



- Ten years of NATO Air Policing in the Baltic region
- Belgian Defence at a glance
- Train as you fight “Danish Viking”
- Dutch Army Celebrates 200th Anniversary.





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Editorial Staff

Col Martin Klein, DEU A
Chief Public Affairs Office

Mr. Barry Mellor, GBR Civ
Section Head Internal Communication & Community Relations, Editor

Edwin Tromp, NLD A
Contributing Editor

About the Cover



Command Group Corner

I t does not seem possible that it is a year since I last sat down and wrote a piece for the Northern Star. In one way it seems like yesterday yet so much has passed and we have achieved so much that it almost feels like an age ago. By the time you read this the well earned break that most of us enjoyed will be a memory and we are well into the rhythm of 2014.

This year will be exciting and, I believe, extremely fulfilling. The world is full of uncertainty and the demands on the NATO Alliance are unlikely to decrease in the near future. The focus on Afghanistan and supporting ISAF will not decrease; indeed as their force shrinks our roles and responsibilities become even more important. At the same time our stewardship of the NATO Response Force (NRF) will concentrate our minds and require us to continue to develop into the centre of Joint and Operational excellence that NATO needs. Finally, our engagement with allies and partners

and our conceptual thinking on future threats and opportunities must continue apace. In all of this we must think big and think long, for instance now is the time to really think about our next very big exercise at the end of 2015, and we must seek to capitalise on every exercise and training opportunity that is offered until then.

I would offer two things for you to ponder; change and readiness. I do not mean change imposed on us by others but rather internal change driven by ourselves. This is not based on anything being broken or sub-standard but instead it is based on what I have experienced over the last year; the positive achievements and the clear signals of how good we can be. You will not be surprised that this is related to our 3Rs (Relevance, Reputation and Responsiveness); as General Shinseki a previous US Army Chief of Staff put it "if you don't like change you are going to like irrelevance even less".

> *Article continues on page 4*



Air Marshal Graham STACEY, JFCBS DCOM, addressing the staff during Steadfast Jazz 2013 exercise

Contents

3-4	Command Group Corner –	14	AFNORTH International School or what makes the difference between a multinational and international school
5	Ten years of NATO Air Policing in the Baltic region.	15	Busy Season for the International Club
6	Visits and Activities.	16	AFNORTH International School evacuation drill 2013
7	Brunssum Conducts Joint Task Force HQ Training.	16-17	JFC Brunssum International Club The selected charities 2013-2014
8-9	Belgian Defence at a glance.	21	Allied International Marching Team
10-11	How to Support the Commander's Decision Making Process by Building a Comprehensive Situational Picture.	23	One of Us
12	ICRC Head of Operations for South Asia and Head of Delegation to NATO / EU visit JFC Brunssum	24	Dutch Army Celebrates 200 th Anniversary
13	Train as you fight "Danish Viking"	25	Circle 100 Go Go Valkenburg
		26	Book Review

I would offer an additional thought. It is the generic quote that change can be easy or difficult, sometimes stated as change can be bloody or beautiful, but ultimately it is up to each of us to make it easy or otherwise. I doubt that there is anyone in the HQ who does not occasionally think that things could be done differently and done better. The good news is that the COM has set a clear vision of us being an adaptive, energetic and learning organisation, whose people are empowered, show initiative and who understand and deliver mission command. We are both committed to investing in our people and the development of individuals and teams will be a high priority for the year. The COM's vision will not be delivered by putting it on tasker-tracker but rather by each and every one of us embracing change, seeking excellence and seeing opportunities rather than challenges in

everything we do. We are indeed the change that we have been waiting for. Are you ready and willing to play your part?

That links neatly to the role as a high readiness deployable HQ. We are the sum of our individual parts and readiness and preparation must be in the DNA of each and every one of us. In 1997 I took command of a high readiness Force Protection HQ that had not deployed in anger for many years and was convinced it would never do so. Over the following 18 months we deployed 3 times into demanding austere environments covering 2 Operations. 13 of the 18 months were spent away from home. That taught me to take readiness seriously and always plan for the worst case. This takes total personal commitment that we, and our families, are as prepared as possible. When I think of commitment, as strange as it might seem, I am reminded of breakfast. The chicken gives us a tasty egg but the bacon demonstrates

absolute commitment.

It would be amiss of me not to thank the wider Brunssum family. Our partners, children, friends and families deliver so much to enable us to be the HQ that we are. They have lived through the ups and downs of 2013 and will be alongside us during the ride that is the year ahead. I thank them all for their commitment. Brunssum and the Netherlands offer a great deal in terms of location, culture, friendship and facilities but life "abroad" is not always easy or uncomplicated. We recognise that and will, whenever possible, support our wider community and in particular help the community to help itself. We are one team, we have a clear mission and sense of purpose and, together, we can make a difference. I am looking forward to continuing to make the journey together.

Per Ardua,
Graham Stacey

Ten years of NATO Air Policing in the Baltic region

Story delivered by HQ AIRCOM PAO

Ramstein, 6 January 2014 – On 3 January the handover from the Belgian Air Force to the United States Air Force at Siauliai Air Base, Lithuania, marks the tenth anniversary of NATO's Baltic Air Policing mission. To honour this special occasion of Alliance solidarity, the Commander of Allied Air Command (AIRCOM), General Frank Gorenc, who is also Commander of United States Air Forces in Europe and Air Forces Africa, joined the Lithuanian Minister of National Defence, Juozas Olekas, and Lieutenant General Claude Van De Voorde, Commander of the Belgian Air Component, for an official ceremony.



F15

“As the advocate for air power inside NATO I clearly understand the challenging nature of the NATO Air Policing mission,” said General Gorenc, who discussed this event and other air-related matters with his Lithuanian counterparts. “The execution of this mission by different Allies to an exacting level of performance that we expect from NATO forces highlights the importance of bringing together personnel of the highest caliber. I would like to extend my congratulations to our Belgian colleagues who have just completed their rotation and I wish Godspeed to the United States Air Force team for the coming months.”

Since March 2004, 14 NATO Allies have deployed a total of 34 contingents to the air base at Siauliai, Lithuania, to ensure the integrity of the airspace above Lithuania, Latvia and Estonia after these countries acceded to the North Atlantic Alliance. The Baltic Air Policing mission has been executed by Belgium, the Czech Republic, Denmark, France, Germany, the Netherlands, Norway, Poland, Portugal, Romania, Spain, Turkey, the United Kingdom and the United States. Air Policing (AP) describes the joint and collective use of fighter aircraft to preserve the integrity of NATO airspace. This collective effort also ensures a single standard of security within NATO’s Area of Responsibility. In order to achieve this goal, those Allies that do not have



Frank Gorenc, Captain Sebastian Mesmaker and Lieutenant Colonel Lendy Renegar adequate Air Policing assets of their own are assisted by others.

This rotation marks the fourth deployment for US Air Forces in support of the NATO Baltic Air Policing mission. F-15 fighters normally based at Lakenheath, United Kingdom, as well as a total force of 150 pilots, operators, maintainers, ground handlers and other support staff have deployed to Siauliai Air Base. The mission that commenced on 3 January will end after four months. During their stay the US fighters will be controlled by the Baltic Control and Reporting Centre at Karmelava, Lithuania, and NATO’s

Combined Air Operations Centre at Uedem, Germany. The overall mission is led by NATO’s AIRCOM at Ramstein Air Base, Germany.

Later during the rotation, HQ AIRCOM will conduct the 17th sequel of the Baltic Region Training Event. This exercise series has provided training for deployed NATO aircraft and other regional aircraft as well as command and control staff in Air Policing skills. These events highlight NATO’s intent to ensure joint and mutual training is sustained to thoroughly prepare air assets for their day-to-day missions.



F15

Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Prepared by Adjutant Edwin Tromp, photos by PAO JFCBS

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

December 2013



9 December, Commander JFC Brunssum Addressed His Staff

Commander JFC Brunssum, General Hans-Lothar Domröse, addressed his staff and awarded 15 Commendations before the Christmas break arrives. The General took the opportunity to underline a number of 2013 achievements but emphasized the opportunities that lie ahead, in 2014, as the HQs assumes its standby NRF Command role and the ISAF mission enters its final 12 months. With an eye to those personnel who will not be able to enjoy Christmas with their families, perhaps because they are deployed to Afghanistan, the Commander asked all present to remember them in prayers and support them/their loved ones as much as possible. Commanders' Commendations were awarded to: Col Muransky, Lt Col Aug, Lt Col Middelhoven, Lt Col Palma, Lt Col Perrin, Lt Col Schepers, Lt Col Virts, Lt Col Young, Cdr Iavazzo, Lt Cdr Lyko, Maj Martens, MWO Biron, OR-8 Lathouwers, OR-7 Sery and Dr Harless.



10-14 January, General Domröse returned from a situational awareness trip to ISAF.

The Commander of Allied Joint Force Command Brunssum, General Hans-Lothar Domröse returned from his January 2014 situational awareness trip to ISAF. He was accompanied by the Deputy Chairman of the NATO Military Committee and the JFCBS DCOS-Ops during the trip. The purpose of the trip was to discuss planning for the upcoming Resolute Support Mission and assess the areas where Joint Forces Command Brunssum supports operations in Afghanistan. General Domröse met with key Afghan Military and Civilian Leaders during the trip such as the Minister of Defense, General Bismillah Khan Mohammadi and the Army Chief of Staff, General Sher Mohammad Karimi. He traveled to RC-W, RC-S and RC-N.



14 January Ms. Skåre visited JFC Brunssum Tuesday.

Mari Skåre was appointed as the NATO Secretary General's Special Representative for Women, Peace and Security, on 27 August 2012. Ms. Skåre visited JFC Brunssum Tuesday 14 January 2014 to raise awareness of the Alliance's efforts to integrate UNSCR 1325 and gender perspective into ongoing operations, with a special focus on the ISAF Mission and future NATO-led Resolute Support Mission. During her visit Ms. Skåre was informed of actions undertaken, within JFC Brunssum, to integrate a gender perspective into reporting mechanisms, campaign assessments, planning and training. As the ISAF mission nears completion Ms. Skåre was briefed on the evolution of pre-decisional planning, where gender is an integral part of the planning focused on improving women's participation and integration into Afghan security institutions. Ms. Skåre said: "For me, training is the key tool to raise gender awareness... it is of extremely high importance that the experience gained in the ISAF mission with regard to gender will be used in future NATO missions."



22 January H.E. Mrs E.P. Stehouwer-van Iersel visited JFC Brunssum.

H.E. Mrs E.P. Stehouwer-van Iersel, Ambassador for International Organisations in the Netherlands, visited JFC Brunssum 22 January 2014. The Commander, General Hans-Lothar Domröse apprised the Ambassador of the Headquarters' role and responsibilities with a focus on Afghanistan, the NATO Response Force and Regional Focus.

February 2014

Brunssum Conducts Joint Task Force HQ Training

Story by LTC Plamen Kostadinov, J9

HQ JFCBS conducted Joint Task Force Headquarters (JTF HQ) Training, 18-29 Nov. The course was planned and run by J9/Military Partnership Branch with the support of other divisions and branches, particularly J5. The Chief of Staff, Lieutenant General Richard G. Tieskens, addressed 15 participants from 10 countries in his welcoming speech.



Officers from Partnership for Peace and Mediterranean Dialogue Nations train at Brunssum

Officers from Partnership for Peace and Mediterranean Dialogue countries learned the principles of the Joint Task Force Headquarters organization. The course aimed to prepare Partner Staff Officers to work as augmenters in a Joint Task Force HQs and provide valuable training in preparation for NATO/PfP exercises. Completion of the Joint Task Forces HQ Training event, followed by additional specialist and mission-oriented pre-deployment training, should prepare staff for the challenges in designated functional areas.

Within two weeks, participants gained familiarity 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, participants were invited to develop assessments and deliver situational awareness briefings. The training also introduced NATO terminology, important for operational planning and staff work. To help participants feel comfortable several social events were organized: Ice Breaker, International Evening and Training Dinner. The International Evening is a form of an informal 'meet and greet' with the opportunity to taste national specialties at a light supper. J9 Military Partnership officers supported this evening with their national cuisine specialties and the evening became a charming advertisement for each nation. At the end of the serial all students received the official Certificate and Major

General Yakovleff congratulated them for successful course completion.

The high value of JTF HQ training has been recognized by both the participants and the JFCBS staff. This kind of activity builds reliable working relationships with partners and prepares them to cooperate directly with NATO in Coalition Operations. Military Partnership Programmes aim to broaden and strengthen the Alliance by establishing enduring relationships and effective cooperation mechanisms with Partner Nations. For the future, MILPART Branch is exploring the possibilities for this training to be intensified by linking it up with JFCBS Battle Staff Training exercises. This would represent significant progress in meeting the objectives of Partnership Cooperation Programmes and a clear demonstration that NATO and Partner Nations are committed to the principle of mutual collaboration.



Belgium participates in the ISAF operation in Afghanistan with a total of 330 military.



Belgian F-16s conducted in total 626 sorties in the Libyan air space as part of the air-to-ground campaign in support of operation Unified Protector.

BELGIAN DEFENCE at a glance

By Claudette Roulo, American Forces Press Service

In the past decade, the Belgian Armed Forces have gone through various changes with the objective of setting up professional units equipped with modern capabilities to execute the missions they have been entrusted with. The Plan for the Finalisation of the Transformation (endorsed by the Belgian government on 22 October 2009) maintains the focus on Security Operations as the most appropriate profile for Belgian Defence. The plan proposes new organizational structures in order to bring them in line with the available budgetary means and the estimated evolution of the military workforce. Moreover, Belgium wants to maintain rapidly deployable, fully manned and equipped units with sufficient autonomy, flexibility and sustainability to participate in multinational operations.

Belgian Armed Forces Structure is Joint since 2002

In an effort to stress the 'jointness' that the Belgian Armed Forces aspire to reach, its Army, Air Force, Navy and Medical Force, now referred to as 'Components', were hierarchically placed under the single command of the Assistant Chief of Staff (ACOS) Operations and Training.

The current force structure of the **Land Component** includes two brigades: one medium and one light brigade. The Light Brigade has an airborne capacity which consists of two para-commando battalions, one light infantry battalion and a Special Forces Group. These elements can be rapidly deployed and are trained to operate in complex terrain and in inhabited areas. The Medium Brigade consists of four medium battalions. It can face a more robust threat thanks to its significant firepower and heavier armoured vehicles but it will need more time to arrive on the spot.

In addition to these two brigades, the Land Component also has two engineer battalions, one artillery battalion and one ISTAR (Intelligence, Surveillance, Target Acquisition and Reconnaissance) battalion. To support Belgian Defence in each of its missions, the Land Component can also rely on the know-how of its logistic & communication units and smaller units like the Explosive Ordnance Disposal Service and the Military Police Group.

The assets of the **Air Component** are concentrated on five airbases and two radar sites. Its multirole fighter capability consists of 54 F-16s on two airbases. The transport capability encompasses eleven C-130 and, one A330 and a variety of 'white body' aircrafts. The helicopter

capability consists of twenty multirole A-109 Agusta, four Sea King for Search and Rescue operations and three Alouette 3 in support of naval operations. Four NH-90 are currently in the process of delivery to replace the Sea King fleet (4 other NH-90 are devoted to the Land Component for troop transportation. In the near future, seven A400M aircraft will replace the C-130 fleet.

The **Naval Component** has two core capabilities - escort operations and mine countermeasures (MCM) - and consists of two frigates, five minehunters and one command & support ship, all located in the Belgian naval base in Zeebrugge.

The Medical Component focuses on the health care in support of operations and training.

Although the territorial support is limited, the Medical Component is able to support the three other components and to deploy a Role 2 field hospital in support of a multinational unit.

Belgian Defence has a long-standing record of multinational cooperation, which is based on respect for national sovereignty and firm political will.

The most far-reaching example of Belgian involvement in multinational cooperation is the integration of the Belgian and Dutch Navy. **The Belgian-Dutch naval cooperation** finds its origins in the 1995 agreement signed by the Defence Ministers of The Netherlands and Belgium. A common operational HQ, referred to as the Admiral BENELUX, was therefore established in Den Helder, the Netherlands, and makes use of the existing facilities in The Netherlands and in Belgium for both educational and logistic purposes. This bilateral naval cooperation allows the Belgian Navy to live up to its NATO and EU commitments in multinational exercises and operations, with full respect for the national Level of Ambition.





Belgium deployed a Role 2 field hospital in support of UNIFIL



Belgian frigates conduct anti-piracy operations in the Gulf of Aden

The European Air Transport Command (EATC) (in Eindhoven NLD) constitutes another cooperative venture in which Belgium is involved since 01 September 2010. The Netherlands, Belgium, France and Germany have put major parts of their air transport and air-to-air refueling fleets under the EATC's operational control. Now the missions of almost 150 aircraft are planned, tasked and controlled from Eindhoven.

The Eurocorps is a multinational corps. Only the Eurocorps headquarters and Multinational Combat Support brigade are installed on a permanent basis. Belgium, together with France, Germany, Luxembourg and Spain, has been a Eurocorps framework nation since 1993. The majority of the Land Component's deployable units are dedicated to the Eurocorps. Being part of the Eurocorps leads to increased interoperability and allows Belgian units to train and prepare at corps level.

Sharing the same aircraft and instructor pilots, **the Advanced Jet Training school (AJETS)** which is located in France, trains the future fighter pilots of the Belgian and French Air Forces. Within the same framework, Belgian helicopter and transport aircraft pilots attend the French pilot schools.

The renewed **BENELUX defence cooperation**, based on the BENELUX Declaration of 18 April 2012, has given a new impetus to deepen and widen cooperation, in particular in four domains: logistics & maintenance, education & training, execution of military tasks, and procurement. The new BENELUX initiative aims at combining a favourable cost-benefit ratio for the BENELUX partners while preserving the autonomy for the realization of each partner's national level of ambition.

Also in the future, we will continue to optimize our close cooperation with our neighbours, just as we recently did with the NH-90 programme. On that occasion, we decided on aligning the helicopter's configuration and on setting up common training and maintenance on a bilateral basis with the Netherlands and France.

As a credible partner in EU, NATO and UN, Belgian Defence remains strongly committed to international operations.

Whenever our servicemen and women are being deployed in a military operation, most of the time this happens in an international context.

At present, Belgian forces participate in several **UN** operations. The contingent in Lebanon in support of **UNIFIL** (United Nations Interim Force in Lebanon) consists of approximately a hundred persons and besides assistance in the reconstruction of the country, it mainly conducts demining activities. Belgium also conducts air transport missions with one C-130 in the Democratic Republic of the Congo in the framework of **MONUSCO** (United Nations Organisation Stabilization Mission in the Democratic Republic of the Congo).

Being a **NATO** member, the Belgian Armed Forces clearly provide their most important contribution to the Afghan theatre. Currently, Belgium is still participating in **ISAF** (International Security and Assistance Force in Afghanistan) with a total of approximately 330 servicemen and women. In the Kunduz district, the focus lays on the mentoring and reconstruction teams. In the Kabul area, Belgium participates in ISAF headquarters and the Afghan National Army training centers. In Kandahar, a detachment of six F-16 conducts air operations above Afghanistan.

In 2011, approximately one hundred Belgian airmen and sailors were deployed in Greece and in the Mediterranean Sea in support of **OUP** (Operation Unified Protector) in the Libyan theatre.

Within the **EU** framework, Belgium has participated in operation **EUNAVFOR Atalanta** (European Naval Forces) in the Gulf of Aden where Belgian frigates are being periodically deployed to combat piracy.

Since January 2013, Belgian air assets (two C-130s and two MEDEVAC helicopters) have operated in support of the **French** operation in Mali. On 20 January 2014, one C130 and 35

military personnel left Belgium to support the operation SANGARIS in Central Africa Republic.

Belgium also actively supports the peace process on the African continent, especially by contributing to Security Sector Reform (SSR) operations and bilateral Military Partnership Programs (MPP) with several African nations.

Belgium aims to be a credible partner in the **United Nations**, in **NATO** and in the **European Union**. It remains strongly committed to international operations and it has proven its ability to sustain a continuous deployment of 850 troops.

A new personnel status will guarantee the Armed Forces' combat readiness and rejuvenate the age structure.

Since the suspension of conscription in the early nineties, the Belgian armed forces have evolved from a conscript force of approximately 90,000 to a small, rapidly deployable professional force with current personnel strength of 32,000, including 2,000 civilian personnel.

Looking at facts and figures, the military population is composed of:

- 15% Officers; 42,5% NCO and 42,5% soldiers
- 92% male and 8 % female personnel
- 0,3 % foreign military of about ten different countries within the EU
- Land Component: 11,000; Air Component: 6,000; Naval Component: 1,500; Medical Component: 1,600; Integrated Joint Staff: 3,700; Schools and training centers: 3,500; Territorial and technical support: 3,500; Others (International HQ,...): 1,200

One of the main challenges is the current age structure, a legacy of the conscription era. The decision has been taken to develop a new personnel status in order to guarantee combat readiness and to rejuvenate the age structure. The aim is to recruit more military personnel for a shorter period of service with a focus on the attractiveness of this type of career.

How to Support the Commander's Decision Making Process by Building a Comprehensive Situational Picture

Story by Maj Alessandro Aureli (ITA A)



From the left to the right : MAJ Alessandro Aureli from J2 and LTC Rudy Acke from J5 during one of the lessons.

What is the Tool for Operational Planning Functional Area Services (TOPFAS)?

TOPFAS is an integrated set of tools that supports System Analysis, Operations Planning, Execution, and Assessment of operational campaigns. Information objects created in any one of the tools are available in all others, providing seamless transition of products between various functions of the operations planning group.

This tool will provide the capabilities required to support the preparation and evaluation of planning products and to conduct concurrent collaborative and distributed operations planning by multiple HQs and staffs from different functional areas. The overall intent is to enhance information sharing; improve the availability, quality and timeliness of information exchange; achieve a common situational awareness and a better planning synergy and synchronization.

The Operational Planning Process is managed by three main modules within TOPFAS: System Analysis Tool (SAT), Operations Planning Tool (OPT) and Campaign Analysis Tool (CAT).

SAT

SAT supports the systems analysis of the engagement space for holistic Situational Awareness and Understanding (SA/SU). Systems analysts can describe the engagement space as a system with system design and influence relationship diagrams. They answer the following questions "What is inside the system?", "How is it connected?" and "How does it work?" System elements can also be ranked according to their centrality using network analysis techniques.

OPT

OPT is a campaign planning tool that helps answer who, what, where, and when questions by providing causal, geo-spatial, temporal and resource views. Multiple strategic options and

operational courses of actions can be developed and synchronized in space and time. Multi-actor perspectives can be represented in the same plan.

CAT

CAT supports measuring the progress towards the planned end state through measures of effectiveness and performance. It allows assessment planning, metric data collection and reporting as well as statistical data analysis including causality and trend analyses. Findings are fed back for future planning.

The TOPFAS Story So Far...

The development of the current version of TOPFAS started in 2005 as a completely new capability built using the extensive know-how at NC3A gained through earlier versions that had been fielded since 2001. The initial planning capability was delivered for Multi-National Event (MNE) 4 held in February 2006. A field trial was conducted in ISAF IX later that year.

In 2007 and 2008 MNE5 and various other national and NATO experiments used TOPFAS. TOPFAS underwent a rework in 2007 and 2008 to support NATO's revised operational planning process resulting in Version 2.5. The industrialisation of the planning capability (TOPFAS Increment 1) has delivered its second version (TOPFAS 4.0) in September 2009.

What's Next?

Existing tools are continuously being improved based on user feedback and new requirements from NATO operations. Industrialisation of SAT and CAT capabilities are next in line (TOPFAS Increment 2, to be released mid-2014). Meanwhile, in the Research and Development area, attention is turning towards the simulation of the engagement space for course-of-action validation.

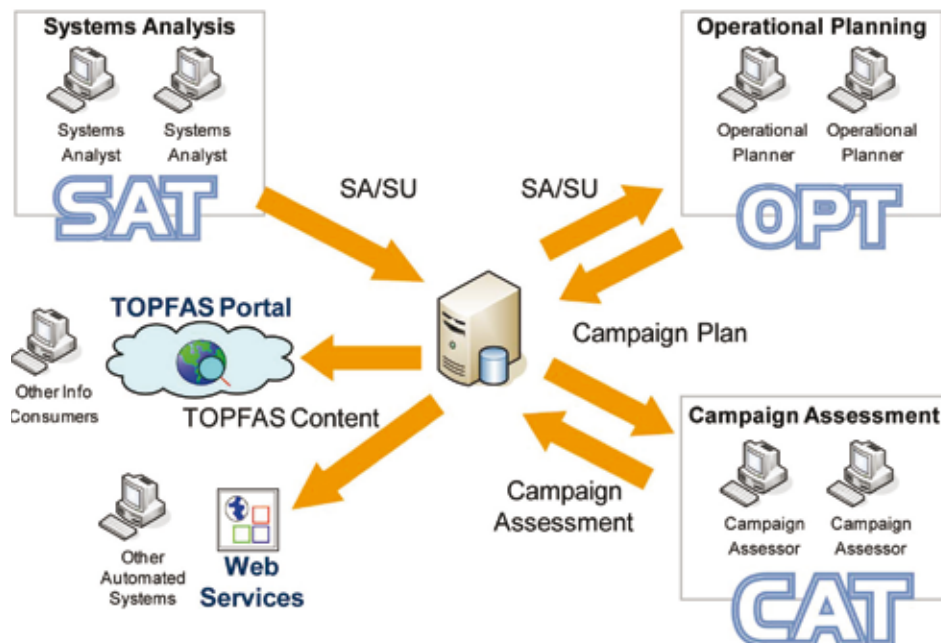
JFCBS TOPFAS SAT SMEs

On 13 Dec 13, J2 concluded a two-week training event on Knowledge Development (KD) which was supported by using TOPFAS SAT. This event was conducted on behalf of SHAPE. The instructors were MAJ Alessandro Aureli (Course Director / Lead Instructor), CDR Rahim Kurku, MAJ Joshua Burdett, MAJ Lucian Munteanu, MAJ Marc Segers and CAPT David Londono. In addition, WO Lukasz Barczyk provided IT Support and we were supported by other branches/directorates to include Mr. Klaus Nielsen (KM Branch), LTCOL Rudy Acke (J5) and Mr. Stuart Smith (JAS) providing SME support.

COL Michael Peisker, IKAP Branch Head stated: "The aim of the course is to familiarize NATO personnel with the theory of KD, the System of System Analysis (SoSA) technique and the use of the TOPFAS SAT Module. The training objective is to increase the KD TOPFAS SAT capability within the Joint Force Commands and NATO Response Force Component Commands (CCs). The trainees are mainly, but not only, Intelligence Analysts."

During this training event we incorporated the SKOLKAN scenario for the first time; thus, the case studies and training were all based of the Joint Warfare Centre's newest scenario. The training audience varied and included not only JFC Naples, Rapid Reaction Corps-France (RRC-FRA) analysts and planners, but elements from NRDC-GRC, NRDC-ESP, the German-Netherlands Corps and Polish Special Operations Forces.

LTCOL Georgette Young stated: "This was the third training session conducted by JFCBS in 2013. The first training event occurred at the end of



January and was critical in assisting our brethren from Naples in order to get them up to speed on TOPFAS SAT." Most of the participants for that event were from JFCNP and we invited analysts from our NRF 14 CCs. This training paid huge dividends as we built the linkages with CC's and marched down the road to Exercise STEADFAST JAZZ 13 in a collaborative and comprehensive manner.

The second course held was a J2 internal training event conducted immediately after our NRF14 certification exercise. This training event was extremely important and focused on getting our newcomers trained and certifying several new trainers who will support with follow-on courses. The 2013 summer rotation left J2 without many experienced TOPFAS SAT analysts and our new colleagues required the training. During this course, we took the opportunity to increase our staff's knowledge on the use of TOPFAS SAT, how NATO uses KD to support the decision cycle, and how the products assist in the planning process. We certified five new TOPFAS SAT Instructors. They will form the core of instructors supporting various NATO School Oberammergau courses.

Subsequently, we developed a new approach to providing the training on the road in order to answer the calls from numerous SAT training requests. A shorter, intensive 5-day programme, was developed and can be delivered at the requestor's home-base. This new Mobile Training Course (MTC) on KD TOPFAS SAT familiarization was first taught at the Multinational Joint Headquarters in Ulm, Germany, at the end of August. Following the success of this first MTC iteration, we conducted another training event in Valencia, Spain at NRDC-ESP HQ,

just before the holidays. This MTC course has been in high demand as our reputation for teaching the course has spread like wildfire. Many requests have been submitted for 2014 which we are currently planning for.

In conclusion

TOPFAS software supports planning at Strategic, Operational and Tactical levels and, according to a SHAPE directive, must be implemented throughout NATO in all exercises and operations.

Developing shared information and knowledge at all levels of command allows J2, together with its counterparts at SHAPE and Component Command levels, to collaborate and synchronize the KD process in support of all phases of the Operational Planning Process.

The interest and willingness to learn how to use SAT has rapidly increased over the last year presents both a challenge and an opportunity for both operational commands, JFCBS and JFCNP. The challenge is to continue supporting SHAPE/NSO training events as required, juggling a myriad of requests from NATO Commands/NATO Force Structure, and at the same time, accomplished our daily tasks.

COL Peisker acknowledged that our in-house expertise and motivation to support those who require the training has increased JFCBS J2's reputation as we've answered the calls and established a network of Intelligence and/or Knowledge Analysts that are working collaboratively on the same tool, sharing thoughts and ideas about worldly events; thus, a win-win for all involved.

ICRC Head of Operations for South Asia and Head of Delegation to NATO / EU visit JFC Brunssum

Story by Dave Foldy

A delegation from the International Committee of the Red Cross (ICRC) visited Allied Joint Force Command Brunssum on 5 December, 2013, to further develop the strong relationship that exists between the ICRC and JFC Brunssum. There is a keen interest within both organizations to maintain the strong ties that have been established as the NATO mission in Afghanistan transitions to the next stage.



The ICRC is part of the world's largest humanitarian movement, bringing assistance to those in need, regardless of race, religion or politics

Mr. Anthony Dalziel, Head of Operations for South Asia at ICRC HQ in Geneva, and Mr. François Bellon, International Committee of the Red Cross (ICRC) Head of Delegation to NATO/European Union, who is based in Brussels, met with General Hans-Lothar Domröse, Commander JFC Brunssum, and Air Marshal Graham Stacey, Deputy Commander JFC Brunssum, at the Headquarters.

Air Marshal Stacey gave a warm welcome to Mr Bellon and his delegation. He recognized the recent establishment of a MOU between SHAPE, SACT and the ICRC as an important step forward in developing a closer working relationship. Related to this, he was keen to improve information sharing with the ICRC on humanitarian issues, particularly at the operational level. Mr Bellon reflected

that the ICRC was provided with an excellent platform during the recent NATO NRF Exercise STEADFAST JAZZ 2013. Air Marshal Stacey thanked him for his kind words and remarked that in future, the potential contribution by organizations such as the ICRC should be 'designed in' to the exercise specification from the start. Although not a part of NATO's Comprehensive Approach, ICRC's contribution would help NATO take all possible measures to minimize humanitarian consequences of operations.

Over the past twelve years a resilient relationship has developed in Afghanistan between ISAF and the ICRC. This has proven extremely fruitful to the ISAF leadership in Kabul and JFC Brunssum. With an eye to exercises the ICRC recently made a valuable contribution to Exercise STEADFAST JAZZ 13 in Latvia, following which

JFC Brunssum has been certified by SACEUR to shoulder the task of Standby Command for NRF 14. During 2012, NATO and the ICRC signed a revised memorandum of understanding involving the two strategic commands of the alliance, which provided the basis to engage further in the current humanitarian dialogue and to continue the role of the ICRC in NATO exercises.

The ICRC, who celebrated its 150th anniversary this year, is an impartial, neutral and independent organization, whose exclusively humanitarian mission is to protect the lives and dignity of victims of armed conflict and other situations of violence and to provide them with assistance. The ICRC also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

Train as you fight “Danish Viking”

Story by DOM CO, LTC Christian Damberg DNK A.

The Danes appointed to Allied Joint Force Command Brunssum Headquarters received intensive National pre-deployment training from 13-16 January 2014.

From 1st January Joint Force Command Brunssum has been declared the NATO Response Force Headquarters 2014. Because of this, the staff were required to undertake National training prior to deployment. As a precondition for an appointment in a NATO position Danish personnel have to pass physical, medical, dental and linguistic tests.

A National pre-deployment training programme was developed and approved in collaboration between the Danish Logistical Services and the Senior National Representative Denmark, BGen Torben Dixen Møller, in fall 2013. In early January 2014 Danish Logistical Services dispatched two instructors to Brunssum in order to train the Danish contingent of seven officers, ranking from OF3 to OF6. The aim was to achieve the highly valued qualifications on Tactical Combat Casualty Care and range firing.

The Training Programme was doctrinally developed from Lessons Learned by the Danish Combat Forces during missions in Iraq and Afghanistan since 1991 and in collaboration with British and US Troops. The ruling principle is - everything you do, you do fully equipped - as if deployed. The Non Commissioned Officers (OR6) instructors from Danish Logistical Services were skilled and experienced from service in Iraq and Afghanistan. They executed a tightly scheduled and ambitious programme in a professional way while giving relevant and inspiring examples from their missions.

The main effort in the training programme lay in the Tactical Combat Casualty Care and comprised indoor theoretical lectures and outdoor exercises. The Tactical Combat Casualty Care training took place in the vicinity of the Danish Delegation Support Unit at the Joint Force Command Brunssum area and at the NATO Industrial Complex.

After completion of the training programme, personnel are able to handle first aid treatment individually as well as in a tactical framework on their buddies. The standards are high. If wounded during combat, resulting in a massive bleed, the Danes are now trained to strap a Tourniquet onto an arm or leg within respectively 30 and 45 seconds. In theory it's very easy - but in reality, wearing full combat equipment including combat uniform, body armor, combat vest, helmet etc. - your freedom of movement is severely hampered. It soon became clear that - packing your Individual First Aid Kit correctly is essential for success. Strapping bandages to the pelvic area, stomach, chest, armpit and shoulder were all mandatory parts of the curricula. Lastly, knowledge and practical use of medical treatment was taught, ie. painkiller and fentanyl lollipops.

The NATO Industrial Complex site, 500 meters from Joint Force Command Brunssum Maingate, framed an absolutely superb tactical set up wherein the Danes formed a standard Infantry Section of six personnel. Before that, everybody was issued a Colt Canada C7A1 Carbine 5.56 mm and a Swiss SIG P210-c, 1946, 9 mm Automatic Pistol, Neuhausen.

Whilst countering the “Enemy” the Danish Vikings took some serious casualties during the longest day, Wednesday the 15th. Several times, under their own covering fire, the brave Infantry Section had to fight, withdraw and evacuate to “secure areas” in order to treat casualties. Despite the training environment, the Danes felt and suffered the pain when dragging or carrying buddies over considerable distances while wearing approximately 25 kg



JFC Brunssum Danish personnel prepare for deployment.

of personal equipment. The Infantry Section, with an average of 50 (+) years, several times asked themselves where their former strength and endurance had suddenly disappeared to.

The Firing Range south of Weert, at the Nassau Dietzkazerne, was the perfect place for an entire day of firing exercises with carbine and pistol firing. Precision and close distance firing were exercised.

Sharing anecdotes during the final cleaning and maintenance the Viking team were proud to discover that some skills remain. Significant learning, skills and brilliant teambuilding were the lasting impressions from the training session.

However, warriors or desk officers – when the going gets tough – the National pre-deployment training also raises the question of a possible need for collective training within our Headquarters in order to share and learn the basic tactical and first aid principles amongst our fellow colleagues.

AFNORTH International School or what makes the difference between a multinational and international school?

By Dr Uwe Bettscheidner, Director AFNORTH International School

Abstract: AFNORTH International School is unique. It is not a full international school in a conventional sense, but it is more than a conglomeration of national departments. So it is more than a “multinational school”. This article explains why an international school is more desirable than a multinationally organised school and what distinguishes AFNORTH International School from other multinational and international schools.

AFNORTH International School is a really unique school. What makes this school unique? As most other International Schools it has children from a variety of countries and it has educational experts from different countries with different educational backgrounds.

The difference lies in the mission of this school. The mission is to ensure that the students of the owning nations can be reintegrated in their national school system after few or more years without problems. This is necessary because most of the school's students are dependents of military families which are moving back and forth from their home country to a foreign country or from one base to another base regardless in which country the base is located. They are not expats in a sense that they live their whole life in an international community. The families never know when they will go back to their home country.

The easiest way to accomplish this mission would be to build national schools everywhere where they may be necessary. If the number of students from one nation is high enough, it would be feasible to build a national school. If there is more than one nation with smaller numbers of students, a multinational school with independent departments could be built. Infrastructure and maintenance could be done and managed by an international directorate. Education could be managed by the individual nations. If possible, this means that the time schedules have to match to a certain extent, you can organise a common after school activity programme. As long as the number of students is high enough this would be, from a management point of view, the easiest way for the involved nations to provide schooling. A School which is organised in this way could be considered as a multinational school rather than an international school. It is questionable if this way of providing education is not only the easiest but also the best and most desirable way?

As so often, the answer depends on whom you are asking. If you ask a financial administrator of a nation with a large number of students, he will immediately agree with the multinational organisation of the school as long as it is cheaper. In addition he or she might give out the order to find possibilities of cooperation in daily work in a sense that e.g. science teachers could use the same expensive breadboard model. Reducing costs would be the driving factor for this.

If you ask an educator who is naturally

concentrated on the question “what is the best for the children”, you will get a different answer. He will answer, that a structure is needed, which makes it possible that the students can benefit as much as possible from the advantages and manifold possibilities international diversity offers. For AFNORTH International School lies the difficulty in finding a balance between the goals of facilitating an easy reintegration and fostering as much internationalism as possible. The educator might amend the well-known quote of Aristotle, who said that “the whole is more than the sum of its parts”, in a way that “the international school must offer more than the sum of what the participating nations could offer on their own”. Hence, from the point of view of an educator the multinational solution is definitely not the best and the most desirable one.

Finally you can broaden the perspective and ask the people who are responsible for posting the families where they are. Independent of the nature of business may it be military or civil, private or public, profit or non-profit, the organisation's staff (or company's staff) will be international. The people which work in such an organisation will have different cultural backgrounds and different views on how to encounter the everyday challenges. To use the potential of the international diversity of the staff to a full extent it is necessary that the collaborating people understand each other. This requires that everybody understands in terms of culture and education where their colleagues come from. Of particular importance is this understanding in multinational organisations like UN, EU or NATO, where the act of finding solutions is almost identical with the act of finding compromises. A school which strives to foster internationalism can offer naturally much more opportunities for parents (the organisations' staff members) than a pure multinational school, to delve deeper into different cultures and to give a deeper insight into where colleagues come from and why they are thinking and acting in a way they do. Therefore, from the organisations point of view, the schools goal of internationalism is not less important, than the goal of smoothing the possible reintegration into the national school systems.

The best way to foster internationalism is to bring children together and to teach them together when possible. This requires that a joint curriculum has to be created or purchased; which is possible. The International Baccalaureate e.g. is a well-known and worldwide accepted programme.

On the other hand a consequence of going this way may hinder accomplishing the mission of ensuring that the students can be reintegrated in their national school system after few or more years without problems. AFNORTH International School has both goals the reintegration and internationalism and it attempts to solve this dilemma in a unique way. The school itself is a Dutch foundation which is sponsored by four nations: Canada, the United Kingdom, the United States of America, and the Federal Republic of Germany. The reintegration mission is assured through inspections by the different educational authorities. The teachers are respectively educated, certified and sent by the four nations.

English speaking children in the age of 4 to 11 can attend the truly international “ABC-elementary/primary” classes. The ABC-staff members provide a broad and balanced curriculum which is accepted by the authorities of all three English speaking nations. The students come from over 20 nations but are registered in the American, British and Canadian Section. German speaking young children are enrolled in the German Kindergarten and German “Grundschule”. The collaboration between the German primary students and the ABC-students is supported through an additional partner language programme which offers the English speaking children German language lessons and the German children the opportunity to learn more English than is usual in Germany.

Once the students are old enough they can join different Diploma programmes. The Canadian section offers the Ontario Diploma, the US section offers a special Department of Defence Diploma Programme. The German section offers a “Hauptschulabschluss” a “Realschulabschluss” and “Gymnasium” up to Grade 10. Though different Diploma programmes may require a more national class setup, AFNORTH International School does try to mix the students as much as possible.

The complicated structure of the school demands that teachers and principals which are flexible, creative and highly committed to their job and to internationalism. AFNORTH International School does finally not only offer more opportunities for students, also staff members can benefit from the presence of challenging, enriching and interesting cultural and educational diversity.

Busy Season for the International Club

Story by Nathalie Lhermenier of the International Club Board

The last months of 2013 have been really busy for the International Club!



On Tuesday November 26th, the International Club held its annual Charity Craft Market.

All visitors were able to admire the lovely decorated booths from different delegations, displaying typical Christmas decorations, biscuits and chocolates, ornaments and gifts... One could also enjoy lunch as the opportunity to sample various warm dishes and delicious pastries was presented. A lovely, enjoyable and charitable event since all proceeds will be donated to the charities selected by the Club.

The next main Charity event will be the Charity Night on Friday, March 28th. In December, International Club members and guests enjoyed a wonderful trip to Brugge, incorporating a

visit of traditionally decorated Christmas homes, and a Coffee Morning (hosted by Scandinavia, Estonia and Latvia).

The International Club serves the JFC HQ Brunssum community. Its mission is to encourage friendship, support learning about our international community, and undertake charity fundraising. Events and activities are held throughout the year.

Do not hesitate to check the calendar of activities on the JFC Brunssum website, contact your National Delegate or NSE, or send an email to JFCBIC@yahoo.com. Registration is open to all ID cardholders. Members also have access to the Club Facebook group ("JFC Brunssum International Club").

Upcoming events:

January 21st:

Coffee Morning hosted by the US Delegation (10.00 - 12.00)

February 11th:

Coffee Morning hosted by the Italian Delegation (10.00 - 12.00)

March 18th:

Coffee Morning hosted by the Canadian Delegation (10.00 - 12.00)

March 28th:

CHARITY NIGHT, at 19.00

(These events are held at the International Conference Centre)

AFNORTH International School evacuation drill 2013

Story by Andrew Bailey

On a clear cold morning, students, faculty and staff at AFNORTH International School took part in their annual evacuation drill, partnering with the NATO authorities on Joint Forces Command Brunssum, Dutch Military, Fire Department, local police and authorities.

When the alarm rang for the evacuation to commence the school population in excess of 1100 people, quickly exited the building. Short minutes later, first responders from the NATO's Provost Marshall's office, Dutch Police and Fire Department arrived at the school. The responders closed off the streets allowing the school to take the walk to their evacuation areas.

Along route was lined with a range of Dutch and American Military personnel. The military personnel calmed and encouraged the students as they headed to their evacuation point.

During the evacuation walk the uniqueness of the school showed itself. German High School students assisted the youngest of the English speaking students, four and five olds, evacuate. They helped keep the young students in the evacuation line safe by talking to them and holding their hands.



Once the students got to the evacuation sites the Dutch Civilian partners from JFC assisted the Principals on getting the students indoors and warm. Allowing for a quick final accounting that everyone from the school was safe in the evacuation spots. The student calmly sat with their classes until the all clear was given to return to the school.

Soon after the all clear was given, the students and faculty quickly walked back to the school with enthusiasm. Within minutes students were back in their classes working on today's lesson, checking out books for the weekend and lining up for lunch.

JFC Brunssum International Club The selected charities 2013-2014

Story by Nathalie Lhermenier

The Charity Committee has selected the following charitable organizations for the 2013-2014 season of the International Club. Proceeds from events such as the Craft Market, the Tour of Homes, Charity Night... are to be donated to these organisations. For more information contact JFCBIC@yahoo.com

Honor Flight Network, US

The organizations purpose is to pay transport/hotel for American veterans who can't afford the cost to visit those memorials dedicated to honor their service and sacrifice. Top priority is given to Americas most senior heroes/survivors of WWII and any veteran with a terminal illness. The program will naturally transition to Korean War, Vietnam War and all other veterans on a chronological basis.

"Opera SS. Medici Cosma e Damiano – Bitonto/Italy – Onlus", Italy

The Foundation operates several initiatives: Soup Kitchen for the poor, home accommodation for AIDS patients, sports

center for youth with deviant behavior, refugee services for war victims from Kosovo is only a few of the initiatives.

Little Prince Hospice for Children, Poland

The hospice is the only one of its kind in the southeast of Poland. It provides home care for children and adolescents with cancer and other terminal and progressive diseases.

Progeria Family Circle EUROPE, Belgium

Throughout Europe the volunteers of the Family Circle work on a voluntary basis for the organization. Thanks to their unselfish effort the disease has become more known to the general public. The aim is to bring the European progeria community

of children with the disease and their parents together for a couple of days per year and have them spend time together.

Sykehusbarn (Hospital Children), Norway

The Foundation provides extra quality of life to children with terminal illnesses, by providing the children with activities such as music, clowns, daytrips and other things that brings a little happiness and joy into their daily lives in the hospital.

Angriff auf de Seele (Attack to the Soul), Germany

The charity is providing support to soldiers with PTS, injuries etc. The charity helps cover expenses which are not covered by the German forces nor health insurances by providing rehabilitation in special clinics, psychologist support etc.

Vis De Joie, France

Its aim is to setup activity holidays for young disabled adults.

Once We Were Soldiers, United Kingdom

The main goal is to setup transition centers around the UK to help Veterans tackle everyday problems, such as paying bills, job interview skills, CV writing, how to cook a basic meal, help claiming pensions and benefits and medical problems.

HAIMA CC, Czech Republic

The organization helps children with hematopoietic diseases and cancer treated at the Clinic of Pediatric Hematology and Oncology in Prague.

Veterans Emergency Transition Services, Canada

The organization is identifying Canadian Veterans who are in difficult circumstances while awaiting support from Veterans Affairs Canada. By assembling list from all government agencies so they can provide support to the veterans in form of housing, health, and legal needs. Pursuing the development of appropriate shelter for homeless veterans.

Alti Nokta Korle Denegi (Six Dots Blind Association), Turkey

The organization provides equal educational opportunities to benefit the blind and partially sighted people. It meets the need of all kinds of books for blind and partially sighted people by producing audio and braille books and offer an extensive library of books free of charge to those in need.

Estonian Paralympic; S/K Meduss, Estonia

The aim is to cover the cost of training camps for young disabled swimmers Elisabeth Egel (12), Anette Rimmelg (13), Robin Liksor (14), Leon Bauer (17) and Brenda Tilk (19), who have all set themselves the goal of achieving the highest possible results for people with disabilities in sport – The Paralympic Games in Rio 2016 and Tokyo 2020

Ontmoetingscentrum Limburgse Veteranen (OLV) 'Het Eldershoe's' The Netherlands

Eldershoe's" in Heerlen-Hoensbroek, is the first and thus the eldest Veterans house in the Netherlands.

On the 18th of May 2014 they celebrate their 10th Anniversary. The house is manned and run by (veteran) volunteers only, providing our visitors with coffee and a chat. If visiting veterans have problems regarding their (mental) health or so, volunteers are trained to help them out and forward them to the official medical and/or Veteran Institutions.

The selected charities in 2013-2014:

- Honor Flight Network, US
- "Opera SS. Medici Cosma e Damiano – Bitonto/Italy – Onlus", Italy
- Little Prince Hospice for Children, Poland
- Progeria Family Circle EUROPE, Belgium
- Sykehusbarn (Hospital Children), Norway
- Angriff auf de Seele (Attack to the Soul), Germany
- Once We Were Soldiers, United Kingdom
- HAIMA CC, Czech Republic
- Veterans Emergency Transition Services, Canada
- Alti Nokta Korle Denegi (Six Dots Blind Association), Turkey
- Estonian Paralympic; S/K Meduss, Estonia
- Ontmoetingscentrum Limburgse Veteranen (OLV) "Het Eldershoe's", The Netherlands

JFC Brunssum International Club

Survey of Non-Members and Members

Dear HQ JFC Brunssum Community Member,

The International Club serves the HQ JFC Brunssum community. Our mission is to: encourage friendship, support learning about our international community and undertake charity fundraising.

In recent years our community has changed and the needs of our community have changed. We are very interested to hear from you about how you think our Club is doing and how we might be able to improve the Club.

We are contacting you to ask you to complete a questionnaire at https://docs.google.com/forms/d/1VyrADOyVoITL_wXulJpqbsCImheZ8c6MXJkxGWLXdu0/viewform (or scan the QR code on the right).

It will take about 10 minutes to complete.



You do not need to include your name anywhere on this questionnaire. If you do not have a comment, please answer with "No Comment."

If you have questions about the questionnaire please email us at: JFCBIC@yahoo.com.

Thank you in advance for helping us make our Club and community stronger and better.

Sincerely,
The International Club Board

Thank you for taking time to complete this survey. Results will be published through the Club's Monthly Newsletter and Northern Star.

Please complete questionnaires by 1 April 2014.

If you are not a Member of the Club and would like to find out about becoming a member, please contact us at JFCBIC@yahoo.com.

Our community is made up of very talented people. The Club is always looking for volunteers e.g. as a Delegate on the Board, as a Member of the Charity Committee, as a member of the Activities Committee, as a member of the Travel Committee, or as a one-time volunteer at special events and in many other roles. If you are interested in volunteering please contact us at: JFCBIC@yahoo.com.



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Never heard of the “*ALLIED INTERNATIONAL MARCHING TEAM*” (AIMT) ???

Story by José Satory



We are HQ JFC Brunssum's marching team and we participate in the 'International Marching League (IML)' marches all over Europe. The team exists of military and civilian members and their dependants (age 16 and over) coming from all our NATO countries.

During the 2013 season we took part in events in Belgium, the UK,

Switzerland, Denmark, Luxembourg, The Netherlands, Italy and Germany. For the 2014 season even more and different countries are scheduled. Although our main goal is finishing the famous 4-day march at Nijmegen not all of us have this ambition. Nevertheless, don't be afraid to give it a try and enjoy the comradeship of your co-walkers during one or more of our training and/or weekend marches. Representing the Headquarters goes along with visiting

places you never would have dreamed of to be so beautiful, a lot of fun and socializing with people from all over the world.

Participation is challenging but also much more than marching. Previous and current members look forward to meeting you and to a wonderful new season.

Come and find out during our Start of season meeting on Wednesday 12 February next in the German Bar. We meet at 16.00 hrs and the official part starts at 16.30 hrs. All are invited to join.



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We look forward to welcome you!



Great Britain



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

I have been a regular visitor to JFC Brunssum for quite some time. From 1999 to 2002 I was posted to HQ ARRC in Monchengladbach. HQ ARRC had a formal command relationship with JFC Brunssum and I attended conferences and workshops in Brunssum. From 2002 to 2005 I was in the Joint Analysis and Lessons Learned Centre. In the summer of 2004 I acted as a liaison officer from the Joint Analysis and Lessons Learned Centre (JALLC) to JFC Brunssum as the JALLC established a presence in ISAF. From 2005 to 2012 I was in Heidelberg, first when Heidelberg was a Land Component Command (LCC) and then as a Deployable Joint Staff Element (DJSE). During this period I spent many weeks in the Van Der Falk hotel in Heerlen whilst attending academics, workshops or JOPGs in Brunssum. I always found that the senior mentors were far more helpful if you met them in the bar at the Van Der Valk than when you met them in the syndicate rooms.

I arrived in Brunssum to take up my current position as an operational analyst in the Joint Assessment Division in March 2013.

Tell us about your career.

I joined the UK Ministry of Defence as an operational analyst straight from university in 1992. The UK has a strong tradition of operational analysis that goes back prior to WWII when a special group was established help speed up the introduction of technological developments into service. (Transformation is nothing new!) The most significant example of this was the introduction of radar into the Royal Air Force which was not just a technological problem but also required procedures for the timely processing of information and issuing of orders. This is a classic operational analysis problem.

I worked at the Royal Armaments Research and Defence Establishment (RARDE) dealing with the procurement military engineering equipment primarily in the area of mobility and counter mobility. Of particular interest was the fact that the building that I worked in housed the tank that Barnes Wallis had used to test the theory of the 'bouncing bomb' that was used against the Ruhr Dams in WWII. Although this was an intellectually challenging area to work in, every study was a new research topic, it was not very rewarding. Not long after I joined RARDE my line manager retired and I asked him how many of the projects that he had worked on had come into service. He thought for a moment and then told me "One". His response did not inspire to continue working in the procurement area.

During this time I joined the Territorial Army (TA) as a Sapper in 101 Engr Regt (EOD). There was a lot of overlap between my day-to-day work and my service in the TA, which my TA instructors did not always appreciate. In 1996 I went to Bosnia-Herzegovina as an augmentee to the Operational Analysis Branch (OAB) in HQ ARRC. There I supported the J3 with some ad hoc tasks and the J5 with planning the elections and (what we would now call) Campaign Assessment. I found this a lot more rewarding than working on procurement issues so I decided to follow this path.

In 1997 I joined the Air Warfare Centre where I supported air campaign planning and discovered that the RAF stay in better hotels than the British Army. I have since found out that this is common to most nations. In 1999 I joined OAB again but this time on a permanent assignment. During my first week in the office I was asked if I had plans for the

weekend and when I said no, they said "good, you're going to Macedonia on Friday."

In 2002 I joined the Alliance as a NATO International Civilian and started work at the JALLC in Monsanto, Portugal. The first task of the JALLC was to write the NATO lessons learned policy and this was my first experience of having to deal with the strategic commands; an experience which either teaches patience or just causes frustration.

In 2005 I moved to Heidelberg. As I have already mentioned Heidelberg was an LCC and then a DJSE. The transition was another opportunity to either learn patience or just get frustrated. Whilst in Heidelberg I deployed to HQ ISAF twice. The first time was in 2007 and the second in 2010.

Due to the most recent NATO Command Structure reorganisation Heidelberg closed and I moved to JFC Brunssum in March 2013. I deployed to HQ ISAF again in the summer of 2013.

Tell us about your job and what kind of challenges you face.

My current job is to provide operational analysis support to the assessment step in the Commander's decision making cycle. This can be very rewarding because in assessing an operation you gain a broad view, and appreciation, of the activities of the different staff branches. The main challenge is to ensure that I learn patience rather than get frustrated.

What are your hobbies?

I used to play rugby but I have reached that stage where I am happier to watch it, with a pint of Guinness, than play. My other interests are current affairs, history and music.

What do you like in your job?

The way I look at it is that some people play strategy games in their spare time whereas I get to do it at work!

Can you briefly describe your country?

As a NATO International Civilian I am both British and NATO'ish. When I joined NATO I signed an oath of loyalty to NATO just as military personnel take an oath of loyalty to their nation or their head of state.

The odd thing about being British is having to explain that I am also English and I come from the United Kingdom (UK). Great Britain is comprised of three nations, England, Scotland and Wales; and the full name for the UK is the United Kingdom of Great Britain and Northern Ireland. Each of those nations has its own national identity and there is a huge variety of landscapes in a relatively small country. Just to make it more confusing the British Isles actually refers to a group of islands. The largest two are Great Britain and Ireland and several crown dependencies.

Given that NATO has changed significantly since its foundation in 1949 it is interesting to consider what being NATO'ish actually means. In my mind it means a commitment to the principles of democracy, individual liberty and the rule of law.

Your future plans?

Let's wait and see what happens in the next command structure review!

Did you know? Dutch Army Celebrates 200th Anniversary

Story by Ed Frieser

The Dutch Army celebrates its 200th Anniversary during 2014. Last year October I wrote about the 200th Anniversary of the Kingdom of the Netherlands. The article referred to the start of the celebrations with the play on 30 November of the landing at Scheveningen beach of former King William I in 1813. This landing marked the start of the new Kingdom of the Netherlands. This article tells about the 200th Anniversary of the Dutch army.

Hence, on Thursday 9 January Lt General M.C. de Kruif Commander of the Royal Netherlands Army, stated to the members of the Dutch Army: "Thursday 9 January is a very special day. Exactly 200 years ago Prince Willem Frederik, the later King Willem I, issued a special decree to commence the new Dutch army. This is considered the official founding date of the Royal Dutch Army. That is why today we start with our 200th Anniversary celebrations. A special moment, worth to commemorate...."

The Dutch Army of course already existed much longer. Its roots go back to the fight for independence during the 16th Century against the King of Spain. Prince Maurits, together with his brother Willem Lodewijk, sons of William of Orange, formed a modern, well trained and standing professional army. This modern army was a template for the rest of Europe. So consequently after 1814 this innovative approach led to the further development of a highly professional organisation.

Public Awareness

The Dutch Army will use this Anniversary to increase public awareness about the

Army. As the Army states "After all the Army belongs to all of us". Hence the Army as much as possible will let take place its work and exercises amidst the public. Subsequently, the Army Open Days during this year, will not take place at its barracks but will take place at public places. Soldiers will go into the streets of Dutch towns and villages. Personal stories will have a greater impact. The idea is to bring military as much as possible into contact with civilians. The army personnel can then explain what they do and how the army prepares itself on its main task to fight for peace and freedom. And in which way today the Netherlands proves its added value at numerous situations such as (bomb) threats, crises and contingencies. As general de Kruif also stated in his message: "Military make the difference and our personnel will continue where others have to stop. We, however, will never operate in isolation. In international missions, like in Afghanistan, the Middle-East, and in Mali, we work together with partners from other nations` and in the Netherlands we work with police, fire brigades and other civic organisations."

Youth Sports Foundation

Under the motto who celebrates will sponsor, the army will support the youth sports foundation "JeugdSportfonds". This organisation will help children who cannot afford to become a member of a sports club. The army chose this beneficiary realizing how important a healthy mind is in a healthy body. Besides the future are our children. The army will promote this organisation one year long. A fundraising dinner and auction will bring some extra money for them.

Finally may we close with the words of General de Kruif:

"You may be proud for what we stand for, you may be proud at your comrades in arms and yourself, you may be proud at your uniform."

In March & October

public concerts of the Johan Willem Friso Military Band with the motto "The human being central", 6 audiovisual portraits of "the human being behind the soldier" a tour through the soul of the organisation.

29 March

National Constitution Day

20-21 April

200 for the future.

22 April

"Talking to Soldiers". Soldiers will speak at schools.

23 April

Army days, "The army will come and meet with you". At more than 200 locations, to meet with Dutch citizens.

12-23 May

Reliable Sword, important parts of the exercise will take place in public.

23 May

Musical and theatrical performance, "the last friend of Napoleon".

28 June

Dutch Veterans Day

15-19 July

Nijmegen Four Day Marches

30 August

Maastricht activities

5 September

Commemoration Operation Market Garden

25 September

National Tattoo

29 October

Final Symposium





Where: Valkenburg, the Netherlands

Place to visit: A GoGo Valkenburg

Open: 11 a.m. - 6 p.m.

Admission: Toboggan: two rides – € 3.5;
Paintball: with 50 paintballs – € 27.50; laser tag: € 8.00.
Payment is always in cash; No card payment

Parking: paid places along the road or nearby parking

Distance: 18 km

How To Drive: Take A79 from Heerlen, Exit 4 toward Valkenburg, at the trafficlights in Valkenburg, turn left onto Reinaldstraat, 800m straight, road ends, make left onto Neerhem street, arrive at the destination in 200m.

Food & Drinks: Automat or café-petit restaurant nearby

Web address: www.agogovalkenburg.nl

Telephone: +31 (0)43 6090609

Address: Neerhem 44, 6301 CJ Valkenburg, the Netherlands

GoGo Valkenburg *Movement and Fun!*

By Valentin Poponete Photos by Sgt. Peter Szigeti

As its name says, GoGo Valkenburg is a place where everything is movement and fun. This is a place with attractions for both young and old and it's ideal for companies, schools, sports clubs and families.

A cable car takes you to a 68-meters high tower, cafe, restaurant, terrace and the toboggan slides. There you can enjoy the peace and quiet on the top of the hill and the wonderful view of Valkenburg, or you can experience the toboggan runs. Two slides with a length of 325 and 375 meters long are waiting for you to enjoy the speed. The toboggans are fully automatic and you don't need to do anything to climb to the beginning.

But A GoGo has something unique in Holland and the world: laser tag and paintball in caves.

After a 10-minute session for training and safety, armed with a laser gun and a vest, you go in the galleries looking for your opponent. The mystical smoke, the music and the disco lights make the quest even more interesting and exciting. During the 20-minute game, you can collect points by hitting your opponent team members. The smoke helps the "fighters" to see the laser beam while "shooting."

The caves are opened for laser tag every day by appointment to at least six people, but no more than 28. It is always possible that others will join your

group. But, if you want to play alone with your group you always can rent the whole arena. Always wear old cloth, because there is paint on the walls that can come off on to your cloth and might not go off in the washing machine.

Cave Paintball or "Cave-ball®" is an exciting game between two teams, having the order to eliminate each other with colored paintballs (made of gelatin, biological degradable, machine washable) fired by a special paintball gun. When such a ball hits a person he will be disqualified. The next game all players can join in again.

If you are older than 18 years and have a group of 10-40 friends, you can enjoy this great experience, as Formula 1 pilots Michael Schumacher, Ralf Schumacher and Jos Verstappen did. After a detailed explanation of game and safety rules, every participant gets an overall, a safety mask, a helmet and a paintball gun loaded with 50 paintballs.

A GoGo also organizes party for children including chairlift, laser quest sessions and toboggan runs in different combinations. But, if the children have to use the chairlift, an adult always has to join them. There are no children parties on Saturdays.

All in all, A GoGo Valkenburg is a beautiful place where the entire family can have fun and enjoy life.





Win Tickets for GoGo Valkenburg

- We have 5x2 tickets
- In order to win the tickets, please answer the following question:
- **How long does a game of laser tag last?**
- Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 26 February 2014
- 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 Open-Air Museum in Bokrijk

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

Tickets won by:

Marleen Stevens

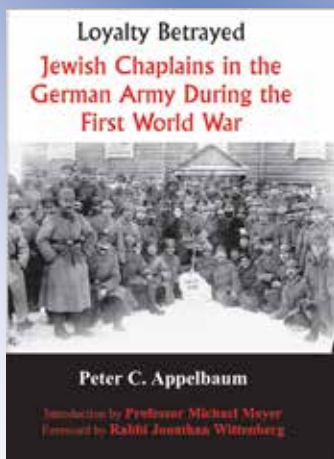
Thomas De Leeuw J8

Gerit Jan Franke

Eugenijus Masiulus, OR 7 LTU ARMY

Johnny Stegen, Adjudant-majoor (OR-9) BEL A

Book Review



Loyalty Betrayed: *Jewish Chaplains in the German Army During the First World War*

By Peter C Appelbaum

Around 30 Jewish chaplains served with honor and distinction in the German army during World War I, providing spiritual care for about 100,000 Jewish, as well as non-Jewish, soldiers, and also Jewish refugees made homeless by the Tsarist army. This is the first book in English detailing the writings of these Jewish chaplains, and it includes original translations of memoirs and diaries, annotated with historical, religious, and literary notes. In spite of their loyal service between 1918 and 1941, all of these rabbis died or were driven out of Germany, and at least 4 were murdered during the Holocaust.

Loyalty Betrayed provides a balanced view of the situation of Jews in the German army on the Western, Eastern, and Balkan Fronts, providing a glimpse into the vanished world of Eastern European Judaism.

Peter Appelbaum MD, PhD has authored and co-authored over 1,000 scientific articles and presentations to scientific audiences world-wide during his career as a clinical microbiologist and antibiotic researcher. The first description of an outbreak of clinical infections caused by drug-resistant *Streptococcus pneumoniae* came from his laboratory in 1977, and he has authored seminal work on many other aspects of bacterial drug-resistance, including vancomycin non-susceptible *Staphylococcus aureus*.

His interest in German and other languages as well as modern Jewish history led to his research on the lives and experiences of the 100,000 Jewish soldiers in the German army during World War I. Loyalty Betrayed is the first volume to be published from this work.

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¹ the former Yugoslav Republic of Macedonia. Turkey recognizes the Republic of Macedonia with its constitutional name.

Ecolog International Deutschland GmbH

In der Steele 14
D-40599 Düsseldorf
Germany

Phone : + 49 (0) 211 688 750 0
Fax : + 49 (0) 211 688 750 199
info@ecolog-international.com
www.ecolog-international.com