1800	CLOSED	0830-1700	1000-1800	0800-1700	0730-1400	CLOSED	0815-1715	0800-1530	M
B	Sat 22	CLOSED	CLOSED	CLOSED	1000-2100	1200-1400	CLOSED	CLOSED	1000-1500	0900-1300	CLOSED	CLOSED	CLOSED	CLOSED	B
E	Sun 23	CLOSED	CLOSED	CLOSED	* CLOSING AP	1200-1400	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	E
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	Tues 25	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	
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1	Fri 28	1000-1400	0800-1200	CLOSED	CLOSED	1200-1400	CLOSED	1000-1800	1000-1800	0900-1300	0800-1400	CLOSED	CLOSED	0800-1530	1
2	Sat 29	CLOSED	CLOSED	CLOSED	* CLOSING AP	1200-1800	CLOSED	CLOSED	1000-1500	0900-1300	CLOSED	CLOSED	CLOSED	CLOSED	2
	Sun 30	CLOSED	CLOSED	CLOSED	* CLOSING AP	1200-1800	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	
	Mon 31	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	
J	Tues 01	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	J
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U	Fri 04	1100-2000	0800-1400	CLOSED	CLOSED	0630-1800	CLOSED	0830-1700	1000-1800	0800-1700	0730-1530	1200-1400	0815-1715	0800-1530	U
A	Sat 05	1200-1400	CLOSED	CLOSED	* CLOSING AP	1200-1400	CLOSED	CLOSED	1000-1500	0900-1300	CLOSED	CLOSED	CLOSED	CLOSED	A
R	Sun 06	1200-1400	CLOSED	CLOSED	* CLOSING AP	1200-1400	1300-1700	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	R
Y															Y

* Blue Font: No movies will be shown at the Alliance Theater due to Alliance Players construction/set-up/practice

Reduced Manning 17-23 Dec 01-05 Jan

Minimal Manning 24 Dec - 02 Jan

Black Font: Normal Hours

Red Font: Holiday Hours

CHRISTMAS CERAMICS

The Halloween stuff is put away and the Christmas goodies are out! Annie has put her Christmas collection on display in the Arts and Crafts centre. You need to come and buy these items soon, because once santa gets the lambgram he'll be here doing his Christmas shopping!

ARTS AND CRAFTS CENTRE BLDG 607 - BETWEEN THE LIBRARY AND SWIMMING POOL.

TUE. 1000-1700

WED. 1000-2100

THU. 1000-1700

SUN. 1300-1700

PHONE JFC EXTENTION 2454 OR 3821



JFC BRUNSSUM ALLIANCE THEATER

Movie Schedule

Sat. 15 Dec / 16:00

WON'T BACK DOWN

Maggie Gyllenhaal
Viola Davis

Sat. 22 Dec / 19:00

END OF WATCH

Jake Gyllenhaal
Michael Pena

Sat. 15 Dec / 19:00

HOUSE AT THE END OF THE STREET

Jennifer Lawrence
Elizabeth Shue

Sat. 29 Dec / 16:00

SKYFALL

Daniel Craig
Javier Bardem

Sat. 22 Dec / 16:00

SKYFALL

Daniel Craig
Javier Bardem

Sat. 29 Dec / 19:00

ARGO

Ben Affleck
Alan Arkin

Have your next party in the Swimming Pool

Book the Pool for Birthday, a Family meeting or get together with friends.
It a lot of fun for kids and adults.

We can provide the big Sea star, Crocodile or the Dolphin

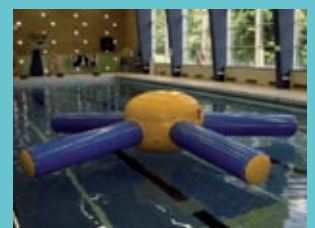
Private bookings are available every weekend:

Saturdays: 16:00 -/ 18:00

Sundays: 10:00 -/ 12:00

16:00 -/ 18:00

For information and/or reservations please call the Swimming staff at Ext. 3172



Haus Hamacher: an oasis of hospitality

Idyllically located in the middle of a leisurely and natural landscape in the most western region of Germany, near a beautiful lake and woodlands you can indulge in a discovery trip à la carte. They offer exquisite international dishes as well as regional specialities, complemented by a top of the line bar and fine beers from the tap.

The dynamic team of trained service personnel and a creative kitchen brigade will surely turn your visit into a gastronomic event in a pleasant ambiance.

Haus Hamacher also offers you two locations for parties, big and small. In the immediate surroundings you can make a boattrip or go for a swim in the open-air swimmingpool which is next to the restaurant.

***Haus Hamacher wishes everybody
a Merry Christmas
and a Happy New Year***

***Enjoy real German cooking everyday
For example until the end of the year we have a big
selection of game dishes***

Open all week!

***Telephone: 02454/1414
www.Haus-Hamacher.de***

For more information you can visit the website:
www.haus-hamacher.de
which is also in English.

Haus Hamacher looks forward to serving you!

Haus Hamacher
Am Freibad 10
52538 Gangelt
0049 (0) 2454 1414

Country: The Republic of Lithuania
Population: 3,2 mln.
Capital: Vilnius
Head of State: President of the Republic of Lithuania Ms. Dalia Grybauskaitė
Area: 65, 3 thousand sq km
Climate: In recent decades the climate of Lithuania has become warmer – the average annual temperature in the whole territory is 6.5-7.9° C. The warmest month of the year is July (with an average temperature – about 19.7° C, and a maximum - over 30° C), and the coldest is January (with an average temperature – about -2.9° C, its lowest temperature during severe frosts may occasionally drop below -30° C). The most rainfall is recorded from April to October (60-65% of annual rainfall). Heavy rains are common nearly every summer with precipitation exceeding 30 mm per day.
Economy: The Gross Domestic Product per capita in Lithuania was last reported at 5793.29 US dollars in 2011, according to a report published by the World Bank. The GDP per Capita in Lithuania is equivalent to 47 percent of the world's average.
Budget: Revenues: \$14.15 billion, expenditures: \$16.26 billion (2011 est.).
Currency: Litas (LTL) 1 Euro= 3.4528 Litas.
Industries: The industries of Lithuania include chemicals, pharmaceuticals, cosmetics, oils, textiles, wood and paper processing, electronics, etc. One of the most profitable Lithuanian industries is the chemical industry which produces nitrogen and phosphate fertilizers.
Defence: The Lithuanian Armed Forces consist of the Lithuanian Land Force, Air Force, Naval Force, Special Operations Force and other units: Logistics Command, Training and Doctrine Command, Headquarters Battalion, Military Police. Directly subordinated to the Chief of Defence are the Special Operations Forces and Military Police. The Reserve Forces are under command of the Lithuanian National Defence Volunteer Forces.
History: Lithuanian lands were united under MINDAUGAS in 1236; over the next century, through alliances and conquest, Lithuania extended its territory to include most of present-day Belarus and Ukraine. By the end of the 14th century Lithuania was the largest state in Europe. An alliance with Poland in 1386 led the two countries into a union through the person of a common ruler. In 1569, Lithuania and Poland formally united into a single dual state, the Polish-Lithuanian Commonwealth. This entity survived until 1795 when its remnants were partitioned by surrounding countries. Lithuania regained its independence following World War I. On February 16th 1918 Independence was declared and is celebrated since. In 1940, Lithuania was annexed by the USSR. On 11 March 1990, Lithuania became the first of the Soviet republics to declare its independence, but Moscow did not recognize this proclamation until September of 1991 (following the abortive coup in Moscow). The last Russian troops withdrew in August 1993. Lithuania subsequently restructured its economy for integration into Western European institutions; it joined both NATO and the EU in the spring of 2004.



The Republic of Lithuania

When did you arrive to the Netherlands and which position have you taken?

I started my tour in Brunssum in August 2010, in the post of Staff Officer Liaison in the Theatre Engagement Section, Joint Effects Management Branch, Operations Directorate. In the current structure I am working as Staff Officer Liaison with International Organizations J9 CIMIC, which belongs to DCOS Plans.

Tell us about your military career?

My military career started at the Battalion level where I held several positions such as Deputy Chief of Staff, and later, Chief of Staff. Afterwards, I was appointed as a Staff Officer in the Lithuanian Defence Staff, working in several positions in Operations and Intelligence. From September 1999 till January 2003 I was appointed as Lithuanian Defence Attaché to the Kingdoms of Denmark, Norway and Sweden. In 2008, after graduation from the Baltic Defence College, I was appointed as Chief Planning Section (J5) in the Joint Staff of the Lithuanian Armed Forces.

Do you have any experience with other international missions?

In 2004 I was deployed with the Polish Divisional HQ in Iraq to support Operation "Iraqi Freedom" for 6 months. During my tour in The Netherlands I was deployed for 4 months to HQ ISAF as a Staff Officer in DCOS Stability.

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

My job as a CIMIC Liaison Officer with International Organizations (IOs) implies that liaison with IOs is my everyday business; this is incorrect. Most of the time, I find myself participating in working groups on different topics such as exercise planning, Mobile Training Teams, and supporting pre-deployment exercises for the ISAF mission. It is very important in my current position to remain flexible, tolerant and open-minded. Quite often I need to undertake a task that is not directly linked to my terms of reference.

Is your family here with you?

Yes, my wife Inesa, son Ignas, and daughter Atėnė, are with me. My oldest daughter, Gabrielė, is studying for her Master's Degree at Leeds University in the United Kingdom.

What are your hobbies?

In common with many Lithuanians basketball is one of my major entertainments; however, I enjoy watching football (soccer), especially the Barclays' Premier League. Other sporting activities include cross country running and walking.

What do you like in your job?

The international environment; excellent relations; and support from colleagues and superiors.

Can you shortly describe your country?

Lithuania is located in Northern Europe. It shares borders with Latvia, Belarus, Poland, and Kaliningrad - a region of Russia. The largest of the three Baltic States, it covers an area of 65,200 km². Thus, it is larger, in terms of total area, than The Netherlands, Belgium, Denmark or Switzerland.

Your future plans?

At this particular moment I have no specific answer to what position I am going to be appointed to after my return to Lithuania next summer. I hope my experience at the NATO operational level will be useful to the Lithuanian Armed Forces. As an officer I am prepared to serve my country wherever required.

Did you know? New Dutch Government Brings First Female Minister of Defence.

Story by Ed Frieser

Parliamentary elections in the Netherlands September 12 showed a remarkable outcome. Remarkable since both traditionally opposing parties, Labour Party (PvdA) and Liberal Party (VVD), gained a majority number of seats in Parliament. VVD gained 41 seats and PvdA 38 seats against 150 Members in the House of Representatives.

Prime Minister His Excellency Mark Rutte (VVD) and Labour leader Diederik Samson however managed to negotiate, in record time, a coalition agreement and compose a new second government lead by HE Mark Rutte. Deputy Prime Minister became HE Lodewijk Frans Asscher (PvdA). An unusual arrangement since Diederik Samson chooses to remain PvdA faction leader in Parliament. Queen of the Netherlands, Her Majesty Queen Beatrix swore in the members of the new government Monday November 5. The Cabinet consists of 13 Ministers and 7 Deputy Ministers. Limburg is well represented.

The new Minister of Defence

For the first time in Dutch history a female Minister of Defence has been appointed, HE Jeanine Hennis-Plasschaert (VVD). Jeanine Antoinette Hennis-Plasschaert was born in Heerlen South Limburg, on April 7 1973. She lives in Nederhorst den Berg (Province of Utrecht), is married and has one (step) son. Jeanine Hennis-Plasschaert studied at the European Secretarial Academy (ESA) in Utrecht. Following her studies she was elected in 2004 into the European Parliament for VVD. Until 2010 HE Hennis-Plasschaert was member of the Committee's for Transport and Tourism, and Civil Liberties, Justice and Home Affairs. On 17 June 2010 she became a Member of Dutch Parliament for VVD focussing on security, police, equal treatment and disaster and crisis response.

To conclude, a portion from Her Majesty's speech from the Throne held on 18 September at the occasion of the opening of the Parliamentary year:"... In the field of peace and security, it remains imperative for the international community to oppose injustice and insecurity. The dramatic events in Syria underline this once again. In Afghanistan and elsewhere over a thousand Dutch men and women are working day in, day out to promote legal certainty and human dignity. They deserve our deep respect..." May these words inspire you, and as General Langheld wrote in his last Command Group Corner, perhaps spare a thought not only to these Dutch but all soldiers and civilians in missions over the Holiday Season.



Dutch Minister of Defence, HE Jeanine Hennis-Plasschaert

"Our country is supported by three strong pillars: freedom, security and prosperity. These combine to make the Netherlands still one of the most stable and wealthiest countries in the world. The Defence organisation is active every day to protect and strengthen those pillars, both in the Netherlands and abroad. Because to the Netherlands, as a trading nation, working for freedom and security is very important. The armed forces are thus doing a crucial job for all citizens and companies in the Netherlands. A strong Defence organisation for a prosperous nation. That is what I stand for".



Place to visit: Modemuseum Hasselt, Gasthuistraat 11

Distance: 57km

Opening hours: Tuesday – Sunday 10-17 (closed on Mondays)

The museum can provide a guide. A tour takes about an hour and a half and costs € 60 per group (English - French -German). One guide for a group of maximum 25 people. For info and bookings please call +32-11 23 95 43

Further information: www.modemuseumhasselt.be

Modemuseum Hasselt For Dedicated Followers of Fashion!

Prepared by Jaroslava Augustinova

Throughout the year, the readers of our magazine have had the opportunity to learn about interesting places to visit. The majority of the recommended outdoor and indoor activities were ideal for a family trip. This time we would like to introduce something special for ladies! But don't worry, men and children are welcome as well.

Belgian Hasselt is known, together with Brussels and Antwerp, as a very exclusive shopping and fashion city. Not just because of its streets, Kapelstraat, Diesterstraat and Dokter Willemstraat, where you can find many luxury boutiques. Hasselts also hosts a Modemuseum led by a creative and enthusiastic director and curator, Keneth Ramaekers. His dedication to fashion and challenging visions for the museum's future are inspiring.

Hasselt has enjoyed great renown as a cloth city for centuries. The trade of weaving was already one of the pillars of the city in the year 1313. The cloth industry was of great economic and social importance to Hasselt. In the 15th century, one fifth of the population earned its daily bread by working in the cloth industry. Since WW II, the fashion and textile business has flourished in a way that is out of proportions to the size of the city. Stylish clothes, beautiful accessories and other fashion items have attracted countless and frequent shoppers from Flanders, the Walloon provinces, the Netherlands and Germany. The establishment of a fashion museum completes the picture. It opened its doors to visitors in 1989. After a break of a few years (1993-95) due to radical restoration and design works, the museum became permanently open to the public. The Modemuseum in Hasselt is located in the centre of Hasselt and it is situated in a historically rich complex of buildings

of the former convent and hospital from 17th century. The restoration of the building was completed by the architect Luc Vanroye. The interior, like the glass support structure between the two wings, was designed by Vittorio Simoni.

The museum has more than 16.000 pieces of cloth from 18th century up to today. New exhibitions are prepared every 4-6 month. Till 6 January 2013, visitors can enjoy extremely diverse fashions of 20th century. The exhibition **Dressing the 20th Century-Women's Fashion in the Designer Era** focuses on fashion designers from Limburg such as Raf Simons, Maison Martin Margiela, Les Hommes or upcoming talent Sofie Claes who ensure that Belgium is highly regarded on the international fashion map.

From 26 January till 2 June 2013, the museum will present the exhibition **Axelle Red - Fashion Victim**. Axelle Red is a famous Belgian singer, well-known also in France, Switzerland or Canada. Fashion has always been her way of expressing herself, for her, fashion is a passion. She chooses clothes that communicate. She uses fashion as a creative tool. The cooperation with Belgian designer Véronique Leroy illustrates this interaction. Axelle has always worked closely with the designers. In addition to her wardrobe, she uses photography and visual language to project her career. She carefully selects talented photographers, artists and collaborators. Graphic designer Paul Ritter, who is based in New York, will be working on this exhibition.

From 20 June 2013 till 9 February 2014, the museum will present the exhibition **Moda.Made in Italy**, illustrating the extraordinary but complex history of Italian fashion. Visitors are invited to view not only Italian fashion from 1946 up to today but also the famous Italian Vespa scooters.





Win Tickets for Modemuseum Hasselt

- We have 5x two tickets
- In order to win the tickets, please answer the following question:
- **What country will present its fashion in the Modemuseum Hasselt during the second half of 2013?**
- Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 17 January 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 SCHUNCK * Heerlen

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

Tickets won by:

Andy Howarth, DOM BSG

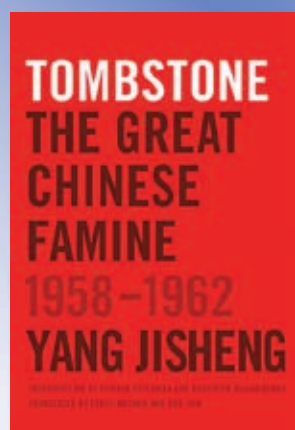
Eugenius Masiulis, JOC

Micha Berix, DOM BSG

Wim Charlier, AIS

Don Brine, J5

Book Review



Tombstone

By Yang Jisheng

Prepared by Jaroslava Augustinova



In 1958, Mao launched the "Great Leap Forward," a manic mobilization of China into "Peoples Communes", giant collective farms and administrative units. Farmers were forced to make steel instead of growing crops. Peasants, prisoners and city dwellers were dragooned to build vast power and irrigation projects that failed. Houses were knocked down to make way for gigantic piggeries that were never completed. Doors, windows and wooden beams were ripped from homes to provide fuel for the backyard furnaces. By the end of 1958, as agricultural production fell sharply and government quotas were raised to fantastic levels, famine spread. The Great Leap Forward aimed to make China an industrial giant...instead it killed 36 - 45 million. The system, its leader Mao and his policies killed even more Chinese than did the brutal Imperial Japanese Army during 1937-45.

Using his privileged status as a high-ranking journalist, Yang culled dozens of archives that contained secret party reports. Tombstone took its author nearly two decades

of painstaking research to compile. Yang got people who experienced the famine, he found local journalists who had witnessed murders and starvation. He interviewed local implementers of the fatal policies. Most of this book depicts the fate of the tens of millions of people like Yang's father who died during the famine. It is the strength of Yang's investigation that makes the statistics come alive. He exposes horrific survival choices: to keep one child alive by starving the others; to eat dead relatives; to protect oneself by informing on neighbours. Yang's two-volume masterpiece, banned in China, was originally published in 2008 in Hong Kong and reprinted eight times in two years. Recognizing that in today's media environment no one would publish translated work of that length, Yang reduced and edited the Chinese version, so the English version is accessible to a general reader while also enlightening the specialist.

"I did erect a tombstone for my father, in my heart, and this book is made up of the words I carved into that tombstone," writes the author.



't Swarte Schaap

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