



NORTHERN STAR

MAGAZINE FOR HQ JFC BRUNSSUM - MARCH 2018



A SENSE OF CONTINUITY

THE CHANGE OF COMMAND BETWEEN
GENERALS FARINA AND MARCHIÒ IS A
SEAMLESS TRANSITION FOR JFC BRUNSSUM

THIS MONTH'S FOCUS: HEADQUARTERS JFC BRUNSSUM

- CHANGE OF COMMAND CEREMONY
- NEW COMMANDER'S FIRST TRIP TO AFGHANISTAN
- FROM THE NATO REVIEW: THE IDENTITY OF NATO





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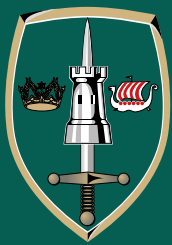
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NORTHERN STAR

MAGAZINE FOR HQ JFC BRUNSSUM

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ABOUT THE COVER

**Brunssum, The Netherlands,
21 February 2018** —

Left to right: General Salvatore Farina (outgoing JFCBS Commander), General Curtis M. Scaparrotti (Supreme Allied Commander Europe) and General Riccardo Marchiò (incoming JFCBS Commander) pay tribute to the Parade Commander during the change of Command ceremony (Photo: Davide Galli, JFC Brunssum)

COLOPHON

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NATO JFC Brunssum



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COMMAND GROUP CORNER

BE AND DO MORE TOGETHER!

Soldiers, Sailors, Marines, Airmen and Civil Colleagues of Allied Joint Force Command Brunssum, Ladies and Gentlemen,

As you all witnessed on 21 February—a wonderful sunny day—I handed over the command of our headquarters, the Joint Force Command Brunssum, to General Riccardo Marchiò, who is now your Commander.

The Change of Command Ceremony that day was something I will never forget. Seeing all of you standing in front and next to me, having guests from across NATO and from NATO member and partner nations—including many fellow compatriots from Italy—honoring the event with their presence, really touched my heart and made me fully realize how much JFC Brunssum means and will always mean to me.

As expressed at my farewell address, I left with a little sadness, but with great satisfaction indeed.

I am proud of what our headquarters has achieved over the past few years, and I am proud of you all as dedicated staff. We did many things together, we went through challenging tasks and hard work, and eventually fulfilled our mission, as always.

What you did, you did it for me, your Commander, but also for yourselves, your nations and NATO, and you must be proud of it.

For the future I still have a few ‘tasks’ for all of you, in bringing the Brunssum headquarters and all of you to an even higher state of professionalism:

Be present; besides being present in person, be present in mind!

Be generous; contribute! Do not halt when it is just enough. Your added value is synergistic by nature.

Be vigilant; have your sensors on. Look 360 degrees. As a person, as a headquarters, and in your profession, be aware of difficulties and overcome them.

Be proactive; look ahead, think ahead, make each other aware, inform, support.

Be and do more together. As colleagues, as friends, and as the Brunssum family!

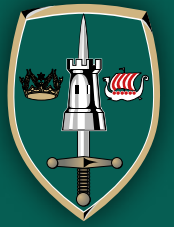
Thank you so much for your dedication and hard work during these unforgettable two years. I will miss all of you!

Ideally ... more together!

*General Salvatore Farina
Commander Allied JFC Brunssum 2016–2018*



The Former and New Commanders



CONTINUITY AND IMPROVEMENT WITH TRUST

Dear JFC Brunssum Team, let me begin by expressing my sincere thanks to each and every one of you.

I thank you not just because I was honored and impressed by the extremely professional, and superbly executed, change of command ceremony on 21 February but, in particular, for all the work I know you have done to get us, as a headquarters, where we are today.

I recognize that you have been working hard and making great personal sacrifice. You deserve not only my thanks but also my recognition of your successes. I have heard from my predecessor, General Farina, how well you oversaw the NATO Response Force 2018 preparation exercises, and of the many lessons you learned from Exercise TRIDENT JAVELIN as you achieved certification as a Joint Task Force Headquarters. In addition, your sustained contribution to the continued enablement of the RESOLUTE SUPPORT mission in Afghanistan, in parallel with many important staff initiatives such as NATO Command Structure Adaptation, has not escaped my attention. Your diligence is worthy of praise. Thus, on behalf of the Alliance, the ACO leadership, as well as me personally, I want to express my gratitude for all your great work—Thank you!

Furthermore, I ask you to pass on my thanks to your families. I know the long hours many of you work. I know a number of you are geographically separated from your partners and children. To me, you and your families comprise the core of the 'Brunssum Family.' It is my goal to support that family in whatever way I can and foster an organization that supports all of our members equally, where mutual respect is at the heart of our actions.

I want to take this opportunity to stress, from the beginning of my tenure, three main points.

*First, the word that comes to mind as a guiding principle as I take Command is **continuity**.*

We are well into our year as the stand-by lead headquarters for NRF; RESOLUTE SUPPORT has a clear “way ahead” as our deployed colleagues work towards conditions-based objectives in pursuit of improved Afghan security; and NATO’s enhanced Forward Presence initiative is playing an active part in the Alliance’s deterrence and defence posture on the north-eastern flank of the Alliance. Our mission continues. My goal as your new Commander is to guide, to refine, and to lead the gradual evolution and improvement of our headquarters.

***Improvement** will be the natural consequence of our continued hard work. And this brings me to my second point.*

We will continue to work hard, together, and gradually affect change. We will evolve and improve, slowly and steadily—but do not expect radical change nor revolutionary direction and guidance that sets us on a completely new course.

One of the first “deep dives” I have experienced as your new Commander focused on RESOLUTE SUPPORT. Our efforts to support and enable that mission as the out-of-theatre operational-level headquarters are critical. But we must always ask ourselves, ‘What else can we do to lighten their burden in order for them to focus on their in-theatre tasks?’ We must continue to support but never refrain from asking ourselves, ‘What more can we do?’

*The third and final point I want to touch upon concerns **trust**.*

My leadership, and the leadership of my Deputy, my Chief of Staff and his deputies and assistants, will not be effective without the expert work of the staff. I ask you to be proactive. I challenge you to come up with creative ideas and propose innovative solutions to address our ever changing and ever more complex security environment. I need the contribution of you all as, together, we are greater than the sum of our parts. We each have different experiences and, as a consequence, something unique to offer. Under my command you shall enjoy the dignity to express your opinion and be given the opportunity to be heard.

I will lead through mission command: you know your task, and I will trust you to figure out how to do it. But I also know trust is not just given, it is earned—it is a “two-way street”. You have already earned my trust as I have stepped into what is obviously a highly proficient headquarters. Now I will work to earn your trust. In this my promise to you is that I will also be proactive. I will do my best to quickly learn all I can about our roles and responsibilities so that I can contribute my part and, in doing so, will work hard to gain your trust as a Commander, guiding and refining our headquarters to best effect. Together, we will continue to adapt and to improve our processes and outputs to better contribute to the three core tasks of NATO.

Finally, I want to set some expectations. You are going to see me in and around the building. You are going to see me participating and working alongside you. I will regularly be amongst you in boards, working groups and even in your offices. That is my style. I do not like to sit in my ‘ivory tower’ and expect those around me come to me and serve me. When I can I will come to you because I want to meet and know you. I am a soldier first, and then a Commander.

*We will **continue** on this course and **improve**, with shared **trust**. Together.*

This is my vision. I look forward to our work together as, in this way, we will become stronger.

Stronger Together!

*General Riccardo Marchiò
Commander Allied JFC Brunssum*



'ARRIVEDERCI' SALVATORE, 'BENVENUTO' RICCARDO!



Story by JFC Brunssum Public Affairs Office
Photos by Leo Roos, Andrew Gray and Davide Galli, JFC Brunssum

Brunssum, the Netherlands –

On 21 February, in an official ceremony presided over by the Supreme Allied Commander Europe, General Curtis M. Scaparrotti, at JFC Brunssum, General Salvatore Farina handed command of the headquarters to his successor, General Riccardo Marchiò, Italian Army.

Almost two ago years to the day, General

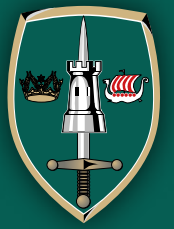
Farina assumed command of JFC Brunssum. He is the first Italian Commanding General in JFC Brunssum's history and has guided the headquarters through a period where, particularly in northern Europe, the security landscape has evolved significantly and NATO has adapted consequently in order to cope with new, demanding challenges.

In keeping with the Alliance's intent to establish a more flexible and responsive NATO Response Force (NRF), JFC Brun-

ssum tested the deployment of the land component of the Very High Readiness Joint Task Force (Exercise Brilliant Jump 2016) and led the establishment of NATO Force Integration Units, six of which lie in the JFCBS area of responsibility.

Following NATO's 2016 Summit in Warsaw the headquarters was additionally tasked to oversee what is called an enhanced Forward Presence (eFP) in northeastern Europe. Pragmatically, this refers to the deployment of multinational

JFC Brunssum's staff and many guests from across NATO bid farewell to General Farina after 2 years of Command and warmly welcome General Marchiò.



Battle Groups to Estonia, Latvia, Lithuania and Poland that are a clear demonstration of NATO's commitment to deterrence and defence. Fully deployed since June 2017, these eFP Battle Groups have often been referred to by General Farina as a "catalyst for progress" of the whole Alliance.

"In a very short time we have taken on complex tasks and built a credible force contributing to deterrence in a proportional and determined way", stated General Farina in his remarks. He continued,

"Thank you to my staff, all the way from my Deputy and Chief of Staff down to the last private and civilian. And, finally, let me express my sincere thanks to our Dutch hosts, the Limburg and Brunssum communities. The bond between us continues to become 'more together'."

General Marchiò, after taking over command from his predecessor, underlined in his speech: "The word that comes to mind is continuity. We, together. [must] continue to adapt to the ever changing and challeng-

ing security environment we face."

The ceremony was well attended with circa 200 guests and a large number of VIPs from across NATO and from NATO member and partner nations. An 'Italian touch' to the day was provided by the 'Fanfara dei Bersaglieri' band, Italian Army, who came all the way from southern Italy in order to pay tribute to the first two Italian generals in the history of JFC Brunssum, with a memorable performance.











JFC BRUNSSUM'S MISSION

Brunssum, the Netherlands –

Allied Joint Force Command Brunssum is one of two operational-level military headquarters in NATO—the other being JFC Naples. Leveraging the inherent strength of multinational diversity our task is to enable military forces to accomplish assigned missions.

We do this as part of the NATO family. Our work includes the facilitation of everything from humanitarian relief to security assistance and military cooperation. We are tasked to plan for the broad spectrum of anticipated crises based on an analysis of worldwide events. NATO is responsible for the provision of mission enabling capabilities; examples include contracting, logistic support and mission-specific training. We work in a multinational environment which brings added value to our outputs and our Headquarters is located in the most southern part of the Netherlands.

JFCBS is adjusting such that it is a hub of joint expertise at the operational level—ready to innovate; adaptive to change; and driven to achieve ever increasing operational effectiveness. As a bridge between the NATO Command Structure and the NATO Force structure, JFC Brunssum will explore and develop new ways in which to leverage the highly positive impact of the Connected Forces Initiative. JFC Brunssum is actively engaged with many headquarters, be they within the NATO Command Structure or stood up by nations, Allies and Partners alike. By energising this Regional Focus JFC Brunssum seeks to foster an open and active family of headquarters based on enduring relationships focusing on issues of common interest in order to enhance coordination, cooperation and situational awareness. An energized 'Regional Focus' will strengthen NATO's ability to be more proactive and responsive to emerging threats.

COMMANDER

General Riccardo Marchiò

General Riccardo Marchiò (Italian Army) attended the Military Academy, in Modena, in 1974.

After completing the Italian General Staff Course he was posted to the 3rd Army Corps Headquarters in Milan. Upon promotion to Colonel he took command of the 18th Bersaglieri Regiment and deployed to both FYROM and Kosovo. A course at the US Army War College, and subsequent graduation in the 'class of 2000', followed.

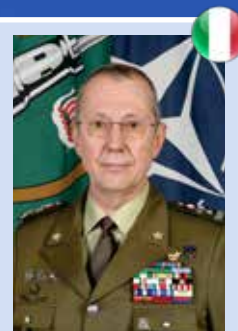
Returning to Italy, General Marchiò became Chief of Training at the Operational Land Forces Command, in Verona, before leading the Italian International Security Assistance Force Contingent in Kabul, Afghanistan.

In 2003, he was appointed Deputy Commander of the Aosta Mechanized Brigade and subsequently DCOM of Multinational Division South-East in Basrah, Iraq, before returning to Italy to command the Aosta Brigade.

From 2005 to 2008 General Marchiò held appointments at the Army General Staff, before assuming the position of DCOM Allied Rapid Reaction Corps and completing another tour of Afghanistan, this time as the DCOM ISAF Joint Command.

In June 2012 he assumed the post of Head of the Intelligence Department of the Italian Prime Minister's Office, before taking command of the NATO Rapid Deployable Corps–Italy in 2016. Later that year, General Marchiò assumed command of the Italian Army Operational Land Forces Command, a position he held for the two years prior to his arrival in the Netherlands to take command of Joint Force Command Brunssum in February 2018.

Full biography on JFC Brunssum website: www.jfcbs.nato.int



DEPUTY COMMANDER



Lieutenant General
Juan Campins

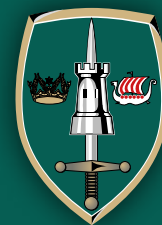
CHIEF OF STAFF



Lieutenant General
Olivier Rittmann



Our Headquarters' legacy and commitment to leading and planning of Joint Operations for the Alliance

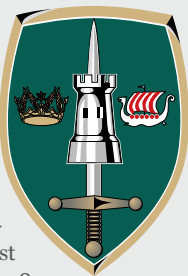


The Insignia

The insignia was selected in 1999 by the Commanders in Chief Allied Forces Central Europe and Allied Forces North-West Europe as a winning design in a crest competition held in 1998.

When JFC HQs Brunssum was formed it was decided not to change the crest.

The green shield denotes that JFC HQs Brunssum is a multi-service headquarters. The tower was derived from the historical tower of Aachen, once the capital of Charlemagne's Empire. It represents the spirit of non-aggression of the Alliance and denotes its purely defensive origin. Charlemagne's sword was chosen to depict the unity of JFC Brunssum land forces and their readiness to act if required. The astral crown was taken from the former AFNORTHWEST crest and is an ancient European symbol for supremacy. It represents the JFC Brunssum air forces and their commitment to serve. The Viking ship, which was also derived from the former AFNORTH-WEST crest, symbolises the skilful Nordic Seafarers and their effective military tactics. It reflects the considerable maritime dimension of JFC Brunssum.



History

As a result of the French decision, in 1966, to remove their forces from the military structure of NATO, but remain politically engaged, the Alliance had to relocate its headquarters' based in France. As a result, Supreme Headquarters Allied Powers Europe (now Allied Command Operations) moved from Paris to Mons and Allied Forces Central Europe (AFCENT) moved from the Palace of Fontainebleau to the site of the former Hendrik coals mine in Brunssum, Emma coal mine in Hoensbroek and the Tapijn barracks in Maastricht.

The move of the Headquarters to South Limburg was completed on time during the period January to March 1967 and on 1 June the official inauguration ceremony took place at Brunssum in the presence of the Dutch Minister of Defence, the Governor of Limburg, SACEUR and many other distinguished guests. The Headquarters complex was named after Field Marshal Hendrik van Nassau-Ouwkerk, an officer who served with distinction during the reign of William III of Orange.

On September 19 the AFCENT international school opened with over 1000 pupils and staff from Canada, Germany, the United Kingdom and the United States. The official opening ceremony was performed by CINCENT and the Governor of Limburg on 06 November 1967. The AFCENT Community Services (ACS) Shopping Centre opened on 27 August 1968; the gymnasium and Alliance Theatre on 15 October; and the Chapel Centre on 27 October. Construction began, the following April, of the swimming pool and, in December 1969, of the International Allied Officers' Club and sports field complex.

Looking back, a primary driver for Alliance change throughout the nineties and early 21st Century can be traced back to the fall of the Berlin wall, in 1989, and the subsequent collapse of the Soviet Union in December 1991. The security stance adjusted from one of confrontation to a desire of cooperation.

In 2000, the deactivation of Headquarters, Allied Forces Northern Europe (AFNORTH) in Kolsås, Norway led to the re-designation of AFCENT as Regional Headquarters, Allied Forces Northern Europe (RHQ AFNORTH). The unprecedented attacks from September 2001 in the United States forced NATO to re-examine its ongoing utility and ability to react to evolving modern security threats.

In 2004 the headquarters was renamed Allied Joint Force Command Brunssum to add flexibility to the military command structure by removing regional restrictions.

Economics

JFC HQs Brunssum, in collaboration with Industriebank LIOF and the Chamber of Commerce of Southern Limburg, commissioned an economic impact study of the NATO base in Brunssum. The study concluded that personnel working on the Brunssum site spend approximately 150 million Euros annually in the Limburg region. In addition, the JFC Brunssum HQs has an annual local 'goods and services' spend of circa 21 million Euros and indirectly creates over 1100 jobs. JFC Brunssum is considered a major regional economic stakeholder.



THE HEADQUARTERS

HQs JFC Brunssum's role evolves around the concurrent execution of one Major Joint Operation and two Smaller Joint Operations. JFC HQs Brunssum continually analyses global events so that it is ready to react quickly if assigned a mission. Utilising a deployable joint staff, Commander JFC Brunssum exercises command and control over assigned subordinate commands. The range of potential tasks covers all operations from Crisis Response and Stabilization to Collective Defence, of which the latter remains a fundamental principle of the Alliance. The founding members agreed an attack on one would be considered an attack on all of them.

COMMAND GROUP

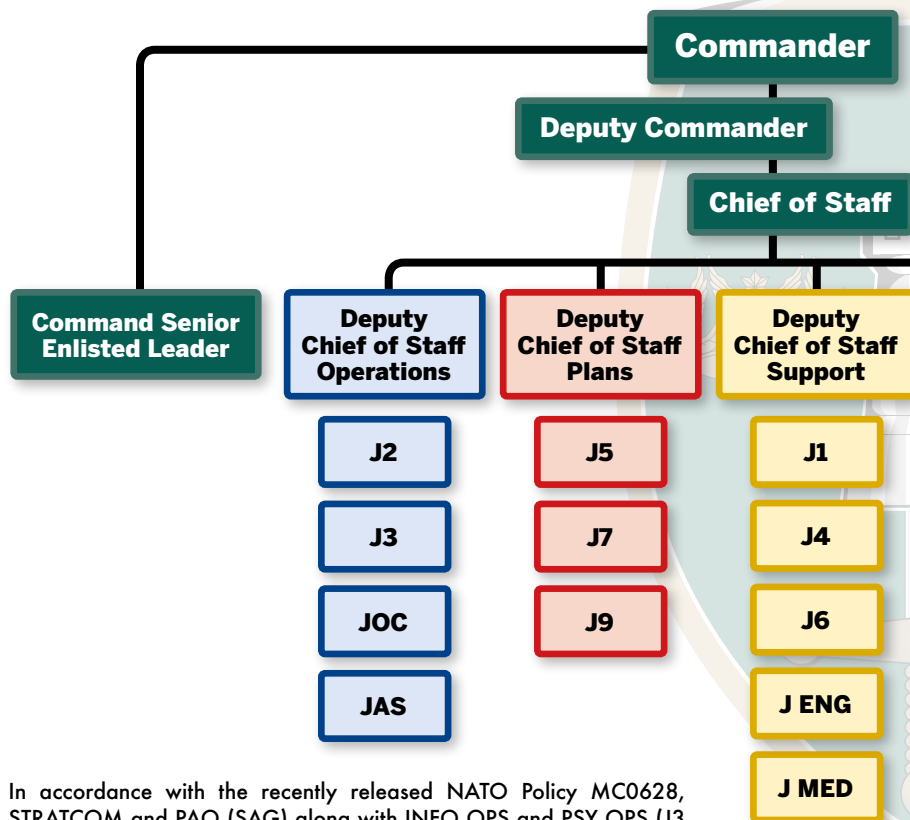
Commander

Deputy Commander

Chief of Staff

Command Senior Enlisted Leader (CSEL) –

Provides feedback and advice to the Commander on all matters affecting HQ personnel.



In accordance with the recently released NATO Policy MC0628, STRATCOM and PAO (SAG) along with INFO OPS and PSY OPS (J3 Division) are being merged into a new 'Communications Directorate.'

BRANCHES AND DIVISIONS

DCOS OPS BRANCH

Deputy Chief of Staff of Operations (DCOS OPS) – Plans, directs and coordinates operational staff functions. Directs and oversees all JOC, J2, J3, J Assessment, and Afghanistan related activities, as well as the implementation of the regional focus.

J2 – Carries out intelligence and knowledge development in order to support the planning, conduct and assessment of operations within the framework of a comprehensive approach.

J3 – Provides advice to the implementation of operational plans, procedures and techniques to ensure command and control of forces in the Theatre of Operations assigned.

Joint Operations Centre (JOC) – Provides continuous situational awareness to the JFC HQ and supports the information needs of Higher Headquarters.

Joint Assessment (JAS) – Measures campaign progress and produces advice for decisions focused on future planning.

DCOS PLANS BRANCH

Deputy Chief of Staff for Plans (DCOS PLANS) – Plans, directs and coordinates planning, readiness and partnerships staff functions. Plans and coordinates mid- and long-term plans in support of operational activities, including provision of regional focus. Directs and oversees all J5, J7 and J9 activities.

J5 – Responsible for the development, revision and maintenance of plans especially in the areas of regional focus/interest.

J7 – Coordinates, plans, directs, conducts and evaluates collective training and exercises for NATO and Partnership for Peace (PfP) within the Training and Exercise branch. The division is also responsible for Doctrine and Lessons Learned (DLL) and for all HQ internal staff training.

J9 – Plans, coordinates, implements NATO's strategic policy and guidance on civil-military interaction, civil-military cooperation and military partnership with all relevant civilian and military actors, NATO and non-NATO entities.

DCOS SUPPORT BRANCH

Deputy Chief of Staff for Support (DCOS SUPPORT) – Plans, directs and coordinates support staff functions. Directs and oversees J1, J4, J6, J-Engineers and J-Medical activities. Is the coordinating authority for the establishment of a Joint Logistics Support Group (JLSG) HQ in support of any operation.

J1 – Responsible for the overall military and civilian manpower and personnel management program within the HQ for peacetime, crisis and wartime.

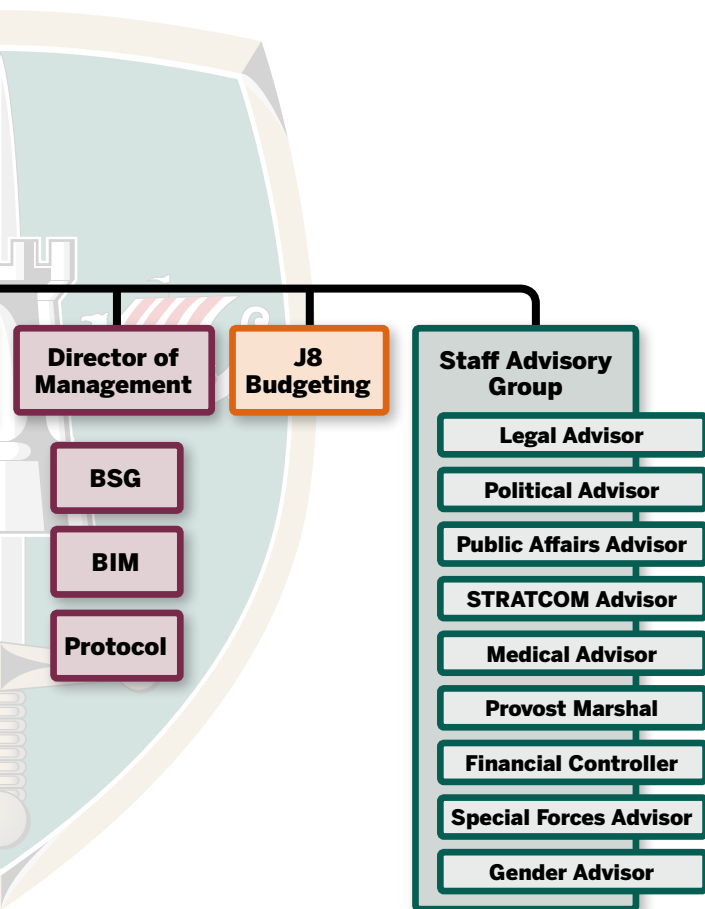
J4 – Supports the Commander's Campaign Plan, sustains the resourcing and training support to Resolute Support mission, NATO Response Force and all operation planning and readiness.

J6 – Leads the identification of the requirements for communications and information systems for the HQ, Joint Operations Area (JOA) and communications linkage between the HQ and the JOA.

J Engineers – Provides advice on all matters pertaining to Force Support Engineering and Combat Support Engineering for NATO operations and activities and NATO Partner engagement.

J Medical – Provides advice to the leadership and staff on all health and medical issues that may have an effect upon the mission.

More than 800 men and women – military and civilian from 26 NATO countries and 5 partner nations – working together every day – either in Brunssum or deployed – to fulfill the Headquarters' challenging tasks



DOM BRANCH

Director of Management (DOM) – Integrates co-ordinating and implementing services and activities to support, facilitate and contribute to the full JFHQ mission spectrum.

Base Support Group (BSG) – Responsible for a variety of tasks, e.g., for warehousing, and property management, coordinating Host Nation Liaison, facility engineering and maintenance, transportation and executing security/force protection.

Business and Information Management (BIM) – Responsible for the staff and workflow management, management/process planning within the JFC HQ and with affiliated, parent and higher HQ.

Protocol – Responsible for the management and execution of International Protocol, VIP Visits, Group visits with Pan HQ Activities, Conferences, Ceremonial and other Commander's functions.

FINANCIAL BRANCH

J8 – Acquires, manages, distributes and safeguards NATO common funding ensuring compliance with international public accounting standards.

STAFF ADVISORY GROUP

Financial Controller (FINCON) – See J8 function.

Gender Advisor (GENAD) – Ensures that UNSCR 1325 on Women, Peace and Security, related resolutions and Gender Perspective is adopted into JFCBS' planning, execution and evaluation of operations.

Legal advisor (LEGAD) – Provides expert legal advice to the Command Group and the Staff to ensure the HQ is functioning in compliance with the legal framework.

Medical Advisor (MEDAD) – Provides advice to the Commander, the Command group and the staff on all health and medical issues that may have an effect upon the mission.

Political Advisor (POLAD) – Connects the military focused work to the political context in which NATO works and therefore contributes to better decision making.

Provost Marshal – Proposes policy, plans, procedures and doctrine for Military Police and gives advice on the role and employment of MP in support of operations.

Public Affairs Advisor (PAA) – Provides advice to the Commander on public and media affairs and is responsible for ensuring public awareness and understanding of the HQ activities. In the new Communications Directorate will act as Spokesperson.

Special Operations Forces Advisor (SOFAD) – Provides Special Operations advice and assistance on all matters pertaining to Special Operations.

Strategic Communications Advisor STRATCOM – Coordinates and synchronizes the wide variety of actions and messages derived from an operational focus, the Commander's directive and guidance and higher headquarters strategic objectives. In the Communications Directorate will be the Director.



JFC BRUNSSUM'S TASKS AND FOCUS AREAS

As an Operational-level Joint Headquarters, Brunssum is tasked by the Strategic-level Headquarters based in Mons (Belgium)—SHAPE—to lead operations and missions by executing command and control over subordinate units from the NATO Command Structure and the NATO Force Structure. JFC Brunssum's current main tasks are: enabling Resolute Support Mission in Afghanistan as the out-of-theatre Headquarters; being responsible for the NATO Response Force in 2018 as the stand-by deployable Joint Task Force Headquarters; and directing the enhanced Forward Presence battlegroups in order to protect NATO's eastern flank. Other tasks and responsibilities related to the Deterrence and Defence posture of the Alliance come from the Readiness Action Plan agreed at the Wales Summit in 2014.



Resolute Support Mission (RSM)



JFC Brunssum's role, as the out of theatre operational command, is to provide appropriate command and control to the RSM, in Afghanistan. Designated a non-combat mission, NATO has established and is committed to providing a training, advisory and assistance function.

The legal framework for the RSM is provided by a Status of Forces Agreement (SOFA), which was signed in Kabul on 30 September 2014; it was subsequently ratified by the Afghan Parliament on 27 November 2014. The SOFA defines the terms and conditions under which NATO forces are deployed in Afghanistan as part of Resolute Support, as well as the activities that they are set to carry out under this agreement.

Afghanistan entered a so-called 'transformational decade' post 2014. The Alliance mission will work in partnership with the government of the Islamic Republic of Afghanistan with a focus to ensure the sustained operational effectiveness of the Afghan National and Defence Security Forces (ANDSF).

enhanced Forward Presence (eFP)



NATO has enhanced its forward presence in North-Eastern Europe by deploying four multinational battlegroups to Estonia, Latvia, Lithuania and Poland, on a rotational basis. These battlegroups, led by the United Kingdom, Canada, Germany and the United States respectively, are robust, multinational, and combat-ready, demonstrating the strength of the transatlantic bond.

Their presence sends a clear signal that an attack on one ally will be considered an attack on all Alliance members. These forces form part of the biggest reinforcement of NATO's collective defence in a generation, which also includes an enhanced presence in the Black Sea region.

NATO Response Force (NRF)



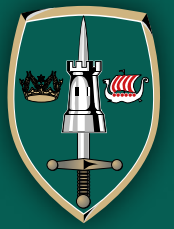
The NRF continues to provide NATO's primary response to emerging crises, disasters and other contingencies; as such, it is a key tool that drives transformation.

NRF capability includes an immediate collective defence response, disaster relief and the protection of critical infrastructure. Its troops have increased from approximately 20.000 to circa 40.000.

As part of the NRF structure, a Very High Readiness Joint Task Force (VJTF) was created in order to be able to quickly react to crisis situations. The VJTF comprises a multinational brigade (approximately 5.000 troops), with up to five manoeuvre battalions, supported by air, maritime and Special Forces.

The VJTF is established on a rotational and persistent basis. Contributions to NRF will rotate between different NATO countries each year, with the need for a number of lead or framework nations to stand up the force.

JFC Brunssum's priority tasks include enabling the Resolute Support Mission in Afghanistan, leading the NATO Response Force in 2018, and directing the enhanced Forward Presence at the Eastern flank.



NATO Force Integration Units (NFIU)

As part of NATO's adaptation in response to security challenges from the east and the south, the Alliance has established eight Force Integration Units in Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia (under JFC Brunssum's responsibility) and in Bulgaria and Romania (under JFC Naples' responsibility). These small headquarters help facilitate the rapid deployment of Allied forces to the North and Eastern flanks of the Alliance, support collective defence planning and assist in coordinating training and exercises.

Regional Focus

JFC Brunssum is actively engaged with many headquarters, be they within the NATO command structure or within allied and partner nations. This initiative embraces liaison with NATO member and non-member nations, international organisations, non-governmental organisations, and organisations which are security-focused stakeholders.

By energising this 'regional focus' JFC Brunssum seeks to foster an open and active family of headquarters based on enduring relationships focusing on issues of common interest in order to enhance coordination, co-operation and situational awareness.

An energized regional focus will strengthen NATO's ability to be more proactive and responsive to emerging threats.



COMMANDER JFC BRUNSSUM CONDUCTS INITIAL SITUATIONAL AWARENESS TRIP TO AFGHANISTAN



Story by Public Affairs Office, JFC Brunssum

Brunssum, the Netherlands –

General Riccardo Marchiò, Commander JFC Brunssum, conducted his first situational awareness trip to NATO's Resolute Support mission (RSM), in Afghanistan, 02 – 05 March.

General Marchiò commenced his trip by visiting the Headquarters of RSM where he was updated on the latest developments. In Kabul, Commander JFC Brunssum also met the Minister of Interior, Mr. Wais

Ahmad Barmak, the Minister of Defence, Mr. Tariq Shah Bahrami, and the National Security Advisor, Mr. Mohammad Hanif Atmar. General Marchiò underlined that RSM is as committed as ever to training, advising and assisting the Afghan National Defense and Security Forces.

The political situation and the challenges related to the upcoming elections were, amongst other issues, topics discussed with the NATO Senior Civilian Representative in Afghanistan, Ambassador Cornelius Zimmermann, and representatives of the diplomatic community in Kabul.

Note: As Commander of the out-of-theatre operational command (JFC Brunssum) for RSM General Marchiò ensures his headquarters does everything possible to enable those deployed to concentrate on their in-theatre responsibilities. For example, amongst other support, JFC Brunssum runs the RSM budget, oversees pre-deployment key leader training and develops operational plans for the mission.

COMMANDER RESOLUTE SUPPORT MISSION VISITS JFC BRUNSSUM



Story by Public Affairs Office, JFC Brunssum

Brunssum, the Netherlands –

General John W. Nicholson, Commander of NATO's Resolute Support mission (RSM), visited Headquarters JFC Brunssum to attend the change of Command ceremony on 21 February. On completion, he led a roundtable discussion on Afghanistan with the new JFCBS Commander, General Riccardo Marchiò.

General Nicholson provided his personal insight to recent events in Afghanistan and

outlined the major mission adjustments as NATO had transitioned from the former International Security Assistance Force (ISAF) to the current Resolute Support mission and provided his assessment of the year ahead. In doing so, he explained the primary challenges of the RSM Train, Advise and Assist mission and provided an update on the progress of the Afghan National Defence and Security Forces, remarking on their “impressive ownership of the fight”. The General concluded by thanking General Marchiò for the out-of-theatre support provided by JFC Brunssum that enabled

him to concentrate on the in-theatre task.

General Nicholson's visit comes just a month after the first NATO Operational Planning Course held in Kabul. The course has been designed to develop the future leaders of the Afghan National Defence and Security Forces and is part of NATO's overall effort to strengthen the enduring partnership between NATO and Afghanistan. The course itself was taught by trainers from both Resolute Support mission and JFC Brunssum.



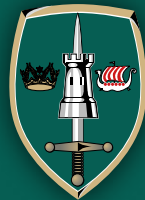


ALLIED JOINT FORCE C TASKS AND P



COMMAND BRUNSSUM

FOCUS AREAS



ENHANCED FORWARD PRESENCE

	MULTINATIONAL CORPS NORTHEAST Szczecin (Poland)
	MULTINATIONAL DIVISION NORTHEAST Elblag (Poland)
	eFP BATTLEGROUP ESTONIA Tapa (Estonia)
	eFP BATTLEGROUP LATVIA Adazi (Latvia)
	eFP BATTLEGROUP LITHUANIA Rukla (Lithuania)
	eFP BATTLEGROUP POLAND Orzysz (Poland)



RESOLUTE SUPPORT HQ

Kabul (Afghanistan)

	TAAC - North Mazar-e-Sharif (Afghanistan)		TAAC - Air Herat (Afghanistan)
	TAAC - West Herat (Afghanistan)		TAAC - Capital Kabul (Afghanistan)
	TAAC - South Kandahar (Afghanistan)		TAAC - East Laghman (Afghanistan)

RESOLUTE SUPPORT



SACEUR VISITS AFGHANISTAN WITH NATO PERMANENT REPRESENTATIVES

Story by SHAPE Public Affairs Office

Photo by Erickson Barnes, Resolute Support Headquarters

Mons, Belgium –

Supreme Allied Commander Europe, General Curtis M. Scaparrotti, travelled to Afghanistan alongside four NATO Permanent Representatives, in order to conduct engagements with key Resolute Support and Afghan leaders from 22–24 February 2018.

During the visit, the delegation—which included Ambassadors Hans-Dieter Lucas, Germany; Claudio Bisogniero, Italy; Mehmet Faith Ceylan, Turkey; and Kay Bailey Hutchison, United States—met with multiple key leaders including General John Nicholson, the Resolute Support commander, and Ambassador Cornelius Zimmerman, NATO's senior civilian representative in Afghanistan.

“On behalf of the ambassadors of the

framework nations, Germany, Italy, Turkey and the United States, we want to thank General Scaparrotti and General Nicholson and Ambassador Zimmerman for their enormous contributions to the security and stability of Afghanistan”, said Ambassador Hutchinson. “The alliance is committed to ensuring our military and civilian leaders on the ground have the necessary forces and resources to carry out this critical mission. This trip not only reinforces our commitment to the Resolute Support Mission, but also to our troops and diplomats who work tirelessly to support the Afghan government and to keep our nations safe.”

The delegation also travelled to Mazar-e-Sharif and Herat to visit NATO leaders and troops with Train, Advise and Assist Command-North and Train, Advise and Assist Command-West, respectively.



“I leave here with greater resolve to go back as the SACEUR and encourage nations to continue in this fight and provide those resources that this commander needs and your forces need to get it done”, said General Scaparrotti.

The delegation concluded its battlefield circulation in Kabul, where it met with members of the National Security Agency, Ministry of Defence, Ministry of Interior, and National Directorate of Security.

PLANNING FOR AFGHANISTAN'S FUTURE: THE FIRST GROUP OF AFGHANS GRADUATE FROM NATO COURSE

Story and photos by Resolute Support PAO

KABUL, Afghanistan –

The first class of NATO's Introduction to Operational Planning Course graduated this week at the Ministry of Defense in Kabul.

The students received their certificates from Ambassador Cornelius Zimmermann, NATO's Senior Civilian Representative, and Lieutenant General Yaftali, Afghanistan's Chief of General Staff.

“You stand for the bravery and resilience of the Afghan armed forces, and on this very occasion after a terrible wave of terrorist attacks, I would just like to reaffirm NATO's unwavering commitment to Afghanistan and its armed forces”, Zimmermann said at the ceremony.

This course is essential in developing leaders within the Afghan National Defense and Security Forces, specifically by teaching them how to plan complex military operations.

“We stand by you, our advisors who will continue to help through their endless pro-

fessional efforts to make your armed forces more effective so that they are more and more capable to take the fight to the enemy”, said Zimmermann.

The course is part of NATO's overall effort to strengthen the enduring partnership between NATO and Afghanistan. Trainers from Allied Joint Force Command Brunssum as well as Resolute Support taught the 12-day course.

The students are considered Afghanistan's future leaders and came from a variety of backgrounds within the military, police, intelligence and civilian world. They had to have at least five years of work experience to get accepted.

“You were picked both on your merits and past achievements and I think you have a very good reason to be very proud about that”, said Zimmermann.

During the course, students participated in lectures and then had to put into practice what they learned in scenarios based on real life.

“What we learned here is how to use the



goals given at the strategic level and put them to work on the operational level”, said Afghan National Army Colonel M. Surosh Niazi.

In the next reiteration of the course Niazi will be one of the instructors. In partnership with NATO, Afghan leaders hope to graduate four classes each year.

“We as NATO and Resolute Support are proud to support our Afghan friends in the education and training of their future planners”, said Major Mathias Zimmermann, a NATO operational planning instructor from the German Army.

The top students will go on to the NATO School in Oberammergau, Germany.



ROMANIA'S MULTINATIONAL BRIGADE: BOLSTERING NATO'S TAILORED FORWARD PRESENCE



Story by SHAPE Public Affairs Office
Photo by Romanian Ministry of Defence

Polish soldiers participating in training exercises in the Getica National Training Centre in Craiova, Romania

Craiova, Romania –

NATO's Tailored Forward Presence continues to establish its defensive capabilities in the Black Sea region with the Multi-National Divisional Headquarters South East (HQ MND-SE) in Bucharest since becoming operational in the summer of 2017.

Amongst its many key roles, HQ MND-SE oversees the NATO Force Integration Units (NFIU) in Bulgaria and Romania and commands the Multinational Brigade South East in Craiova.

As part of the Multinational Brigade in Craiova, the Romanian 26th Infantry Battalion "The Red Scorpions" have been

maintaining their readiness posture by continuing a series of training exercises in the Getica National Training Centre. This has allowed for some demanding training but also assists in preparation for operational certification where all NATO units must be evaluated to meet a wide range of criteria, including interoperability at all levels.

"I very proud of our progress so far and I know my Brigade looks forward very much to our process of certification, and the part we will play in Exercise DARCIA LANCER 18 later this year", said Colonel Dan Cristian, Commander of the Multinational Brigade Headquarters.

All arms cooperation is vital, and at the tactical level this can be very testing with communications, logistical supply and tac-

tics providing such challenges. However, through exercises and the NATO Standardisation processes NATO units through such procedures become force multipliers and very effective.

Exercise DACIAN LANCER 18 will take place in March and will provide the venue for the HQ MND-SE to be evaluated and reach its Final Capability certification. This will be a key milestone in the divisional headquarters history and in NATO as this will be the first divisional HQ in NATO to be fully certified.



BORDER FORCE



Sarah Goldthorpe, Editor, *Soldier Magazine*
Article reproduced with the kind permission of *Soldier Magazine* (www.soldiermagazine.co.uk)
Photos by Cpl. Timothy Jones, Royal Logistic Corps

Freezing temperatures, dense forest and a seemingly endless stream of visiting VIPs—it sounds like the perfect storm of training exercise scenarios, but for anyone deploying to the Estonian eFP Battlegroup in the near future it is just the start of the challenges they will face.

After a nine-month stint leading NATO's enhanced Forward Presence to protect the country's border with Russia, members of 5th Battalion, The Rifles returned to UK soil. And as they explained to *Soldier Magazine* at their homecoming parade, being one of the most battle-hardened units of the British Army didn't mean Operation CABRIT (the UK designation for the NATO eFP mission) came without its fair share of tactical demands.

Located in the small town of Tapa, the armoured infantry battalion deployed in two phases, undertaking numerous training packages under an Estonian Brigade, while exposing their Warrior armoured vehicles to a very different type of terrain.

"It's been a really good experience, but a steep learning curve", admitted Major John Mabb, Officer Commanding Fire Support Company. "The soldier in Estonia needs to be a 'Brecon tactics' kind of bloke (see note). He needs to be able to operate in close wooded country in his armoured vehicle, and deal with an Arctic environment too—we saw temperatures get down to -17 degrees Celsius. Fighting in wood and forests in armour is something we had to think long and hard about."

For Platoon Sergeant James Hopkins, it was a happy coincidence that some of his soldiers had been on a jungle warfare package shortly before deploying. "People associate Estonia with Eastern Europe, but it is 70% forest", he explained. "I had never operated in that kind of environment before, but having served for 13 years I thought, I've soldiered pretty much everywhere else so I'll be fine. But it's different when you're on the ground and fighting through it."

Sgt. Hopkins continued, "We learned a lot of incredibly valuable lessons. The kind of tactics you would deploy in the jun-

gle work just as well in Estonia—there are times when you're in swamps up to your waist. Movement from A to B is also a lot more complex than somewhere like Salisbury Plain. The Estonians were very good at camouflage, which is something we don't have as much experience of."

"In this environment you have to make sure you keep noise to a minimum, watch where you put your feet and go back to things like hand signals. We learnt from the Estonians to sit and listen, turn the radios down and make sure kit is light and water bottles full so they don't make a noise. Also, things as simple as making sure you're not grabbing onto trees, as you can be detected from them swaying."

For Warrior commander LCpl. Jack Easton, the NATO mission exposed the need to remain flexible as war fighters, especially with things such as quick battle orders. "At first there were obviously teething problems with the language barrier, but we did a lot of shake-out exercise to learn how each other operated", he added. "There were only single tracks so we didn't have much freedom



British Army Riflemen talk about NATO's enhanced Forward Presence in the Baltics.



of movement around the battlefield, and the dense wood blocks really hindered our view of the exercise OpFor. That made things harder out on the ground with much of the doctrine that's set out for us no longer applicable. We had to use our initiative."

Various packages saw the Brits pitted against their Estonian hosts to test each other's skills and drills, but with a potential aggressor just 80 miles away in the form of a 770,000-strong military, the exercises have a very real basis. NATO's enhanced Forward Presence Baltic mission is the biggest build-up of forces in Eastern Europe since the collapse of the Soviet Union, and with Russia's annexation of Crimea still fresh in everyone's memory, the bigger picture was not lost on the UK's troops.

"The Estonians are expecting the Russians to come over the border", Sjt. Hopkins said. LCpl. Easton added "There's a real threat out there and troops need to treat it as such. A lot of the guys talk about it and play it over in their heads. We got to socialise with the Estonians and share a bond—there's a lot of common ground between the

nations, especially between the respective ranks."

What this mission might have lacked in hands-on operational experience it made up for in space, time and resources for some seriously meaty training and community engagement. Activities to reassure the Estonian public about NATO's role in Eastern Europe included the appearance of a Challenger Main Battle Tank at the premier of the latest Transformers movie in Tallinn. "The standard of soldiering has definitely improved out here", said section commander Cpl. Adam Grimes. "We have practised and practised, with a massive range package and outstanding trench warfare serials. Okay, something like this will never have the same effect as operations in Afghanistan, which really matures the young lads, but it makes them into good soldiers and I have come back with much more competent men."

As with most things, the single biggest factor for individual success as an eFP battlegroup is approaching it with the right attitude. "Go there with an open mind",

Sjt. Hopkins said. Before we deployed, D Company were hearing things from A Company like, 'it just snows all the time' and 'we are not doing a great deal.' But when I was there I got to tour Latvia, work in a Canadian Battlegroup, conduct assaults from US Blackhawks, do adventurous training and visit every city in Estonia." These missions are what you make of them. It's up to you to make the most of it, so offer yourself up for tasks."

The 5th Rifles' eFP tour was summed up by the Commanding Officer, Lt. Col. Andrew Ridland: "We have come back a close-knit, combat-capable battlegroup ready for whatever mission may come our way."

(Note: Brecon is the Welsh home of the British Army's Infantry Battle School and delivers the Platoon Tactics Course, amongst other infantry training courses.)



NATO AND EU COOPERATE IN THE MEDITERRANEAN



Story by Lt. Cdr. Piotr Wojtas, JFC Brunssum PAO
Photos by MARCOM PAO

In today's globalised economy, 90 per cent of the total volume of goods is moved by sea and communication cables that carry 95 per cent of the world's cyberspace traffic lie on the sea-bed. The Mediterranean Sea is no exception. In terms of energy alone, some 65 per cent of the oil and natural gas consumed in Western Europe pass through the Mediterranean each year.

In 2011, NATO launched an Alliance Maritime Strategy that foresees a complete revamping of NATO's maritime forces, an extensive multi-year programme of maritime exercises and training, and the enhancement of cooperation between NATO and its partners, as well as other international actors, in particular the European Union.

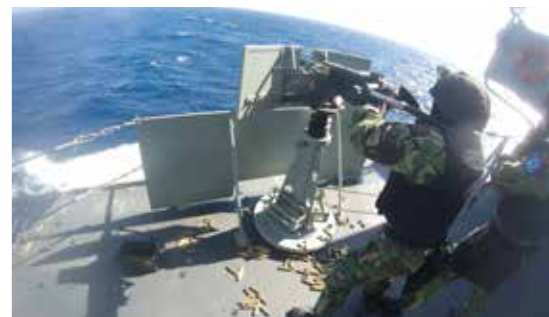
In this context, NATO has created Sea Guardian, which responds to threats to maritime security that straddle the boundary between defence and law enforcement. NATO's support to the latter under Sea Guardian contributes to mitigate gaps in the capacity of individual countries to enforce civilian and/or military law at sea.

So far, the major maritime operations conducted by NATO have been Operation Active Endeavour in the Mediterranean and Operation Ocean Shield off the Horn of Africa. More recently, NATO has been assisting Frontex, and Greek and Turkish national authorities in their efforts to tackle the migrant and refugee crisis in the Aegean. Drawing from the extensive experience accrued from these operations, NATO has acquired unparalleled expertise in the de-

terrence of maritime terrorist activity in the Mediterranean Sea, detecting and deterring piracy activity, capacity-building and maritime situational awareness. Moreover, this experience has strengthened the Alliance's capacity to cooperate with non-NATO countries, civilian agencies and other international organisations.

In June 2015, European Union Naval Force Mediterranean (EUNAVFOR Med) launched operation Sophia with the core task to contribute to wider EU efforts to disrupt the business model of human smuggling and trafficking networks in the Southern Central Mediterranean. Operation SOPHIA is part of the European Union comprehensive approach to the crisis in Libya and in its core has similar information requirements to NATO's mission.

NATO maritime forces contribute to safety of the seas.



Sharing information between the two missions operating in the same environment prevents duplication in tasks, increases the efficiency of the operation as well as the area that can be covered and helps build a bigger picture of maritime activities in the central Mediterranean. As part of this co-operation, starting mid-February for three weeks, NATO ships, aircraft and submarines were conducting focused patrols in the central and western Mediterranean to collect information and monitor patterns-of-life to detect suspicious activities at sea.

In the maritime domain, NATO also has four Standing NATO Maritime Groups which are the standing elements of the maritime component of the NATO Response Force (NRF), held at very high readiness to form the nucleus of an NRF surface mari-

time task group. As explained by Commodore Mike Utley, Standing NATO Maritime Group 2 Commander: “NATO is a partnership of nations that are willing to secure their area of the world and free trades and the routes within it. That is a fantastic thing to go out and do because it secures that ability for literally hundreds of millions of people. It’s very important that NATO ships are interoperable and that we’re used to working together. So the military exercising that you see is linked directly to our ability to be a capable military force, able to fight at short notice. That’s demanded of us by our governments and by the North Atlantic Council.”

Even though Sea Guardian Operation is not driven by the Alliance’s collective defence clause (Article 5), if the North Atlantic Council decides so, it would undertake the following tasks:

- Support maritime situational awareness;
- Uphold freedom of navigation;
- Conduct maritime interdiction;
- Fight the proliferation of weapons of mass destruction;
- Protect critical infrastructure;
- Support maritime counter-terrorism;
- Contribute to maritime security capacity-building.



FIRST ALERT SCRAMBLES FOR THE ITALIAN NATO DETACHMENT IN THE BALTIC SKIES



Story by JFC Brunssum PAO
Photos by Italian Air Force

Ämari, Estonia –

Since early January 2018 the Italian Air Force has been carrying out NATO's Baltic Air Policing mission. A detachment of pilots, ground crew, maintainers, logisticians and controllers have been deployed at Ämari Air Base, Estonia, to ensure the based four Eurofighter Typhoon aircraft operational readiness. Together with the Royal Danish Air Force lead detachment at Siauliai, Lithuania, their task is to provide 24/7 fighter air patrols directed and controlled by the NATO Combined Air Operation Centre (CAOC) at Uedem, Germany, in response to all unidentified air tracks in the Baltic Region.

On 1 February two Italian Air Force Euro fighter Typhoon jets executed their first alert launch to respond to a Russian

Federation Air Force aircraft that flew over the Baltic Sea without transmitting a transponder symbol that identifies the plane on civilian air traffic controller screens. The unidentified track was registered by NATO radars across the airspace over international waters in the Baltic sea, therefore the CAOC at Uedem ordered the Italian jets that had launched for a training flight to go active, approach and identify the track. The pilots identified a Russian Federation Air Force An-26 transport aircraft. They flew alongside the transiting Russian plane and broadcast their transponder signal allowing civilian air traffic controllers to keep other air traffic clear of the area.

When unidentified tracks without transmitting a transponder or answering radio calls crossing the Baltic airspace are registered by NATO radars the responsible CAOC tasks either aircraft in standby or re-tasks already airborne forces to go active,

approach and identify the track. Once the track is identified the respective aircraft either re-connects missing communication—which is in the most cases the reason for unidentified tracks—or will be escorted out of NATO airspace meanwhile flying alongside the transiting plane and broadcasting their own transponder signal allowing civilian air traffic controllers to keep other air traffic clear of the area.

The Italian Air Force detachment already accomplished many flying hours during their training flights over Estonia, Latvia and Lithuania in the first part of this year, practicing training activities which are beneficial for both Italian pilots and Baltic military air traffic controllers. Military skills and interoperability can be improved steadily which also enables them to work together seamlessly when the alarm sounds and NATO jets have to launch within minutes to safeguard the Allies' airspace.



NATO TRIBUTES WITH FLY-OVER THE 100TH ANNIVERSARY OF THE REPUBLIC OF ESTONIA



Story by AIRCOM PAO
Photo courtesy Italian Air Force

Tallinn, Estonia –

100 years ago, on 24 February 1918, Estonia issued its declaration of independence from the newly formed Soviet Russia. This marks the rebirth of the Estonian nation in newer history and is always celebrated on 24 February. The Estonian Independence Day (Iseseisvuspäev) is a public holiday and celebrated with fireworks, concerts, torchlight marches, parades, and parties all over Estonian mainland and islands.

Royal Danish Air Force F-16s and Italian Air Force Eurofighter Typhoons, which were conducting the lead and augmenting roles in NATO's Baltic Air Policing mission at that time, took to the skies over Tallinn to mark that special milestone of the 100th anniversary of the Republic of Estonia.

The flyover to support the parade in Tallinn and pay tribute to its member state consisted of a formidable formation of two Royal Danish Air Force F-16s (lead nation flying out of Šiauliai, Lithuania) and three Italian Air Force Eurofighter Typhoons (augmenting nation flying out of Amari, Estonia).

“Our presence here in Estonia is the demonstration of the strong Italian commitment to support NATO”, said the Italian Detachment Commander, Colonel Eros Zaniboni. “We assure safety and security of the airspace of every NATO Alliance member.”

Air policing is a peacetime collective defence mission, conducted to safeguard the integrity of NATO Alliance members' airspace. The air policing mission above the Baltic States illustrates the ability of the Alliance to share and pool existing capabilities. Allied Air Command oversees all

air policing missions with 24/7 command and control from NATO's two combined air operations centres at Uedem, Germany and Torrejón, Spain.



THE IDENTITY OF NATO

Story written by Lt. Gen. Michel Yakovleff
and published in NATO REVIEW website in
January 2017
Photos from NATO Archive

As events seem to accelerate inside and outside of NATO, the focus has been: “What is NATO doing?” or: “Where is NATO heading?” Yet I venture to say there is a more fundamental question: “What is NATO?” Who we are is more revealing and enduring than what we are doing, preparing for, thinking about, talking about.

Let us think a little about this question of the identity of NATO.

First of all, when NATO was created, it was created to counter and deter an explicit, visible, existing threat. During the Cold War, NATO conducted massive planning and exercises and developed a strong body of doctrine and interoperability. These activities are heavily manpower-dependent, indeed, it was an aim in and of itself: Get these people busy, together. The NATO Command Structure became the school of NATO, the body through which thousands of officers, non-commissioned officers and civilians rotated and graduated with a new, multinational perspective, “the NATO way”.

When that threat disappeared, as the Warsaw Pact was dissolved and the Soviet Union, and then Russia, entered into a more constructive relationship with NATO, the Alliance remained. To the surprise of many and the dismay of some, the Alliance decided to stay together, for no other reason than a feeling of family. Having started as an Alliance against, NATO became an Alliance for. We do not need a threat to want to stay together, just like families do not need other reasons to persist and prosper.

The driving idea of the time was Partnership for Peace, the endeavour to befriend our former foes. It was successful to the point that 12 of today’s 28 members (and soon 13 with the accession of Montenegro*) started their journey as partners. Today, there is no operation that NATO would consider in the absence of partners, for reasons political and ethical much more than operational.

NATO is a successful family. Some of its neighbours want to join, others simply want to associate, from time to time, and that is fine. Each partner decides on its own



The founding treaty of the North Atlantic Alliance was signed in Washington in 1949, in the aftermath of the Second World War. The purpose of the Alliance was to secure peace in Europe, to promote cooperation among its members and to guard their freedom – all of this in the context of countering the threat posed at the time by the Soviet Union. © NATO

terms. Whatever their closeness to the Alliance, the partners of NATO have become a defining part of the Organisation, for which engaging with partners is much more than a competency: it is a destiny.

What of operations? Well, operations started in 1993, a full 42 years after the creation of the NATO Command Structure. And insofar as no operation is desired to be perennial, there is an aspiration that, one day, some day, NATO will not be conducting operations. And yet no one sees that day as leading to the demise of NATO.

In other words—and though this may seem counter-intuitive in view of the warfighting ethos of the organisation—operations are not part of the DNA of NATO. They are over and above, they are extremely important and indicative of the value and valour of NATO, but they are not the underlying reason for NATO. Just as NATO developed and prospered before, without operations, so NATO will prosper after the age of operations—if ever that day comes, of course.

So the identity of NATO is nested in planning, exercising, conceiving (all the conceptual work behind doctrine, interoperability, capability development) and partnering. Operations are over and above, the standard, the ultimate measure of effective-

ness and legitimacy. But they are not part of the fundamental genetic code of the Alliance. Even if we stopped doing operations, chances are our nations would wish to remain together—as an Alliance, ready, forthcoming, friendly, not necessarily fighting!

Even as a more threatening environment is materialising, I hope the Alliance will remain true to its fundamental nature: an Alliance for, not against.

Lt. Gen. Michel Yakovleff has served seven years within the NATO Command Structure, first at NATO HQ as the representative of the Supreme Allied Commander, then at Joint Force Command Brunssum as Deputy Chief of Staff Plans and Chief of Staff, and most recently as Vice Chief of Staff at SHAPE (until November 2016). He is the author of *Tactique théorique* (first print 2006), a theory of tactics that has become seminal reading in the French military.

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*Montenegro officially joined NATO on 7 June 2017.



NATO REVIEW



The flag of the North Atlantic Treaty Organization (NATO) consists of a dark blue field charged with a white compass rose emblem, with four white lines radiating from the four cardinal directions. Adopted three years after the creation of the organization, it has been the flag of NATO since 14 October 1953. The blue color symbolizes the Atlantic Ocean, while the circle stands for unity.



Thanks to years of joint planning, exercises and deployments, soldiers from different NATO nations work well together when the need arises. © NATO



100 YEARS OF THE ROYAL AIR FORCE
1918 – 2018

Story by (OR-9) Warrant Officer Simon Marsh, JFC Brunsum
Photos from the Royal Air Force Archives

In the 21st century we are familiar with national militaries being organised into three distinct armed services that fight in the air, on land and at sea. Indeed, as a joint HQ, our primary purpose is to coordinate the contribution of these services in their respective environments to achieve a unified effect. But of course, it wasn't always like this, and in the grand scheme of human conflict the introduction of air power is still considered by some to be a relatively new innovation.

Nevertheless, this year we shall reach a significant waypoint in the story of professionalism, skill and technological advantage that characterises the application of air power in warfare. On the 1 April 2018 we commemorate the centenary of the world's first independent air force: the Royal Air Force.

The Great War of 1914–1918 proved to be the catalyst for a strategic revolution in the conduct of warfare that added a third dimension to conflict and led ultimately to

the emergence of independent air forces in the 20th Century. Germany was often in the lead of technological and tactical advances in the race to master the skies and as a consequence Britain's towns and cities suffered damaging bombing raids, and its pilots often struggled to match their highly skilled opponents.

Britain's Royal Flying Corps (RFC), led at the time by Major General Hugh Trenchard, responded by adopting an aggressive ethos that was summed up in the standing order of one of its early squadron commanders; 'Attack Everything!'

At the same time, the separate Royal Naval Air Service (RNAS) concentrated on home defence, long-range bombing and fleet cooperation. The result was a competition for resources between these early proponents of air power and disagreement about how best to employ the new flying machines.

Military planners demanded a more coherent approach to air operations. As a result, the RFC and the RNAS were amalgamated into one force and the Royal Air

Force (RAF) was born on 1 April 1918. The RAF took its place beside the Royal Navy and British Army as a separate military service governed by its own ministry; it became the first truly independent air force.

By the war's end in November 1918, the RAF had become the largest air force in the world, with some 300,000 officers and airmen—plus 25,000 members of the Women's RAF—and more than 22,000 aircraft.

However, a huge reduction in size after the First World War and a national financial crisis caused the Government to examine closely whether the cost of a third Service could be justified. But Winston Churchill, as Minister for War and Air, and Lord Trenchard, as Chief of the Air Staff, argued successfully for the RAF's continuation and lay the foundations for its organisation and role that would be stretched to the limit in conflict no more than 20 years later.

The RAF fought in every major theatre of the Second World War during 1939–45, but its most famous contribution was undoubtedly the Battle of Britain between July and October 1940, when the RAF fought off

On 1 April the oldest independent Air Force in the world proudly celebrates one century.



The Avro Lancaster first flew on 9th January 1941 and entered service one year later.



RAF A330 refuelling a GR4 Tornado and Typhoon

the numerically superior Luftwaffe to secure air supremacy over southern England, and thereby deny Hitler the opportunity to launch Operation Sea Lion—the invasion of Britain.

The significance of victory in the Battle of Britain was not lost on Winston Churchill who summarised its importance in a famous wartime speech that included:

“Never in the field of human conflict was so much owed by so many to so few.”

In fact, during the Second World War, the RAF benefited greatly from the support of air forces from across the globe. In 1939, the air forces of the Dominions of Canada, Australia, New Zealand and South Africa were incorporated into the RAF, as were elements of European air forces from nations under Nazi rule, including Belgian, Czech, Dutch, French, Norwegian and Polish airmen, who were given their own national squadrons. Indians and West Indians were also recruited. This international contribution enabled the RAF to reach a strength of 1.208.000 men and women, of whom 185.000 were aircrew. Such depth in re-

sources was to prove crucial. About 70.000 RAF personnel were killed and more than half of all aircrew involved in Bomber Command were either killed, wounded or taken prisoner.

From 1945 the RAF again re-organised to meet the challenges of a post-war world and to accommodate technological advances, notably the wider introduction of jet aircraft to the inventory. The early days of the Cold War saw the RAF provide support to the Berlin Airlift from 1948 to 1949 and the Service emerged as an essential part of the UK’s commitment to collective defence, including squadrons deployed to Germany as part of NATO’s 2 Allied Tactical Air Force. But it also maintained a highly capable expeditionary capability throughout, notably demonstrating global reach in its contribution to the 1982 Falklands War.

The end of the Cold War saw the RAF’s focus turn increasingly to delivering expeditionary air power. Since 1990 the RAF has been involved in several large-scale operations, including the 1991 Gulf War, the 1999 Kosovo campaign and recent opera-

tions in Afghanistan, Iraq and Libya. With an inherent ability to respond, engage and disengage rapidly, and to offer political choice, the RAF has constantly used the full range of its air and space power capabilities—Combat Air, ISTAR, Air Mobility and Precision Strike—and has been engaged in combat operations without respite for what is now nearly three decades.

RAF100 embodies a century of Royal Air Force operations, from its founding moment in 1918, in the final months of the bitter fighting of World War One, through to this—its centenary year—when a much changed yet surprisingly similar RAF continues to defend airspace and engage enemies, wherever they may be.

The RAF contingent at JFCBS Brunssum will hold a series of events to commemorate and celebrate this significant landmark. Keep an eye out for the publicity. We do hope that you will be able to join us.



GENERAL FARINA VISITS AFNORTH INTERNATIONAL SCHOOL



Story by R. Bindels, Assistant Director, AFNORTH Int. School

On Friday 2 February General Salvatore Farina visited the AFNORTH International School. The General was invited to deliver a speech to students regarding his leadership experiences working in various international environments and the importance of embracing internationalism for the future, more together. The visit coincided with AIS' first International Collaboration day.

General Farina arrived and received a sabre guard welcome from the JROTC class. Inside the building a selected group of young pupils together with the management team welcomed the General. The General then went to his audience of older

students. Students at AIS are submerged in an international environment throughout their time at the school. The students are aware of the special opportunities they are experiencing here in the Netherlands. General Farina was asked to come and speak about his personal experiences and more of how these experiences have paved his way to success.

Throughout the session the General did not only speak of his current military position but he was also very open about his youth, his school days, his family life and his early military career. He reminded his attentive audience that learning never stops, it is a lifelong process and that everyone and everything encountered on this journey is an opportunity to learn. Trying

to understand others by questioning is extremely important. General Farina also addressed the importance of family life and to never forget where one is coming from. One needs to respect his or her roots. No one can become successful in life without the support and cooperation with others. General Farina's personal slogan "More Together" underlined this message.

After his address the General visited some of the activities going on in school as part of the first International Collaboration day. He also signed a personal stone to become part of the AIS mosaic. The visit ended as the General wrote a message in the school's visitor's book and once more mentioned the importance of the school for the JFC HQ community, More Together.

NATO TRI-BORDER SAILING CLUB



Story by Lt. Phil Morrison GBR-N, JFC Brunssum

"We are tied to the ocean. And when we go back to the sea, whether it is to sail or to watch—we are going back from whence we came." – John F. Kennedy

As the cold, wintery nights draw in; we are left with only memories of the summer that has passed, and dreams of the summer to come. But just because there is no sunshine, that doesn't mean we should forget about sailing. Hannah Mills, Britain's double Olympic medalist in the Women's 470, believes that it is essential to remain actively interested and motivated all year round. In her motivational speaking, she shares some of the secrets that helped her succeed; ways of staying inspired and setting a good routine. The NATO Tri-Border Sailing Club (NTSC) members have been applying some of her wisdom; each member in his or her own way.

The End Goal

Some club members will be making plans for yachting holidays in warmer climes. The British Virgin Islands, who suffered terrible economic damage due to the violent hur-

ricanes this year, are a particular favourite destination of our club members. Yachting courses, whether for personal development, adventure training, or representative sport, seem so much more fun in the Caribbean in January and February when there is rain and snow in Europe. Whether your dream is to be an offshore yacht master or just to enjoy the wind in your hair and the sun on your face; the key to success is not to lose sight of your goals.

Inspiration

Other club members prefer watching the Volvo round-the-world race on television from the comfort of their own arm chairs. The skills and fitness of these international crews are really something to be admired. They inspire us to improve our own skills and fitness; for personal development, it's not necessary to be an international competitor. Novice and aspirant sailors are brushing up on their rules-of-the-road, an essential education for all waterway users. Older sailors will be dusting off their copies of the rules as a reminder.

Routine

The club has removed the boats from their moorings at Hattenboer Marina, near Roermond. Over the winter, the boats will be subjected to a rigorous upkeep routine

at their off-season storage and maintenance facility within the NATO Industrial Complex site, mid-way between Hendrik Camp and Geilenkirchen Air Base. Sails are hung, inventories are checked, repairs are made, engines are serviced and so forth. The club wants to make sure that all of the boats are ready-to-go as soon as possible at the start of next season. The ambition for next year is to return two Lasers, one 420, and three Stockpaards to Hattenboer in the spring. The smaller dinghies, Toppers, and Optimists as well as the club's RIB safety boat will stay at the NIC site for members to use as desired.

Reward Yourself!

If you are interested in sailing or learning how to sail, whatever your goals, the NATO Tri-Border Sailing Club is looking for new members to join them on the water. The club has a variety of boats for beginners to the sport as well as advanced sailors. One low annual membership fee allows unlimited use of boats throughout the season at the sailing location near Roermond and the possibility to withdraw boats from the NIC site as desired. The club holds regular social nights in order to sail with colleagues, gain experience and have a beer. For more information, look on the PAN portal, enquire at the Morale and Welfare office, or speak to your sailing colleagues. Fair Winds.



VISITS AND ACTIVITIES



7 February 2018

JFC Brunssum Conducts an Expert Team Visit to Georgia

Tbilisi, Georgia – A team of personnel from Allied Joint Force Command Brunssum conducted an Expert Team Visit (ETV) to the NATO-Georgian Joint Training and Evaluation Centre (JTEC) at Krtsanisi, Georgia, between 31 Jan – 01 Feb 2018; the purpose of the visit was to provide briefings and lead discussions in relation to the NATO joint and multinational Exercise Planning Process.

The JFC Brunssum delegation, consisting of Commander Yasen Kenarov, Lieutenant Colonel Leszek Borski and Major Jurgen Christiaens, executed a busy curriculum that included syndicate work oriented on the NATO Command and Force Structures, the different stages of the Exercise Planning process, exercise training requirements, and training objectives, for the benefit of 22 officers and non-commissioned officers at JTEC.

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19 February 2018

Final Staff Address by General Farina

Brunssum, The Netherlands – Commander JFC Brunssum, General Salvatore Farina, addressed his staff today, prior to handing over his command to General Riccardo Marchiò in a Change of Command Ceremony scheduled for Wednesday 21 February 2018.

In his speech, General Farina reflected upon the accomplishments of JFC Brunssum under his guidance. Amongst others these include: the positive and measured progress of NATO's Resolute Support mission in Afghanistan; NATO Response Force evolution; outstanding progress in the delivery of many Readiness Action Plan initiatives such as the establishment of NATO Force Integration Units, delivery of the Very High Readiness Joint Task Force, the developing role of Multi-National Corps North-East, the establishment of Multi-National Division North-East and the stand up of enhanced Forward Presence Battle-Groups in Estonia, Latvia, Lithuania and Poland.

Before departing General Farina thanked his Command Group colleagues, all staff members and their families, for the outstanding support he has received and presented the following awards: NATO Meritorious Service Medal (Non-Operations) – Group Captain Richard Grimshaw; NATO Meritorious Service Medal (Operations) – Lieutenant Colonel Matthew Hing; and Commanders' Commendations – Colonel Giovanni Vultaggio, Lieutenant Colonel Barış Ateş and Warrant Officer Arno Brouns.



22 February 2018

Visit by the German Staff College to JFC Brunssum

Brunssum, The Netherlands – The German National Command and General Staff College, visited Headquarters JFC Brunssum 22 February 2018 to familiarise students with the role, responsibilities, planning processes and current challenges that the headquarters faces.

Commander JFC Brunssum, General Riccardo Marchiò, welcomed the Staff College delegation, recalling his own time at the Hamburg-based College in 1992. General Marchiò informed the students that their visit was an opportunity to learn about the "operational perspective and the JFC Brunssum's contribution to continued NATO evolution".

German Staff College visitors were then briefed on: the Headquarters' lines of effort, particularly its enablement of NATO's Resolute Support mission in Afghanistan; the enhanced Forward Presence deterrence mission in northern Europe; NATO Response Force 2018 (for which JFC Brunssum is the standby command); an ambitious Training and Exercise programme for 2018; and JFC Brunssum's engagement and outreach efforts.



23 February 2018

General Riccardo Marchiò – Initial Staff Address

Brunssum, The Netherlands – General Riccardo Marchiò, Commander JFC Brunssum, addressed his staff today for the first time.

The General thanked his predecessor, General Salvatore Farina, for the work he has done over the past two years, especially with regard to NATO's Resolute Support mission (RSM) in Afghanistan, the evolution of the NATO Response Force (NRF) and, more recently, the successful deployment of the enhanced Forward Presence (eFP) Battle Groups in northern Europe.

Looking to the future the General stated that, under his guidance, the emphasis for his tenure will be continuity. There will be no radical change but, rather, a continued effort to guide and refine the broad spectrum of work at JFC Brunssum.

In closing his remarks General Marchiò underlined that mission command (the philosophy whereby a military leader outlines his intent for his staff to execute) would be a central element to his leadership approach and he will work to establish an environment of mutual trust where work and family life are in balance.

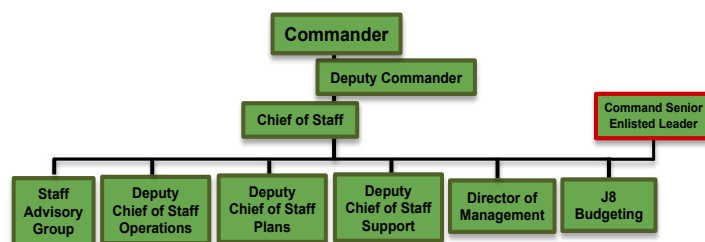


#WEAREJFCBS

#WEARENATO



NAME: **MARC HALL**
 RANK: **SERGEANT**
 NATION: **CANADA**
 OFFICE: **COMMAND SENIOR ENLISTED LEADER (CSEL)**



Command Senior Enlisted Leader (CSEL): Provides feedback and advice to the Commander on all matters affecting HQ personnel.

When did you arrive in Brunssum and what is your job at the Headquarters?

I arrived in July 2016, and I am the Military Assistant to the Command Senior Enlisted Leader (CSEL).

Tell us about your military career.

I enlisted as an infantryman in the Princess Patricia's Canadian Light Infantry (PPCLI) due to the Regiment's storied 100 years of service. When 9/11 happened, I was in university, and some of the very first soldiers on the ground in Afghanistan were PPCLI. I was aware of the exploits of the unit in previous wars and I wanted to be part of that rich history. Prior to my posting to JFCBS, I had spent the entirety of my career at 3 PPCLI. During that time I held a wide variety of positions starting from machine gun operator and finishing as Parachute Company Operations Sergeant. I deployed to Afghanistan in 2010 and Eastern Europe in 2014 as part of the Vanguard Company in response to the escalating crisis in Ukraine. My military specialization is Airborne(!) operations, and I have many military para qualifications including Freefall, Jumpmaster and Parachute Instructor. Being an instructor is one of the most rewarding aspects of my job, and I derive great satisfaction

from mentoring and developing soldiers into warfighters.

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

My job at JFCBS can be both challenging and rewarding. Mostly, my job is about coordination. As the CSEL's MA, I have variety of responsibilities, such as managing the CSEL's schedule and correspondences, creating agendas, RODs and managing due outs for CSEL meetings and conferences. I also run the Honour Sentry program, and represent CSEL on some SGs, WGs, and meetings. I am also the training coordinator for all Canadian personnel at JFCBS. The most important aspect of my job is connecting with people. I spend a lot of time working to establish and develop relationships with various people around the Bi-SC. In my experience, time spent developing relationships is never wasted. The biggest challenge for me was adapting to a whole new spectrum of critical thinking and planning. Spending a decade at the tip of the spear is great because it allows you to get really really good at what you do, but it requires specificity of focus. When I arrived at JFCBS I realized very quickly how narrow my perspective was. Another challenge for me was figuring out what exactly the role of a Sergeant is

(beyond my job description) at a multinational HQ with our rank composition. So, in a nut shell, arriving here put me way out of my comfort zone, and honestly some days I still feel like that, but the experience I'm gaining by being in this environment is profound, and simply would not be possible for me without being here.

Is your family here with you?

Yes, I live just outside of Heerlen with my beautiful wife Jenna and my three daughters, Mackenzie, London and Juno. They are an incredible support system and I am very grateful to have them.

What are your hobbies?

Having three daughters, I'm not really familiar with the concept of "free time". That being said, when I do get the chance, my favourite pastime is golf, but alas it's an unrequited love as golf has made it abundantly clear that it doesn't love me back! I love to play hockey and soccer (football...sorry!), and I enjoy boxing and bjj. Above all, I enjoy spending time (and especially travelling) with my family.

NOTE: Sgt. Marc Hall has been recently presented the Allied Command Operations Military Member of the Year Award for 2017.

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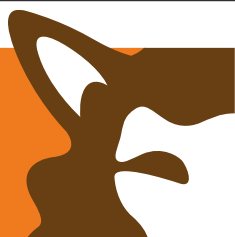
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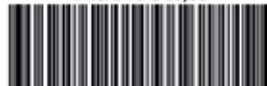
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