



NORTHERN STAR

MAGAZINE FOR HQ JFC BRUNSSUM - JUNE 2019



NATO 70 YEARS

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THIS MONTH'S FOCUS: NATO 70 YEARS

- JFC BRUNSSUM CHANGE OF COMMAND CEREMONY
- EFP: INTEROPERABILITY BETWEEN FRENCH AND BRITISH SOLDIERS
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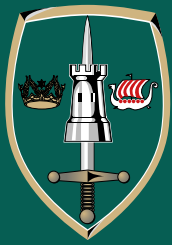
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MAGAZINE FOR HQ JFC BRUNSSUM

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ABOUT THE COVER

NATO has reached its 70th anniversary in much the same state that has marked virtually every year of its existence. To commentators and pundits on the outside, the Alliance seems to be in constant crisis and each new form of crisis is seen to be finally the terminal one. On the contrary, to those working on the inside, NATO has never seemed in more robust shape: engaged in more places than ever before, churning out initiatives at a faster pace than ever and in ever-longer Summit declarations. Now that the Alliance is firmly back in its most indispensable mission of collective defence, its future would seem to be more secure than in a long time.



COLOPHON

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FAREWELL

BY GENERAL RICCARDO MARCHIÒ

It is with a mixture of sadness and enthusiasm that I write my final piece for the Northern Star. Sadness because 31 May 2019 is the day I will hand over command of this outstanding headquarters to General Erhard Bühler, bringing to an end my 45-year military career. Also sadness because turning over command means that I will have to step away from the family that I have here in 'Team Brunssum'. However, I also look forward with enthusiasm at the prospects and freedom the next chapter of life as a retired General will bring. As I look back over the last 15 months that I was fortunate enough to spend here in Brunssum and my career as a whole, several thoughts come to me and I would like to share them with you.

NATO's mission in Afghanistan has been a long and difficult one and it still has some way to go. However, I do see some reasons for optimism. The past 15 months saw the first ceasefire with the Taliban, the first serious political settlement talks and Afghanistan executed and secured its own election for the first time. Underpinning all of these efforts are the military efforts of NATO, our partners and the Afghan Security Forces. NATO's Train, Advise and Assist efforts have helped to shape a far more capable and independent Afghan Security Force. Furthermore, Joint Force Command Brunssum's production of the biannual review of the RESOLUTE SUPPORT

mission was a vital element of NATO's situational awareness of the status of that mission. We should be proud of what we have achieved and recognise the important role that our headquarters has played in supporting and enabling the operational commander in theatre. I pay tribute to our brave soldiers, sailors, airmen and women and civilians for their hard work and sacrifice in and for Afghanistan.

Throughout most of my tenure much of the headquarters was fully engaged with the revision of NATO's Advanced Military Plans. In order to produce a more comprehensive product, the headquarters skilfully managed to bring together all the key entities from the relevant nations, NATO Command Structure, NATO Force Structure, enhanced Forward Presence (eFP) Host, Framework and Troop Contributing Nations and NATO Force Integration Units. This was a monumental effort and the products we produced greatly improved our ability to defend our nations if the need should ever arise.

In 2018, we were given the lead as the joint component of the enhanced NATO Response Force. I look back on this duty with pride because, through a series of exercises and conferences, I saw our headquarters build a cohesive NATO Response Force that was capable of operating together in order to safeguard the interests of our

Alliance. Two particular highlights of that duty were the BRILLIANT JOUST and BRILLIANT JUMP exercises. These two exercises were the main training events for the enhanced NATO Response Force and they proved that Joint Forces Command Brunssum and the entirety of the enhanced 2018 NATO Response Force were prepared to rapidly respond to any crisis or adversary that threatened the security of NATO.

NATO's eFP Battle Groups are the largest reinforcement of NATO's collective defence in a generation and are the physical manifestation of the Alliance's commitment to defend the sovereignty of ALL NATO nations. I had the privilege to watch and participate with the staff in developing NATO's eFP Battle Groups' future tasks and purpose. Furthermore, we worked tirelessly with the Host, Framework and Troop Contributing Nations to integrate the Battle Groups into the Host nation brigades, improve readiness, interoperability and eFP's ability to train far beyond what it was when stood up just a few years ago.

2018 and 2019 saw tremendous changes for NATO and I can proudly say that Brunssum was at the forefront of that change. Through NATO Command Structure Adaptation, Joint Force Command Brunssum revised and improved its structure to meet today's security challenges. The adaptation we are



"Just as collective defence is at the heart of the Alliance and creates a spirit of solidarity and cohesion among its member nations, common identity and purpose unites the personnel here in 'Team Brunssum' to accomplish seemingly insurmountable tasks"

in the process of undertaking will improve Brunssum's integration and interoperability with the NATO Force Structure (NFS), a group of Allied national and multinational forces. When complete, this revision will allow us, in time of crisis, to more efficiently lead a joint force to safeguard the freedom and security of all of our nations.

Looking forward, I see that Brunssum's efforts to continue to adapt and change will remain a constant. This may seem disruptive but it is absolutely necessary if we are to remain prepared to successfully confront today's security challenges. The next few years will likely witness significant change in Afghanistan and to the RESOLUTE SUPPORT mission itself as the peace negotiations mature and the Afghan Security Forces take on an increasingly more independent role. At the end of those changes, we hope that Afghanistan will be a stable partner and a secure nation that will never again be a safe haven for terrorists. The NATO Response Force will continue to evolve and our role will adjust with it. I sense a more challenging and larger scale training and exercise programme on the horizon for both Joint Force Command Brunssum and our paired NATO Force Structure NRF units. We will likely continue to revise our plans and the enhanced Forward Presence concept to deter threats on NATO peripheries. I know

that changes like these can be challenging but as I leave, I recommend that you all embrace the adaptation and look for opportunities to improve our headquarters along the way.

During my time in command, I have been fortunate to witness and be a part of the Brunssum community. I had the honour to stand side by side with leaders from our host community on several occasions. 52 years ago, the Brunssum community welcomed us into their restaurants, shops, schools and neighbourhoods. For that, we are eternally grateful. It is fitting that we have begun, and will continue to celebrate, NATO's 70th anniversary together with the local community. This offers us the opportunity to celebrate both 70 years of NATO and, at the same time, celebrate the strong bond between NATO's Joint Force Command Brunssum and our hosts here in Brunssum, Limburg and the Netherlands. Thank you for your outstanding support and friendship through the years.

That brings me to a reflection on a few things that I have learned here in Brunssum and throughout my career. Just as collective defence is at the heart of the Alliance and creates a spirit of solidarity and cohesion among its member nations, common identity and purpose unites the personnel here in 'Team Brunssum' to accomplish seemingly

insurmountable tasks. Whilst working in any international environment does not come without its challenges, I have found it to be intensely rewarding being a member of the Brunssum family both professionally, through exposure to new ideas and ways of thinking, but also personally, as I have learned about many new cultures, places and people. A great assignment is not always about where you serve or what you do, it is about the people with whom you serve. I could not have wished to serve with a finer group of servicemen, service-women and civilians than those with whom I served here in Brunssum. You are truly brave, hardworking and fine diplomatic representatives for each of your nations.

So, to you all, whether military, civilian or the families who support our headquarters personnel, I want to thank you for the hard work you have done and the sacrifices that you have made in support of the great endeavour with which Joint Force Command Brunssum has been charged. It has been the honour of my life to serve as your commander. I ask you to give the same outstanding support your new commander, General Bühler, as you have given to me. I wish you all the very best for the remainder of your time in Brunssum and for your future careers. Stronger together!

Lieutenant General Riccardo Marchiò



JFC BRUNSSUM CHANGE OF COMMAND CEREMONY



STORY BY TWAN THIMISTER, JFCBS PAO

Friday 31st May 2019 marked General Riccardo Marchiò's last day as Commander Joint Force Command Brunssum and the first day of command for General Erhard Bühler.

After 44 years of service in the Italian Armed Forces, General Marchiò will retire and return to Italy to spend more time with his wife Laura, his children and his grandchildren.

Sunshine and good company characterised the Change of Command Ceremony. Staff of JFC Brunssum (JFCBS), friends, delegates from local government & institutions, and family members were all present to see General Marchiò formally hand over command to General Bühler. The ceremony commenced with a military parade and flag bearers representing all NATO nations. Shortly after, General Tod Wolters (SACEUR), General Marchiò and General Bühler arrived. General Marchiò then gave his speech. He highlighted the importance of JFCBS to the security of northern Europe, the immediate challenges that lay ahead, his reflections on the last year but, most importantly, thanked his staff for their hard work during his time as their Commander. Following General Marchiò's speech, General Wolters took to the podium. In his remarks he thanked General Marchiò for his dedication to NATO and wished him and his wife, Laura, all the best for the next chapter of their lives.



Next the JFCBS flag, which symbolises command, was formally handed by General Marchiò to General Wolters who passed it to General Bühler. This small but symbolic act marked the transition of command.

General Bühler was then provided the opportunity to address the assembly. Inter alia, he said: *"In my eyes you (General Marchiò) have done an outstanding job as Commander of Allied Joint force Command Brunssum (...), I am honoured to accept your legacy as a gift but also as a challenge."*

When the ceremony was complete it was time for General Marchiò to leave in style. Joining the Bersaglieri Italian Army Band, who are famous for running and playing their instruments at the same time, to escort him, he joyfully ran past those assembled and departed the parade area.



INTERVIEW OF GENERAL ERHARD BÜHLER NEW COMMANDER AT JFC BRUNSSUM

General Bühler, today, on the 31st of May, you became the 20th Commander of JFCBS. What are your first impressions and feelings?

“I am deeply honoured to have been selected by my national authorities to become the commander of this important NATO Headquarters in Brunssum, which has contributed to the success of our great alliance for more than 50 years.

The Headquarter and its staff has impressed me already, surly also a result of General Marchio's outstanding job as the Commander of this Headquarters. I am honoured to accept this legacy as a gift but also as a challenge, a challenge to even move further!”

How did you prepare yourself for this new job?

As you know JFCBS is one of the two operational-level Joint Headquarters in the NATO Command Structure (NCS), directly responsible to NATO's Supreme Allied Headquarters Europe (SHAPE), Mons/Belgium. It is also the “out of theatre Headquarters” for NATO's Resolute Support (RS) Mission in Afghanistan and in perpetual stand-by for the lead of NATO Response Force (NRF).

Subsequently I used my preparation time to meet future fellow commanders and their Headquarters, like HQ RS and CENTCOM in the U.S. just to name two. But I also travelled to the last big NATO NRF-Certification exercise Trident Juncture, both to the Live Exercise part with deployed troops in Norway and to the Command Post Exercise in Naples to get a better understanding sense of this exercise cycle as we prepare right now our next certification exercise in Brunssum.

What are the main challenges and priorities for JFCBS in the near future?

First and foremost the maintenance of Brunssum's very good Team Spirit – and let me stress that, this includes recognition of partners & families!



Second is the personal challenge for me as the Commander always to be clear, precise and transparent with Information, Direction & Guidance. Especially within the construct of a multinational headquarters this is of utmost importance to me.

What are your operational priorities for the Headquarters?

I strongly believe that we need to strengthen the supporting role of our out-of-theatre operational-level headquarters to the Resolute Support mission in Afghanistan as well as the operational-level input to the emerging NATO Military Strategy. Concepts & Plans need to be driven by the effects we intend to achieve and this I need to communicate up and down the chain of command.

We also need to maintain our high readiness here in the HQ Staff, therefore planning and execution of Training & Exercises at the operational level aimed at achieving concrete and realistic objectives are indispensable.

You have been the Commander of the JWC in Stavanger from June 2013 to September 2014. In which way is experience helpful for you now?

Multinational working environments are prosperous and beneficial, but to enable a smooth and frictionless working environment you need to know about the many particularities coming with that.

Having now assumed my third NATO command I am confident to be well prepared for that executive function.



BIOGRAPHY OF GENERAL ERHARD BÜHLER

General Erhard Bühler assumed command of Allied Joint Force Command Brunssum on 31st May, 2019. He is one of two operational-level commanders in the NATO Command Structure, reports directly to the Supreme Allied Commander Europe, and is primarily responsible for the security of the Alliance in northern Europe.

Previously, General Bühler served as the Director Defence Plans and Policy and Head of the Directorate General for Planning in the German Federal Ministry of Defence, in Berlin. In this position, he adapted the German Armed Forces to the changing security environment and introduced their new concept as well as their new capability profile. Concurrently, he served as Chairman of the European Defence Agency's Steering Board for Capability Directors from 2016 to 2018.

General Bühler has held command positions at all levels up to the level of Division Commander. No stranger to NATO he was the Commander of KFOR from September 2010 to September 2011 and commanded NATO's Joint Warfare Centre, in Norway, from June 2013 to September 2014.

After joining the Armed Forces in 1976, General Bühler completed his basic officer training and obtained a diploma of Mechanical Engineering at the Helmut Schmidt University of the German Armed Forces in Hamburg, in 1981. From 1988 to 1990, he attended the Command and General Staff Course of the Federal Armed Forces Command and General Staff College, in Hamburg. Three years later, in 1993, he successfully graduated from the Command and General Staff Course of the US Army Command and General Staff College, in Fort Leavenworth, USA.

Subsequently, General Bühler served as G3 Operations and later as Branch Head G3 at Corps level, followed by several positions in the German Federal Ministry of Defence as Branch Head for Concepts and Army Development from 2001 to 2002, Senior Military Assistant to the Minister of Defence from 2001 to 2003 and Director Joint Operations Staff between 2006 and 2009.

General Bühler is married to Suzana Bühler and has one son.



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HOW NATO AND ITS MILITARY COMMAND STRUCTURE EVOLVED



BY ED FRIESER, FORMER SECTION HEAD COMMUNITY RELATIONS AND INTERNAL INFORMATION AT JFC HQ BRUNSSUM

At the request of the Public Affairs Office I wrote this article to present a reflection on NATO's 70th Anniversary. A perspective based on my personal experiences obtained in more than 32 years of having been a NATO Civilian in this headquarters. In 1979 on 3 December I arrived in Headquarters Allied Forces Central Europe, HQ AFCENT, in Brunssum. At that time a NATO Major Military Headquarters as part of Allied Command Europe, ACE, with regional responsibilities in Central Europe. It was facing a massive build up of Warsaw Pact forces in Eastern Europe and the former Soviet Union. Amassed into echelons in the vast depth of the Eastern European and Soviet Union geographical area that could be activated at very short notice, the Cold War at its peak.

The AFCENT area of responsibility stretched from the Elbe River in Northern Germany to the Swiss- and Austrian Alps in the south. In the east bordered by the, what Sir Winston Churchill once called, the Iron Curtain. It separated East and Western Europe. Berlin, symbol of the free west, was located

in the middle of East Germany split into two halves by the Berlin Wall. In the AFCENT area of responsibility a lesser massive build up of approximately 300,000 soldiers and their equipment that could be reinforced relatively quickly to a level of nearly 780,000 soldiers. Allied Forces were on a high alert status, but had little depth in its terrain. Reinforcements also had to be brought in from the United States' Third US Corps with its material stored in depots in the Netherlands like the one here in Brunssum, nowadays called the NATO Industrial Complex. The headquarters' Code of Arms showed the Tower of Charlemagne on a green base with a sword inside this tower. Around the shield a motto: "In Scelus Exsurgo Sceleris Discrimina Purgo" or "I shall fight against the wrong and purge all traces of evil". In December 1979 a military intervention took place of the former Soviet Union in Afghanistan. It was a serious incident that shocked the world. That was the scenario of confrontation when I arrived in 1979. Remarkably enough exactly 25 years later I found myself deployed in 2004 in Kabul, Afghanistan as a media-analyst in the PIO Office for Commander ISAF, Lt. General Hillier, Canadian Forces.

Focus

Most of the military staff spend a few years in the headquarters and often don't see the final result of their contribution in this headquarters. But when you have worked in this international environment as a NATO Civilian, over a period of more than 32 years, you were fortunate to experience how the headquarters' focus, role and structure changed. In the seventies and eighties we had a Bi-directional focus. Looking East West. We assessed East West military capabilities, made operational plans, and tested these plans regularly. Today this headquarters works with an Omni-directional focus. I started my work in the Public Information Office, PIO, as a Briefing Officer and Community Relations Officer. My first office was situated in the former building, which once housed the dentist and doctor of the Hendrik Mine. The PIO including its briefing room was located outside the restricted area, which made sense; hence we were able to host visitor groups that had to be briefed and gave easy access to journalists visiting PIO. This building had to be demolished to make way for a new road system. One of my first activities was to get acquainted with the local com-

Who would have thought that in the first decades of its existence NATO was going to operate in many parts of the world, whilst originally set up as a political-military organisation to only be prepared and execute a possible article 5 mission.

munity. I do remember that one of the first requests for a visit to the headquarters came from former Brunssum Alderman Smeets. He wanted to bring in a group of former miners to our premises. Many former mine buildings were still in tact at that time and these miners wanted to see what NATO had made of 'their' Hendrik Mine since its arrival in 1966 and official inauguration on 1 June 1967.

The Eighties

In 1979, intense debates about the rational of the deployment of Cruise Missiles and Pershing IIs in Europe, in a reaction to the deployment of Soviet SS20's, characterized the beginning of the eighties. Also the introduction of the 'Backfire' long distance bomber, and other land based systems, were reason for grave concern. NATO's subsequent decisions to activate Airbase Geilenkirchen to house the E3A Component of NATO's AWACS aircraft and the NATO Twin Track Decision in December 1979, deployment and negotiations at the same time, caused massive protests in Europe and the Netherlands in particular. It led to heavy protests at the gates of HQ AF-CENT. These protests dictated the many discussions PIO had with numerous audiences in those years, including the media. The role of NATO and our headquarters was not very clear to many people. The neutron bomb, introduced by the United States under the Presidency of President Reagan, and the growing

concern about the Soviet military power were topics that had to be explained to the public. PIO therefore had an extensive outreach and briefing programme for which I was responsible together with a German Lieutenant Colonel. We explained NATO's and HQ AF-CENT's structure and policy, as well as NATO's grave concern over the growing gap between the Soviet Union's- and NATO's military capabilities. As the Commander in Chief Allied Forces Central Europe, CINCENT, General Dr. Ferdinand von Senger und Etterlin in those years frequently warned: "...the gap is widening ..." at the same time looking worried and making a gesture with his fingers like opening a pair of scissors.

Briefing programme

The regular Command Post Exercises, CPX's, we did in the static war headquarters in Birkenfeld, Germany, showed the complexity to defend ourselves against a possible attack of massive Warsaw Pact forces, especially, with little preparation time and considering the lack of depth in Central Europe. These CPX's exercises often ended with a big question mark. Not so important though, because we exercised processes. The ambiguous outcome though of a (nuclear) war and that our societies' should remain free, based on the principle of Flexible Response Strategy in which nuclear arms were an important deterrence element, was felt as a 'contradiction

in terminis'. This worried many citizens and politicians. It was a challenge to explain the public how deterrence worked, as part of the Flexible Response Strategy, an armed freedom. Many Dutch groupings and Limburg citizens in particular visited the headquarters, partly to find out what the work of this headquarters was, partly to satisfy their curiosity how this former mining complex had changed into a NATO Major Military Headquarters. Together with the German briefing officer we briefed some 8,000 visitors annually, an intense PI-briefing programme.

End of the Cold War

Following the revolt in East Germany in November 1989, the Berlin wall came down. East and West Germany were reunified into a single German state on 3 October 1990. And East and West came to a more normalised relationship. An end came to the Cold War. NATO opened up and several of our former adversaries became full NATO Members. Many believed that this was also the end of NATO. But I can still recall the heavily ill NATO Secretary General Dr. Manfred Wörner who addressed the staff in the Alliance theatre. He cautioned the headquarters staff that no doubt should exist whether NATO would survive. At the same time he gave the staff the focus it needed to work on a new post Cold War military structure. Shortly after he passed away.





NATO opening up in the nineties

NATO continued opening up. Not only allowing former Warsaw Pact Allies full membership, but it also started the Partnership for Peace Programme (PfP) for other nations to strengthen their relationship with NATO. Also our headquarters started a Military Cooperation Programme under the umbrella of the PfP programme. The first seminar for Cooperation Partners' Public Relations specialists took place from 27-29 September 1994, welcoming PIO's from the Czech Republic, Hungary and Poland. NATO and consequently our headquarters, continued to gradually develop its focus from a regional- to an Omni-directional focus. The changed geo-military and political situation led to a new NATO Command Structure. In 1993 after the completion of NATO's new Military Command Structure the area north of the Elbe, including Denmark and the Baltic Approaches, suddenly became a responsibility for Headquarters AFCENT. And for the first time Danish Officers and NCO's were part of the Headquarters' Military staff composition. HQ AFNORTH in Kolsaas, Norway closed on the morning of 30 June 1994. The HQ that replaced it, HQ Allied Forces Northwestern Europe (AFNORTHWEST), located at RAF High Wycombe in the United Kingdom, was activated in the afternoon of 30 June 1994. For AFCENT important changes were introduced. Although many believed that all the changes would eventually lead to the end of NATO and HQ AFCENT's presence in Brunssum. CINCENT, General Helge Hansen, urged to explain to the media that there was enough reason to believe that NATO and hence HQ AFCENT was still needed to focus on other important military conflicts at the borders of NATO's territory, such as in former Yugoslavia. Furthermore the implementation of military staff of new Eastern European States in NATO and HQ AFCENT were at the horizon. After 5 years of United Nations' peace support

efforts in the Balkans, NATO was requested to execute 11 military paragraphs of the Dayton Agreement. NATO led the deployment of the Implementation Forces, IFOR, troops, and started to stabilize the Balkans. It was a new mission for NATO, for the first time operating outside its own territory, but still at its periphery. The mission was given to the colleagues in RHQ AFSOUTH in Naples. But in December 1995 when the first IFOR troops were deployed, I was temporarily stationed at SHAPE PIO to give an extra hand to the SHAPE media operations section.

Important Changes

On 2 December 1997 the NATO Council decided that NATO wanted to reduce the number of military headquarters from 68 to 25 and Allied Command Europe will create two Regional Commands instead of three. Regional Command North and Regional Command South and a new Regional Command North had to be formed in Brunssum. To further meet the changing security environment in Europe AFCENT headquarters developed the so-called Combined Joint Task Force (CJTF) Principle including a modular mobile headquarters concept. The first trial Allied Effort 1997 took place in November 1997 in Camp Trauen, Munster, Germany. I remember that CINCENT General Dieter Stöckmann at that time needed a video to visualize and demonstrate the principle of a CJTF Headquarters. I drafted the synopsis for the film 'Allied Effort 1997' and with support of the late Mr. Richard van Nijnatten of NATO C3 Agency in the Hague, the video was produced. The video became a success and received a Certificate for Creative Excellence (category: Politics, Government) at the International Film Festival in Chicago. Moreover it made clear the principal and set up of a CJTF Headquarters to be deployed within 7 days. In 1999, ten years after the fall of the Iron Curtain, the first three former Warsaw Pact Allies, the Czech Republic, Hungary and Poland finally became a full

member of NATO. The headquarters started an accession and integration process to facilitate the arrival of the first assigned Eastern European military to our headquarters. The first Eastern European officer that arrived was Major Gabor Marko, Hungarian Air Force. The official headquarters' accession flag-ceremony took place on 12 March 1999. It was an honour to be the master of ceremony for this memorable event. New uniforms and nationalities soon entered the streets of South Limburg and Brunssum. NATO's PIO's drastically changed their information policy. From that moment we explained the policy of cooperation instead of confrontation. In September 1999 Chief of Staff retired but late Lt. General Remco Seijn met with the first Russian General Officers inside the headquarters who were given an update on the headquarters mission and developments.

The years 2000

Another drastic change in the Military Command Structure took place.

When AFNORTHWEST in High Wycombe was disestablished on 3 March 2000, that same day AFCENT headquarters became Regional Headquarters Allied Forces Northern Europe, RHQ AFNORTH, including the area of responsibility of the disestablished command AFNORTHWEST. The official inauguration took place that same day at the car park of the former Officers' Club nowadays the International Conference Centre. Its Code of Arms changed into a new design and no motto was shown on this Code of Arms. Its new area of responsibility now also stretched into the North Sea and Channel Zone for the first time Maritime units became part of AFCENT's responsibilities with naval military personnel for the first time in its history implemented in the staff. This change was marked later in that year with the first and also last Open House at Hendrik Camp on 16 September 2000, which attracted some 15,000 people despite the pouring rain!

ISAF

And then on 11 September 2001, unexpectedly, terrorists hit the Twin Towers of the World Trade Centre in New York with hijacked civil aircraft. We were with minimal manning in the headquarters' PIO Office. The Chief PIO, Col Simon Doughty, UK Army, liaised with the Command Group, one US

officer, Major Paul Karnaze liaised with the Combined Joint Operations Centre, CJOC, and I handled the Dutch media who were appearing rapidly at the main gate. The Commander in Chief Allied Forces North Europe, CINCNORTH, General Sir Jack Deverell, the first and last British Commander of our headquarters was briefed daily. I briefed the Command Group on the media situation. After three days the NATO Council chaired by the Secretary General Lord Robertson decided to invoke article 5 for the first time in NATO's history. "An attack against one will be considered an attack against all...". During the morning media update I wondered: "What does invoking article 5 actually mean for our headquarters?" It was not completely clear. General Sir Jack Deverell directed that an 'Enhanced Operational Focus' working group should be formed to assess our future role. One and a half year later in 2003 NATO received the UN Security Council request to start and lead the International Security Assistance Force, ISAF, and set up a multi-national headquarters in Kabul, Afghanistan. The staff had to adapt its focus again. In January 2004, following intense pre-deployment training in Germany, I was sent, as one of the few and first NATO Civilians from RHQ AFNORTH, into the ISAF Headquarters. My job was to provide Commander ISAF Lt General Rick J. Hillier, Canadian Army, a weekly media assessment and produce a monthly troop magazine the ISAF Mirror.

NRF

Simultaneously, NATO announced the principle of the NATO Response Force (NRF) in November 2002 at the Prague Summit. On the one hand the staff had to man the headquarters in Kabul to take over from the Heidelberg HQ's staff, and run ISAF V. Simultaneously it had to take the lead of the NRF in its initial phase. Busy times. In March 2003 the official NRF-inauguration ceremony took place at RHQ AFNORTH. Initial Operational Capability was demonstrated in September 2003 with a live demo for the international media in Doganbey, Turkey, organised by our staff under the lead of SHAPE. My role was to organise a huge backdrop in the field, to allow a field press conference for SA-CEUR General Jones and CINCNORTH, General Sir Jack Deverell. In June / July 2006 the first live NRF test Steadfast Jaguar with some

6000 soldiers took place on the Cape Verde Islands. It was organised by the RHQ AFNORTH Headquarters' staff. As NATO Civilian in the PIO branch I remained in the headquarters as part of the 'reach back' capability.

EBAO

On 1 July 2004 again a new NATO Military Command Structure was accepted with a worldwide focus. AFNORTH ceased to exist and Allied Joint Force Command (JFC) Headquarters Brunssum assumed command. In 2008 the headquarters started to implement the Effect Based Approach to Operations (EBAO), a philosophy and concept to plan and conduct operations. A well-planned internal communication effort was necessary to familiarise the staff. However a few years later the headquarters had to be reorganised again, as part of a NATO wide Military Command Structure review. In 2012 the headquarters returned to the J-structure and changed its name to Headquarters Allied Joint Force Command (HQ JFC) Brunssum.

New Missions

On 1 January 2012 I went on early retirement looking back on well over three decades of interesting NATO years. The life of a NATO Civilian in this military environment has been exciting and intense. It never had a dull moment. Of course NATO continues to evolve and was confronted with new challenges. And as you can read on the NATO website, NATO in the meantime really has become a crisis management instrument executing a wide range of military operations and missions. UN Security Council resolutions should form the framework within which NATO operates. New JFC Headquarters missions appeared and were taken up. The tension in the new member states at the Baltic region rose, and following Russia's illegal military intervention in the Ukraine in 2014, the NATO Air Policing Mission was boosted to detect, track and identify violations and infringements of its airspace. The staffs of JFC Headquarters are fully engaged in the Enhanced Forward Presence in Eastern Europe. The Resolute Support Mission succeeded ISAF in December 2014 to continue its presence in Afghanistan. In 2018 a NATO Training Mission (NTM-I) was set up in Iraq, to help develop the Iraqi



security forces, its defence and security institutions and its national defence academies. And the same counts for Kosovo where 4000 allied- and partner troops work together in Kosovo Force (KFOR). In the Mediterranean Operation Sea Guardian succeeded Operation Active Endeavour in 2016, and provides maritime security operations tasks to create maritime situational awareness, counter-terrorism at sea and support to capacity building. The Alliance also supports the African Union (AU) Mission in Somalia (AMISOM) where it provides air- and sealift for AU peacekeepers on the African continent.

In Conclusion

Hopefully this article provided you some historical insight, accompanied with a personal touch. It clearly shows that NATO is very much alive and involved in missions that should protect and safeguard our civilised societies. Who would have thought that in the first decades of its existence NATO was going to operate in many parts of the world, whilst originally set up as a political-military organisation to only be prepared and execute a possible article 5 mission. Today it is very much focussed on both article 5 as well as non-article 5 missions that are certainly not without risks. This article should therefore also pay tribute to the many former colleagues, military and civilian alike, which similarly contributed to the changes of NATO and subsequently the headquarters' role. We should also not forget to remember those that paid the price of freedom with their lives, the ultimate sacrifice. NATO during these 70 years has demonstrated that is an important instrument in crisis management and is still very much necessary to provide peace and stability. And this headquarters played an important role in this process of change and adaptation. I proudly served 32 years of those 70 years in NATO and this headquarters. It is hoped that this headquarters will continue to prove its relevance for the years to come, preferably in Brunssum.



NATO AT 70: AN OPPORTUNITY TO RECALIBRATE

Story by Dr Jamie Shea

Dr Jamie Shea was a member of the NATO International Staff for 38 years. He is currently the Professor of Strategy and Security at the University of Exeter and a Senior Fellow at Friends of Europe.



The Alliance is refocusing on its core mission of collective defence. Pictured flag bearers representing Albania, Canada, Italy, Latvia, Poland, Slovenia and Spain mark the establishment of their new battlegroup in Latvia, on 19 June 2017. It is part of NATO's enhanced forward presence, which aims to deter a resurgent and aggressive Russia. Photo: Corporal Colin Thompson, Imagery Technician, Joint Task Force – Europe.

NATO has reached its 70th anniversary in much the same state that has marked virtually every year of its existence. To commentators and pundits on the outside, the Alliance seems to be in constant crisis and each new form of crisis is seen to be finally the terminal one. On the contrary, to those working on the inside, NATO has never seemed in more robust shape: engaged in more places than ever before, churning out initiatives at a faster pace than ever and in ever-longer Summit declarations. Now that the Alliance is firmly back in its most indispensable mission of collective defence, its future would seem to be more secure than in a long time.

This dichotomy will undoubtedly produce a debate that will be reminiscent of the ones that NATO experienced when it marked its 40th, 50th and 60th anniversaries. There will be those who play up the factors that divide, while others stress the factors that unite. Some will analyse

the global strategic trends and argue that the Atlantic is becoming wider and that the days when Europe could rely on North America for its defence are over. Others will see the deteriorating international security situation and the rise of the illiberal authoritarians as reasons

for the transatlantic partners to pull together, as they represent a diminishing slice of world population and economic power. Some will believe that NATO is the victim of history and of the strains pulling on multilateralism and the rules-based international order. Others will see in the Alliance a precious bulwark against these disruptive forces and a guarantee that the liberal democracies can still emerge the winners.

The daily picture of a NATO that is deploying new forces in its eastern member states, holding major exercises, combating cyber threats and terrorism, conducting training and capacity-building missions in places like Afghanistan and Iraq, and welcoming new members into its ranks will stand in baffling contrast to a political and academic rhetoric that presents NATO as obsolete and Allies as a drain on resources for little return. In short, the optimists will not see the need for the Alliance's reform, while the pessimists will not deem it possible. As so often in the past, it will come down to a choice between actions and words, and what most determines NATO's credibility in the long run. If the glass is



equally half full and half empty, then both sides are right and we are no further forward.

Yet to repeat this somewhat sterile discussion on the occasion of NATO's 70th anniversary would be a lost opportunity – perhaps even a historic mistake. Because to claim that all is well or not well with NATO is to distort reality and to miss the point.

Yes indeed, the Alliance is not faring so badly when we consider the criticisms and doubts affecting so many of the other institutional pillars of the post-war international order. Finding good news stories about NATO is not difficult, and the frustrations of the last two NATO summits belie an impressive record of concrete achievements. Taken together they show just how committed to NATO its 29 members still are – in cash, capabilities and troops as well as speeches.

But without lapsing into facile crisis constructs, we also need to face up to the fact that the Alliance is today operating in the most complicated security environment in its history. It is facing a more diverse spectrum of threats than ever before. Certainly, these may not be as existential as the threat of nuclear holocaust during the Cold War but they are nonetheless severe and, if not mastered, could end the liberal democratic societies and individual freedoms that the citizens of NATO countries today take for granted.

The 21st century is the century of turbulence with great power competition; rising military spending and readiness to threaten or use force; rapid and far-reaching technological innovation, which is putting greater disruptive and destructive capability into the hands of more bad actors; and hybrid campaigns to divide and destabilise western societies, and gain leverage over their political and economic systems. More than before, the Allies are being challenged from within and without their borders and from multiple directions at the same time. Death by a thousand cuts may not sound as bad as sudden death but the result is still the same.

CHALLENGES ON ALL FRONTS

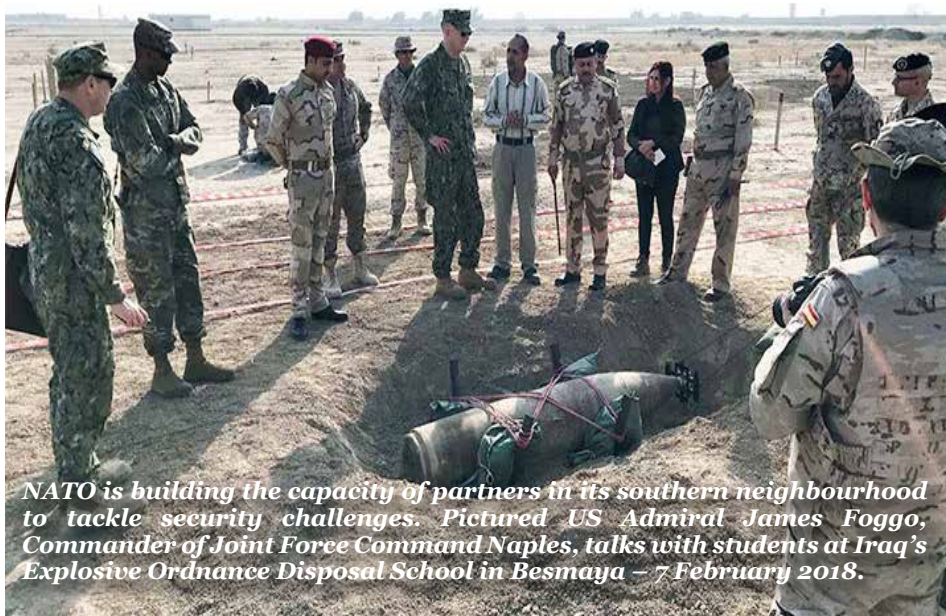
For most of the past decades, NATO had the relative luxury of dealing with one challenge in one place at any given time. It marked its 40th anniversary focused entirely on the changes affecting the Soviet Union; its 50th anniversary was in the midst of the Kosovo air campaign; and its 60th anniversary was dominated by discussions over troop surges in Afghanistan. But

this time it is different. NATO is reaching 70 when it has to tackle not one but three strategic fronts, not only diverse geographically but also in terms of the type of threats they pose and the responses they require.

In the East, a resurgent and aggressive Russia has made NATO's eastern Allies nervous and requires the Alliance, after a nearly 30-year gap, to be able to deter, defend against and defeat a peer adversary with modernised forces, abundant war-fighting experience and high-tech weaponry.

establish deterrence against provocations such as cyber or chemical attacks, which fall below the threshold for Article 5 (NATO's collective defence clause), could embolden adversaries to make territorial demands as well. Equally, allowing those adversaries to quash human rights and to sow corruption and poor governance in the South – all in the name of re-establishing “order” – could encourage them to try the same tactics in the Alliance's eastern neighbourhood.

So, for the first time in its seven decades, NATO has to deter and defend against the



NATO is building the capacity of partners in its southern neighbourhood to tackle security challenges. Pictured US Admiral James Foggo, Commander of Joint Force Command Naples, talks with students at Iraq's Explosive Ordnance Disposal School in Besmaya – 7 February 2018.

In the South, fragile states are vulnerable to extremism, militias and criminal gangs, which pose a range of security headaches ranging from terrorist attacks to humanitarian crises and uncontrolled migration. These require local knowledge, development and long-term capacity-building partnerships with multiple actors.

On the home front, we see the polarisation of many western societies as they struggle to control the dependencies created by globalisation. Moreover, all-embracing technologies have given malicious actors a new hybrid toolkit to either wreak havoc or to assert influence.

These challenges affect Allies in different combinations and come from different sources. But all Allies expect NATO to be equally attentive to their individual concerns and to provide answers. What is unique, therefore, about the situation NATO finds itself in today is that it risks becoming unmanageable. One danger is strategic overload. Another is that poorly managed crises on the home front or a failure to

enemy within as well as without. As we saw after the 9/11 terrorist attacks against the United States, from now on, Article 5 could well apply more to threats against transport, power infrastructure, space communications, pipelines, IT networks and civilians sitting on park benches than to tanks crossing borders. Solidarity will no longer be a rare requirement waiting for a military attack that is potentially catastrophic but extremely unlikely. Rather, it will be an almost daily necessity in response to provocations that are not existential but which civilised societies cannot allow to go unchallenged.

This is fundamentally new and the most pressing issue that Allied leaders need to debate, if they wish NATO to have a future at least as long as its past. Instead of preparing for one kind of attack, how does the Alliance make its member states (and some key partner countries too) fully resilient and able to respond effectively to the 21st century's pattern of hyper-interference and ubiquitous competition?



In 2014, Allies made cyber defence a core part of collective defence, declaring that a cyber attack could lead to the invocation of the collective defence clause (Article 5) of NATO's founding treaty.

This is not to imply that the topics which dominate NATO's current political agenda are not important. Burden-sharing is at the centre of US President Donald Trump's view of the utility of the Alliance to the United States and any future US Administration, whether Republican or Democrat, is likely to insist on it too. The speech given by Secretary of Defence Robert M. Gates in Brussels in 2011 came from a Democrat Administration and – in its sharpness and sense of urgency about European capability gaps – prefigured the Republican Trump half a decade before the latter entered the White House.

The United States' share of the burden of collective defence or, more recently, non-Article 5 operations beyond NATO's territory has always been disproportionate and unfair. Prolonged European dependence on the United States was one major reason why some US Senators wanted to limit the lifespan of the NATO Treaty to just ten years, when it came up for ratification in 1949. The Europeans have constantly promised to rectify the discrepancy through a host of burden-sharing and offset initiatives, and failed to do so. As Europe became richer and aspired to be treated as an equal actor on the global scene, its inability or unwillingness to provide for its own defence became ever more incomprehensible.

So, rather than resent the current return of the burden-sharing debate, Europeans should perhaps congratulate themselves on their good fortune that Canada and the United States have been willing to underwrite Europe's defence in peacetime for longer than any of NATO's founding fathers would have thought possible – or desirable. Simply put, Europeans need to increase their defence budgets to two per cent of GDP; not because the United States demands this as a precondition for sustaining NATO but because Europeans are living in an increasingly rough neighbourhood with multiple threats. In these circumstances, two per cent will give Europeans the capabilities required so that they do

not need to make hard choices between deterring Russia or fighting extremists in the Sahel; or fielding high readiness divisions over developing more robust cyber defences and researching the emerging technology areas of artificial intelligence, robotics and hypersonic rockets.

Now that the Defence Investment Pledge, agreed at the 2014 NATO Summit in Wales, has halted the decline in defence spending and led to real increases, the Allies clearly have to maintain this effort. But they also need to develop a narrative that explains the link between money, capability and security. Headline figures can seem somewhat arbitrary. An extra 100 billion dollars by 2020 is a lot of money but NATO also needs to show the public what this means in terms of actual improvements in equipment, readiness and training, and focus more on the national success stories.

Capabilities that address threats such as cyber, military interference with vital space assets, terrorism, border security, data manipula-

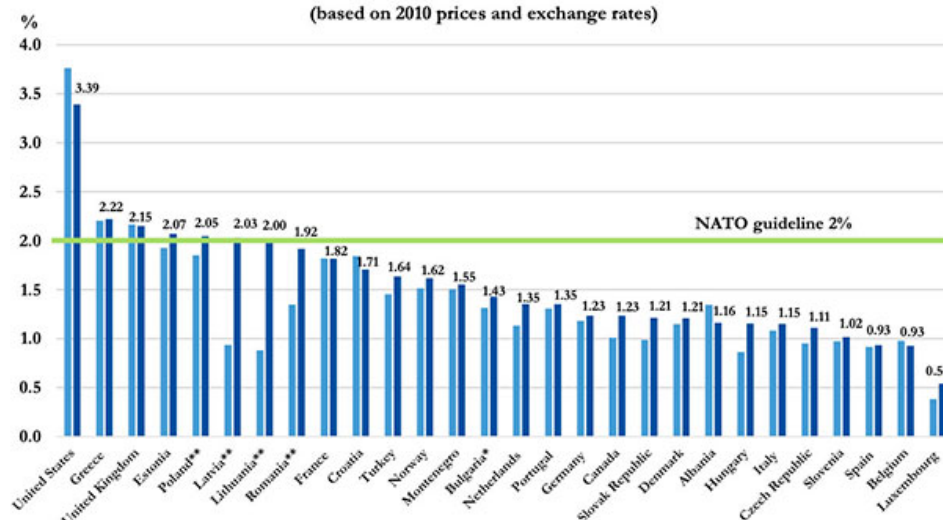
tion, the protection of critical infrastructure and crucial supply chains, and humanitarian crises engendered by extreme weather events may resonate more with the public than traditional hard military items such as tanks and artillery. This argues for NATO's defence planners to take a broad view of capability requirements. The two per cent should be a target for the European Union as well as for NATO. Because if the United States were one day to turn its back on NATO or limit its engagement only to territorial collective defence vis-à-vis Russia, two per cent would be the minimum for European Strategic Autonomy to have any meaning. Consequently the Defence Investment Pledge needs to move progressively from an effort largely driven by the United States to one that Europeans demand of each other.

This said, the function of NATO is not primarily to be about fairness. Equal benefits for equal contributions. Outputs – the benefits gained from being an Ally – will always be more significant than inputs. What counts is that individual inputs maximise collective impact. The diversity of Allies (big and small, with different assets and networks of influence) means that they will always contribute in different ways.

The role of NATO must be to incentivise activity and find ways to combine different contributions for maximum strategic effect. This is more effective than formulating standardised contributions, which could make NATO too strong in certain domains and too weak in others. As NATO tackles 21st century challenges, a broad and diverse spectrum of different assets, skills, knowledge and capabilities will arguably be the Alliance's comparative advantage over its adversaries. Russia with its largely military power and strategy based on intimidation is a case in point. But it will not be enough to

Graph 3 : Defence expenditure as a share of GDP (%)

(based on 2010 prices and exchange rates)



The Defence Investment Pledge, agreed in 2014, has halted the decline in defence spending and led to real increases. In 2018, seven Allies reached the two per cent defence spending guideline, up from three in 2014. © NATO

acquire diverse assets – NATO's challenge is to learn how to use them.

It is in this connection that I see four areas where the Alliance needs to raise its game.

SCANNING THE RISK HORIZON

The first is the need for more discussion among Allies on the trends and events shaping the future of security.

China, for instance, will have a massively greater impact on international relations in the 21st century than Russia – and in very different ways. It is already pulling ahead in the defining technologies of artificial intelligence and bioengineering as well as in 5G connectivity, which will drive the Internet of Things. It is increasing its investments in Africa, Europe and the Middle East, and sending more of its troops to United Nations peacekeeping operations. Already, as Allies discuss the wisdom of allowing Huawei into their future IT networks, they see that China could divide them while Russia generally tends to unite them.

Army and the civilian leadership.

Apart from China, other key issues need to be on the Alliance's agenda more systematically. For instance, while NATO is developing a space policy, the Alliance still has not declared space as a domain or looked seriously at its growing dependency on space assets for navigation, timing, tracking and targeting. Yet 58 nations have now put satellites in orbit and most space-enabled services, which NATO is dependent upon, are dual use (civil/commercial and military). The growth of missile defence, hypersonic missiles, drones and data processing, not to mention early warning capabilities and cyber security, will make space ever more contested. Satellites will be more vulnerable to manipulation, disruption and destruction, and the outcome of conflict will increasingly depend on who makes best use of space. This is the reason why the United States has recently stood up a Space Force and is planning for a Space Command.

Other issues deserving more attention are Russia's role and influence beyond Europe, especially in Africa and the Middle East, and the emerging role of actors such

Kashmir shows just how quickly events can spin out of control and have global security implications. NATO needs to think how it can better align its situational awareness and consultation machinery with the fast-moving and unpredictable security environment. It cannot be perceived as an organisation dealing narrowly with a limited set of issues and only in its immediate neighbourhood.

DETECTING HYBRID THREATS

The second area where the Alliance needs to raise its game is deterrence against threats below the Article 5 threshold. Hybrid warfare is complex because the dividing line between legal and illegal activity is a fine one. Where do normal business transactions become hostile state interference? How can we prevent adversaries from using against us the technology we ourselves have invented? Some commentators have declared that deterrence cannot work against hybrid threats because they are multifaceted and simply exacerbate the polarisation and divisions that are already so prevalent in our societies.

Certainly, there is no easy and immediate fix to deterrence in the hybrid domain, such as the acquisition of a nuclear weapon to neutralise an opponent's nuclear capability. Indeed, deterrence by denial or depriving the adversary of the fruits of aggression through resilience and speedy recovery is the starting point. Yet the response to the Russia-sponsored chemical attacks in Salisbury one year ago showed the range of other measures that can be taken. The perpetrators were named and shamed through the disclosure of intelligence material; there was a coordinated expulsion of a large number of Russian diplomats; NATO and the European Union pulled together and both organisations initiated a review of their preparedness and response assets against chemical and biological attacks.

In sum, deterrence can be gradually built up against hybrid campaigns by credible attribution of the source; naming and shaming; proportionate responses that do not escalate but show that hybrid attacks will be consistently answered and in a collective and united way. It is also essential to identify and plug vulnerabilities in NATO's spectrum of critical infrastructure in both the physical and virtual domains. These responses will contain an element of trial and error, as the Alliance sees what works best in inducing an adversary to think again. They will also necessitate the development of a playbook of measures – both existing and new – and learning how to apply them in targeted ways, whether against states or the proxies they employ.

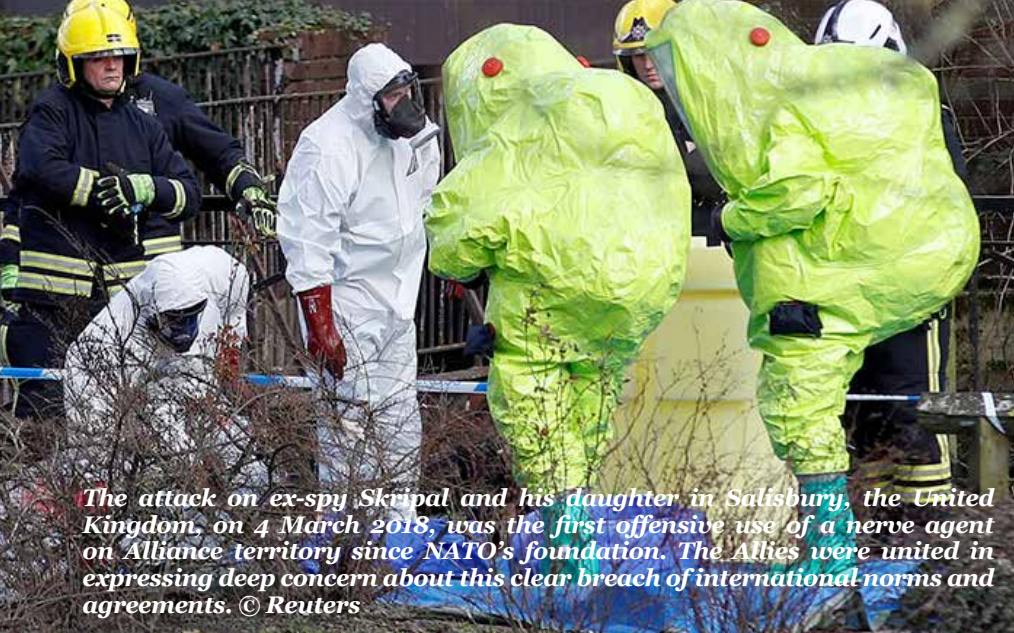


NATO Deputy Secretary General Rose Gottemoeller participates in the Xiangshan Forum, during a session on Artificial Intelligence and the Conduct of Warfare, in Beijing, China – 25 October 2018.

As the Chinese model will be the main competitor to liberal democracy, a key question will be how the Allies handle the rise of China. It is not a question of seeing China as the next military threat but how best to understand it and engage it. Perhaps the time has come to create a NATO-China Council or at least a regular strategic dialogue. Past cooperation on countering piracy together in the Gulf of Aden or helping the United Nations and African Union with capacity building show the potential of NATO-China relations. For a starter, NATO should appoint a senior diplomat or official to focus on China and develop the network of contacts with the People's Liberation

Army, as India, Iran and Saudi Arabia. But it is not only traditional states with traditional capabilities that are transforming the nature of security. Equally important questions to address include: How will the decisions of big tech companies shape and control the future of the Internet and social interaction? How will ISIS/Daesh regroup and define a new business model post-Caliphate? Or how is organised crime undermining governance and fuelling corruption?

NATO cannot rely on infrequent ministerial meetings or occasional briefings from national diplomats passing through Brussels. A recent crisis like that between India and Pakistan in



The attack on ex-spy Skripal and his daughter in Salisbury, the United Kingdom, on 4 March 2018, was the first offensive use of a nerve agent on Alliance territory since NATO's foundation. The Allies were united in expressing deep concern about this clear breach of international norms and agreements. © Reuters

Crucially, NATO will need to develop a culture of permanent responsiveness, reliable intelligence and the ability to take lots of small decisions regularly and early, rather than big decisions rarely and late. But to the extent that NATO can operate more effectively at the sub-Article 5 level, it is less likely to have to face contingencies above that threshold in the future.

REBUILDING PARTNERSHIPS

The third area that the Alliance needs to pay more attention to is partnerships. One of NATO's biggest success stories, since the end of the Cold War, has been to induce

around 40 other countries to form structured partnerships with it. These have been based on mutual benefit. Partners have contributed troops to NATO-led operations, while having access to a multinational forum to exchange views and develop practical cooperation on shared security concerns. Partnering with Allies has made their own role in international security more substantive. Interoperability has been as much intellectual as military and practical. Partners have been attracted to the Atlantic Alliance as a community of democracies, while strengthening NATO's legitimacy in the United Nations and the wider world. In short, a win-win outcome. But this is now in danger of being

lost as the Alliance's priorities shift and the focus swings back to collective defence.

Bright hopes were once invested in the Euro-Atlantic Partnership Council. Now, consultation is ad hoc and other partnership frameworks, such as the Mediterranean Dialogue or the Istanbul Cooperation Initiative, need re-energising and a greater sense of purpose. Beyond a limited number of individual partnerships, such as with Sweden and Finland, NATO has not articulated an overall vision for partnership. Yet, in a world where multilateralism is under threat, this network is a precious asset and needs to be revived before it atrophies.

One answer is to take up the debate on norms where partnership was acquiring a reasonable track record, for instance, in finding common ground on advancing the women, peace and security agenda, the role of private security companies, and the protection of civilians and combatting trafficking. The current security environment badly needs new norms on challenges like cyber, autonomous weapons systems, social media and GPS interference and space satellites, to name but a few. NATO is not necessarily the place where norms should be formally negotiated but it can be a useful forum for separating the good ideas from the bad, building consensus and convening the players, including non-governmental organisations and the private sector, around the same table.



At its height, the NATO-led International Security Assistance Force (2003-2014) was more than 130,000 strong with troops from 50 NATO and partner nations. Partner support continues for the follow-on Resolute Support Mission.

At a time when so much of NATO's image is bound up with ever higher defence budgets and more high-end military capabilities, rebuilding partnerships can help reassure our publics that the Alliance has a political and not exclusively military approach to security.

ENCOURAGING EUROPEAN DEFENCE

Finally, the Alliance needs to get to grips with the issue of European defence. From the very beginning of NATO, a fault line has run through the Alliance as to whether it should encourage or discourage a specifically European (and now EU) defence identity.

In the early 1950s, US Secretary of State John Foster Dulles threatened the Europeans with "an agonising reappraisal" if they did not create more European (and especially German) divisions. The result was the European Defence Community (EDC), which failed in the French National Assembly in August 1954.

Over 60 years later, the debate on whether there should be a European Army or a European Strategic Autonomy continues unabated. Some want the greater European capabilities without the separate institutions; others, the institutions without worrying too much about the extra capabilities. At one moment, the case is made that a European defence construct is needed as a hedge against US disengagement. At another moment, it is seen as a way to strengthen the Alliance and the transatlantic partnership by overcoming the fragmentation of European defence budgets and pro-

curement programmes, and producing more bang for the euro through more cooperative programmes.

For many decades, this effort has been stymied by the inconsistent attitude of the United States (do we support it and, if so, under what conditions?) and divisions among the Europeans themselves (can we develop a common culture when it comes to the use of force and how can this effort serve all of us, rather than the individual agendas of one or two key EU member states?).

But today we are at a critical juncture. The European Union has launched a series of initiatives that are the most far-reaching since the demise of the EDC and which put structures and resources behind the aspirations. We have Permanent Structured Cooperation (PESCO) with 34 multinational projects; a European Defence Fund with an initial capitalisation of 13.5 billion euros; and a European Intervention Initiative to foster a common strategic culture on power projection and mission planning. French President Emmanuel Macron has proposed a European Security Council and the consolidation of the European Union's defence and technology industrial base. Yet, we also have Brexit and the challenge of keeping the United Kingdom as a key Ally firmly embedded in European defence across the whole spectrum, from intelligence and police cooperation to combat brigades.

Consequently, the task for NATO is how to encourage but help steer these European initiatives. Of course, unnecessary duplication should be avoided. But the priority must be

to relieve the pressure on the United States by enabling the Europeans to take on collective defence missions at the high end within the NATO framework; better support stabilisation in Africa and the Middle East; define the scope of EU solidarity in responding to events like cyber and terrorist attacks or natural disasters (articles 42.7 and 222 of the Lisbon Treaty); and spend defence euros to greater effect through the integration of effort and more investments in cutting-edge technology.

Essentially, NATO will need to hammer out a new transatlantic bargain: one in which the United States accepts the reality of EU defence integration and ceases to see it as a competitor or threat to NATO; and one in which the EU countries deliver on their capability promises and pursue their efforts in a way that strengthens NATO's overall capacity to address the challenges to the East and South as well as hybrid threats. For this, the European Union will need to be generous towards the non-EU Allies on the basis of close association in return for significant contributions to these efforts. EU defence aspirations will not go away but neither will NATO. It is the task of this generation of political leaders to finally bring them together.

The 70th anniversary of the Alliance will produce plenty of pieces on NATO's past achievements and many messages of esteem and commitment. That is all to the good. Yet, the anniversary is also the opportunity for some political recalibration that can make the Alliance successful for the next seven decades. It is an opportunity that should not be missed.



Attending the EU Defence Ministers meeting in Romania on 30 January 2019, NATO Secretary General Jens Stoltenberg declares "For NATO it's a good thing that Europe, the European Union do more together when it comes to defence, because we believe that can develop new capabilities, increase defence spending and also address the fragmentation of the European defence industry."



B-52 AIRCRAFT CONDUCT TRAINING FLIGHTS TO EUROPE



United States Air Force B-52 Stratofortress aircraft conducted training flights in Europe as a clear and visible demonstration of U.S. commitment to regional security and transatlantic unity. The bombers operated from Royal Air Force Base Fairford in support of National Home Defense Forces. The missions have been closely coordinated with allies and partners in the region.

The B-52s took part in NATO exercises all over Europe. The deployment of these aircraft underlines the transatlantic bond and unity. NATO is strengthening its defense in response to a changed security environment, to deter from conflict, not to provoke one. NATO remains open to periodic, focused and meaningful dialogue. NATO exercises are designed to demonstrably support the deterrence of any potential adversary.

An example for an exercise were B-52 training flights which were conducted with the NATO Enhanced Forward Presence Battle Group in Lithuania. NATO has enhanced its presence in the eastern part of the Alliance, with four multinational battle groups in Estonia, Latvia, Lithuania and Poland. These battle groups, led by the United Kingdom, Canada, Germany and the United States respectively, are multinational and combat-ready, demonstrating the strength of the transatlantic bond. Their presence makes clear that an attack on one Ally will be considered an attack on the whole Alliance. NATO's battle groups form part of the biggest reinforcement of NATO's collective defence in a generation.

CRIMSON LEGIONNAIRE VALIDATES INTEROPERABILITY BETWEEN FRENCH AND BRITISH SOLDIERS



STORY BY COLONEL THIERRY FUSALBA (FRA-ARMY),
EFP BG ESTONIA - LYNX 7

Within the framework of the CRIMSON LEGIONNAIRE exercise French and British soldiers put their technical and tactical know-how in common.

CRIMSON LEGIONNAIRE, a phase of focus on interoperability took place at the Central training area from the 4th to the 6th of June 2019.

The exercise named TORNADO was commanded by lieutenant-colonel Angus Tilney, battalion commanding officer of the King's Royal Hussars and commander of the eFP Estonia Battle Group. On this occasion, British reconnaissance elements were inserted into the French grouping. TORNADO marks the end of a FR-UK integration procedure that began as soon the grouping deployed to Estonia. Orders, procedures and terminology and especially language varying between the two armies, a necessary timescale was needed in order to guarantee the success of the exercise.

The scenario was realistic: the French soldiers were tasked to take control of a set of houses held by the enemy in the framework of a defensive manoeuvre. In order to test interoperability on all levels, various incidents were injected into the exercise in order to slow the progression towards the key objectives: outages, minefields, artillery strikes...etc.

In conclusion, TORNADO was extremely positive because it allowed the commanders to validate their joint tactical procedures and it allowed the soldiers to show their ability to adapt at all times. All this happened under the watchful eye of our Estonian allies who are looking forward to work with the whole Battle Group during exercise HUNT at the end of JUNE.



NATO PARTNERSHIP WITH UZBEKISTAN

Partnership
UZBEKISTAN

BY LIEUTENANT-COLONEL JANSSEN (BELGIAN ARMY), JFCBS/J9 MILITARY PARTNERSHIP.

The Republic of Uzbekistan (UZB) is one of the major states in the Central Asian region and since 1994 member of the Partnership for Peace (PfP) framework with NATO. It is one of the 16 partner nations to NATO, which fall under the responsibility of JFCBS and over the last 2 years, 7 Expert Team Visits (ETVs) on following topics were conducted by JFCBS: OPP, NCO Leadership, PsyOps/InfoOps and General NATO Overview.

This year a CIMIC and EPP ETV were already executed and a General NATO Overview ETV for the UZB Students at the Military Academy in Tashkent is planned for Oct 2019.

The MC D&G (MCM-0039-2018, dated 20 April 2018) indicated the corresponding areas (in order of priority) for dialogue, consultation and cooperation:

- Ensure appropriate elements of the Uzbekistan Armed Forces (UZB AF) are operationally capable and interoperable with NATO forces and structures;
- Assist the UZB AF to reform, transform and modernize their defence structures and capabilities;
- Enhance national public information capability with respect to military cooperation and dialogue.

Uzbekistan is open to various cooperation formats if they work in its favor and does not require taking one or another side. Given the relative importance of Central Asia to NATO in the near and mid-term future (potential transit lines out of AFG), efforts have been made to continue the NATO/UZB partnership at the current level.

This is the time when the existing partnership programmes could well serve for wider NATO-UZB cooperation.

JFCBS is going to conduct three MTTs in 2019:

ACO.4041.6 – CIMIC ETV (11-15.02);

ACO.3925.10 – Exercise Planning Process in NATO (15-22.03);

ACO.3927.8 – General NATO Overview (21-25.10).

Uzbekistan has 21 seats at 11 courses in 2019.

Four MTTs are offered for 2020 (according to the Partnership Goals)



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EXERCISE PLANNING PROCESS ETV VISIT TO AZERBAIJAN

From 04 to 08 March 2019, a team from NATO Joint Force Command Brunssum conducted an Expert Team Visit to the Military Academy in Baku, Azerbaijan, on the subject of the NATO operational-level Exercise Planning Process

Over three days the team, comprising Lieutenant Colonel Nils Hodneland, Commander Oliver Vanek (Training and Exercise Division), and Captain Pol Rakower (Military Partnership Branch), provided a variety of briefings. The audience of approximately 20 personnel included senior officers from the Republic of Azerbaijan Armed Forces.



BRUNSSUM CONDUCTS EXPERT TEAM VISIT TO BELARUS

In accordance with the schedule of agreed activities developed between NATO and Belarus for 2019 (the Individual Partnership & Cooperation Programme) a small team from JFC Brunssum deployed to Minsk 01-05 April. Their task was to deliver a tailored package of briefings that, together, served to provide a comprehensive overview of the Alliance's history, evolution, values and continued relevance in a week that coincidentally celebrated the 70th anniversary of NATO.

The team comprised: Lieutenant Colonel Hunot; Lieutenant Commander Ward; Major Gomel; Captain Rakower; and Mr Mellor.



BRUNSSUM CONDUCTS TRAINING IN ARMENIA

From 30 April to 02 May 2019, a team from JFC Brunssum (JFCBS) conducted an Expert Team Visit (ETV) to the Military Police Headquarters in Yerevan, Armenia, on the subject of Civil-Military Cooperation (CIMIC) in NATO.

The programme included classroom discussions and syndicate work, based on a CIMIC scenario, for the benefit of the 15 officers, NCOs and privates from the Armenian Military Police.



EXERCISE PLANNING TEAM VISITS UZBEKISTAN

From 18 to 22 March a team from JFC Brunssum (JFCBS) conducted an Expert Team Visit (ETV) to Tashkent, Uzbekistan, on the subject of the Exercise Planning in NATO.

Over three days the team, comprising Lieutenant Colonel Leszek Bojarski and Lieutenant Colonel Grzegorz Remiszewski (both from the JFC Brunssum Training and Exercise Branch), and Lieutenant Commander Michelle Ward (from the HQ Military Partnership Branch), provided a variety of briefings. Topics briefed and discussed included the development of Training Objectives, how to develop a timeline and considerations to be taken into account when developing a scenario.



BRUNSSUM CONDUCTS LOGISTICS COURSE IN GEORGIA

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

Over three days the team, comprising Major Michel Saeys and Major Olivier Vivot (both from the JFC Brunssum Logistics Branch), and Lieutenant Commander Michelle Ward (from the HQ Military Partnership Branch), provided a variety of briefings. The audience of approximately 16 personnel included expert Logistics officers from various branches of the Georgian Armed Forces. Topics briefed and discussed included Logistics doctrine, Host Nation Support, and Logistics Support to Operational Planning, which was used as the basis for well received and executed syndicate work.



BRUNSSUM CONDUCTS OPERATIONAL ASSESSMENT VISIT TO UKRAINE

A team from JFC Brunssum (JFCBS) conducted an Expert Team Visit (ETV) to Kyiv, Ukraine, from May 5 to 9, on the subject of Operational Assessment as conducted in NATO.

Over three days the team, comprising Mr. Stuart Smith (one of JFC Brunssum's Operational Analysts who did a commendable job when he found himself as the only Subject Matter Expert able to travel), and Lieutenant Commander Michelle Ward (from the HQ Military Partnership Branch), provided a variety of briefings to an audience of approximately 40 personnel that included mainly senior officers from across the Ukrainian Armed Forces.

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THE ACO MILITARY MEMBER OF THE YEAR IS FROM JFCBS

STORY BY TWAN THIMISTER, JFCBS PAO

Out of all the nominations from SHAPE and its subordinate headquarters, OR-6 Brunelle from Joint Force Command Brunssum was the only European and female Non Commissioned Officer to receive the Military Members of the Year (MMOY) award from the former SACEUR (General Curtis M. Scaparrotti). This award was in recognition of her outstanding performance and professional excellence which contributed significantly to the success of the Alliance's operations.

Military Member of the Year awards are awarded to personnel who have performed to an outstanding level whilst working for NATO. Four categories of personnel are considered: 1: OR 1-5; 2: OR 6-7; 3: OR 8-9; 4: OF 1-2. Her nomination for the award as an OR-6 came out of the blue, as she did not have any clue that this type of recognition existed. She was both delighted and surprised to hear that she had earned this award for the work she did for NATO. Her proactive attitude towards work and the fact that she is placed on a post higher than her rank, made the difference she thinks.

When asked what it meant for her on a personal level she explained that she was extremely honoured to have been thanked by SACEUR personally and to be chosen out of all nominees. The recognition and appreciation for all the work she has done were very important to her. When asked about one of her hardest challenges in NATO she highlighted an NCO course she did as an instructor and the hard work it took to prepare everything before she went on the stage. As someone who is not comfortable with large audiences she states: "It was one of my most important learning moments".

When talking about her future plans and challenges, a very determined Brunelle said: "work for NATO everywhere, motivate others and become an inspiration for people." One of the things that she is very determined in is to remain an NCO for the future. Why? "Because as an experienced NCO said once, an NCO is like a conductor in an orchestra, he or she has to know everything; it is the guide to effective results, if you don't have a good conductor, all you will be experiencing is an unregulated and uncoordinated band of people playing some instruments." NCOs have to be aware of everything and know all the processes in and out in order to get effective results, or create wonderful music.

The work she does in NATO is very meaningful for her. Everyone works together. One could compare it to a wheel, if the spokes from your wheel would be removed one by one you would notice that the wheel would not be as safe and structured as they are removed. That is what makes her feel great about her work; everyone has a function here in NATO. If you remove one person from the wheel, the wheel



would become unstable and insecure. Everyone is working towards the same goal, which is what keeps the wheel that is NATO, moving forward.

She feels proud to serve France within NATO; the flag on the side of her arm really means something; it is important to her. The people are what make her enjoy her work so much, not a day goes by without her learning

something new and feeling inspired. There is so much to learn from each other as everyone within the HQ has different backgrounds, experiences and views. We are all different but we work towards the same goal. Everyone is different but we all have one same objective. "That is why working in NATO is so great" Brunelle said.

February - May 2019



It is with deep regret to inform you that Mr. Ben Pol passed away on 29 May 2019, in Brunssum, The Netherlands,

Ben recently retired on 31 December 2018 after more than 33 years of service and will always be remembered by his friends and NATO work colleagues at the NCI Agency as a kind and caring person.

Ben started his career in NATO in September 1985 as Hardware/PCB Repair Technician designing, building and repairing circuit cards for CIS equipment. He loved to design, create, refurbish and build ancillary items to improve the NATO communications systems. He eventually transitioned to a Technician (Electronic Systems Ops & Maintenance).

We express our deepest condolences to his entire family.

Ben's funeral will take place on Wednesday 5 June at 12:30, at the Crematorium in Heerlen.



Sadly we announce the untimely passing of our colleague, Mr Alun Morgan (aged 64) on 4 April 2019. He has been working as a carpenter at the Base Support Group. Alun joined NATO in 1990 when he started with the Repair Squadron in the Logistics Depot of the Central Region Signal Group (now called NCIA CSSC). The CRSG was located in the former EMMA Mine in Hoensbroek. After the move of the CRSG to Hendrik Camp in Brunssum, Alun transferred in 1999 to the Base Support Group

where he continued as a Local Wage Rate carpenter/craftsman. We will remember Alun as a very skilled employee and a valued, prominent colleague who always had a good story to tell. He will be deeply missed in our team. We wish his wife Irene and family the strength to overcome this loss.



A military parade and musical serenade was held at the Hendriks Barracks in Brunssum to bid farewell to Major General Walter Ohm (Deu Army), who was not only departing from his position as Deputy Chief of Staff Support (in JFCBS), but also being retired after his last assignment to NATO. Many distinguished guests, both active service and retired, honoured the event with their presence.

"This is a special day to me," stated a visibly moved Major General Ohm, "the last day of active duty of my entire career and my last day as DCOS Support of that wonderful Headquarters here in Brunssum."



Warrant Officer Emile van den Elshout, Chairman of the Roermond Branch of 'De Wapenbroeders', moderated a thoughtful and moving act of remembrance at the Roermond Old Cemetery Chapel, Sunday 28 April.

A procession was conducted visiting all the war graves at the cemetery. These include allied Soldiers, Dutch military and Dutch resistance personnel. Next to each grave a soldier was positioned to honour the fallen.



Allied Joint Force Command Brunssum (JFCBS) hosted an indoor soccer tournament with 13 teams from JFCBS and other NATO agencies. The event was organised by the JFCBS Gym staff.

In the final match the JOC team demonstrated their superior talent and won with a phenomenal 4:1 victory against the team from Norway and Spain.

Thanks to the success of the event, Commander Base Support Group announced that the JFCBS Indoor Soccer tournament will be taking place again next year.



VISITS AND ACTIVITIES

March - May 2019



FEB 25, 2019

Maintaining Readiness for 2020

Allied Headquarters Joint Force Command Brunssum (JFCBS) will be the NATO Response Force (NRF) Standby Command in 2020 and preparation starts now. This week JFCBS is hosting the so-called "Academics" for HQs staff and those from nominated supporting commands: these serials lay the ground for Exercise Trident Jupiter 2019 (TRJU19) which aims to certify JFCBS for its NRF 2020 role. An essential part of the Academics is the Key-Leader-Training (KLT). The combination of Academics and KLT provide an integral and practical approach to prepare the staff for TRJU19.

This week's activities will provide a platform to share knowledge, generate common Situational Awareness & understanding, and establish a working structure/framework for the exercise. In turn, this generates a strong foundation for TRJU19 and ensures that the exercise nurtures the maximum possible learning benefit to all participants.



MAR 8, 2019

International Women's Day 2019 at JFCBS

Allied Headquarters Joint Force Command Brunssum (JFCBS) hosted a series of events today to highlight the 2019 International Women's Day. JFCBS is very much focused on gender equality and equal rights for women, but also on diversity and the empowerment of women, fully supporting NATO's overall comprehensive security approach which includes all perspectives and points of view. The series of events held at the HQs today stressed the role and importance of women to NATO and, in particular, to JFCBS.



MAR 11, 2019

NATO Military Committee Chairman visits JFC Brunssum

Air Chief Marshal Sir Stuart Peach, Chairman of the NATO Military Committee, visited JFCBS Brunssum Friday 8th March to engage with the Headquarters' Command Team. High on the agenda was the support JFC Brunssum provides to the Resolute Support mission, in Afghanistan, and the continued development of enhanced Forward Presence (eFP) joint capabilities, deployed to deter threats to the Alliance and its member states on NATO's north-eastern flank.



MAR 27, 2019

Brunssum Civilian Staff Association General Meeting

Tuesday 26th March the Brunssum Civilian Staff Association (BCSA) held its 2019 Annual General Meeting in the Alliance Theatre. A range of topics were discussed including: latest developments in the Confederation of NATO Civilian Staff Committees; the status of discussions designed to improve extant pension schemes; significant issues bubbling within the Human Resources portfolio; and the tax implications for NATO Civilians planning to retire in the Netherlands (for this section colleagues from NAPMA joined).



APR 16, 2019

JFC Brunssum Hosts Security Force Assistance Round-Table

On 10 April 2019 Headquarters Allied Joint Force Command Brunssum (JFCBS) hosted the first NATO Security Force Assistance (SFA) round-table at the operational level with the participation of representatives from NATO Headquarters, Joint Force Command Naples (JFCNP), NATO Rapid Deployable Corps Italy (NRDC-ITA), NATO Mission Iraq (NMI), Air Component Command (ACC), Multi-National CIMIC Group Headquarters (MNCG HQ), Joint Center for International Security Force Assistance (JCISFA), Dutch Army representatives, the NATO SFA Centre of Excellence (COE) and JFCBS Divisions, including the Royal Netherlands Marechaussee.

This new SFA roundtable helped to expand the SFA community and gave the participants a unique opportunity to discuss common topics related to SFA, such as standardization of terms and procedures, training, and educational activities.



APR 26, 2019

King's Day Reception 2019

On the evening of Thursday 25 April the Netherlands contingent of JFC Brunssum hosted their annual King's Day (KDR19) celebrations in the headquarters' International Conference Centre. This year's theme was to emphasize the traditional Orange colour related to our Royal Family.

In summary, the Ball was a great success that has already attracted a myriad of thankful and congratulatory comments. Many thanks to the JFC Brunssum Netherlands contingent for, once again, staging such a generous, thoughtful and delightful event.



MAY 1, 2019

On Wednesday 1 st of May, Commander of Joint Force Command

Brunssum (JFCBS), General Riccardo Marchiò, received a gift in the form of a painting from the Mayor of Brunssum, Gerd Leers, to celebrate NATO's 70 th anniversary. The painting commemorates the friendly relationship between JFCBS and the city of Brunssum.

The painting presented to General Marchiò from Mayor Leers is a digital reproduction by Ron Slangen of an original mural by Bert van Reymersdal in 1946, which is located in the mine shafts under the base of the JFCBS Headquarters. The mural depicts miners at work - cautioning young miners in training to act with safety in mind and to work professionally.



MAY 4, 2019

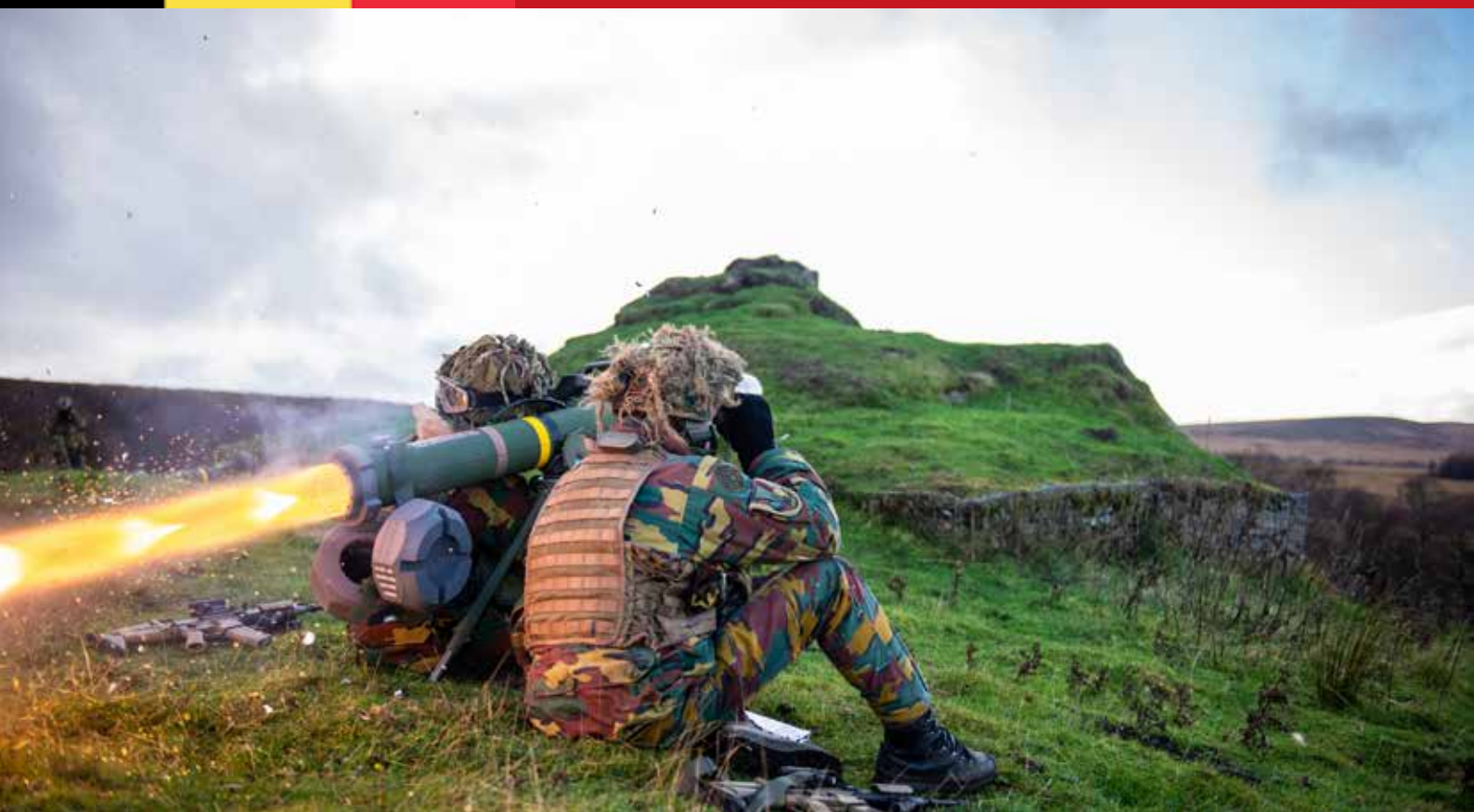
Saturday 04 May the annual Dutch Remembrance Day service was conducted in Brunssum.

The dignified Remembrance started with a church service at the St. Gregorius Church. Short on completion of a moving service, attendees formed a parade behind the JFC Brunssum Flag Party and proceeded to the Brunssum Cemetery. On arrival, two minutes of silence was observed in respect of those buried in the cemetery who paid the ultimate price so that we can live in peace today. Following this the Acting Mayor of Brunssum, Mr Gerd Leers, made a short speech in both Dutch and English.

A wonderful service, once again attended by a large number of dignitaries and local people, came to a close as the sun was setting. The formal part of the event was then followed by a reception at the BrikkeOave where VIPs, veterans and local people shared their thoughts, renewed old acquaintances and made new friends.



THE FOUR COMPONENTS OF BELGIAN DEFENSE



BY BELGIAN PUBLIC AFFAIRS DEPT. PICTURES: BORDIGNON VINCENT / CEUPPENS ERWIN / DECLOEDT CHRISTIAN / ORBAN DANIEL / SEDEYN RITCHIE

A small but reliable partner is the reputation of the Belgian Defense. Discover the four components of the army who surround the European Capital.

THE AIR COMPONENT

The Belgian Defence's Air Component proudly looks back on a rich history that saw many different airplanes and helicopters since its founding in 1946.

As a small but reliable partner within the framework of NATO, the European Union and the United Nations, the Belgian Air Component has contributed to multiple operations for peace and security worldwide. Over the years, the Belgian Air Component established itself as a very professional and internationally well-respected source of Air Power at a high readiness level.

In support of each aircraft type, both military and civilian experts are required to ensure aircraft deployability. Today, the Belgian Air Component is known around the world as a highly performant, rapidly deployable and well-trained provider of air capability with determined and skilled personnel, delivering outstanding results every single time.

Currently, the Belgian Air Component disposes of continuously updated F-16

Fighting Falcons, well-proven C-130 Hercules transport aircraft and very modern NH-90 Cayman helicopters. Looking into the not too distant future, our Air Component will see its two main combat units, the 2nd and 10th Wing, flying the fifth generation F-35 'Lightning II'. The 15th Wing will be operating the impressive A-400M 'Atlas' airlifter and our 1st Wing will be fully operational capable on the NH-90 Cayman helicopters.

These core capabilities will be supported by a squadron flying the unmanned MQ-9B Sky Guardian MALE, a squadron flying the A-109 liaison helicopter, a National Air Security Center at Beauvechain Airbase, an Air Traffic Control Center operated in synergy with the Skeyes civilian air traffic control agency and a Meteo Wing. A robust force protection capability at the respective bases will safeguard operations both at home and abroad.

The future of the Belgian Air Force is assured and looks very promising. In 2025 the first F-35 should integrate the Air Component.

THE LAND COMPONENT

The Land Component is the largest component in terms of personnel. It consists of a Motorized Brigade and a Special Operations Regiment.

Generally, the Motorized Brigade consists of combat infantry units, whereas the Special Operations Regiment is composed of paracommando units. Both have also supporting units under their command.

The artillery unit, the two engineer battalions and the reconnaissance troops are supporting units, integrated into the Motorized Brigade.

Two logistic units are part of the Motorized Brigade, the third logistic unit serves as a general supporting unit. Two CIS (Communications and Informations Systems) units are also part of the Motorized Brigade, the third CIS unit belongs to the Special Operations Regiment.

In total, around 10,500 people work for the Land Component. Their mission is to prepare and train for external operations. There are permanently hundreds of soldiers deployed in operations in different parts of the world, both on land and on sea.

Their missions include coaching and logistic support in Afghanistan, training support missions in Iraq, NATO deployment in the Baltic states, security and support missions in Mali and several military partnerships in different African countries. Soldiers are also deployed in their own country, during Homeland operations, in order to secure the safety of the Belgian citizens in several big cities.

With 35 units, the Land Component is involved in international operations and carries out a wide range of missions, as well





as providing assistance to the own Belgian population while defending the country.

The general motto of the Land Component: “With people, amongst people, for the people”.

THE NAVAL COMPONENT

The Belgian Naval Component ships contribute to the security at and from

the sea across all the seas, with a fleet of coastal patrol vessels, command and support vessel, highly praised minehunters and frigates with well-trained and skilled personnel. Our crewmembers demonstrate every day that versatility is consistent with competence and recognition.

The Belgian Naval Component is very active, in its own home and European waters but is also deploying to the Mediterranean

Sea, the Gulf of Guinea, the Indian Ocean, the Atlantic and recently to South Korea. Close to home as well as far away, the Belgian Naval Component gives a particular and significant contribution to a safe, secure and prosperous Belgium.

Oceans, seas and straits connect the world and make 90% of world trade possible. They are the supply routes to our ports, some of the largest of Europe. As trading nation, we are heavily dependent on a free shipping. Today but also in times of conflict, these routes are vital.

That is why the Belgian Naval Component protects the free shipping and the seas, anywhere and every day.

THE MEDICAL COMPONENT

Personnel are the most valuable asset of Defence and a serviceman who does not burst with health cannot properly carry out his job. Therefore, health is to be considered as a priority.

The Medical Component gives medical support during military operations, during instruction and training of all personnel and during national relief operations, for instance in the event of disasters.

Servicemen should receive the same quality of medical support in Belgium as during operations abroad.

The Medical Component provides primary health care, specialized support, medical and logistic assistance, veterinary medicine and controls hygiene.

To prepare the servicemen for their missions, the Medical Component takes care of their selection and follow-up and assists them to keep up their medical fitness and improve it. Moreover the Medical Component organizes the basic training courses and first aid continuous training for all servicemen.

The Medical Component can consequently be considered as a supplement to the civilian medicine in our own country, both in terms of primary health care and of certain hospital specialisms like the burn center in Neder-Over-Heembeek which has a worldwide reputation for its skills in the treatment of burn victims. Care is given to military but also to civilians of all ages.

With more of 25,000 persons, soldiers and civilian, the Belgian Defense is still a small partner who perfectly integrates the multinational collaboration in terms of defense's politics. The high level of qualifications of the troops and the knowledge of languages (Dutch, French, English and German) contribute to its reliability.



#WEAREJFCBS

TURKEY

#WEARENATO



NAME: **KENAN OZYAVAS**
 RANK: **CHIEF MASTER SERGEANT**
 SERVICE: **AIR FORCE**
 NATION: **TURKEY**
 OFFICE: **HEADQUARTERS SECURITY OFFICE**



in teaching. The following years, I got my master's degrees in Industrial Engineering and in English Language Teaching. Before my assignment to NATO JFCBS, I worked at the Turkish Air Force HQ for nearly two years as an International Training Coordinator, which facilitated my adaptation to NATO HQ environment after 16 years of teaching career.

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

The Headquarters Security Office provides physical security, information assurance, personnel and industrial security, document information security to the JFC HQ internally. As a Front Office manager and a personnel security specialist, I'm responsible for local implementation of ACO security policy on personnel security in accordance with the relevant ACO and JFC HQ Security Directives. My job is chiefly to authorize AMIS cards in order for access to the JFCBS HQ, to approve visitor pass requests and to manage the Electronic Key System. Being a security member of the gateway to the HQ puts a tremendous amount of responsibility on my shoulders. Especially, during the first months of my incumbency, I struggled a lot because I didn't have any security backgrounds in my military career. I had to deal with unfamiliar security issues and sort out effective solutions in order not to risk the HQ's security. This was quite challenging, but with the help of the HQSO Team, I managed to get through this. At this moment, I find my job very rewarding as I contribute to the security of the HQ and help people with the issues they face.

When did you arrive in Brunssum?

I arrived in July 2018 and I currently serve as the Front Office Manager and Personnel Security Specialist within the Headquarters Security Office.

Tell us about your military career?

I attended the Air Force NCO College in 1994 and was commissioned as a staff sergeant with an associate degree. Upon my graduation, I went to the Air Force Language School for a year for English training, which was compulsory for all aircraft maintenance personnel. After that, I was assigned to an operational air jet base where I worked as an aircraft weapons technician. The first years of my service were really exciting and I had a good number of challenging trainings, exercises and deployments. Within these demanding years, because I like studying languages, I attended university to get my bachelor's degree in English Language Teaching. It was a tough decision to become a full-time university student during the early years of my military career. In spite of plenty of hardships, I succeeded in completing my degree with resolution and a great deal of support and encouragement from my wife to-be, colleagues and seniors. Just after getting my teaching degree, I was assigned as an English Instructor by the Air Force; this was a new path and turning point in my career which commenced my teaching of military personnel. During this period, I was sent to the United States multiple times to take basic and advanced English instructor courses provided by US Department of Defense, which helped improve my skills

Is your family here with you?

Yes, I'm with my family, my wife Ilknur and my sons Arda and Kerem. I consider myself so lucky for having them with me. We live in Heerlen and my kids are going to the AFNORTH International School where they have a chance to embrace different nationalities and cultures.

What are your hobbies?

Being a new member of JFCBS and the neighborhood, I've had a lot to learn and discover. Travelling is my top priority as a hobby. So, whenever I have some time, I take the opportunity to be with my family and take a trip to the places where we haven't been to so far. I like going to the gym with my kids and playing basketball together. My wife and I usually go for a walk and cycle, enjoying the scenic trails and the nature around. Besides, I am a keen follower of technological developments and news.



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