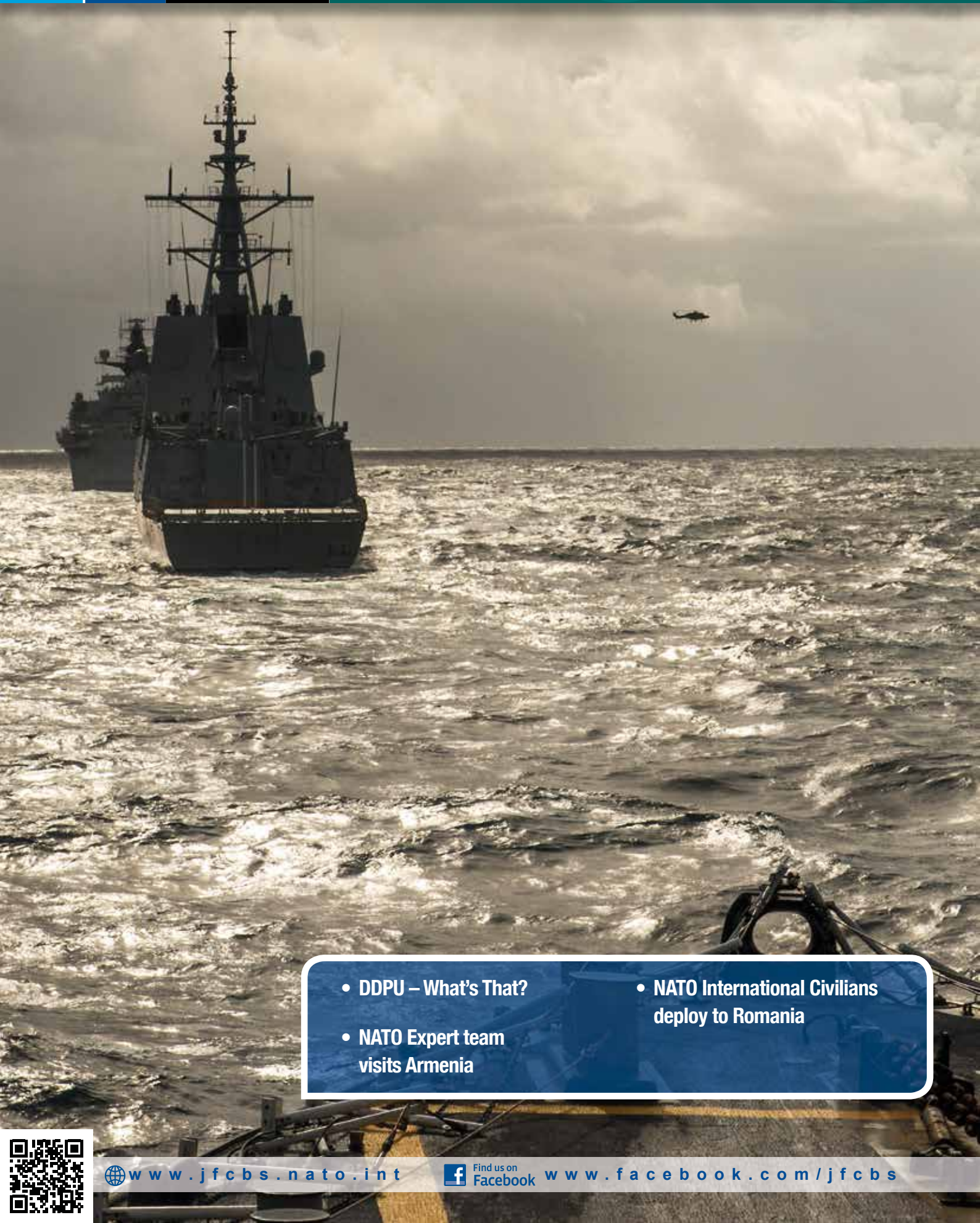




- DDPU – What's That?
- NATO Expert team visits Armenia
- NATO International Civilians deploy to Romania





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COMMAND GROUP CORNER

By General Hans-Lothar Domröse

It is with a mixture of sadness and excitement that I write my final piece for the Northern Star. Sadness because 4 March 2016 is the day I hand over command of this wonderful headquarters to General Salvatore Farina, bringing to an end my 43 year military career. But excitement too at the opportunities and freedom my 'second life' as a retired general will bring. As I look back over my time here in Brunssum and my career as a whole, several things strike me and I would like to share them with you.

When I took command, I set three priorities for the headquarters and, despite the changing international situation, they have stood the test of time. My first priority was Afghanistan, my second the NATO Response Force and my third Regional Focus. NATO's journey in Afghanistan has been a long and at times painful one and it still has some way to go. But we should be proud of what we have achieved and recognise the important role that our headquarters has played in supporting the operational commander in theatre; we must remember after all, it is all about Afghanistan. We still face many challenges, but from my frequent visits to theatre I have seen a consistent improvement in the overall situation that media headlines can often hide. This has only come about through the commitment and hard work of our brave soldiers, sailors and airmen and women and I pay tribute to them for their sacrifice.

My second priority, the NATO Response Force, is one where I have perhaps seen the biggest change and nowhere more so than in our own headquarters. I am in no doubt that we are far more relevant, capable and effective now than three years ago. Part of this is down to external factors, notably President Putin and the increased threat from the east, that have highlighted NATO's relevance to everyone and kept us fully focussed. But it is also down to the change in our own mind-set as we have transformed into a truly deployable headquarters. In October 2013, we deployed to Riga for just seven days on Exercise Steadfast Jazz, taking our first tentative steps as a headquarters



General Hans-Lothar Domröse

operating away from our home base. Many lessons were learnt, not least our ability to operate 24/7 and the need for us to be 'Luftwaffe not Lufthansa'. Just two years later, at the end of last year, we deployed to Zaragoza on Exercise Trident Juncture and this time spent 6 weeks operating as a JTF HQ in a far more complicated and challenging scenario. The difference could not have been more marked.

Trident Juncture was a highlight for me. I was convinced that NATO needed to do more with its exercises and that it could offer high quality and challenging training to individual nations that they could not normally achieve on their own. This was borne out during the CPX, with the Canadian Task Force exercising from its home base as part of the JTF, demonstrating NATO's ability to operate across continents. The LIVEX reinforced this message of interoperability, with 4 multinational brigades and air, maritime and SOF assets from across NATO and Partner nations training together. Seeing the Albanian company take part in an attack alongside Italian and US personnel epitomised the exercise's success. It sent a clear message to all those who were watching; NATO is together and NATO is capable. This could not have happened without the hard work and dedication of

all the planning teams; we know who they are and they thoroughly deserved all the plaudits they received.

My final priority, Regional Focus, bore fruit when the crisis in the Ukraine erupted. The links we had established with the Baltic States and Poland, as well as our partners Sweden and Finland, meant we were ahead of the game when NATO decided to establish Force Integration Units on its eastern flank and we should not underestimate the impact this headquarters had on driving forward NATO's response. We have led the way in both planning and implementation and it is to this headquarters that people look for ideas and leadership. This was brought home to me during my final tour of the region in mid-February, where I met numerous CHODs, all of whom paid tribute to the role Brunssum had played, and would continue to play, in Assurance and Adaptation. With the Warsaw Summit now just a few months away, it is incumbent on everyone in this headquarters to see the tasks set in Wales two years ago achieved, critically our work on the VJTF. Not that the work stops there; as SACEUR himself has said, we are on the road through Warsaw and beyond.

I have one final thought. In every posting I have learnt that it is not where you serve that counts, nor the job that you do, but the people you serve with. That lesson has been reinforced yet again here at Brunssum, where I could not have wished to serve with a finer group of servicemen and women. I have served in multi-national environments before, be it as COS ISAF in Afghanistan, as Commander of the EUROCORPS or as German milrep, but Brunssum without doubt has been the most cosmopolitan of all my postings. Whilst working in any international environment does not come without its challenges, I have found commanding JFC Brunssum to be an intensely rewarding experience that has rounded off my career perfectly. As I bid you farewell, I wish you all the very best for the remainder of your time in Brunssum and for your future careers and ask you to support your new commander, General Farina, as you have me. Together we have done great things.

Colophon

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About the Cover

A helicopter (right) carries the photographer, assigned to capture the images during the PHOTEX, as Her Majesty's Canadian Ship (HMCS) HALIFAX (bottom), ESPS ALVARO DE BAZAN (center) and HMS BULWARK (distant), stay in formation. The event was part of Exercise TRIDENT JUNCTURE 2015. HS2015-0838-L043-008 ©DND 2015 Photo: LS Peter Frew, Formation Imaging Services Halifax

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Belgian F-16s guarding Baltic Skies

Story by the Belgian Air Force Detachment at Ämari Air Base, Estonia

As from Tuesday 6 January 2016, a Belgian detachment has taken part in the 40th rotation of NATO's Baltic Air Policing mission with four F-16 fighter jets flying out of Ämari Air Base, Estonia. The Belgian crew comprised of 50 experienced service members and their airplanes will stand alert around the clock, seven days a week, until the end of April.

It's the fifth time since 2004 – Belgium being the first Ally to start the Baltic Air Policing mission – that aircraft from the Belgian Air Component are deployed to guard the Baltic skies against unauthorized overflights. During previous rotations Belgian F-16s operated out of Siauliai Air Base in Lithuania and Malbork Air Base in Poland. This time their temporary home base is Ämari in Estonia.

"The aircraft flew in from the Belgian air bases Florennes and Kleine Brogel on 4 January," said Captain Davy 'Blanky' Blancquaert, Detachment Commander at



Belgian Detachment Commander, Captain Davy 'Blanky' Blancquaert, in his F-16 fighter aircraft getting ready for a scramble as part of NATO's Baltic Air Policing detachment.

Photo courtesy Belgian Air Force.

Ämari. "Upon our arrival in Estonia some harsh winter conditions with freezing temperatures and lots of snow provided a challenging setting. However, both aircraft and crew adapted well and proved they are always ready." On several occasions they successfully executed training missions as well as some real scrambles intercepting Russian aircraft flying in international

airspace at the Baltic borders.

NATO's Air Policing across the airspace of all Allies is a purely defensive activity preserving the integrity of that airspace. It is an important confidence building measure to demonstrate Alliance solidarity and resolve.

Lead Nation Spain's impressions from latest Baltic Air Policing Mission

Story by Spanish Air Force Detachment at Siauliai Air Base, Lithuania

ŠIAULIAI AIR BASE, Lithuania – Assuming lead nation responsibility on 7 Jan 2016, 130 Spanish Air Force personnel, operating 4 Eurofighter Typhoon Jets, are well underway to accomplishing their third Baltic Air Policing (BAP) Mission.

This is the second deployment for Spanish Air Force jets to Šiauliai after their last mission in 2006 with the Mirage F1 fighter. In the interim years, Spain augmented the BAP mission at Ämari, Estonia, from May to August 2015.

A long way from Albacete Air Base and from their home unit weather, the contingent led by Lt Col Juan Antonio Ballesta Miñarro, work to ensure the Eurofighter Typhoon Jets providing the NATO Quick Reaction

Aircraft (QRA) are maintained at high readiness. Commanded and controlled from NATO's Combined Air Operations Centre, Uedem, Germany, they respond to aircraft operated in an unidentified, unusual or unsafe manner. On their first scramble (19 Jan), the Spanish Eurofighters were launched to intercept and escort a Russian Federation aircraft over the Baltic Sea.

Safeguarding the integrity of Alliance members' sovereign airspace is a peacetime task contributing to NATO's collective defence. The Air Policing mission illustrates the ability of the Alliance to pool existing capabilities; having started in Apr 2004 it has been conducted continuously ever since. The Spanish Air Force will complete their lead nation Baltic Air Policing mission at the end of Apr 16.



Members of the Spanish contingent work around the clock to maintain a 24/7 QRA readiness. Spanish Forces photo by Capt Alejandro Talavera (Released), ESP PAO.

COM AIRCOM visit to Slovakia

Story by Aircom Public Affairs

28 Jan 16 General Frank Gorenc, Commander Allied Air Command, completed a number of engagements with senior military leadership in Bratislava, Slovakia.

In wide ranging discussions on the provision of Air and Space Power for the Alliance, he met the first deputy of Chief of Defence, Lieutenant General Peter Gajdoš, accompanied by Brigadier General Miroslav Korba, Commander of the Slovak Air Force and later had an Office call with the state secretary of Ministry of Slovakian Defence, Mr. Miloš Koterec.



General Gorenc meets with the State Secretary of the Ministry of Slovakian Defence, Mr. Miloš Koterec. Photo by Stefan Zemanovic.

Commander AIRCOM country visit to the Czech Republic

Story by Aircom Public Affairs

26 January 2016, General Frank Gorenc, Commander of Allied Air Command at Ramstein Air Base, Germany, visited the Czech Republic.

After high-level talks at the Czech Ministry of Defence and with the Czech General Staff he travelled to Caslav Air Base where L-159 light fighters and JAS-39 jets are deployed. The Czech Air Force employs the Gripen fighters to conduct NATO's Air Policing mission 24/7 365 days per year.



The Czech Deputy Chief of Defence, Lieutenant General Jiří Baloun greeting General Frank Gorenc, Commander Allied Air Command, in front of the General Staff Building; prior to that General Gorenc had visited the Czech Ministry of Defence.

Photos by Tomas Maruszak, Czech Air Force.

Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Prepared by Adjutant Edwin Tromp, photos by PAO JFCBS

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

January 2016



NATO Response Force 2016 is Highly Capable, Committed and Ready

15 JAN 2016

After an extensive and demanding exercise cycle in 2015, Headquarters Allied Joint Force Command Brunssum (JFCBS) has now entered the Stand-By period for NATO

Response Force 2016. General Philip Breedlove, NATO's Supreme Allied Commander, has recognized the important role JFCBS will play during the year: "Trident Juncture 2015, led by JFC Brunssum, demonstrated that we can deploy high-readiness forces from across the Alliance in a matter of days. These multinational forces from Air, Land, Sea and Special Operations are highly interoperable and have proven capable of conducting complex military manoeuvres across the spectrum of operations."

JFCBS, as the 'Stand-By Headquarters' that was trained and certified last Autumn during Trident Juncture 15, is now well prepared to respond to any NATO Response Force tasking.



JFC Brunssum Commander Begins to Bid Farewell

28 JAN 2016

18-21 January: General Hans-Lothar Domröse, Commander JFC Brunssum, visited the Scandinavian countries of Denmark, Norway and Finland to conduct high-level security related discussions and bid farewell in advance of his March 2016 departure.



JFC Brunssum mobile Training Team Completes Successful Armenia Workshop

6 FEB 2016

Yerevan, 05 February - A Mobile Training Team (MTT) from Joint Force Command Brunssum conducted a combined Civil Military Cooperation, Strategic Communications, Public Affairs, Information Operations and Psychological Operations training workshop at the Armenian Ministry of Defence building, Yerevan, Armenia, during the period 01-05 February. The workshop took the students, the majority of whom had attended the initial 2015 MTT workshop, to the next level of subject-matter understanding.



General Domröse Visits Poland, Lithuania, Latvia and Estonia

19 FEB 2016

The Commander Joint Force Command Brunssum, General Hans-Lothar Domröse, recently completed a farewell tour of Poland, Lithuania, Latvia and Estonia, where he took part in

official civil and military ceremonies. The 5-day visit included office calls with the Polish Chief of Defence, the Lithuanian Chief of Defence, the Latvian State Secretary of the Ministry of Defence, the Estonian Chief of Defence and the Estonian Permanent Secretary of the Ministry of Defence. Among the topics discussed were the current security situation and the status of the NATO Force Integration Units.

During the trip General Domröse was presented with the following honours in recognition of his outstanding service:

- The Estonian Defence Forces' Distinguished Service Decoration;
- The Latvian Medal of Honourable Merit;
- The Lithuanian Cross of the Order of Merit.

Deputy Commander Allied Joint Force Command Brunssum, visits the Joint Force Training Centre

19 JAN 2016

For Lieutenant General Alejandre this was the first time after he had assumed the position of the Deputy Commander of the Allied Joint Force Command Brunssum when he had an opportunity to explore the JFTC. Apart from observing the soldiers' final preparation before their deployment to Afghanistan the General also met with Brigadier General Wojciech Grabowski, the JFTC Commander. Supported by his staff, General Grabowski introduced the distinguished guest to the centre's mission, activities as well as current and future challenges. The JFCBS Deputy Commander also learnt more about the centre's know-how built for over a decade, and about the JFTC's state-of-the-art facility with modern infrastructure that meets the Alliance's highest training requirements and expectations.



Ukrainian Armed Forces Delegation Briefed at JFC Brunssum

29 JAN 2016

26 - 27 Jan; JFC Brunssum (JFCBS) was honoured to host a delegation from the Ukrainian Armed Forces (UAF).

Led by Lieutenant General Viktor Bokii (UAF Deputy Chief of Staff) a small group of Ukrainian military officers visited JFCBS to learn about the Headquarters' role, responsibilities, structure, primary tasks and missions as their nation strives to reform its military and, wherever possible, align with NATO standards. Other members of the delegation included: Major General Oleksandr Syrskyi (First Deputy Head UAF Main Command Centre) and Colonel Valerii Churkin (Head of Military-Strategic Analysis, Main Operational Department, UAF General Staff).



Expert Team Visit, Tbilisi, Georgia 01-05 February 2016

17 FEB 2016

Expert Team Visit, Tbilisi, Georgia 01-05 February 2016

At the 2014 Wales Summit, NATO adopted a Partnership Interoperability Initiative to ensure that the experience gained by Allies and partners from over a decade of working together in Afghanistan is maintained and further developed. As part of this initiative Georgia has been invited to participate in the Interoperability Platform that will bring Allies together with 24 partners that are active contributors to NATO operations.



March 2016

NATO International Civilians Deploy to Romania

This Article has been drafted by CSA Naples Executive Committee members with the extraordinary collaboration of JFCNP HQ staff members.

Headquarters Allied Joint Force Command Naples (JFCNP) is part of Allied Command Operations (ACO) commanded by Supreme Allied Commander Europe (SACEUR). JFCNP is one of two Joint Force Commands (JFCs) in the NATO Command Structure. Alongside its sister HQs, JFC Brunssum in the Netherlands, its mission is to prepare for, plan and conduct military operations. The objective of those operations is to preserve the peace, security and territorial integrity of Alliance member states, sustain unimpeded sea lines of communication (freedom of navigation) and, thus, set the conditions for trade throughout SACEUR's Area of Responsibility (AOR) that are so important in today's globalised world.



Mrs. Barbara Iavarone

JFC Naples has no permanently designated AOR but SACEUR can allocate an approved Joint Operations Area (JOA) to meet his requirement for exercises and operations. Assigned tasks imply the need to be capable of developing a military response to missions for potential expeditionary operations. The JFC Headquarters must therefore be able to mount a Combined Joint Task Force HQ (CJTF HQ) from within its own staff in order to provide the Command element of assigned missions.

Last year JFCNP conducted Exercise TRIDENT JOUST 2015 (TRJT15) from 18 to 28 June. TRJT15 marked the first time a Joint Force Command headquarters deployed to Romania. Sixteen NICs participated in this exercise.

Seventy-eight NATO International Civilians (NICs) are part of JFCNP staff and almost all of them have a deployability clause

included in their Job Descriptions as follows: "The incumbent may be required to undertake deployments in support of military operations and exercises, and/or TDY assignments, both within and without NATO's boundaries. Such operational deployment may exceed 30 days duration up to 183 days in any period of 547 days, and may be on short notice". As a consequence NICs at JFCNP attend a pre-deployment training course in Vyskov (Czech Republic) to help ensure they are prepared to deploy as part of the staff when required.

Three NICs share their experiences and impressions of deploying (for the first time) with us below:

Mrs. Antonella Carbone

is the Life-Cycle Manager at the Civilian Human Resources Office of JFCNP. Mrs. Carbone supervises and manages the life-cycle programme of all assigned civilian personnel and, when tasked, manages a civilian HR office in a theatre of operations

or in a reach-back setting. She oversees and manages / administers civilians involved in Alliance Operations and Missions (AOMs).

When asked about her initial impressions / expectations before her first deployment, she answered: "I was very enthusiastic about my participation in Exercise Trident Joust 2015 in Romania. In particular, as a NATO International Civilian with a contract including an extended deployment clause, I wanted to acquire a good understanding of possible scenarios I could encounter when performing my duties in support of operations and missions. I also used the opportunity to explore ways to improve the level of support that we provide to NICs under our administration when they deploy."

During the exercise Mrs. Carbone performed the duties of Civilian Human Resources Manager. "The main challenge I had to face was to bring my luggage up to the third floor! Joking aside, one of the

challenges was to increase the awareness of military colleagues with respect to the status of NICs during operations and missions. It was important to emphasize that we are deployable, fully integrated with the military force, and that we are an asset immediately available to the Commander and to the Organization when our expertise is required during operations and missions. As Senior National Representative of Civilian personnel, I had to ensure that all requirements / issues affecting civilian personnel were taken into consideration”.

As an expert Human Resource Manager, Mrs. Carbone states: “I would advise my colleagues to show their professionalism and flexibility in all circumstances thus demonstrating that, although NICs are not combatants, they play a significant role and, working together with military personnel, make a significant contribution to mission success”.

Mr. Gaetano Galiano

from Italy, is currently assigned to the J2 Division in JFCNP. In his role as an Intelligence Analyst he’s involved in the acquisition, evaluation, analysis of information relevant to the Political, Military, Economic, Social, Infrastructure, and Information Systems domains (commonly known as ‘PMESII’), in support of the Commanders’ decision making process.

During TRJT15 in Făgăraș (Romania), he “role-played” a member of a NATO Intelligence Fusion Centre (NIFC) setting up scenarios for the training audience and producing a daily intelligence update. “I was responsible for creating realistic daily scenarios to challenge and exercise the Command Group, staff, and subordinate commands in an Article IV scenario while, at the same time, responding to requests for information (RFIs) to further enhance the exercise”.

“Quite frankly I had no concerns before departure. I tried to keep an adaptable and open mind in order to be able to face unfamiliar scenarios and adjust to meet my duty requirements. I encountered no significant challenges integrating into the deployed working structure during the exercise.”

“Overall I believe the deployment in Romania was a great opportunity (for all staff) to perform functions under simulated wartime conditions and develop / refresh participants’ knowledge, skills and abilities.”

Mrs. Barbara Iavarone

is a member of the Office of the Legal Advisor, in the Staff Advisory Group. The Office of the Legal Advisor is responsible for providing expert legal advice, technical guidance and other assistance to the Command Group (CG) and the staff to ensure the HQ is functioning in compliance with all governing treaties, international agreements and applicable laws. This ensures compliance with NATO policies and guidance, and Alliance obligations in the functional areas for legal support. In particular, Mrs. Iavarone is responsible for providing timely legal support and advice

across the spectrum of operational and international law, including but not limited to, the Law of Armed Conflict, Human Rights Law, as well as the interpretation and application of international treaties and customary international law related to operational settings.

Barbara’s deployment was really a case of a short notice to move: “My case was a little peculiar since my participation in TRJT15 was decided at the last minute (less than one month in advance). Therefore, I didn’t have the chance to attend all the preparatory meetings organized by JFCNP. Nevertheless, the basic information acquired “at the last minute” was clearly sufficient for me as I was able to manage the preparation of the trip, the travel, and the work in the new location. I believe the detailed organization worked very well – considering the obvious difficulties and complexities. I can only imagine the huge workload generated by the logistics of the deployment; in particular, the CIS support. I can only say that, from my perspective, it was a great success. I have the impression that all the deployment phases were considered and organized in detail”.

The office of the Legal Adviser consists of military and civilian personnel. These experts provide a broad range of legal support that, inter alia, embraces: Operational Law, Claims and advice, Administrative Law, Legal support to education and training, Negotiations, Domestic and applicable International law support to NATO subordinate commands that includes Administrative law, Employment Law, Contract Law and, when necessary, domestic litigation. Barbara sums up the challenges encountered as follows: “The long working hours, added to the hour it took to get to the military compound from the hotel, were a challenge, but that would have been the same in JFCNP. Sharing the office with a multitude of people (all Staff Advisory Group personnel in the same room) with little desks that did not allow much space for papers / documents / books / computers was quite challenging. The busy and noisy environment made it a little difficult to concentrate on my legal researches.



Mrs. Antonella Carbone

Having to share the Internet computer with others – as a LEGAD I need that capability for legal researches – definitely generated some problems. However, the incredible sense of camaraderie that I found in all my colleagues, even with those whom I had never met before, made it possible to alleviate any problems. And, in the evening, a laugh and a beer together would compensate for how tired we all were and any frustrations we had encountered throughout the day.”

Mrs. Iavarone, concludes with the following words of advice for those of you who have yet to experience the working environment of a deployed JTF HQ or mission: “Follow the instructions; follow the advice of your senior and more experienced colleagues; use your common sense; be ready to be flexible and adaptable; do this and you will enjoy an unforgettable and fruitful experience.”

On 28 June 2015 at Cincu, Romania, Allied Joint Force Command Naples (the NATO Response Force Standby Command and Control Headquarters for NRF15) successfully concluded Exercise TRIDENT JOUST 15. For eleven days JFCNP headquarters staff participated in the exercise which tested operational capability of the standby NATO Response Force 2015 C2.

“TRIDENT JOUST demonstrated that NATO can deliver command and control anytime, anywhere,” said Canadian Army Lieutenant General D. Michael Day, Deputy Commander of JFC Naples, who was also the overall exercise commander. “TRIDENT JOUST challenged JFC Naples in an ever more complex security environment and our staff has met those challenges with the agility and responsiveness we expect from NATO service members.”

TRIDENT JOUST 15 supported the Readiness Action Plan as was envisioned during the NATO Wales Summit in September of 2014. Located in both Romania and Bulgaria, TRIDENT JOUST 15 involved 25 NATO nations and more than 1,000 personnel.



Mr. Gaetano Galiano

DDPU – What's That?

Story by : Mr Barry Mellor (NATO Civilian), DDPU Chief Editor, Exercise Trident Juncture 2015.

For the first time in a NATO exercise a NATO Media Information Centre (NMIC) - established to deal with real-world issues, adjacent to and part of, a deployed Joint Task Force HQs (JTF HQ) - incorporated a Deployable Digital Production Unit (DDPU). Standing up in the Exercise Trident Juncture 2015 (TJ15) LIVEX this 45-person team brought together some of the best communicators working in NATO who, in turn, were further augmented by communications experts from US EUCOM, the US Office of Naval Research, the German Army's Combined Joint Operations Communications Task Force, Spanish Interns, a Portuguese graphic designer and others.



Dutch Marines training as part of Exercise Trident Juncture 2015. Photo: WO Artigues (HQ MARCOM).

The leadership of this highly talented group was provided a TJ15-specific Strategic Communications Framework, Rolling Brief and Public Affairs Plan as guidance and instructed to keep within the 'spirit' of extant regulations whilst, at the same time, push the communications boundaries as far as possible, especially in the medium of social media.

The results are staggering. Although numbers of views, impressions and likes continue to rise, as of end January 2016, the following results have been achieved:

- Facebook reach – 11,000,000+;
- JFCBS Facebook 'likes' increased by 183%;
- Twitter – more than 1.1 million impressions;
- JFCBS Twitter 'followers' increased by 122%;
- Flickr – 3.3 million+ individual photographs viewed;
- Broadcast (video marketed to media outlets) – our content has been viewed in 30 nations where we have generated over 800 broadcast hits to a potential audience of 1 Billion+.

Background

Preparations started for this high-visibility exercise in 2013. From the beginning it was clear a huge opportunity presented itself to take advantage of the revolution in communications technology, platforms and processes. Thus, over time, the concept of a heavily augmented NMIC, bringing in much-needed video editing, photographic editing, social media, graphic design and, later, marketing, skills developed. And, slowly but surely the concept grew.



American V-22 Osprey lands US and British troops in Almeria, Spain, during Exercise Trident Juncture 2015. Photo: Miks Uzans, NATO Channel TV

NATO HQs Public Diplomacy Division (PDD) came on-board at an early stage and was instrumental in providing conceptual and pragmatic support. After a great deal of discussion it was decided to use the digital media content generation process embedded at NATO HQs as the template for what would be established in the TJ15 NMIC. The PDD construct was then super-imposed on the NMIC Crisis Establishment and the concept was born. The next step was to ensure a core of true professionalism was established throughout each section. This was done by identifying individuals with the right skill-sets and selling the idea to them and their superiors so that they could join us. In taking this step forward we searched outside NATO as well as inside, reaching out to other commands such as EUCOM, not in the Alliance command structure. By enlarge most quickly grasped the value of our project and were keen to provide support.

Next was to ensure our planning was as thorough as possible. We supported initial Public Affairs Plans with a Digital Content Management Plan (DCMP) that explained how the circa 120 public affairs staff that would be deployed in the field

throughout the exercise should upload their products to a server for editing and release by the DDPU. This document was supplemented by a number of one-page technical briefs that sought to ensure the technical standards for video and stills was known well in advance – in this, we raised the standard to a level beyond the current ACO/ACT PAO Handbook. A final preparation was a briefing by the JFC Brunssum CPAO at the September 2015 Bi-SC Communicators Conference where all those earmarked for participation in TJ15 enjoyed a breakout day where high visibility events and technical standards were discussed in detail.

Exercise

Reaching the end of the Command Post Exercise (CPX) 16 Oct with successful certification of JFC Brunssum for its NATO Response Force 2016 (NRF16) Standby Command role, JFCBS PA staff broke down the NATO Communications Operations Centre (NMOC) and moved to the NMIC location – a small NMIC had been in place throughout the CPX to staff real-world issues but at an agreed low tempo. Over the weekend of 17/18 Oct the NMIC was transformed from a small reactive entity into a forward-leaning,

proactive and highly active media centre comprising more than 60 personnel. And, this had to happen quickly as, on Mon 19 Oct a high-visibility Opening Ceremony was conducted in Trapani, Italy, drawing media attention to the Live Exercise (LIVEX) segment of TJ15 that would start on 21 Oct. This served to focus minds, rapidly generate the necessary internal processes, and establish teams.

A daily battle rhythm soon established itself in the DDPU where the day started with attendance at the SHAPE 'TechNet' phone call, followed by an internal daily meeting, then attendance at a meeting with CPAO. Strong links were established

¹A Crisis Establishment is a list of personnel and their necessary skillsets needed to support a NATO unit in a mission environment.

²TJ15 was broken down to two distinct elements. The first, the CPX, was designed to test and certify the JTF HQs staff (from JFC Brunssum) for their NRF16 standby command role; the second, the LIVEX, was to promote tactical level integration of the circa 36000 troops that participated in the exercise.



Deployable Digital Production Unit nerve centre in the basement of the Tulip Inn Hotel, Zaragoza, Spain. This digital media 'powerhouse' was created for the first time in a NATO exercise to leverage advances in communications technology. Photo: WO Karl Schön.

between the DDPU, Media Ops and the Joint Operations Centre ensuring all were in synchronisation. In addition, Media Ops and the DDPU regularly interacted with a number of Local (PAO) Operations Control Centres and the Single Service Commands to ensure an overall synchronisation of effort.

An important addition to the NMIC throughout the LIVEX was a representative from NATO Press and Media. This individual not only linked the NMIC permanently to NATO HQs (very useful in DV Day planning) but also served as an in-house release authority for any products with a potentially political strand. The addition of this individual assisted greatly

in maintaining a high tempo of output.

Surprisingly quickly the professionalism of the expert staff brought in seeped into the lesser experienced personnel such that a high-performing, extremely creative and energetic production team was formed. Although we had assets on-hand to generate content, the DDPU primary role was static. Content generated by PA staff in the field, at sea, or embedded with aviation assets, was uploaded to our File Transfer Protocol (FTP) server to a canister closed to the public. DDPU personnel then downloaded the content, edited it for OPSEC and other purposes, reviewed shotlists, ensured metadata was correct and often generated short video clips for

social media. Once released, the content was uploaded to another canister on the FTP server that was open to the world's media and could be promoted by the Marketing section.

Each section literally hummed with ideas as the atmosphere of a newsroom was generated. In social media the inclusion (again, for the first time in a NATO exercise) of Spanish and German interns helped shape our messages to appeal to younger audiences and, of course, allowed us to message in host nations languages.

Marketing deserves a special mention. A small Marketing section of three, led by a professional from PDD, very proactively interacted with established news agencies such as the European Broadcasting Union (EBU) and Newsmarket once products were edited and uploaded to a 'released' part of our server. This proved invaluable as products our people had worked hard to generate in the field, which were then polished / edited in the DDPU, stood a much greater chance of being used by media via Marketing's involvement. For example, in the first week, one of our videos was broadcast by the BBC, whilst another was promoted by EBU and forwarded, by them, to literally thousands of media outlets. In America and Canada our products were similarly being amplified via the Defence Video and Imagery Distribution System (DVIDS).

Conclusions

- Integrated digital communication works.
- ANATO-HQs led Working Group might be established to develop this concept further in order to better exploit communications opportunities provided by advances in digital technology.

Author's Note: NATO HQs are in the process of setting up a Digital Working Group to explore the digital domain further. This is just the beginning.



Staff of the NATO Media Information Centre at Zaragoza, Spain, participating in the LIVEX element of Exercise Trident Juncture 2015. Photo: WO Karl Schön.

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NATO AWACS HIT THE 1000 MISSION MARK IN SUPPORT OF ASSURANCE MEASURES

Story by E-3A Component Public Affairs Office



NATO E-3A arrives at the NATO Air Base in Geilenkirchen on Thursday, February 11, after completing the 1,000th mission in support of NATO Assurance Measures. Photo Visual Services E-3A Component.

A significant milestone was reached yesterday, when a NATO E-3A completed the 1,000th mission in support of NATO Assurance Measures (AM). The NATO E-3A Component has provided the bulk of these missions from Geilenkirchen and from its Forward Operating Bases and Locations in Aktion, Greece, Konya, Turkey, Trapani, Italy and Oerland, Norway. The other Component of the NATO Airborne Early Warning and Control Force, the UK E-3D Component, has contributed about 25 percent of the total sortie count and national contributions from the French E-3F and the Turkish E-7T fleets have made significant contributions.

A NATO E-3A aircraft, tail number LX-N 90456, with a mixed crew of 10 different nationalities took off in the morning of 11

February 2016, for their AM task, landing at NATO Air Base, Geilenkirchen, Germany, at 1900 hours.

It was on March 10, 2014, that the North Atlantic Council, in response to the situation in the Ukraine and Crimea, decided to employ NATO AWACS (Airborne Early Warning and Control System) in orbits over Poland and Romania. The first AM flight was flown from Geilenkirchen on 13 March 2014. AM sorties are flown to conduct air surveillance, enhance NATO's situational awareness and to provide assurance to nations on NATO's Eastern Flank. Over time additional orbits in the Baltics and Turkey have been added to extend these influences.

11 February was, therefore, an important day for NATO. It was also a momentous day for the NAEW&C Force and for the

French and Turkish AWACS communities, who together comprise the Mixed Force. For the foreseeable future the Mixed Force will continue to play a pivotal role in the delivery of NATO Assurance Measures.



NATO Expert Team Visits Armenia

Story by Lt Col Klemm, JFCBS Civil-Military Plans Branche

A JFCBS NATO Expert Team Visit to Yerevan, Armenia was conducted during the period 01–05 Feb at the request of the Republic of Armenia Ministry of Defence. A tailored programme of Strategic Communication, Public Affairs, Information Operations, Psychological Operations and Civil-Military Cooperation material was delivered by JFCBS Subject Matter Experts to an audience comprising junior and senior military and civilian personnel.



The objectives of the course were to provide students, the majority of whom attended the basic-level course in June 2015, with additional theoretical and practical experience and to broaden their understanding of the subject procedures using examples from recent operations and exercises. JFCBS Subject Matter Experts (SMEs) utilized a combination of presentations and joint discussions to convey and reinforce the content.

The use of a fictional vignette helped to facilitate discussions and ensured that the audience engaged with the trainers. The vignette walked participants through the principles taught during the previous visit and addressed topics identified from the course feedback. To showcase the students' grasp of concepts, the scenario required them to present information effects and activities at the strategic, operational, and tactical levels while ensuring that they remained within the messaging framework which they had developed. A good level of student-instructor interaction formed the basis of what proved to be an extremely productive event; the students developed their knowledge, recalling much of what was imparted to them 7-months previously.

A good level of professionalism, enthusiasm and engagement was evident during the interactive briefing sessions, workshops and off-line discussions; students used their own experiences and expertise to contribute to the overall training package. The mix of junior and senior military and civilian personnel ensured that the subjects were fully covered during the briefings, workshops and discussions, especially when it came to traditional and modern communications

methods.

Students were re-acquainted with the subjects through the use of TRIDENT JUNCTURE 2015 as an example of how NATO performs these roles. An introduction to Strategic Communications (STRATCOM), the basis for much of the Public Affairs, Information Operations and Psychological Operations efforts, preceded the PA briefings which outlined the roles of PA Planners, Analysts and Media Operations, and the importance of the NATO PA Technical Network (TechNet) and Media Operation Centre during the planning and conduct of the exercise. The scenario was later used to explain how NATO interacts with the media, with operational examples being provided for emphasis.

The J3 Effects and Influence Branch SMEs expanded upon the skills taught previously, by providing thought-provoking information about social media tools and the importance of developing and implementing a strategic messaging framework. The social media aspect of the MTT focused on the successful messaging campaign conducted by JFCBS during Exercise Trident Juncture 2015, with special emphasis placed on the use of analytical tools for measuring the success of the information and messaging campaigns.

The importance of Civil-Military Cooperation (CIMIC) in influencing civil society in the mission area and its interaction with civil actors was clearly stated. The students were briefed that, since CIMIC is a fully integrated part of all HQ activities, its role in the information campaign is no exception. The three phases of the CIMIC role; planning, conducting and assessing were briefed to the students and

used during the practical scenario sessions. The students quickly grasped the concept that CIMIC can contribute significantly to situational awareness and the evaluation of the information campaign; interaction with civilian actors can provide information liable to contribute towards achieving desired effects.

It is said that all work and no play makes Jack a dull boy. That said, the JFCBS Subject Matter Experts took advantage of the opportunity to indulge in number of cultural excursions. Firstly they visited the Genocide Museum and NOR Brandy Factory within the capital city, Yerevan. On the final day they visited the Khor Virap Monastery, close to the borders with Turkey, Azerbaijan and Iran. On a clear day the monastery provides breathtaking views towards Mount Ararat. Whether it is culture, history or produce, Armenia provides a diverse and fascinating landscape for visitors.

Feedback received from the students during the closing discussions confirmed that the event was a success and that the students greatly appreciated the opportunity to openly exchange best practices. Many commented that a 3rd stage of this course, focussing on more practical and interactive (i.e. interview) techniques (camera teams, provided by PAO of MOD) would reinforce what they have learned to date and provide them with the tools necessary to perform their tasks in a 'live' environment. It is important to develop future cooperation and coordination at this level in order to strengthen HQ JFCBS contribution to the Partner Cooperation Menu (PCM).

LEGO Master Class Event

JFC Brunssum Library

30 March, 2016

2 - 5 p.m.

Ages 4 - 12



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Women's International NATO Group (WING)

Story by OR-7 Cindy Clark US Army and OR-6 Kathleen Boone US Army

In today's modern world, the working woman plays an important role of most corporations, militaries, and society in general.



Women's International NATO Group

The growth of women in the work force has changed the dynamic of the need for women social groups. Whether you are a woman of the NATO military, or a woman who works with NATO, a female get-together group is beneficial. Especially, when there are so many cultural and social differences as there are here in NATO.

Because of the diverse nature of NATO, there are a few women who are interested in starting a new social group right here in Brunssum. The social group would help women connect with similar people, transform military culture thru peer-to-peer support across all international sectors,

foster a vision to make a difference and the passion and focus to make it happen, provide an environment where women can confide in one another and share their fears, their symptoms, their triumphs and their pain with fellow females without fear of reprisal, build cultural awareness, and foster new friendships.

What we are not about? The idea of a women's group brings to mind a bunch of women getting together to push feminist idealism or promote male bashing. This is what we are definitely NOT about.

What we are about? Connecting with other women for support and advice

and for building professional and social connections. If you are interested in meeting people in our local community who share common interests and finding an avenue to share advice and gain support of other women who understand some of the issues that working women face on a day to day basis, please feel free to join our new group. The Women's International NATO Group (WING) will hold its first meeting on 21 April 2016, from 1500-1600 at Josie's (Bldg H-203). If you have any questions contact OR-7 Clark at ext. 2403 or OR-6 Boone at ext. 3887.

JFC Brunssum International Club Charity Night Black & White with a "Twist" March 11, 2016



On March 11, 2016, the JFC Brunssum International Club will hold their annual Charity Evening at the International Conference Center. Our doors will open at 19.00 and guests will be greeted with a welcome drink as they enter into our black and white world. The "twist" is the dress code...guests can come dressed in anything black and white, from James Bond to the Lone Ranger or even your favorite animal!

Each year, the International Club hosts this charity evening to raise money for charities around the world. Some of these include, Stitching Hartekind in the Netherlands that is a research organization that dedicates their research to congenital heart defects in children; The Bundeswehr Sozialwerk E.V. from Germany, an association dedicated to help German Bundeswehr and their families during deployments as well as families with disabled children.

From the United Kingdom, funds raised will be donated to the Alzheimer's Society that aids families, caregivers and patients that have been diagnosed with dementia. There are many more wonderful charities that the money is donated to.

In addition to our theme, our charity night will include a live band and DJ throughout. Every guest will receive a complimentary welcome drink and photo with purchase of each ticket. There will also be many wonderful raffle prizes that guests will be able to win with purchase of raffle tickets. These raffle tickets can be purchased before or during the night of the event. We will have a wonderful buffet catered by our newly contracted vendor - Ciano's - consisting of a meat, fish and a vegetarian option as well as many salads, vegetables and a delicious dessert to finish the meal.

The Holland Casino is sponsoring a "Casino Room". This will not be a cash

casino, but just for fun and games. Within the Casino Room there will be a Jack Daniels sponsored bar. Guests will be able to purchase tasting flights of various Jack Daniels whiskies along with many other fine whiskies, brandies, and cognacs.

Our French Delegation has been so gracious to provide an exclusive Champagne Bar! Direct from the producer, Frederic Orcin! The option will be available for guests to purchase this champagne by the bottle or glass throughout the evening.

Tickets are now on sale at the following locations for €25:

Wednesday's at the NATEX on GK Airbase and the JFC Brunssum Library from 11:00-13:30.

The Alliance Café on the Brunssum site every Thursday.

A COMPLETE LIST OF ALL OF OUR CHARITIES:

STICHING HARTEKINDE (THE NETHERLANDS)

Is exclusively dedicated to scientific research of congenital heart defects in children. Our goals are improved survival for children with heart disorders and improved daily quality of life by encouraging and funding of relevant scientific research and supporting projects and initiatives such as the PacePro and Hartpas.

ESTONIAN SOCIETY OF WOUNDED SOLDIERS (ESTONIA)

A.G.A.P.E. O.N.L.U.S (ITALY)

for the treatment and study of leukemia and cancers affecting children.

FUNDACJA WCZESNIAK (POLAND)

providing support to premature babies.

BUNDESWEHR SOZIALWERK E.V. "AKTION SORGENKIND" (GERMANY)

is an association founded in the 1960 to help German Soldiers within the Bundeswehr and their families. As the association grew over the last 50 years, it now offers a broad spectrum of social help e.g. for families whose fathers or mothers

are deployed, families with disabled kids, etc.

NATIONAL MILITARY FAMILY ASSOCIATION (US)

is a non-profit organization established since 1969, which focuses on issues important to military families. These include comprehensive childcare, accessible health care, spouse employment, schools, secure retirement and support for widowers and widows.

ASSOCIATION DES APHASIQUES (FRANCE)

aims to collect money to finance social activities for all people who have suffered a stroke by helping them to regain the ability to speak, read, and understand.

TRUE PATRIOT LOVE FOUNDATION (CANADA)

is an umbrella organization that directs funds military charities that have the infrastructure and expertise to deliver focused programming for Canadian military members and their families.

GIMENES-SUPULIS (LATVIA)

is a public benefit organization that provides practical and emotional support to young (teenage) pregnant woman

in need as well as mothers with young babies. The organization provides shelter, care, support and education to its clients as well as helping them to start living independently.

ALZHEIMER'S SOCIETY (UK)

is the leading support and research charity for people with dementia, their families and carers in the UK. They provide information and support to people with any form of dementia and their carers through their publications, National Dementia Helpline, website, and more than 2,000 local services. They campaign for better quality of life for people with dementia and greater understanding of dementia. They also fund an innovative programme of medical and social research into the cause, cure and prevention of dementia and the care people receive.

ALTı NOKTA KÖRLER DERNEĞİ (SIX DOTS BLIND ASSOCIATION) (TURKEY)

is a non-governmental organization that works towards an accessible and inclusive society with equal opportunities for blind and partially sighted people to fully participate in all aspects of social, economic and cultural life. It was founded in 1950.

Charity Night 2016

BLACK AND WHITE

Dress code: Back & White with a „twist“

11 March 2016

Doors are open from 19:00

Holland Casino *(no money involved)*

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Champagne Bar

Photo booth

Band & DJ

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(price will increase on the night)

25€ ticket selling is extended to

4th of March

(after that ticket prize 35€)

Do not miss it!



Country	: Portugal
Capital	: Lisbon
Location	: Southern Europe
Land Boundaries	: 1,214 km (Portugal – Spain)
Coastline	: 1,794 km
Population	: 10,427,301 (2015 Estimate)
Area	: Total 92,391 km ² , water 0.48%

Geographical regions:

Portugal is a coastal nation in southwestern Europe, located at the western end of the Iberian Peninsula, bordering Spain (on its northern and eastern frontiers: a total of 1,214 kilometers). The Portuguese territory also includes a series of archipelagos in the Atlantic Ocean (the Azores and Madeira), which are strategic islands along the North Atlantic. The extreme south is not too far from the Strait of Gibraltar, leading to the Mediterranean Sea. In total, the country occupies an area of 92,090 square kilometers of which 91,470 square kilometers is land and 620 square kilometers water. Despite these definitions, the Portugal-Spain border remains an unresolved territorial dispute between the two countries. Portugal does not recognize the border between Caia and Ribeira de Cuncos River deltas, since the beginning of the 1801 occupation of Olivença by Spain. This territory, though under de facto Spanish occupation, remains a de jure part of Portugal, consequently no border is henceforth recognized in this area.

Economy:

GDP	: €177.524 billion (2015)
GDP per Capita	: €17,063
GDP per sector	: agriculture: 2.4%; industry: 23.1%; services: 74.4% (2013)

Budget:

Revenues	: €74.166 billion
Expenses	: €81.595 billion (2014)
Currency	: Euro (€)

Main Industries: textiles, clothing, footwear, wood and cork, paper, chemicals, auto-parts manufacturing, base metals, dairy products, wine and other foods, porcelain and ceramics, glassware, technology, telecommunications; ship construction and refurbishment; tourism, building materials

Exports: €70.203 billion (2014)

agricultural products, food products, oil products, chemical products, plastics and rubber, skins and leather, wood and cork, wood pulp and paper, textile materials, clothing, footwear, minerals and mineral products, base metals, machinery and tools, vehicles and other transport material, optical and precision instruments, wine products

Imports: €68.222 billion (2014)

agricultural products, food products, oil products, chemical products, plastics and rubber, skins and leather, wood and cork, wood pulp and paper, textile materials, clothing, footwear, minerals and mineral products, base metals, machinery and tools, vehicles and other transport material, optical and precision instruments, computer accessories and parts, semi-conductors and related devices, household goods, passenger cars new and used, wine products

When did you arrive in Netherlands?

I arrived in Netherlands, to work in Joint Force Command Brunssum, in July 2013. I signed my contract to work as a NATO Civilian Employee starting 1st July, 2013.

Why did you apply for a civilian post in JFC Brunssum and which post did you come to fill?

During the last ACO restructuring process it was decided to close several Headquarters. Joint Force Command Lisbon was one of them. At the time I was working in JFC Lisbon as Assistant (Finance & Accounting). With the closure of the HQ I became potentially redundant. I had one of two choices, receive the loss of job indemnity or apply for vacant posts in other NATO HQs. I sensed that I still had a lot to give to the Organization so I decided to apply for vacant NATO International Civilian positions. I was selected for several but, in the end, I chose to come to JFC Brunssum to fill the post of Financial Assistant (Travel) in J-8 Finance & Accounting Branch. Subsequently, in April 2015, I took up my current position, Accountant (Reconciliation and Control) in J-8 Finance & Account Branch. This post became vacant. I applied for it and was selected.

Can you tell us why you chose JFC Brunssum? Do you still think it was the right choice?

Working within NATO for a few years already I found it stimulating move to a larger Headquarters. I was looking for new challenges at work, better career prospects, professional growth and work opportunities. I was right, I found all that at JFCBS. I am convinced that I made the right choice.

You said that you were working in JFC Lisbon as a NATO International Civilian before coming to the Netherlands. Can you tell us more about your career in NATO?

I joined NATO on the 3rd of January 2000 in a military position. I was posted in SOUTHLANT as the staff assistant of ACOS J-1, J-4, J-6 and J-8, a Portuguese Navy Captain. The reason why I was selected to that post was because I had a financial background in the Portuguese Navy. SOUTHLANT J-8 was struggling with lack of personnel. Being the J-8 ACOS assistant with a financial background provided the opportunity to fill the gap in J-8 so, officially, I was the ACOS assistant but I was actually working in J-8. By that time there was a process going on to create a Civilian post, Assistant (Fiscal) in J-8. The post was approved by the appropriate authorities and subsequently advertised. I applied for it. Luckily I was selected and signed my contract as a NATO Civilian on 1st September 2002. This was an outstanding opportunity for me because I was enjoying working in an international environment and it represented a huge leap forward in my life. I have witnessed two restructurings of the Lisbon Allied HQ; the first when the HQs transformed into Joint Command Lisbon; the second when the same HQs evolved into Joint Force Command Lisbon. I can proudly say that I was the first finance employee using Oracle Financials among all NATO HQ's. Lisbon was the pilot HQs to use Oracle Financials (NAFS). It was also the first HQs using the centralized version: FinS.

What were the major difficulties you found when moving to the Netherlands and JFC Brunssum?

The first big challenge was to rent a house or an apartment. I found it astonishing that most of the houses or apartments are rented what it is called "shell". That means empty, no floor, no curtains. The tenant has to lay down the floor and, when leaving, has to remove it. This was totally new to me and after almost three years I still cannot understand it. Though that is the nice part when moving to a new country; experiencing a new culture; always learning new things. I am not saying that is right or wrong, it was unexpected. I managed to rent an apartment (with floor) and I stayed one year alone in Brunssum. My family could not join me at the beginning. For those who have to go through that experience, they know that is not easy, especially when you have to travel long distances to see your wife and children. Finally, in September 2014, my family joined me. My wife had to quit her job in Portugal but now we are together, my children (two boys, 17 and 11 years old), had the opportunity to go to Maastricht International School (UWC); I consider this a highly positive development. I then moved from Brunssum to Maastricht. We are leaving in a very quiet and friendly neighborhood. Life is running smoothly.

Plans for the future?

I really enjoy working in an international environment. Working in Finance is tough work (like any other) but I get a lot in return. The Netherlands, NATO and ultimately JFC Brunssum are welcoming entities. My plan is to stay here, working the best I can, the best I know until I reach my retirement.



Did you
know



Dutch Sea Towage and Salvage - 'Hollands Glorie'

Composed by: Ed Frieser

Source: Nationaal sleepvaartmuseum, Mission booklet Min. of Foreign Affairs, Boskalis Annual Report 2014, Dockwise.com, Wikipedia.

Photo use with permission of Bos Kalis Communications

The 'Modern Express', a ship with a cargo of trucks on its way from Gabon in Africa to Le Havre in France sent out emergency calls from the Gulf of Biscay on 29 January 2016. Spanish Search and Rescue helicopters set out to rescue the 22 sailors. A heavy Dutch towage and salvage vessel, of the company Smit Salvage, managed to hook up and tow the ship into the safe haven of Bilbao.



Oilrig on a semi submersible carrier:

The Dockwise Vanguard, the world largest semi submersible carrier, is able to carry structures with a total weight of more than 100,000 tons.

This sort of salvage at sea happens frequently and often it is Dutch salvage vessels that arrive to assist. In the year 2000 Dutch companies Mammoet (Mammoth) and Smit Salvage were able to lift the Russian nuclear powered perished Kursk submarine with a weight of 9,000 tons from the bottom of the Barentsz Sea and transport it to Moermansk. And more recently Smit Salvage gained international attention by successfully playing a key role in the salvage operation of the Italian cruise ship, Costa Concordia, off the coast of Tuscany, near the island of Giglio, Italy. Just a few examples to show how skilled and equipped Dutch towage and salvage companies are. Over a time span of some 100 years the Dutch developed an unparalleled towage and salvage industry and became a strong pillar of Dutch economy. Dutch sea towage and salvage is therefore nicknamed 'Hollands Glorie' (Dutch Glory)

Historic Developments

The Netherlands has always been a sea going nation. But ocean towage in the Netherlands started actually at the end of the 19th Century. It took place mainly alongside the European coasts from the North of Russia to the Mediterranean Sea. The work usually consisted of towing barges for dredging companies and dry-docks all over the world. Smit towed the first dry-dock from the Netherlands to St. Paul de Loanda in Angola in 1896. The objects that had to be towed across the oceans however became more complex and larger, mainly because of the offshore industry. Hence the increase in size of Dutch tugs over the past hundred years. The ships' power grew in particular during the nineteen-thirties when changing from steam engines to diesel engines. A very well known ship in those days was the 'Zwarte Zee' or 'Black Sea' with some 12,000-horsepower. It was owned by L. Smit & Co's. Steam engines in those days had a capacity of maximum 1500 horsepower. But gradually

this progressed from 2000 up to even 22.000 horsepower. And by the end of the seventies even more. Not only better engines but also improved adjustable propellers that could easily change the direction of the ship. Forward, reverse, sideward and nowadays even 360 degrees.

New towage

Due to improved engine reliability and ship equipment by the end of the nineteen seventies and reduction in sea incidents there was no need anymore to station tugs all over the world. New ways of towing of floating objects were developed. Around 1973 Dutch International Transport Contractors (ITC) invented a revolutionary way of transporting structures around the world. The transport by towing floating objects was replaced by towing objects placed on pontoons. This was further developed and at the beginning of the eighties Wijsmuller Heavy Transport designed the Super Servants and later the Mighty Servants semi-submersible heavy



AHTS 'Boulder': The Boulder, an Anchor Handling Tug Supplier with 12,000-horse power can accurately manoeuvre between the legs of an oil rig.

carriers which made towing of e.g. dredging equipment by tugs unnecessary. Its success made other companies to use this new Wijsmuller design. Such as Smit International and their Giant-pontoons. These ships were much faster than tugs could tow and besides much safer. A new tendency was started and ship companies started to reshape their fleet.

AHTS-ships

In the meantime supply-vessels had entered service in the sixties and seventies as result of oil- and gas production at the North Sea. Smit-Lloyd a subsidiary of L. Smit & Co's International Towing Service and the Royal Rotterdam Lloyd were pioneers in supplying drilling and production platforms. Their supply vessels in the meantime had so much horsepower, and 10,000 horsepower was no exception, that these supply vessels could also be used as tugs to relocate drilling platforms and other offshore equipment. The development of these ships continued and the next type of ships were so called Anchor Handling Tug Suppliers (AHTS-ships). Supply vessels also capable of handling anchors and relocating drilling and production platforms. Technically an immense progress because these ships were also able to position anchors and had to be able to manoeuvre very accurately between platform legs. A good example was the 'Boulder' an AHTS built in 1988 with 16,000 horsepower. This all made the traditional tugs redundant.

Working together

The strong entities remained in business, but heavy competition was not in the interest of ship companies. There was a need of combining companies. Smit and Wijsmuller brought together their most strong tugs in 1991. This was a revolution for both companies were competitors for more than 80 years. This new cooperation made available seven very powerful tugs that could be used all over the world. In 2001 however the Danish company Svitzer, part of Maersk shipping company took over Wijsmuller. The large ships of Smit were sold to Svitzer and Smit decided to cease their ocean towage business. However, Dutch Royal Boskalis-Westminster in 2008 took over Smit for €1.35 billion, pledging that Smit could retain their name. In 2013 Boskalis also acquired

Dockwise, owning a fleet of more than 20 semi-submersible heavy transport vessels followed by the acquisition of Fairmount Marine in 2014, which owns five large ocean going tugs. Boskalis has now approximately 8,200 employees and operates in over 75 countries across six continents. Its fleet consists of more than 1,000 vessels and equipment. There was still a demand though for very powerful sea tugs. However these traditional tug vessels were not so efficient as they should. In the meantime a new generation of powerful tug vessels has been developed, that are more efficient and suitable for a wide variety of works. Today all over the world so called Floating Production Storage & Offloading platforms (FPSO's) are built to store oil. These are often redone tankers that have to be towed or transported onboard heavy transport vessels to various oil production sites.

World Market

The Netherlands is leading and owns a major part of the world market with self propelled semi-submersible heavy load carriers. Dockwise, derived from Dock Express and Wijsmuller Heavy Transport, but owned by Boskalis transported in 2014 more submersibles and jack up platforms than ever. Dockwise owns a fleet of 22 heavy load carriers with amongst others the Super- and Mighty Servants. At the moment the company owns the world largest semi-submersible heavy lift carrier in the world, the 'Dockwise Vanguard', which on its own can transport objects with a weight of up to 117,000 tons. On 8 May 2015 it transported the Armada Intrepid FPSO that weighs approximately 60,000 tons making it one of the heaviest cargos ever transported. And as we read in the Boskalis 2014 Annual Report: "...The joint venture between Smit and Kotug for the European harbour towage services announced in December 2014 forms the last building block of our towage joint venture strategy. We now have five joint ventures providing harbour towage and terminal services, giving us a prominent presence on all continents. We provide our services to clients in more than 90 major ports in 35 countries. The joint venture fleet of 450 ships and around 4,500-experienced crew generates a revenue of approximately 1 billion US dollars. This places us among the top global operators and provides us with a strong platform for further growth....". Many more new Dutch tugs with smart designs are presently serving all over the world from Africa to Brazil and from Europe to the Far East. For dredging projects, wind farms, offshore projects, harbour towage, etc. etc. Highly specialised Dutch towage and salvage companies are leading in the world today, companies such as , Royal Boskalis Westminster and its subsidiaries Dockwise, Fairmount and Smit, Mammoet Salvage, , KOTUG, Heerema Marine Contractors and these are not the only ones. They continue the Dutch tradition as a sea going nation and proudly continue the nickname "Hollands Glorie".

If you take interest in the rich maritime history of The Netherlands, the town of Maassluis is the place for you to be. In the beautiful and picturesque heart of this old town situated on the 'Nieuwe Waterweg' you will find the 'Nationaal Sleepvaart Museum' (National Towage Museum).

Nationaal Sleepvaart Museum

Address

Hoogstraat 1-3
3142 EA Maassluis
Zuid-Holland
The Netherlands

Contact

Museum: 010 - 5912474
Secretary: 010 - 5929320

OPEN:

Tuesday - Sunday: 13.30 – 16.30
(July/August Tuesday - Sunday 11.00-16.30)

CLOSED:

Monday, New Year's Day, Easter Sunday, Whit Sunday, 1st Christmas Day and preceding a new exhibition (see website news).



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04 MAR 2016 FRI

LONDON HAS FALLEN

Gerard Butler
Morgan Freeman

99 min

1900



18 MAR 2016 FRI

THE BOY

Lauren Cohan
Rupert Evans

98 min

1900



05 MAR 2016 SAT

ZOOTOPIA

Ginnifer Goodwin
Jason Bateman
108 min

1600



19 MAR 2016 SAT

MIRACLES FROM HEAVEN

Jennifer Garner
Kylie Rogers

-- min

1600



05 MAR 2016 SAT

WHISKEY TANGO FOXTROT

Tina Fey
Billy Bob Thornton

-- min

1900



19 MAR 2016 SAT

THE DIVERGENT SERIES: ALLEGIANT

Shailene Woodley
Theo James

121 min

1900



11 MAR 2016 FRI

THE BROTHERS GRIMSBY

Sacha Baron Cohen
Rebel Wilson

83 min

1900



25 MAR 2016 FRI

MY BIG FAT GREEK WEDDING 2

John Corbett
Nia Vardalos

-- min

1900



12 MAR 2016 SAT

NORM OF THE NORTH

Rob Schneider
Heather Graham

86 min

1600



26 MAR 2016 SAT

ZOOTOPIA

Ginnifer Goodwin
Jason Bateman

108 min

1600



12 MAR 2016 SAT

10 CLOVERFIELD LANE

Mary Elizabeth Winstead
John Goodman

105 min

1900



26 MAR 2016 SAT

BATMAN v SUPERMAN:
DAWN OF JUSTICE

Ben Affleck
Henry Cavill
151 min

1900



Dalí as you've never seen him before

Dalí is of course a very famous artist. Many millions of tourists travel to Barcelona every year just to see his work. Now you can discover his art nearby in Liège. In this exhibition you get the chance to see him changing identities from Salvador the child, Salvador Dalí as one of the most celebrated artists of the 20th century and then Dalí as an eccentric media darling. The little boy, Salvador, was born in Figueras on 11th May 1904, shortly after the death of his brother who was also called Salvador. This “reincarnation” would go on to shape the course of his life and was to be the root of his obsessions. The exhibition is inside the building of the Guillemins station in Liège. This makes it easy to travel to by train, but there is plenty of (paid) parking space

available in the area if you should prefer going by car. If you want to turn your visit into an outing for a day be sure to visit the historic centre of the town of Liège. Just take the local train to Palais. This station is right in the middle of town where you can find plenty of great shops and restaurants. This is also the place where you can get the local beers that Belgium is famous for!

TIP:

If you are travelling in the weekend the Euregio ticket offers great value: € 18.50 for a ticket valid for 2 adults + 3 kids up to 11 years old. You can buy the Euregio ticket in the larger stations (Roermond, Sittard, Maastricht) and at Veolia service points.





Win Tickets for From Salvador to Dalí

- We have 6 tickets for From Salvador to Dalí
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- For NATO ID card holders only
- The winners will be announced in the next edition of the Northern Star

Answer:

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Full name:

Extension:

Winners

The Baugnez 44 Historical Center

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

Tickets won by:

Anthony Bachelet
Joe Sabajo

Protocol
Dom Office

Film Review



Point Break

Over the course — or should I say obstacle course? — of *Point Break*, people hurl themselves off cliffs, down slopes, through waves, out of windows (and planes), and up rock faces. In Ericson Core's remake of Kathryn Bigelow's brilliant 1991 thriller, the story of an athlete turned FBI agent is mostly an excuse for showcasing impressive stunts. Bigelow's California-focused original is about an agent named Johnny Utah (Keanu Reeves) who infiltrates a surfer crime ring run by Bodhi (Patrick Swayze). Here, Australian actor Luke Bracey plays Johnny, and Bodhi (an unconvincing Edgar Ramírez) leads an enlightened gang of extreme-sports enthusiasts instead of a crime ring. Bodhi and company rob the rich and commit death-defying acts around the world, to "honor the Earth." It's all about radical self-fulfillment, though the gang also conspicuously depends upon a rich patron who gives a lot of parties. Make sense? No? That's fine, really, because the less you try to parse the group's rationale, the better. The appeal of this *Point Break* is its high drama (the stunts) and definitely

not its dramatic filler: Johnny getting flak from his FBI handler (Ray Winstone), or Bodhi and his lone female comrade (Teresa Palmer) intoning slogans that could be ads for organic cereal ("Read the flow"). It's the globe-trotting feats that make the grade. These set pieces feel a bit more like appreciations of extreme sports than action-movie sequences, but the climax — a wingsuited flight down an Alpine canyon wall partly shot with body cameras — puts to shame your average frictionless superhero aerial acrobatics (even if Johnny and friends look like flying squirrels in sleeping bags while doing it). Other attractions in the lineup of stunts include dizzying rock-climbing at Angel Falls in Venezuela, and a sky-diving grab for a giant brick of cash (which I'll pretend is a visual reference to the classic Nirvana album cover). Nowhere does Core's film approach the action-movie chops or psychological smarts of Bigelow's original or, truth be told, benefit from actors displaying the same charm as her stars. But for a number of liberating airborne seconds, none of that may matter.



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- Valid until 31 December 2016.

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Note: Tuesday's and first weekend of every month swimming costumes are permitted in the sauna/spa areas.



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

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