



# NORTHERN STAR

MAGAZINE FOR HQ JFC BRUNSSUM - DECEMBER 2018 - JANUARY 2019



## ONE YEAR LEADING THE NATO RESPONSE FORCE 18

THIS MONTH'S FOCUS: HIGHLIGHTS 2018

- EXERCISE BRILLIANT JUMP
- NATO'S BUILDING INTEGRITY
- SPANISH ARMED FORCES



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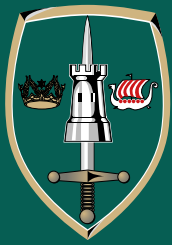
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MAGAZINE FOR HQ JFC BRUNSSUM

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## ABOUT THE COVER

Members of the Esercito Italiano (Italian Army) in a simulated attack during Exercise TRIDENT JUNCTURE, in Alvdal, Norway, November 2018. Photo: MCpl Pat Blanchard Photographer, 2 Div CA det Saint-Jean.

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# SIEMPRE ADELANTE !

**Shortly after my arrival nearly 18 months ago, I wrote to you in the Northern Star. I reflected on my personal experience of change, commenting upon the ever increasing pace of change in our lives, both professionally and personally. There is a natural tendency in all of us to resist change and what we know and are used to. However, history has taught us well that those that prepare and adapt for change are those who thrive. This chimes with my favourite motto which I shared with you: ‘Siempre Adelante’ or ‘Ever Onwards’. It encourages us to look forward; to focus on the future, rather than dwell unnecessarily on the past. Whilst we must learn from past events, we should also ensure we are not too concerned with ‘the way it used to be’. By maintaining a healthy focus on the future, we can create a sense of momentum, of progress and of optimism. Practically, this means that we should be actively seeking out ways to improve, to innovate, to contribute to the Headquarters’ overall situational awareness and decision making capability. Uncertainty is much less daunting if we are properly prepared!**

So much has been achieved by the Headquarters during my tenure. We have successfully maintained the out of theatre command for the enduring Resolute Support Mission, and I recently personally witnessed the significant strides the Afghan National Security Forces have made as a result of NATO’s Train, Advise and Assist concept. We continue to develop the

enhanced Forward Presence (eFP) in North-East Europe, in partnership with the Baltic States and Poland. This was recently demonstrated by the validation of both the Multi-national Corps and Divisional Headquarters, and by Ex SABRE STRIKE, which took place earlier this summer with the United States Army.

A particular highlight was Ex Trident Javelin 17, in which the Headquarters was tested in a Collective Defence scenario, the first for a number of years, and we validated our ability to command and control a joint force in a major operation. This not only demonstrated the Headquarters’ ability to deliver joint effect at the operational level alongside our component commands, it enlightened us on the need for a major mindset change when operationalising Collective Defence. This is because the Law of Armed Conflict and Rules of Engagement have to be applied differently, and the increased importance of external and supranational actors, such as the European Union and the United Nations.

The Headquarters maintains its joint visualisation of our area of operations, monitoring both the enduring and persistent Baltic Air Policing responsibility, and the Standing NATO Maritime Groups and Operation Sea Guardian to further demonstrate NATO’s commitment to deterrence and preparedness. I have also been very impressed how the Headquarters has grasped the difficult task of the implementation of NATO’s Command Structure; a significant change programme across the whole of the NATO Command Structure to ensure we are optimised for the future.



# COMMAND GROUP CORNER

The nature of a military community involves constant changes of personnel in their posts. The Headquarters has managed the transition of Commander, Chief of Staff, and Commander Resolute Support Mission with characteristically calm efficiency. Turning to the strong links we have with our local community, I also remember fondly the celebration of the 50<sup>th</sup> Anniversary of NATO being based in Brunssum. The event was a clear demonstration of the strong links that have been forged between the NATO community and our hosts in Brunssum, South Limburg and The Netherlands over the years.

As I look over the horizon into the future, I sense change will remain a constant factor in NATO and therefore in the life of the Headquarters. The NATO Reaction Force (NRF) concept will continue to evolve, and I sense training for NRF20 will be both different and present a greater degree of challenge to better meet the uncertainty of the future. The eFP will also continue to develop, as exciting concepts which have emerged from the NATO Brussels Summit, such as the NATO Readiness Initiative, are operationalised. I urge you to continue to seize the opportunities presented by these changes in order to improve our support to current operations, and strive to improve how we deliver Collective Defence, Crisis Management and Co-operative Security.

I also wish to take this opportunity to pay tribute to your families and friends, particularly as we approach the Christmas Season. All of us will have known the sacrifice that our families make to support us, our respective nations and the NATO cause.

Our friends and family are so important, and I would like to thank them for their support, and the tremendous contribution they make to the wider Brunssum military community.

Finally, I wish to thank, and pay tribute to both General Farina and General Marchió, as well as all the Headquarters staff for their tremendous support to me and in progressing the Joint Forces Command Brunssum mission and tasks. You should all be proud, both individually and corporately that the Headquarters consistently delivers to a very high standard. Whilst we continue to learn and adapt as a result of past events, this success has in no small part because we look forward collectively with a sense of anticipation and optimism; 'Siempre Adelante!'

*Lieutenant General Juan CAMPINS  
Deputy Commander  
Allied JFC Brunssum*



# COMMANDER'S ADDRESS

A few days prior to writing this article I watched President Macron, Chancellor Merkel and President Trump on a cold, wet November day, commemorate the 100<sup>th</sup> anniversary of the Armistice to end World War I - The Great War - or so they called it. 10 million dead, 6 million injured, 3 million widows, 6 million orphans. Chancellor Merkel said something that I think could not be more appropriate for NATO and JFC Brunssum today:

*"The First World War showed us what kind of ruin isolationism can lead us into. And if seclusion wasn't a solution 100 years ago, how could it be so today?"* I think this idea has great relevance to each and every one of us here at JFC Brunssum, and reinforces the idea that I have said many times, that **we are Stronger Together**. This idea is as much true for countries and militaries as it is for each section of this HQ. This past year we celebrated many other 100 year anniversaries. The United Kingdom's Royal Air Force celebrated 100 years, as did the countries of Latvia, Lithuania and Estonia. But this past year we also celebrated the very first anniversary of that which is closely connected to this...**our enhanced Forward Presence Battlegroups each celebrated one year of full operational capability**. Their very existence speaks to the notion that we are Stronger Together. Nineteen contributing nations participate across four host nations, improving interoperability, cooperation and mutual understanding. Though they are still quite young, with improvements to be made, they are a visible manifestation of NATO's strength and continued commitment to peace in Europe. I hope each and every one of you celebrated their first anniversary by pausing to acknowledge your contribution to their success, as part of the team here at JFC Brunssum.

Reflecting back on 100 years of history and how far we have come puts into perspective the many endeavors we have taken as a headquarters in 2018. One might wonder



if we have made an impact, but the continuation of peace is quite hard to quantify. **As I look back on our successes, I am surprised by how much we have accomplished.**

Starting from the very beginning, **we began day one of 2018 as a fully certified Joint Task Force Headquarters on standby to lead the NATO Response Force (NRF)**. We worked daily to improve processes and grow relationships with our NRF components to ensure we were ready and capable if called on to defend or respond to a crisis. Alongside the German Joint Force Air Component, NATO Rapid Deployable Corps – Italy, French Aero-Naval Rapid Reaction Forces and Spanish Joint Special Operations Command we provided a dependable bulwark of deterrence across the Euro-Atlantic area.

Shortly after taking Command in February, **the capability and professionalism of the Brunssum staff was expertly displayed at exercise BRILLIANT JOUST**. This complex command post exercise tested the joint interaction and integra-

tion of our HQ with the NRF components and explored the second and third order effects of political events on the operational level, all while forcing our headquarters to prove its intellectual agility to problem solve in a complex strategic environment. It proved to be a very impressive first impression for me as the Joint Force Commander, and a highlight of 2018 for JFC Brunssum.

Later in the Spring **we were once again tested as we executed exercise BOLD BLUEPRINT**, considering the evolution of our advance planning efforts. Once again I was pleased to see the leadership of Brunssum, encouraging contributions from across NATO Allies to a shared understanding and common way ahead forward. This was followed by many months of diligent staff work to complete our next iteration of planning to respond to threats to the Alliance.

We followed this up with an even more strategic view **to enhance our regional focus, as we brought together leaders from across Implementation Area-North to the 5<sup>th</sup> Northern HQ Conference**. Tallinn proved to be a sublime

*“Your work, every day, directly affects the peace and prosperity of our 29 Allied Nations, and at the very least I want you to know you have my thanks, and I think you deserve credit for a job well done!”*



choice of venue, and once again Brunssum led an important dialogue to ensure a mutual understanding of challenges across JFC Brunssum's area of responsibility.

And while I cannot help but highlight Brunssum leadership of NATO efforts, I would be remiss to not mention the major support we have provided to our Higher Headquarters, Allied Nations and Partners, as well as our RESOLUTE SUPPORT (RS) Mission down range.

On three occasions this year I travelled to Afghanistan to see first-hand the amazing support Brunssum is providing to RS. What I saw was a snapshot of the daily work the Brunssum staff puts in to facilitate our deployed personnel to focus on their mission. I could not possibly list the many different ways we have contributed to the success of RS. From hosting Commanders, leaders and staff members at multiple training events at our HQ and across Europe, to overseeing a multi-million Euro budget, to sending personnel into theater to augment, assess or report, **we are completing our mission to support RESOLUTE SUPPORT.**

To quote Lieutenant General Cripwell as he departed his post as Deputy Commander of RS, “I felt enormously supported by Brunssum...both personally through interaction with the DCOM [LTG Campins] and staff, but also through the tangible results

done by your staff on behalf of RS.” There is no higher praise for what you have done in support of Afghanistan and the 41 Nations dedicated to the RS mission.

**2018 also saw robust Brunssum support to the NATO and Nations' exercise program across the world.** We have acted as Response Cell, HICON, Augmentee and many other roles for every major NATO and Allied Nations' exercise, including Sweden's VIKING, US Army Europe's SABER STRIKE, US Navy Europe's BALTOPS, JFC Naples' TRIDENT JUNCTURE and Poland's National exercise ANAKONDA. And these are just the high points where Brunssum personnel have diligently contributed.

**We have helped Multi-National Division-North work towards Full Operational Capability,** we have contributed to Summit preparations, and **we have sent Mobile Training Teams and Expert Team Visits to Uzbekistan, Georgia, Belarus, Ukraine and Armenia amongst others.**

We must always remember our role is often called to be in the background, and while not as glamorous, our work provides the foundation for all three NATO core tasks to succeed. **Your work, every day, directly affects the peace and prosperity of our 29 Allied Nations, and at the very least I want you to know you have my**

**thanks, and I think you deserve credit for a job well done!**

Now, as we approach the Holiday season, I would take the time to encourage you to enjoy some well-deserved rest, celebrating with friends and family. **2019 will once again demand diligence and hard work from every member of the headquarters.** This cannot and should not come at the expense of our families. There will be times of high ops tempo, however, during the upcoming holidays, I ask you to spend quality time focused on family and refreshment. We are an organization that values and supports our members, spouses and children who make up the greater ‘Brunssum Family’ as a whole. I encourage you to participate in the many wonderful holiday events we have here at Brunssum and to take full advantage of the diversity of our organization and the opportunities in the tri-border area. This is the time to spend quality time together and put the cares of service aside for a time so that you may return resilient and prepared for whatever challenge may face you next year.

In closing, I personally want to thank you, on behalf of the entire Brunssum leadership, for your service and sacrifice this past year and **I wish you and your family a Merry Christmas and a joyful New Year!**



# HIGHLIGHTS 2018





# One year leading the Nato Response Force (NRF)18



STORY BY LIEUTENANT COMMANDER JAMES CARRICK, JFCBS/J3

**I**t has been a busy year in Joint Force Command Brunssum (JFCBS). One reason for this is that JFCBS has had Operational Command of the NRF during the 2018 Standby Year. See how has JFCBS managed this and what does it mean for the HQ.

Exercise Trident Javelin 2017 (TRJN17) conducted in November 2017 confirmed Joint Force Command Brunssum and NATO's readiness and capabilities. Over two weeks the command and control elements of the NRF 2018 force package was rigorously tested in a complex Article V scenario that deliberately incorporated the most demanding challenges the Alliance might face. As a fast changing operational

tempo unfolded headquarters' staffs at all levels were deliberately stressed.

Significantly, no major shortfalls were identified and the NRF18 command and control element was certified. This meant that JFC Brunssum was ready to assume the standby NRF command leadership role from JFC Naples with effect 01 January 2018.

## So how does JFCBS manage the elements of NRF18?

There is a core team within JFCBS whose job it is to coordinate the NRF 2018 Components and monitor their readiness and capability throughout the year. The overall job of coordinating the NRF for

JFCBS falls to the NRF Coordinator, ACOS J3, Brigadre General Jerome Goisque (FRA A). He is assisted by the Deputy NRF Coordinator, Colonel Bjornar Eriksen and a small team of staff officers.

This NRF team holds the NRF 2018 Working Group, which coordinates activities and hold monthly Video Tele Conferences (VTCs) with Component Commands and Task Forces in order to maintain situational awareness of components issues and activities. There is divisional representation from all areas within JFCBS, to ensure that there is a pan headquarters understanding of NRF issues and that we always have the relevant SME available to offer advise should problems occur. These monthly VTC, along with quarterly Readiness Reports,

*“JFCBS staff have remain focused on maintaining the high state of readiness and professionalism in order to swiftly respond to the next upcoming crisis or contingency.”*



provide the information for updates to the Command Group and is the basis for the 6 monthly Readiness Reports JFCBS sends to SACEUR. This ensures that the readiness state of the NRF and its associated forces are understood at all levels.

During the Standby Year it is important that the NRF HQs and forces maintain the level of training that allowed them to certify during the last quarter of 2017. Therefore there have been numerous exercises, throughout 2018, to ensure that the NRF maintain their ability to conduct complex military tasks, across a broad spectrum of operations.

## Major exercises in 2018.

### - Brilliant Joust 2018 exercise

The 12<sup>th</sup> March marked the official beginning of the Brilliant Joust 2018 exercise, during which JFC Brunssum interacted with all NRF 18 components. The exercise was executed in the Joint Force Training Centre in Bydgoszcz, Poland.

JFCBS Commander, General Riccardo Marchiò stated. “Brilliant Joust 2018 is one of the major events for JFC Brunssum this year because it enables our joint interaction

with NRF components. As emphasized by SACEUR – our readiness is one of our first priorities, and this exercise will allow us to understand how we can better support each other in the best manner to be ready to execute NRF tasks when the need arises”. General Marchiò also underlined the need to understand the second- and third-level implications of military decisions taken on the operational level. “The capability we have to increase our interaction within the joint environment is of paramount importance, continuity is key and our values allow us to be Stronger Together” said the Commander.

### - Brilliant Jump 2018 exercises

Exercise Brilliant Jump Ensures NATO troops are ready to deploy in times of crisis and consists of two parts. The first, Brilliant Jump I tested the activation of the VJTF and was conducted by a wide range of NATO HQs and contributing nations, while Brilliant Jump 2018 II tested the ability to deploy the VJTF.

Exercise Brilliant Jump 2018 II was conducted in Norway. As part of the exercise play a number of units deployed to the exercise area and then adopted a protective stance in accordance with standardized NATO procedures; just as they would in a

real military operation in a crisis area.

Joint Force Command Brunssum led the exercise, in close coordination with the Land Component Command, the Rapid Deployable Corps Italy. They clearly demonstrated how NATO forces, command structures and associated military activities provide the best visible example of NATO readiness, the Alliance's ability to swiftly deploy to counter threats to our collective security and, at the same time, assure member nations and their populations of NATO's ability and commitment to protect them.

As mentioned at the start of this article 2018 has been a busy year for JFCBS and NRF18 has been an important part of the year. As 2018 draws to an end JFCBS staff have remain focused on maintaining the high state of readiness and professionalism in order to swiftly respond to the next upcoming crisis or contingency, wherever it may be.



# EXERCISE BRILLIANT JUMP ENSURES NATO TROOPS ARE READY TO DEPLOY IN TIME OF CRISIS



STORY BY LIEUTENANT COLONEL DAVIDE TORTORA, JFCBS COMMS DIR/PAO /SECTION HEAD MEDIA RELATION

**E**xercise Brilliant Jump 2018 (BRJP18), conducted in Norway, demonstrated that NATO troops are continually ready to deploy in time of crisis. As part of the exercise play a number of units deployed to the exercise area before adopting a defensive stance in accordance with standard NATO procedures; just as they would in a real crisis. This NATO exercise involved some 5,000 troops and tested the deployment functions of the Very High Readiness Joint Task Force (VJTF), the “spearhead element” within the NATO Response Force (NRF).

The exercise, led by NATO’s Joint Force Command Brunssum (JFCBS) in close coordination with the NATO Rapid Deployable Corps Italy (NRDC-ITA), clearly demonstrated how NATO forces, command structures and associated military activities provide the most visible example of NATO readiness. It also demonstrated the Alliance’s ability to swiftly deploy to counter threats to our collective security and, at the same time, assure member nations and their populations of NATO’s ability and commitment to protect them. The main aim of BRJP18 was to exercise the NRF (NATO Response Force) stand-by

responsiveness during the NRF-18 stand-by period. It was divided into two parts.

**The first part (BRJP18 I), from 16 to 20 April 2018, was conducted primarily at unit home bases and both tested and verified the activation of the VJTF-18 and other NRF-18 components, collaborative deployment planning, and the readiness and mounting functions for the VJTF-18.** The exercise aim was to train and test the activation of VJTF-18 package of forces, including the NRF-18 Component Commands, and full-spectrum VJTF-18 Force Elements involving air, maritime and SOF (Special Operation Force) elements. A secondary BRJP18 I aim was to conduct an holistic test of NATO’s immediate response mechanism whilst coordinating with Norwegian Joint HQ and the Norwegian total defence organization. This test involved alerting MNC-NE (Multi National Corps North East), MND-NE (Multi National Division North East), the NFIUs (NATO Force Integration Units) under command of MNC-NE and the eFP BGs (enhanced Forward Presence Battlegroups). The objectives were to provide nations the framework for exercising and analyzing national readiness/mounting procedures as

well as to train and test the ability to activate the VJTF chain of command, including relevant orders and reports.

**The second part (BRJP18 II), from 10 to 20 October 2018, was executed under peacetime procedures, deploying selected elements of the VJTF to designated training areas in Norway.**

The aim was to exercise the VJTF deployment by deploying elements of VJTF-18 with enablers and elements of higher echelon command and control. The objectives were to train and test:

- planning, preparing and conducting a complex deployment of 5,000 troops and vehicles;
- command and control procedures during the deployment of all participants. This included activation, coordination with national movement centers and cooperation with JFCBS, Joint Force Command Naples (JFCNP), JLSG (Joint Logistics Support Group), further subordinated Commands and the Host Nation (Norway).
- the VJTF 18 command and control structure and strategic communications (STRATCOM) effects.



*Exercise Brilliant Jump demonstrated the Alliance's ability to swiftly deploy to counter threats to our collective security and, at the same time, assure member nations and their populations of NATO's ability and commitment to protect them.*

**BRJP18 tested NATO's ability to plan and conduct a major collective defence operation by moving troops and equipment both across the Atlantic and across Europe.**

In response to a changed security environment, NATO continues to enhance its readiness and agility, including through exercises such as BRJP18. This is to ensure that NATO can counter any threat from any direction, by moving large numbers of personnel and a considerable amount of equipment.

NATO's credibility depends on the ability to deploy forces quickly to support any ally in case of need. BRJP18 was an opportunity to exercise the speed and efficiency of NATO's military mobility.

Bringing together thousands of troops and tons of equipment from many countries it was an enormous logistical undertaking. Over the past few years, NATO has made considerable progress in improving its ability to deploy troops quickly across Europe. Looking ahead, NATO aims to further reduce border-crossing times, identify alternate supply routes, and exercise military mobility more frequently. NATO remains a defensive alliance and the exercise was intended to have a deterrent effect on any potential adversary who might think about crossing a contiguous border or violating the sovereignty of a member of the Alliance.

**The exercise was supported by NATO Allied Air Command and NATO Maritime Command and at its core was a logistics exercise in moving the large number of personnel and equipment into and around the theater of operations quickly.** In order to deter, NATO has to be present and to be there quickly. Brilliant Jump tested NATO ability to move quickly. The cold weather in the North Atlantic during the span of the

exercise also provided a great opportunity for NATO Forces to train to fight in cold weather operations. Over the course of the exercise Norway tested the total defense concept, where every Norwegian has situational awareness of the crisis - every Norwegian becomes in some way, shape, or form involved in events. In this case some helped with the reception staging and onward integration of forces throughout the lines of communication in Norway, whether that was by air, by road, or by rail. Afterwards, the process of redeploying the thousands of troops and mountains of equipment involved carried on for weeks to come.

**BRJP18 was linked with exercise Trident Juncture 18 (TRJE18)**, lead by Joint Force Command Naples (JFCNP), with many participating in TRJE18 right after the execution of BRJP18. After BRJP18 ended there was a seamless transition to TRJE18. Its core was based on the NRF, 5,000+ personnel strong. BRJP18 demonstrated the ability to move the force quickly. In the NRF, which JFC Brunssum had responsibility for in 2018, the NRF VJTF was composed of:

- LAND. The Italian Brigade "Ariete" that was coordinated by NRDC-ITA. The Headquarter is able to plan and execute high-intensity military operations as well as Crisis Response Operations, cooperating with a large number of non-military actors/entities, thus fully implementing the NATO Comprehensive Approach concept. The 132<sup>nd</sup> "Ariete" Armoured Brigade, that were deployed in Norway, is the Great Unit of the Armed Force equipped with the new Medium Combat Tank "C1 Ariete". It is part of the Italian Forces available to the NATO Rapid Deployable Corps. Deployed in Friuli Venezia Giulia and Lombardy (Italy).
- Maritime. SNMG1 and SNMG2 (Standing NATO Maritime Group 1 &

2), were deployed in Norway during the BRJP18. They are NATO's standing naval maritime immediate reaction forces. The force operates, trains and exercises as a group, providing day-to-day verification of current NATO maritime procedures, tactics and effectiveness. They are a multinational, integrated maritime force – made up of vessels from various nations that are part of NATO, training and operating together as a single team – that is permanently available to NATO to perform a wide range of tasks, from participating in exercises to crisis response and operational missions. They are under control of French Aero-Naval Rapid Reaction Force (FR MARFOR) based in Toulon (France).

- Air. German Joint Force Air Component (DEU JFAC) based in Kalkar (Germany),
- Special Operations. Spanish Joint Special Operations Command (MCOE), based in Menorca (Spain),
- JFCBS JLSG, based within JFCBS in Brunssum (Netherlands).

To sum up, I would like to use a statement by NATO Secretary General Jens Stoltenberg, ahead of exercise Trident Juncture 2018, to highlight the achievement of NATO's expeditionary capabilities

**"This is a big exercise and a huge logistical undertaking. Since August, some 180 flights and 60 ships of equipment and personnel have arrived at 27 different locations across Norway. Including harbours, airports, and train stations. Equipment and troops have arrived from as far as San Diego in California – over 8,000 kilometres to the west, and Izmir in Turkey – 3,000 kilometres to the southeast. Today, all our forces and equipment are in place – from the largest ship, to the smallest drone. Moving troops and equipment across borders on such a scale is a multinational effort.**

Let me give you one example. German tanks arrived in Norway on a Danish vessel. On arrival, they were checked by Norwegian specialists. Fuelled by a Belgian fuel truck. Loaded on Dutch and Polish transporters by road and rail, to their final destination. This was supervised by an American movement control team. And organised by Bulgarian logisticians. So I want to pay tribute to the capable men and women who are working so hard to move all the forces and equipment in and around Norway for Trident Juncture. Their work is a great example of Allied cooperation."

(1) TRJE18 was the largest NATO exercise since the Cold War. Over 50,000 personnel took part in the exercise from 31 different nations, including 29 NATO allies and two partner nations, Sweden and Finland; a prime example of NATO allies and partners working together. Trident Juncture exercised NATO's ability to martial and integrate forces and ensure interoperability among air, land, maritime, special-forces, and amphibious forces. NATO Allies and partners contributed about 250 aircraft, 65 ships and 10,000 rolling or tracked vehicles; including battle tanks, armored personnel carriers, trucks and or amphibious assault craft, etc. Trident Juncture was designed to ensure that NATO forces are trained and ready. It was an important test and demonstration of collective capabilities, providing lessons learned that will enable NATO forces to become more resilient and stronger together as an alliance.



# RESOLUTE SUPPORT MISSION INTRODUCTION TO OPERATIONAL PLANNING COURSE



STORY BY MAJOR JUSTIN KOPER, JFCBS COMMS DIR/PLANS STRATCOM

**As 30 new graduates walked across the stage at the Afghan Ministry of Defence on 17 September, the NATO Joint Force Command (JFC) Brunssum-sponsored Introduction to Operational Planning Course concluded another successful iteration. After three events, JFC Brunssum has now trained a cadre of approximately 120 Afghan military and civilian planners in the foundations of NATO operational planning.**

Under the umbrella of strengthening Enduring Partnership and on request of Resolute Support, a multinational mobile training team of four JFC Brunssum officers spent August and September in Kabul planning, organizing, and ultimately teaching this course. Representing the J5 and J9 Divisions and the Communications Directorate, the four trainers worked closely with Resolute Support staff to ensure a successful event. Two Afghan alumni of the course served as guest instructors, solidifying the objective to ultimately transition this course to the Afghan Command and Staff Academy by 2019. The initiative serves to build an Afghan planning capability by training hand-selected military and civilian candidates from across five different ministries.

In the words of the JFC Brunssum lead instructor Major Zimmermann, “JFCBS is proud to help Resolute Support and our Afghan partners in training the future planners and leaders of Afghanistan as the out-of-theatre Headquarters. This unique course has earned a great reputation within the Afghan National Defence and Security Forces, and the students that meet the requirements are wearing their “Spartan Patch” with pride. We see huge improvements of the planning capabilities of the Ministry of Defence already, as the new General Staff G5 is a course Alumnus. Moreover, our Alumni have participated in several Resolute Support-lead exercises and proved the benefit of this course.”

Nested under the train, advise, and assist mandate, the team put the students through an intense 14-day program consisting of lectures followed by immediate application of theory during practical exercises. As a culminating experience, the students developed and briefed two Courses of Action to key stakeholders, including Afghan National Army Major General Payenda, the Ministry of Defence Director of Training, and 45 ministry officials, addressing Afghanistan’s security situation at the operational level. As of the second iteration of the course, students use the actual Afghan General Staff’s 2018 strategic planning document. This effectively anchors

the course in a real-world framework the students are intimately familiar with, fostering accelerated understanding of the planning process.

The instruction and syndicate work drew considerable interest at the Ministry of Defence. Not only did the Afghan General Staff G5 and the Ministry of Defence Director of Training visit the class to highlight their emphasis on building a planning capability, about a half a dozen alumni, now working at the ministry, proudly display the patches that are awarded to students upon graduation

As the Deputy Director of the Enduring Partnership Coordination Cell summed up the effort, “with the unbridled effort from the professional instructors from JFC Brunssum this third iteration of the IOPC course has been a great success. Next to the trained military and civilian planners we also have a group of 12 Afghan instructors who are trained in the different IOPC iterations. The best of those instructors will be the ones who will take over the responsibility of the IOPC course in the second half of 2019. Next to this fact we saw a lot of young, intelligent and enthusiastic students from all ministries and that gives hope for the future of Afghanistan!”

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# AFGHANISTAN POLICE REFORM CONFERENCE

ISTANBUL 22-26 OCTOBER 2018



STORY BY M. FRANCESCO CUSIMANO, JFCBS/POLAD OFFICE

**In late October 2018, several representatives of the Afghan Ministry of Interior (MoI) and its international partners met in Istanbul in an effort to crack the often overlooked issue that is Afghan police. The week-long conference was organized by Joint Forces Command Brunssum (JFCBS) in conjunction with Headquarters Resolute Support (RS).**

The goal: to coordinate the efforts of the international community in assisting the Government of the Islamic Republic of Afghanistan (GIROA) in its implementation of the Ministry of Interior Affairs Strategic Plan (MISP), a comprehensive reform plan to be rolled out over several years (2017-2021). This initiative addresses various key MoI deficiencies, one being Police Reform, where the aim is to have a professional and effective police force that uses community policing to instil trust among the population and provide security.

Multiple actors are involved in this reform process. However, despite most of them working in Kabul, they often find difficulties to meet in person due to the stringent security protocol of theatre. Generously hosted in the impressive Turkish Multinational Joint Defence Centre, the Police Reform Conference presented a rare occasion for both in-theatre and out-of-theatre personnel to finally sit down and have a focussed discussion on Afghan policing. Representing the Afghan

government, Deputy Minister of Interior Masood Azizi had the opportunity to directly address most international actors sitting in the same room. Among the 80 delegates attending, there were representatives from the United Nations Development Program, the German Police Project Team, the German International Development Agency GIZ, the European Union Support to police Reform as well as various NATO experts.

On day one, each organization provided an overview of their programs and efforts to enable police reform. Over the rest of the week, splitting into more manageable topic-specific groups – from Human Resource Management, thru training, education and literacy to Strategic Communication – they discussed, coordinated, and largely agreed upon a common approach to follow on police reform.

The Police Reform Conference was a resounding success, and one essential to on the road to delivering manageable peace and enduring stability for the people of Afghanistan; the establishment of a professional, civilian and trusted police force is an essential part of this goal. The reform process is still in its infancy, but putting the international community and the Afghan MoI on the same page was a vital early step. NATO understands that military action alone cannot provide the necessary resolution to the conflict in Afghanistan, for peace to endure, living standards must be improved and there needs to be popular support for the institutions of democracy including good governance, and accountability for the instruments of power, including the Afghan National Police.



# EXERCISE IRON WOLF IN LITHUANIA



STORY BY EFP BATTLEGROUP LITHUANIA/PAO

**RUKLA, Lithuania - Brigade-level field training exercise IRON WOLF has been conducted in Lithuania with 3,500 troops from 14 NATO and partner nations.**

The Lithuanian Iron Wolf brigade led the exercise on the main training area of the Lithuanian Armed Forces in Pabrade, some 140 km northeast of Vilnius. Besides Lithuanian, eFP Battlegroup troops from Germany, the Netherlands, Czech Republic, Belgium, Luxembourg and Norway take part, along with troops from the United Kingdom, Estonia, Italy, USA, Canada, Slovenia and Ukraine. The exercise was designed to evaluate the readiness to plan and conduct military operations of the Battlegroup together with one of the Brigade's Lithuanian battalions.

The current rotation of the eFP Battlegroup in Lithuania has previously finished several internal training cycles and last month conducted the Battalion-level field training exercise BEOWOLF. Preconditions have therefore been created to participate in the Brigade-level IRON WOLF exercise.

In this exercise, planning and implementation of defensive operations and interoperability with allies and partners have been trained. During the first week, the units conducted the integration of assigned formations. In the second week, the 'force-on-force' operations took place, where units trained to fight against each other.

"We conduct Exercise IRON WOLF to train and evaluate the ability of our units to quickly redeploy forces to any place in Lithuania and to carry out multinational defensive operations. This is the biggest exercise this semester together with our allies. We will train mobility, the ability to quickly reach any area to defend it against any enemy in the territory in Lithuania," said Colonel Mindaugas Steponavičius, Commander of the Lithuanian Mechanized Infantry Iron Wolf Brigade.

The exercise concludes on Monday, Nov. 19, 2018 with a Distinguished Visitors Day featuring a live firing demonstration.



# NATO'S BUILDING INTEGRITY: HOW DOES IT SUPPORT NATO'S CURRENT PRIORITIES?

By Ms. Susan Pond



*Ms. Susan Pond, Senior Officer responsible for NATO Building Integrity, Political Affairs and Security Policy Division, NATO International Staff, NATO HQ Brussels*



## Introduction

"If our neighbours are more stable, we are more secure." This statement, made by the NATO Heads of State and Government (HOSG) at their 2016 Summit in Warsaw, touches upon the core of NATO's work<sup>1</sup>. Meeting in Warsaw, the HOSG also endorsed the NATO Building Integrity (BI) Policy. This decision and the subsequent decision by NATO Foreign Ministers to agree on a NATO BI Action Plan, makes BI conceptually robust and operational across NATO's political and military lines of activity. Allies recognize that corruption and poor governance complicate every security challenge we face and undermines our peace, security and operational effectiveness. The Former UK Prime Minister Cameron called it a cancer at the heart of so many of the problems we face, the migrants drowning in the Mediterranean are fleeing from corrupt African states<sup>2</sup>. NATO BI Action Plan is directed at building capable and resilient institutions and mainstreaming BI principles into NATO's political and military lines of effort. This includes contributing to the fulfilment of NATO's core tasks: collective defence, crisis management and

cooperative security. As of 1 November 2018, twenty-four of NATO's partners have associated themselves to this policy. NATO's BI engagements stretch from Austria to Afghanistan.

NATO has more than 70 years' experience in the design and delivery of capacity building activities and adapting to meet the security needs of nations. Our operational experience and our work with partners to promote good governance makes clear that corruption and poor governance have a direct impact on our security. Research confirms that "achieving control of corruption becomes the indispensable final stage of a successful democratization process<sup>3</sup>." Against this background, it would have been a glaring gap if NATO BI had not been launched in 2007.

Since 2007, BI has become an integral part of the Alliance's ongoing commitment to make defence institution building capable and resilient; translating the words agreed in Istanbul on the Partnership Action Plan on Defence Institution Building (PAP-DIB) and reiterated through Protecting Stability and Defence Capacity Building Initiative, into deeds. How?

For Allies this translates into mainstreaming BI into planning for capabilities and operations. It also means ensuring that BI is mainstreamed across the HQ and NATO Command Structure. There is considerable evidence that corruption is mission critical and corruption risks are greater in a theatre of operation. (see Figure 1) Corruption kills trust, opportunities and can kill civilian and military personnel. In April of this year the US Special Inspector General For Afghanistan Reconstruction (SIGAR) reported the loss of at least \$154.4 million in fuel due to corruption. According to SIGAR, these thefts potentially benefit the Taliban and other insurgent or terrorists organisations<sup>4</sup>. In Iraq corruption in the management of personnel created 20,000 ghost soldiers and compromised readiness reports. This was a key factor in the loss by the Iraqi Security Forces in Mosul 2014 and insurgent capture of 2300 Armoured Humvees worth \$580 million. The BI Task Force at NATO HQ, provides a forum to discuss lessons and identify possible solutions. The Task Force includes civilian and military staff, and has been instrumental in strengthening cooperation across the NATO structures (HQ, NCS and Agencies) and moving the BI Action Plan forward. A new BI course, develo-



ped with the support of ACT and members of the BI Task Force and introduced by the NATO Deputy Secretary General, provides all NATO staff with a basis understanding of BI and why this topic is of importance to NATO<sup>5</sup>. This is a good example of cross cutting cooperation.

## BI and NATO's Partners

While some existing NATO tools and mechanisms such as the Partnership Planning and Review Process (PARP) and networks such as the Partnership Training and Education Centres (PTECs) were readily adapted to be BI enablers, it was also clear that a new approach would be needed. NATO BI has developed a new approach, making maximum use of existing tools and designing new tools to fill the gaps. This approach of mixing “old” and “new” has led to the creation of a BI tool kit and new mechanisms such as the BI Self-Assessment Questionnaire (SAQ) and Peer Review Process.

The BI SAQ is a diagnostic tool; along with the Peer Review it covers a wide spectrum of functional areas (see Figure 2). The recommendations from this process provide the basis for the NATO IS to develop a comprehensive, multi-year programme of assistance tailored to meet the individual needs of nations. Nations participation in NATO BI is on a voluntary basis. To date, twenty nations at present are taking part in this process. A number of nations have decided to under-go a second peer review. Afghanistan, for example, is currently engaged in completing the SAQ for a second time.

Building capable and resilient institutions founded on rule of law and the principles of transparency, accountability and integrity requires a long-term commitment of leadership and staff. Change often exceeds the life of a government or an individual Minister's term in office. Education and change is key to making change irreversible. It was clear to NATO IS that a sustainable and structured process was needed. As a follow up to the NATO Chicago Summit (2012), BI was recognized as part of the

Allied Command Transformation (ACT) Global Programming and established as a NATO Education and Training Discipline. The NATO IS was designated as the NATO-wide Requirement Authority and leads on the implementation of the BI Education and Training Plan approved by the North Atlantic Council in August 2012. Norway established the Centre for Integrity in the Defence Sector to serve as the Department Head responsible for identifying solutions.

The decision to establish BI as a NATO Discipline was the first building block in the development of the BI Virtual School House (see Figure 3). While Allies consider the establishment of a BI Centre of Excellence, the BI Virtual School House, overseen by the NATO IS, provides a framework for delivery quality courses and support to educators. In 2017, the BI conducted training for 2740 civilian and military representatives. NATO BI courses are conducted at the DIB School in Georgia as well as national facilities in more than ten nations. In collaboration with the NATO Defence Education Enhancement Programme (DEEP), the NATO BI team is working with Armenia, Ukraine and others to implement the NATO BI Reference Curriculum and develop the next generation of civil and military staff to strengthen good governance. With the support of the Peace Support Operations Training Centre in Bosnia and Herzegovina and the Public Affairs and Regional Centre in the Former Yugoslav Republic of Macedonia<sup>6</sup>, the NATO IS are developing a ‘train the train course’.

BI is a cross cutting topic and the NATO IS work closely with others to contribute to NATO's efforts in other areas - corruption, terrorism and violent extremism; corruption and the impact on gender and implementation of UNSCR 1325 and related Resolutions.

At the NATO's Wales Summit (2014), developing institutional capabilities including good governance were recognized as key components of the Defence Capacity Building Initiative (DCBI). As of summer 2018, BI contributes to DCB packages for Georgia, Iraq, Jordan, the Republic of Moldova and Tunisia as well as partnership packages for Afghanistan, Armenia, Bosnia

and Herzegovina, Colombia, the Kosovo Security Forces, Serbia, the former Yugoslav Republic of Macedonia, The Kyrgyz Republic and Ukraine.

## Is NATO BI making a difference?

There is no “one size fits all”, though many nations share common challenges in key functional areas including management of personnel and financial resources. Integrity Development Goals tailored to individual nations have been developed in 9 partner nations. Progress is tracked through annual consultations and reported making use of the PARP Process.

It is ten years since the introduction of NATO BI. What has been the impact? An independent assessment of NATO BI undertaken by the Stockholm International Peace Research Institute (SIPRI) confirms that NATO BI has achieved positive medium and long term policy impacts. These changes includes:

- 11 nations have introduced changes in legislation;
- 12 nations have introduced new business practices;
- 15 nations have introduced new education and training requirements; and
- 16 nations have introduced permanent structures.

<sup>1</sup> The Warsaw declaration on Transatlantic Security, issued by the Heads of State and Government participating in the meeting of the North Atlantic Council in Warsaw, 8-9 July, 2016. [https://www.nato.int/cps/en/natohq/official\\_texts\\_133168.htm?selectedLocale=en](https://www.nato.int/cps/en/natohq/official_texts_133168.htm?selectedLocale=en)

<sup>2</sup> Tackling Corruption: PM Speech in Singapore. <https://www.gov.uk/government/speeches/tackling-corruption-pm-speech-in-singapore>. 28 July, 2015

<sup>3</sup> Johnston, M. (2014) *Corruption, Contention and Reform: The Power of Deep Democratisation*. Cambridge: Cambridge University Press.

<sup>4</sup> SIGAR Evaluation Report Steps to Improve Accountability, but Additional Actions Are Needed <https://www.sigar.mil/pdf/inspections/SIGAR-18-41-IP.pdf> April 2018

<sup>5</sup> BI Awareness Course. [https://jatl.act.nato.int/ILIAS/goto.php?target=crs\\_2006&client\\_id=testclient](https://jatl.act.nato.int/ILIAS/goto.php?target=crs_2006&client_id=testclient).

<sup>6</sup> Turkey recognizes the Republic of Macedonia and its constitutional name.

## What is planned for the BI Agenda 2019-2022?

December 2018 marks the end of more than a decade of innovation and achievement for the NATO BI agenda. The development of a strategic political–military framework including the development of the Policy, Action Plan and creation of a new NATO Education and Training Discipline, combine to provide a favourable starting position for BI 2019-2022. While a number of gaps remain, the progress made has been considerable and provides a solid starting position for “BI 2.0” to be launched later this year. These NATO-led efforts have also attracted the attention of other International Organisations including the EU, the OECD, the UNODC and the World Bank. As part of the implementation of the NATO-EU Joint Declaration, the EU will contribute 2 million euros to NATO BI in 2019-2022. In announcing this decision the EU referred to NATO as the “partner of choice” in promoting good governance in the defence and security sector.

The BI agenda for the next phase will be focused on shifting from ad hoc to institutional arrangements and mainstreaming BI into national and NATO policies, plans, procedures, and doctrine. The second line of effort will be aimed at enhancing BI’s engagement and scaling up. This includes raising awareness with nations, who to date, have had limited engagement with the BI agenda. Both of these lines of effort recognise the importance of ongoing monitoring and evidence based learning and policy making.

BI is not just about partners, it is also about NATO. BI has benefited considerably from nations’ expertise and sharing of lessons learned<sup>7</sup>. A first report addressing the impact of corruption on BI was prepared by the Joint Analysis Lessons Learned Centre (JALLC) in 2013. This report contributed to the understanding of BI in the context of its core tasks and has helped to shape the ongoing discussion about the need for a NATO concept and additional tools such as a lexicon and handbook for forces deployed on the ground. A second JALLC report is expected in spring 2019. The preliminary results of this study are to be shared at the upcoming BI Conference conducted 5-7 March 2019 in Washington DC. This results will support policy decision making as we move the BI agenda forward at the strategic, operational and tactical levels.

### Reducing Corruption Risks in Defence and Related Security Sector

*BI Functional Areas (Figure 1)*

- |                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Policy and Decision Making</li> <li>• Conflict of Interest</li> <li>• Parliamentary Oversight</li> <li>• Legislation</li> <li>• Monitoring mechanisms</li> <li>• Management of financial resources</li> <li>• Procurement/Disposal of Assets</li> <li>• Education and Professional Development</li> <li>• Medical</li> </ul> | <ul style="list-style-type: none"> <li>• Personnel Management</li> <li>• Pay and Rank Abuse</li> <li>• Housing</li> <li>• Veterans and Pensions</li> <li>• Code of Conduct</li> <li>• Rotation of Staff</li> <li>• Policy on Gifts and Hospitality</li> <li>• Cooling off/Revolving Door</li> <li>• Whistle Blowing Policy</li> </ul> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Increased CORRUPTION Risks in Operations

*(Figure 2)*

- |                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Bribery/Extortion</li> <li>• Equipment Theft/sale</li> <li>• Illegal checkpoints</li> <li>• Supply chain exploitation</li> <li>• Fuel theft/sale</li> <li>• Distortion of readiness reports</li> <li>• Procurement/disposal of assets</li> <li>• Favouritism/nepotism</li> </ul> | <ul style="list-style-type: none"> <li>• Pay and rank abuse</li> <li>• Personal use of public property</li> <li>• Trafficking</li> <li>• Drug abuse</li> <li>• Sexual abuse</li> <li>• Kidnapping</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### BI Virtual School House

*(Figure 3)*

- BI recognised as NATO discipline
- Requirement Authority and Department Head established
- Annual review and updating of requirements and solutions
- Network of institutions to design and deliver residential courses, mobile capacity building teams and ADL
- Pool of SME from public, private sectors and civil society
- Train the trainers
- BI Reference Curriculum
- Compendium of Best Practices
- Development of solutions in BI functional areas as well as cross cutting topics- e.g. corruption and terrorism, corruption and cyber, corruption and human security ...

*Disclaimer: The views expressed in this article are those of the author and not necessarily those of the North Atlantic Treaty Organization (NATO).*

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## JFC BRUNSSUM MILITARY PARTNERSHIP WITH SWEDEN

Brunssum, the Netherlands - JFC Brunssum's Military Partnership (MILPART) Operational Capabilities Concept Evaluation and Feedback (OCC E&F) Section was tasked by the Allied Command Operations' Military Partnership Directorate (MPD) to monitor a Self-Evaluation event of a Chemical Biological Radiological and Nuclear (CBRN) Company assigned to the CBRN Defence Centre in Umeå, Sweden, 17 – 21 Sep.



## PSYOPS & INFOOPS EXPERT TEAM VISIT TO UZBEKISTAN

Brunssum, the Netherlands - From 24 to 28 September a team from JFC Brunssum (JFCBS) conducted an Expert Team Visit (ETV) to Tashkent, Uzbekistan, on the subject of PsyOps & InfoOps in NATO.

The audience was made up of instructional staff from the Uzbek Armed Forces Academy. Topics presented included Information Environment assessment, Target Audience Analysis and hostile propaganda analysis.

The event was very well received by all attendees, and provoked numerous thoughtful questions and discussion. This was the fourth and final ETV to take place in Uzbekistan this year.



## JFC BRUNSSUM SENDS TRAINING TEAM TO AZERBAIJAN

Brunssum, the Netherlands – Allied Joint Force Command Brunssum Military Partnership Branch together with the Joint Assessment Division conducted an Expert Team Visit (ETV) to the Azerbaijani Ministry of Defence in Baku from 24 to 28 September. The main objective of the visit was to provide an introduction to the way in which Operations Assessment is conducted within NATO.



## COUNTER IMPROVISED EXPLOSIVE DEVICES (CIED) EXPERT TEAM VISIT TO ARMENIA

Brunssum, the Netherlands - From 1 to 5 October a team from JFC Brunssum (JFCBS) conducted an Expert Team Visit (ETV) to Yerevan, Armenia, on the subject of CIED.

Over three days the team, comprising Lieutenant Colonel Ruud Middelhoven, Major Caleb Lewis and Adjutant Wédric Canon from JFCBS J3, and Lieutenant Commander Michelle Ward (staff officer JFCBS Military Partnership Branch), provided a number of briefings at the ZAR Training Centre.



## NATO MILITARY LOGISTICS TRAINING CONDUCTED IN GEORGIA

From 15 to 19 October a team from JFC Brunssum (JFCBS) conducted an Expert Team Visit to Tbilisi, Georgia, on the subject of Logistics in NATO.

Over three days the team, comprising Lieutenant Colonel Dominique Louis and Major Michel Saeys (from JFCBS' Logistics Directorate), and Lieutenant Commander Michelle Ward (from JFCBS' Military Partnership

Branch), provided a number of briefings at the 4<sup>th</sup> Mechanised Brigade HQs. A number of Georgian armed forces logistics officers and National Guard logistics officers attended the training. A variety of topics were covered including: the principles of strategic deployment; the importance of Host Nation Support (HNS); and the utility of a Joint Logistics Support Group (JLSG).





## JFC BRUNSSUM CONDUCTS TRAINING IN UZBEKISTAN

Brunssum, the Netherlands - A team of personnel from Allied Joint Force Command Brunssum conducted an Expert Team visit (ETV) to the Military Academy at Tashkent, Uzbekistan, 03 - 06 Sep; the purpose of the visit was to provide an overview of NATO, its structure, values, aims and objectives.

The delegation, comprising Commander Yasen Kenarov, Lieutenant Colonel Patrick Janssen, Major Christophe Gomel and Warrant Officer Leo Roos, conducted a series of briefings that included: the NATO Command and Force Structures; current Alliance missions and operations; the NATO Exercise Planning Process; NATO's logistic principles; the law of armed conflict; military public affairs; the Alliance's approach to Strategic Communications; and civil/military cooperation.



## JFC BRUNSSUM SENDS TRAINING TEAM TO BELARUS

Brunssum, the Netherlands - Allied Joint Force Command Brunssum Military Partnership and Public Affairs Branches conducted an Expert Team Visit (ETV) to the Belarussian Ministry of Defence in Minsk from 03 to 07 September 2018. The main objective of the visit was to provide an introduction to the way in which Civil/Military Cooperation and Public Affairs are conducted within NATO.

This Military Outreach and Engagement activity was planned prepared and executed by JFC Brunssum's Military Partnership Branch in cooperation with the Belarussian Ministry of Defence. It is one of three Partnership Cooperation activities between NATO and Belarus that will take place in 2018.



## JFC BRUNSSUM CONDUCTS TRAINING IN BELARUS

Minsk, Belarus - A team of personnel from Allied Joint Force Command Brunssum conducted what the military call an 'Expert Team Visit' to Minsk, Belarus, 16 - 18 October; the purpose of the visit was to provide briefings and lead discussions in relation to NATO Chemical, Biological, Radiological and Nuclear Defense (CBRN) procedures.

The JFC Brunssum delegation, consisting of Commander Yasen Kenarov, Flight Lieutenant Martin Webster and Adjutant Wilhelmus Bax executed a busy curriculum to the benefit of officers and non-commissioned officers of the Belarussian Armed Forces.



## MILITARY POLICE MOBILE TRAINING TEAM VISITS UKRAINE

Brunssum, the Netherlands - From 10 to 14 September a team from JFC Brunssum (JFCBS) conducted a Mobile Training Team (MTT) visit to Kyiv, Ukraine, on the subject of Military Policing (MP) in NATO.

Over three days the team, comprising Colonel Desi-ree Scheffrahn (JFCBS Provost Marshal), Lieutenant Commander Michelle Ward (staff officer JFCBS Military Partnership Branch), and Squadron Leader Frank Munro (JFCBS staff officer), provided a number of briefings. The audience of approximately 60 personnel included, amongst others, officers from the Military University and leaders from the four Ukrainian MP Territorial Departments. Topics briefed and discussed included NATO MP tasking, lessons identified and stability policing.



# REMEMBRANCE AND ACTIVITIES

## September - November 2018



SEP 6, 2018

### Commander JFC Brunssum Speaks at AFNORTH International School

Brunssum, the Netherlands - General Riccardo Marchiò, Commander JFC Brunssum, was pleased to provide the opening lecture of the AFNORTH International School's inaugural International Student Leadership Programme, Wednesday 05 September. The programme aims to provide students access to a range of speakers who, by sharing their life experiences with the leaders of tomorrow, inspire students to reflect upon how they can shape their own destiny.

With a focus on the opportunities offered by a military career and, in particular, his definition of leadership the General visibly connected with the students via his honesty, transparency and modesty. Evidence of the students' interest became clear on completion of his remarks as a large number of questions ensued. In answering the question, 'What is your greatest achievement as a leader' the General answered 'To be recognised as a leader' i.e. the greatest indication of a military leaders' success is that others are willing to follow him, not because of his rank, but because of the values he expounds and the inspiration/motivation he is able to nurture in others, even in the most hostile of circumstances.

This is the first of a number of lectures that will be conducted at the school by the Commander and staff of JFC Brunssum over the coming academic year.



SEP 15, 2018

### JFC Brunssum is Honoured to Support 3<sup>rd</sup> Veterans Day in Host Town

Brunssum, the Netherlands – Led by the Deputy Commander, Lieutenant General Juan Campins, a team of JFC Brunssum personnel were delighted to participate in the third Brunssum Veterans Day, Saturday 15 September.

At a short but dignified remembrance service on the Lindeplein, General Campins (on behalf of JFC Brunssum) and Brigadier General van der Voet (on behalf of the Dutch community at JFC Brunssum), laid wreaths alongside those of the Brunssum Veterans Association, the Mayor of Brunssum and the Netherlands America Institute Limburg.

A multi-national platoon from JFC Brunssum participated in a parade comprised, amongst others, of local marching bands, veterans associations and scouting organisations; a number of old-timer military vehicles also joined in the parade. The official salute was taken by Lieutenant General Campins.



OCT 5, 2018

### Lancaster Bomber R5701 Remembrance

Brunssum, the Netherlands - The local community, together with Brunssum based UK military personnel, held a memorial event to commemorate the 7 crew members of a Lancaster Bomber, R5701, from 97 Sqn RAF Woodhall Spa, which crashed in Brunssum on 5 October 1942.

Alderman Hugo Janssen (representing the Brunssum Mayor) led a service, presided over by Chaplain (Lt Col) Thomas A. Brooks (USAG), with its congregation drawn from local people, the British delegation of JFC Brunssum represented by Wing Commander Paul Scott (RAF) and Sergeant Mark Bradley (RAF), and British personnel posted to the NCI Agency at Brunssum. Tribute was paid to the Lancaster's crew:

The crew is buried in the Jonkerbos military cemetery in Nijmegen. However, a monument has been erected in Brunssum at Platanendreef, on the corner with Eikenlaan. This monument bears the title 'Verstoorde Huisraad' (household furniture in disarray).

OCT 16, 2018

### JFC BRUNSSUM HOST CHILDREN AND ARMED CONFLICT TRAINING

Brunssum, the Netherlands - From 11 to 12 Oct, the JFC Brunssum Civil-Military Cooperation (CIMIC) team hosted a 2-day Children and Armed Conflict (CAAC) training seminar to develop expertise within the headquarters with regard to the protection of children affected by armed conflict.

At the 2014 Wales Summit NATO reiterated its commitment to the implementation of UNSCR 1612 and a 'road-map' directing CAAC Focal Points to be trained on 'human rights' and international humanitarian law (IHL). This JFC Brunssum event was aimed at enhancing and integrating knowledge of CAAC, and highlighting NATO's responsibilities under IHL. To ensure that the training was relevant and focussed, JFC Brunssum CIMIC invited the participation of the UN Office for the Special Representative of the United Nations, Save the Children, the Romeo Dallaire Child Soldiers Initiative, the All Survivors Project and NATO Allied Command Transformation.



Can we delete the last paragraph?



NOV 11, 2018

### 100th Armistice Anniversary Remembrance Service in Brunssum

Brunssum, the Netherlands - a Service and Act of Remembrance was held today at the Brunssum Commonwealth War Graves Cemetery to respect those who have forfeited their lives so that we might enjoy peace today.

This year's Remembrance is particularly poignant as it is 100 years since the end of the First World War, the so-called Great War, that ended on the eleventh hour of the eleventh day of the eleventh month, in 1918.

Despite the horror of the Great War there have been repeated conflicts since and the Brunssum Act of Remembrance respects all who have fallen protecting our values and freedom. The Service was led by the Reverend Philip Craven supported by Wing Commander Paul Scott, RAF.



NOV 11, 2018

### Sittard Remembrance Day

Brunssum, the Netherlands - Major General Karl Ford CBE led JFC Brunssum representation at the annual Sittard Remembrance Service today.

Not only was this the 100<sup>th</sup> anniversary of Armistice Day but the 51<sup>st</sup> year that the Sittard War Graves Committee, the Mayor, and community of Sittard, have joined with members of the British and other nations represented at JFC Brunssum to pay their respects to those who have laid down their lives to preserve the values, freedoms and peace we share and enjoy today.

A thoughtful service at St Peters' Church, Sittard, led by Dean Wilbert van Rens was followed by an open-air ceremony at the Commonwealth War Cemetery, Ophoven, where 239 servicemen are laid to rest.



NOV 16, 2018

### Leudal Remembrance Service

Brunssum, the Netherlands -On behalf of the Commander JFC Brunssum the Deputy Chief of Staff (Management), Air Commodore Andrew Huggett, attended the annual remembrance service at the Monument of Tolerance (Haelen) 15 November to pay tribute to those military personnel who lost their lives in the Leudal area during the period 1940-1945.

Also present were civil and military representatives from Austria, Belgium, Canada, the Czech Republic, Germany, Israel, the Netherlands, New Zealand, Norway, the Slovak Republic, the United Kingdom and the United States of America.

Victims of the Holocaust and World War II Veterans were also in attendance. Moving speeches were articulated by: the Mayor of Leudal, Mr Verhoeven; the New Zealand Ambassador, Mrs Walker; and the Commander of the Royal Netherlands Army, Lieutenant General Beulen. On completion, wreaths were laid and a minute's silence observed. The ceremony served as a poignant reminder of the sacrifices made by over 700 personnel, from 11 nations and that, in the true spirit of tolerance, the memorial commemorates the loss of Austrian and German lives during the same period.

An international Platoon was provided by JFC Brunssum.

The Royal Dutch Air Force performed a fly-past during the ceremony.



# VISITS

## September - November 2018



SEP 7, 2018

### **Situational Awareness Trip to Resolute Support Mission (RSM) successfully conducted**

Brunssum, the Netherlands – From 28 August to 02 September General Riccardo Marchiò, Commander Joint Force Command Brunssum (JFCBS), conducted his third situational awareness trip to NATO's mission in Afghanistan.

General Marchiò focused his visit on the Headquarters in Kabul, gaining insight to the challenges ahead and the status of the reorganisation of the HQ working structure in order to be more durable and stable in order to provide the framework that allows Afghanistan to further develop.

In addition, Commander JFCBS met with Chief Executive of the Government of National Unity of Afghanistan, Mr. Abdullah, in Sapidar Palace, Kabul where General Marchiò expressed his satisfaction with regard to the developments achieved by the Afghan forces; he also took the opportunity to reaffirm NATO's long term commitment to Afghanistan.



SEP 7, 2018

### **Chief of the General Staff of the Polish Armed Forces visits JFC Brunssum**

Brunssum, the Netherlands – Lieutenant General Rajmund Andrzejczak, Chief of the General Staff of the Polish Armed Forces visited JFC Brunssum (JFCBS) for the first time today. He was warmly welcomed by Commander JFC Brunssum, General Riccardo Marchiò.

The purpose of the visit was to enhance understanding of the breadth of activities undertaken by JFCBS and identify possibilities for further cooperation.

In discussion, General Marchiò seized the opportunity to underline the importance of future joint exercises with Poland, whilst Lieutenant General Andrzejczak highlighted his goal to sustain and improve his country's relationship with JFCBS.

Once the NATO element of his programme was concluded General Andrzejczak met with Polish servicemen and women serving at JFC Brunssum.



OCT 4, 2018

### **Exercise Trident Jupiter 2019 - 1<sup>st</sup> Commanders' Conference in JFC Brunssum**

Brunssum, the Netherlands - 3 to 4 October Headquarters Allied Joint Force Command Brunssum (JFCBS) hosted the 1<sup>st</sup> Training Audiences Commanders' Conference (TACC) for NATO's Exercise Trident Jupiter 2019 (TRJU19); the first phase of which will be conducted a year from now.

The conference was chaired by General Riccardo Marchiò, Commander JFCBS. In his remarks the General emphasized: "TRJU19, with its ambitious complexity and scope, provides a significant challenge to execute and, importantly, represents a milestone step forward in terms of cooperation."

The purpose of TRJU19 is to train, test and certify the NATO command elements of NATO Response Force 2020. The NRF is a highly ready and technologically advanced multinational force.



OCT 26, 2018

### **JFC Brunssum Commander visits Uedem and Kalkar**

Kalkar, Germany – Commander Joint Force Command Brunssum, General Riccardo Marchiò, paid a visit to the German Air Operations Command and the German Joint Force Air Command - the assigned NATO Response Force (NRF) 2018 Air Component Command, in Uedem and Kalkar, Germany.

Lieutenant General Klaus Habersetzer welcomed General Marchiò personally and guided him through a day-long programme at the heart of Germany's operational Air Force. As the Combined Air Operation Centre Commander, General Habersetzer is a key stakeholder in Brunssum's area of responsibility in Northern Europe. He provided valuable insights to the current state of the Baltic Air Policing as well as on improvements made to date with regard to improved Air-Ground integration training and efforts to further develop joint enablement of NATO's enhanced Forward Presence Battle Groups at its Eastern Flank.

The visit ended with an introduction to the tasks of the Joint Air Power Competence Centre (JAPCC) that provided an insight to its tasks as NATO's centre of excellence in the air domain. The JAPCC is NATO's catalyst for the improvement and transformation of Joint Air and Space Power.



OCT 26, 2018

## Slovenian Peacekeepers Association visits JFC Brunssum

Brunssum, the Netherlands - Since 1997, NATO member nation, Slovenia, has been heavily engaged in peace-keeping operations across the world; as a consequence of the country's significant role in such missions in 2013 Slovenia established the Slovenian Peacekeepers Association in order to bring together all stakeholders engaged in these efforts on a regular basis – be they military or civilian, active or retired.

The high ranking group, with former Chiefs and Deputy Chiefs of Defence and Ambassadors present, participated in a number of round table discussions and office calls focussed upon issues JFC Brunssum is engaged in e.g. the enhanced Forward Presence (eFP) at NATO's eastern flank, the NATO Response Force and the challenges associated with NATO's ongoing adaptation as it adjusts to better counter emerging security threats.



OCT 31, 2018

## ITALIAN JOINT OPERATIONS COMMANDER VISITS JFC BRUNSSUM

Brunssum, the Netherlands – Vice Admiral Giuseppe Cavo Dragone, Commander of Joint Operational Command Italy, visited Headquarters JFC Brunssum today in order to further strengthen the relationship and mutual understanding that exists between JFC Brunssum and the Italian Joint Operational Command.

Warm welcome remarks from Commander JFC Brunssum, General Riccardo Marchiò, were followed by a series of briefings focusing on emerging security priorities and the importance of building an operational network.



NOV 2, 2018

## Commander JFC Brunssum visits Netherlands Chief of Defense

The Hague, the Netherlands – Commander Joint Force Command Brunssum, General Riccardo Marchiò, visited the Chief of Defence of the Netherlands, Admiral Rob Bauer, 01 November to discuss issues of current focus in NATO, specifically efforts to better reflect the evolving security situation through adaptation of the Command Structure and the implementation of outcomes from this year's NATO Summit.

As enhanced Forward Presence (eFP) is one of Brunssum's main focus areas and the Netherlands are a troop contributing nation, this task at NATO's eastern flank, its challenges to NATO and the Allies, as well as its progress and further development, were intensively discussed. 'Jointness' is the key to success', General Marchiò stated.



NOV 20, 2018

## General Marchiò Visits NATO's Maritime Command

Northwood, United Kingdom - (November 20, 2018) The Commander of NATO Joint Forces Command Brunssum (JFC Brunssum), General Riccardo Marchiò of the Italian Army, visited NATO's Maritime Command (MARCOM) Headquarters, situated to the north-west of London at Northwood, 20 Nov, for discussions focusing on maritime responses to current and emerging security threats. The General met with the MARCOM Commander, Vice Admiral Clive Johnstone, as well as other members of the command group and subject matter experts.

General Marchiò emphasized that he was "very grateful for the opportunity to visit HQ MARCOM" as he considers "the close relationship with the Single Service Commands as being a crucial step towards building a joint mind-set at the operational level."



NOV 21, 2018

## General Marchiò Visits NATO Commander JFC Brunssum visits Allied Rapid Reaction Corps

Brunssum, the Netherlands – The Commander Allied Joint Force Command Brunssum, General Riccardo Marchiò, visited the UK's Allied Rapid Reaction Corps (ARRC) 19 November.

The General met with senior officers, including the current Italian Deputy, as well as other members of the Italian contingent serving with NATO in the UK. He stated: "Coming back here, I feel a little bit at home. I'm happy to see you and to generate lots of ideas especially as the NATO Command Structure and Force Structure are likely to work more closely together in the future." (General Marchiò is a former Deputy Commander of the ARRC).



# SPANISH ARMED FORCES



STORY BY MAJOR JOSE ANTONIO LABELLA, JFCBS/OFFICE OF THE DEPUTY COMMANDER

**H**istorical events support the prestige, dedication and sacrifice of the Spanish Armed Forces. Without referring to them, since Spain joined NATO and other international organizations Spanish Armed Forces have actively participated in every situation in which Spanish intervention has been requested.

With a Command and Control structure that answers to the most demanding scenarios and with well-trained personnel and latest generation equipment and materiel, Spanish Armed Forces are completely integrated within NATO, European Union and the United Nations.

Currently, and under the coverage of the European Union, Spain has military personnel and equipment deployed on six different operations (EUTM MALI - Senegal and Mali, EUNAVFOR MED SOPHIA, EUFOR ALTHEA BOSNIA, EUNAVFOR ATALANTA, EUTM SOMALIA, EUTM CAR -Gabon and CAR-), being the only EU member state present in all scenarios.

Under the NATO mandate, Spain has participated in international missions since 1992, having been present among others

in the Balkans, Kosovo, Iraq, Afghanistan and Libya. Today, its Armed Forces are deployed, under this mandate, in Resolute Support Mission, enhanced Forward Presence, Baltic Air Policing, Active Fence, and Inherent Resolve.

In addition to the missions and countries depicted above in previous paragraphs, and with the United Nations or based on cooperative security agreements with other countries, Spain has troops deployed in Lebanon, Mauritania, Cape Verde, Tunisia and Colombia, to name a few.

Nowadays, Spain has more than 3,100 members of its Armed Forces deployed, in 23 different operations in addition to all the necessary means to ensure the sustainability.

As a main contribution to the NATO command structure, and in addition to the personnel assigned to different NATO Headquarters, Spain is the host nation of CAOC Torrejón. The Spanish contribution to the NATO Force Structure (NFS) is the Spanish Maritime Forces (SP MARFOR) as HRF (M) HQ, and the land NRDC-ESP, deployed in Bétera (Valencia). This HQ was the leading HQ for TRJE15 and VJTf16, and obtained its operational certification from NATO as LCC and Joint HQ.

*With a Command and Control structure that answers to the most demanding scenarios and with well-trained personnel and latest generation equipment and materiel, Spanish Armed Forces are completely integrated within NATO, European Union and the United Nations.*



The structure of the Spanish Armed Forces is based on an organic structure and an operative structure. This organic structure is composed of the Army, the Navy and the Air Force, which under each service commander is responsible for preparing and training the forces. The operative structure, under the CHOD command is responsible for the use of the force, and is composed of the following commands:

- Operations Command, including the Joint Special Operations Command, which has participated as SOCC in NRF18.
- Joint Cyber Defense Command (MCCD).
- Command of Presence and Ground Surveillance.
- Joint Defense and Air Operations Command.
- Joint Maritime Security and Surveillance Command.
- Armed Forces Intelligence Center (CIFAS).

In addition to these commands, the Defense Staff in Madrid is responsible for:

- National Defense Superior Center of Studies (CESEDEN), which is responsible, among other tasks, for carrying out high-level studies of interest for National Defense as well as the training of

future General Officers and future Staff officers.

- Military Emergency Unit (UME), is composed entirely of military personnel specifically trained to support civil authorities in the event of emergency situations such as wild fires, floods and earthquakes and which has also been deployed in support of different countries.

With this coherent and flexible framework, Spanish Armed Forces are able to timely respond to all the requirements from both the international and the national level generating the necessary capabilities to accomplish these missions from the Army, Air Force and Navy.

Spanish Armed Forces' means and capabilities are considered as latest generation ones and some of them conceived and produced entirely by national companies, such as the Pizarro Infantry Fighting Vehicle, and the F-100 Frigates, which due to their excellent quality and therefore their great international prestige, currently also serve in the armed forces of other countries.

Spain has actively participated both in the conception and in the subsequent development of different capabilities, among which are the Eurofighter, Airbus A-400M, the NH-90 helicopter and the Leopardo

tank, although designed by Germany it is produced, with some modifications, in Spain highlighting the good international cooperation which Spain enjoys.

It also has, among others, the Tiger attack helicopter, which has been deployed to Afghanistan, and the Chinook which is currently being improved.

Spanish Armed Forces are doing a great effort to support their allies within the organizations where they are integrated, providing both very well-prepared personnel and high quality military equipment, and answering to the requirements requested in every single situation.

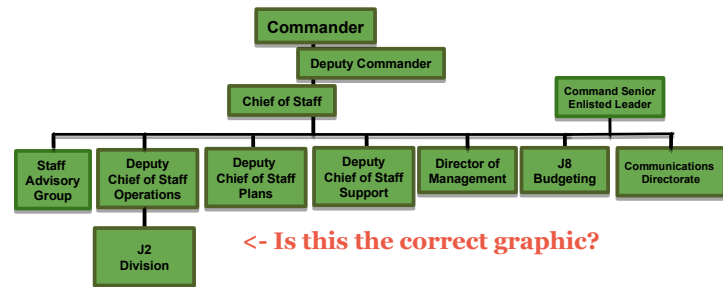


# #WEAREJFCBS

# #WEARENATO



NAME: **JENS "JP" SCHMIDT**  
 RANK: **MAJOR**  
 SERVICE: **ARMY**  
 NATION: **DENMARK**  
 OFFICE: **PROTOCOL DIVISION**



## PROTOCOL DIVISION

Protocol is responsible for the management and execution of International Protocol, VIP Visits to CG, Group Visits with Pan HQ Activities, Conferences, Ceremonial and other Commander's functions. It liaises with counterparts for In- and Outgoing Visits. Protocol directs the Management and Operation of the Conference Rooms and assists in the Administration of Briefings, Conferences, VTCs and Meetings.

## When did you arrive in Brunssum and what is your job in the headquarters?

I arrived in April 2016 where I joined JFCBS as a Protocol Staff Officer.

## Tell us about your military career?

I joined the Danish Army as a conscript 25 years ago at age 18, starting my career as a Private in the Royal Danish Signals Regiment where I specialized in different tactical communications systems. Moving through the ranks I finally graduated from the Royal Danish Military Academy in 2004, and my very first assignment as an officer actually introduced me to NATO (and Brunssum) as I became the Troop Commander and later Deputy Commander of the Danish Deployable CIS Module (DCM), a unit under 1st NATO Signal Battalion, formerly located in Maastricht (where I later also got to serve as the S3). I planned, coordinated and delivered deployable CIS for numerous major NATO exercises, and I found out that I thrived in NATO and in the multinational environment. In the following years I had the privilege of serving in many different national positions, such as Battalion OpsO, Head of IT at the Royal Danish Military Academy and as Staff Officer and Section Head at the Royal Danish Signals Regiment. But my first years of service as a NATO officer have always stood out to me as something very special and that was one of the main reasons I later chose to return to NATO and Brunssum. I am lucky to look back at a career with a great deal of planning, international coordination and relationship building – something I benefit greatly from today in my current position.

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

My very first deployment was as a young Private in 1997, where I deployed to Bosnia as part of a Tactical Air Control Party (TACP). In 2005 I deployed to Afghanistan as Chief Comms in ISAF HQ in Kabul, responsible for the strategic communication lines between ISAF and the NATO structure. In 2014 I deployed to Afghanistan again, only this time it was to Helmand as an embedded Major with the 1st Marine Expeditionary Brigade (1MEB), US Marine Corps (USMC) where I served as a C3/5 Future Operations Planner.

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

I am part of a team handling the planning, liaison and facilitation and management of international VIP visits, engagements, official

activities and executive-level conferences. We handle everything from arrival procedures to making sure the conference cards have the correct rank, name and function, we take care of accommodation, catering, transportation...and everything in between. Protocol is, in all its simplicity, all about making sure that both the guests and the host are comfortable and not being delayed or surprised during the event – and thereby able to focus 100% on the purpose and content. We glue all the pieces together around the event and we lay the puzzle. Whether it is a big or a small puzzle, the challenges pretty much remain the same; making sure that all the right pieces are in their right place and at the right time...and to plan for when they are not...!!! We rely on many different stakeholders who each hold their little piece of the puzzle and one of the main challenges is to manoeuvre within the ever-changing plans...and without letting anyone notice when something is not going according to plan. At the end of the day we are only as successful as the support we can rely on and the information and guidance we receive. It is truly a team effort and an interesting job.

## Is your family here with you?

Yes, I am here with my wife, our daughter (15), and our son (12).

## What are your hobbies?

I like to spend as much time as possible together with family and friends, and to travel whenever we have the opportunity. Luckily, being posted here we are able to visit a lot of nice places with a lot of history without travelling that far. I also like to cook, which I really prefer to do outside on one of my Weber grills or in the smoker. Nothing really beats preparing the Christmas dinner outside on a Weber!!

## What do you like in your job?

I like the fact that I get to be responsible for a complete project from conception to completion. From the initial idea, through planning, coordination and execution, to the lessons identified and the lessons learned. We are there every step of the way, and we get to see and feel the result first hand. Success or failure is immediately known, allowing us to constantly analyse the result, adjust and improve in order to do things a little "smarter, not harder". That is quite a unique thing in the military; where plans are usually prepared for someone else to execute. I also very much like the mix of large- and small-scale projects and that I get to both analyse and have time to develop detailed plans, but also must make timely decisions. Last but not least, I like that everything we do is "real life". It matters and it makes a difference! To me that is a key driver.

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<sup>1</sup> the former Yugoslav Republic of Macedonia. Turkey recognizes the Republic of Macedonia with its constitutional name.

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