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NORTHERN STAR

Magazine for HQ JFC Brunssum – March 2013



Change of Command Ceremony In ISAF

Commander's Trips to Afghanistan

NATO Triathlon Team Brunssum

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General Joseph Dunford assumes command of ISAF during Change of Command ceremony, HQ ISAF, Kabul, Afghanistan 10 February 2013.

Photo by ISAF, Public Affairs Office.

Command Group Corner

When I departed Brunssum just over 4 years ago I am not sure that anyone, least of all me, expected me to be back as the DCOM. That said it is great to be back and Maria and I are both looking forward to working and living, once again, in the Netherlands. I have been asked many times since my arrival what has changed and what is different. Although a few of the faces are familiar and it is always good to see old friends, and I just about know my way around the building, the real familiarity is the focus, the professionalism and the dedication of the personnel.

I am looking forward to supporting the COM and the HQ as we deliver our 3 pillars of ISAF, NRF and Northern Regional Focus. Like many of you, ISAF is close to my heart and there is a driving need to support friends, allies and colleagues working in Afghanistan but we must not forget that NRF is at the centre of NATO's continued ability to respond to a challenging world and I find the prospect of cementing our future relevance through an understanding of "The North" both exciting and demanding. All of us have a special part to play in building and protecting the reputation of the HQ, NATO and our individual Nations.

The next few years will be challenging. As we transition to the new PE and we overcome gaps in our establishment and the churn of personnel changing over, world events will not wait for us to catch up. We will have to show the upmost energy and professionalism and, most importantly, teamwork. The COM has already shared his vision of a learning and development organisation based on empowerment, trust and respect for each other; one focussed on solutions not problems and of mutual support rather than blame or self interest. It is now up to all of us, working together, to step up to the mark to deliver. I offer you a couple of thoughts from the internet on teamwork:

"Individual talent can win games, teamwork and intelligence wins championships."

"When a gifted team dedicates itself to unselfish trust and combines instinct with boldness and effort then it is ready to climb."

I hope that all would agree with the ethos of those quotes and feel that they might represent the sort of organisation they would wish to be part of. My personal ethos has always been to work hard and play hard, to deliver professionally but also to make time

for the family. It is fantastic to return to NATO and to Limburg and I am looking forward to getting to know you all well, professionally and socially, over the coming years. In my roles of supporting the COM and the COS and the HQ you will see a lot of me around the organisation, including in the gym or on the squash courts. We all have a unique opportunity to be part of something new, challenging, relevant and exciting and I am determined to make the most of that.

For me it is a great honour and privilege to be the Brunssum DCOM. We have the makings of a great team and we have the potential to make a real difference; a real difference to ISAF, the NRF and to the Northern Region. We also have the opportunity to develop our own experience and professional skill set to take forward for the rest of our careers and to the benefit of our Nations and Services.

I finish by thanking all of you for what you have done to date and for what you will do in the future and to wish you, and your families, all the best for 2013 and beyond.

Per Ardua

Graham Stacey



Air Marshal Graham Stacey, Royal Air Force, Deputy Commander Joint Force Command Brunssum

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Commander's Trips To Afghanistan: "Progress That You Can Almost Touch."

Story by HQ JFCBS, Public Affairs Office



General Domröse participating in the Change of Command ceremony in Kabul.

The Commander Allied Joint Force Command Brunssum, General Hans-Lothar Domröse, visits the International Security Assistance Force (ISAF) mission twice in quick succession.

The General's first situational awareness trip to Afghanistan (18 – 26 January) was deliberately planned for early 2013 so that he could visit Theatre as soon as possible after assuming command of JFC Brunssum.

The programme started in Kabul and included all Regional Commands. During his visit, General Domröse engaged with: the Deputy Afghan Minister of Interior; the Afghan Chief of Defence; the NATO Senior Civilian Representative; the United Nations Special Representative of the Secretary General; the European Union Special Representative; the German Ambassador to Afghanistan; ANA leadership; as well as ISAF in-Theatre commanders from the very top to tactical level.

A unique moment was a lunch with deployed JFC Brunssum personnel currently serving at HQ ISAF. General Domröse enjoyed the company of the "Brunssumers" and expressed his gratitude and pride as they support our number 1 priority mission.

Two weeks later, General Domröse again made the long journey to Afghanistan. On this occasion (10 February) he participated in the change of command ceremony, held in Kabul, in which General Joseph Dunford assumed command of ISAF from General John Allen.

The Commander, in his speech as the representative of SACEUR, stated: "I am not a complete stranger to Afghanistan. Some of you will know that I served here, in Kabul, as the ISAF Chief of Staff throughout 2008. Only last month, I made my first visit in my new post purposely pursuing a nation-wide agenda that saw me call on each ISAF Regional Commander and our ANSF brothers. Returning to Afghanistan, it gives me great pleasure to renew old friendships; but also to make new ones. Most of all, I am inspired by the real progress that has been made in Security Sector Reform; progress that is so evident all around us; progress that you can almost touch."

When expressing his remarks to General Allen, General Domröse stressed:

"Being the 'on-the-ground' Commander for such a coalition requires supreme 4-star personal qualities. You will not find these qualities written down in any text book. But, if you search for an example, you need

look no further than General John Allen... In one man, we have an individual who will not rest until a job is done; a man who understands the true meaning of service; a man who re-defines loyalty and trust; and has an unwavering sense of duty. I consider him to be a diplomat, confidant, negotiator, and friend. Most of all, I consider him an exceptional leader... On behalf of the NATO Secretary General, and a grateful Alliance, I would like to pass sincere thanks for a job very well done, and wish you all the best for the future."

Welcoming new ISAF Commander, General Domröse concluded: "Another US Marine, it will come as a little surprise, these 'Soldiers of the Sea', are held in the highest regard in both political and military circles, for their professionalism, dedication and example. Distinguished Guests, you can be assured General Dunford is no exception. A remarkable career has included a breadth of command, policy and operational appointments and General Dunford has just concluded a tour as Assistant Commandant of the United States Marine Corps. Suffice to say, General Dunford is more than qualified to assume command of the ISAF mission, and has the unwavering support of the entire NATO command chain behind him."

General Joseph Dunford

Change of Command Ceremony, Headquarters ISAF, Kabul, Afghanistan 10 February 2013, 1000-1100 (As Delivered)

Good morning. Salam Aleikum

Your excellencies, Ministers, Ambassadors, distinguished members of the diplomatic community, ladies and gentlemen – once again, thank you for taking the time to be here to share in this ceremony. I'd especially like to thank our Afghan brothers, Minister Of Defense Muhammadi, Minister Of Interior Patang, and General Karimi for joining us. General Dempsey, General Domröse, General Mattis, thank you for travelling so far to be a part of today's ceremony. It's also great to look out and see General Amos and General Bartels with us. Ambassador Cunningham, Ambassador Olsen, I look forward to working with you and the many other ambassadors here today. It's truly an honor for me to join the ISAF team. As General Allen mentioned, this is not the first time I've followed him in command. I am proud to follow in his footsteps once again. I've watched with admiration all that the Coalition and our Afghan partners have accomplished under his leadership. As General Allen departs the theater he leaves the Coalition and our Afghan partners postured for success. I'll endeavor to continue the momentum of the campaign and support the people of Afghanistan as they seize the opportunity for a brighter future. General Allen – John – I heard you loud and clear. And I assure you ISAF will remain focused on winning. Today we're saying good bye to a great leader and changing commands. But today is not about change. It's about continuity.

What's not changed is the will of this coalition. What's not changed is the discipline and the spirit of the ISAF team. What's not changed is the growing capability of our Afghan partners, the Afghan National Security Forces. What's not changed is our commitment to accomplish the mission. Most importantly, what's not changed is the inevitability of our success. Once again, on behalf of the men and women of the Coalition and USFOR-A, thank you for being here. I look forward to greeting you at the reception. Most importantly, I look forward to serving with our Afghan and Coalition partners in this important mission.

Thank you.



General Dunford addressing participants of Change of Command ceremony.

JFC Brunssum Participates in Unified Endeavour

Story by MAJ Vanessa Hillman, HQ JFCBS Public Affairs Office



Members from Joint Force Command Brunssum kicked off International Security and Assistance Force training event 12-02 and Exercise Unified Endeavour at Grafenwöhr Training Area, Germany which run from November 30 to December 14.

"The purpose of this exercise is to train personnel deploying to headquarters ISAF, headquarters ISAF Joint Command and supporting units in the staff processes found within the headquarters," said Squadron Leader Gez Ellis, JFC Brunssum project officer for the exercise. "Because the exercise collocates these two training audiences in Grafenwöhr it has an added benefit of developing personal networks and teambuilding before the members ever set foot at their deployed location."

Personnel from Brunssum deployed to Grafenwöhr to participate in four primary areas of the exercise; Training Audience, higher headquarters or HICON, subject matter experts and training support.

The key participants, the training audience, are made up of those individuals selected to deploy to ISAF in rotations beginning in January. These people participated in educational briefings and then played out the exercise as the 'ISAF staff'. Brunssum made up about 50% of the training audience. The rest of the training audience was composed of people from other NATO headquarters and individual augmentees from NATO and non-NATO troop contributing nations.

"The exercise has made us better prepared for our deployments, especially since they have brought the SME's from

Afghanistan," said Cdr Per Kristian Ringard of the training audience. "The SME's - both the people currently serving in Afghanistan and those who recently returned from a deployment - have given us the most benefit because they are here to transfer information in real time as to what is actually going on in theatre as we speak."

Additionally, JFC Brunssum members acted as the higher headquarters in the exercise, or "HICON". This cell drove the exercise process by submitting injects to the training audience on specific events from the scenario. The job involved reviewing injects to ensure the scenario developed as planned, and also dynamically modifying future injects based on prior responses from the training audience.

"We represent all aspects of the JFC Brunssum headquarters," said Col Donovan Phillips, HICON deputy director. "We support the training audience as they learn and prepare for their jobs in ISAF while at the same time help them understand the relationship between ISAF and Brunssum. The ISAF mission is a difficult one to be sure, and this event is already demonstrating its value in ensuring participants will be up to the task when they arrive in theater."

Subject matter experts ("SME's") are drawn from those who were deployed at ISAF and IJC, those who had recently returned from deployments as well as people with specific expertise out of JFC Brunssum.

SMEs are the hands-on trainers working directly with the training audience to prepare them for their deployments. They passed on not just education on the overall ISAF mission, but practical day-to-day information for working in such a high ops tempo environment.

A unique aspect of this exercise is for the first time ever the use of personnel who are not deploying to bolster the training audience's experience as training support.

The purpose of training support made the training audience strong enough to stand on their own as a simulated headquarters against the high volume of activities generated by the 400-person strong IJC headquarters. They filled gaps that naturally occur in the training audience and ensure areas of high workload in the exercise have the

capacity to allow them to learn in such a high-paced environment.

"It was hard to recognize how everyone was working together in the branch in the first few days during the team building phase," said Maj Vladimir Minarik. "But this is to be expected with any new team, having people with different experience. It was a good opportunity to help the training audience to be familiar with their future environment, various working groups, operational planning teams and acronyms. Handing over all experience, advice and a person's point of view is appreciated by the training audience as soon as they will find themselves in reality of high operational tempo."

Exercise Unified Endeavour 13-111 ISAF Training Event 12-02 is a United States Joint and Coalition Warfighting and the Joint Warfare Center directed Mission Rehearsal Exercise for Individual Augmentees and some standing headquarters personnel. The exercise was designed to train, rehearse and contribute to the overall preparation of Standing Headquarters that will be assigned to Headquarters International Security and Assistance Force, ISAF Joint Command, Regional Command East and South West. It was also coordinated with the training of RC-North.

The Mission Rehearsal Exercise was held at the Joint Multinational Simulation Center; Grafenwöhr, Germany; Fort Hood, Texas; Fort Campbell, Kentucky and Joint Force Training Center Bydgoszcz.

As the exercise progressed, leaders from JFC Brunssum already saw successes and progress.

"I would like to take this opportunity to express my thanks to the US Army in Europe for the use of their excellent facilities and warm welcome," said Brigadier General Indrek Sirel, HICON Director. "This multi-national training event provides a unique opportunity for interaction and pre-deployment training for a myriad of NATO headquarters and organizations, the US forces and individuals from the ISAF Troop Contributing Nations. The combined nature of the event also allows training staffs from JWC, JFCBS and the US training agencies to further enhance their growing relationship with a view to enabling more combined training in the future."

Allied Land Command – Responsible For the Effectiveness And Interoperability of All Land Forces in NATO

Interview by Public Affairs Office NATO Rapid Deployment Corps

Lieutenant General Ben Hodges, Commander Allied Land Command Izmir - interviewed during his visit to Headquarters NATO Rapid Deployment Corps Spain, 23 January.



NATO has invested much time and energy in the implementation of the new military command structure. What is the sense of solidarity among the member states on the implementation of this new structure and what, in your view, is the difference between the old and the new structures?

The decision to implement a new NATO command structure (NCS), requiring the agreement of all 28 nations is, in itself, a show of solidarity. To make such a change required the approval of all members. This dramatic and sweeping transformation, which resulted in a reduction of uniformed positions from 13,000 to 8500, was very difficult and required real commitment by the Nations to make it a reality. The agreement to place the Land Command HQ in Turkey is further evidence of that solidarity, given Turkey's strategic importance, both geographically and militarily. The new command structure is designed to ensure effective collective security in the post-ISAF, post-2014, world. It's a realization that the future collective security of the Alliance and its Partners

requires a responsive, flexible structure that can address the full NATO Level of Ambition but which is also sustainable in difficult financial, economic times.

The NATO military command structure is undergoing major reform at the moment. Could you explain the role the Headquarters in Izmir plays within the NATO Command Structure?

Allied Land Command is responsible for the effectiveness and interoperability of all land forces in NATO. Our mission is to provide expertise in support of Alliance land forces readiness, competency and standardization, including their evaluation and certification; deliver a planning capability in support of Higher HQs and the NATO Force Structure (NFS); and, when directed by SACEUR, to provide the core of the HQ responsible for the conduct of land operations and the synchronization of land forces Command and Control in accordance with the Alliance's level of ambitious (LOA). Unlike the previous force commands, which were regionally focused, Allied Land Command will serve as the focus and lead for land

expertise and advocacy within the NATO Command Structure. Furthermore, there is an inherent responsibility that the HQ must be deployable to act on behalf of the SACEUR when directed. In effect, Allied Land Command will be the "champion" for all land forces across NATO, working to ensure that we are all able to retain the level of competence and interoperability that we've achieved during the last decade of fighting together in Afghanistan.

LANDCOM Izmir is the only land HQ in the NCS. The HQ is taking the land competency from Force Commands (FC) Madrid and Heidelberg, and it will only interact between the Ground Forces (GRF) community and NCS for land issues. What are the main missions in relation to the GRF community?

First, it is important to clarify that our HQ is named "Allied Land Command", not Land Command Izmir. This is an important distinction, in keeping with the transformation of NATO. Under the previous structure, there were two land commands, two air commands, and two maritime commands; each of them were



focused on a particular region. FC Madrid and FC Heidelberg, two excellent and very effective organizations, were both under their respective Joint Force Commands (Naples and Brunssum) and focused on areas generally divided by the Alps. It was, therefore, necessary to title them as Forces Command Madrid and Forces Command Heidelberg to distinguish between the two. Under transformation, we are the only Land Command and so our title is "Allied Land Command", just as the sole Maritime Command, in Northwood UK, is known as "Allied Maritime Command" and the sole Air Command is "Allied Air Command" in Ramstein, Germany. Allied Land Command, or LANDCOM, will serve as the link between the NCS and land forces of the NATO Force Structure (NFS). LANDCOM will seek to provide a modern, relevant framework for training, readiness, interoperability, and standardization within the NFS. In addition, we will seek to support the training and readiness efforts of the NFS by recommending priorities, identifying resources for training and, when appropriate, serving as higher headquarters for training exercises. Furthermore, LANDCOM will serve as the lead in doctrinal and conceptual discussions and developments relevant to land force capabilities, within Allied Command Operations (ACO), and will institutionalize the various components and aspects of land operations into integrated "communities of interest" (e.g. intelligence, logistics); increasing expertise and interoperability within the NFS as it goes.

Once the new NATO Command structure is concluded, how is the future relationship between LANDCOM Izmir and the different GRF HQs likely to develop?

LANDCOM doesn't have command or control over any of the GRF, unless SACEUR decides to deploy LANDCOM as the Land Component Command for an Operation and the North Atlantic Council (NAC) agrees to provide one or some of

the GRF as subordinate HQs for a specific task. Rather, our relationship is one of "champion" or "advocate" for those land force HQs across the NATO Force Structure. We fight to get them resources; we help collect lessons learned; and we provide the venue and forums for building increased effectiveness and interoperability. SACEUR charged me with ensuring that we retain the level of interoperability in the Alliance, and with Partners, that has been achieved after ten years of fighting in Afghanistan. I would expect, in real practical terms, that this means we will be at every training exercise and conference, providing capability to each of the GRF - such as the NATO Rapid Deployment Corps Spain (NRDC SP) in Valencia - to ensure they have what they need to train and be ready. We will have a certification requirement for those HQs who are preparing to be the Land Component for the NATO Response Force as well.

Regarding the ISAF mission, the magic word over recent years seems to be "transition". Can you tell us a little bit about this is evolving?

Thanks to the sacrifice and incredible effort of thousands of NATO Soldiers and other Service members, including Spain, ISAF has been very effective at helping Afghan National Security Forces (ANSF) forces and institutions reach a point of capability where they can assume more and more responsibility for their own security. This is giving the Alliance and its member nations the chance to begin to reduce forces in Theater, and transition that responsibly for security to the Afghans. At the Lisbon Summit in 2010, NATO, ISAF partners and the Government of Afghanistan agreed to enable the ANSF to take full responsibility for security across the country by the end of 2014. This process is well underway and we have 27 months left to reach this goal. Transition has gained momentum as Afghans are increasingly taking charge of their own security. The ANSF have demonstrated time and again the ability and confidence to take on their security responsibilities. And the insurgents are being pushed

further away from the population and are increasingly isolated. Currently, 80% of their attacks take place in areas where just 20 % of the population lives. Three quarters of the population live in areas increasingly protected by their own troops and police. We expect more areas to enter the transition process soon. As Afghan Security Forces step forward, ISAF is able to shift from a combat to support role. Some of our forces have already moved into a training role and others have come home. Between now and the end of 2014, we will continue that process in a coordinated and responsible manner. That is not a change of plan: it is part of the plan. As transition progresses, ISAF's mission is gradually evolving from one focused primarily on combat to an enabling Security Force Assistance (SFA) role, which centres on training, advising and assisting our Afghan partners. As the mission evolves, ISAF forces will gradually move from partnering to supporting through small, purpose-built advisory teams. Over the next months, as Afghans continue to take the lead for their own security, ISAF forces can step back and gradually start redeployment to their home countries. This measured and gradual reduction will continue as the Afghan security forces' capacity to manage the security situation permits. All contributors are committed to ensuring that ISAF will complete its mission in a coordinated and coherent way.

How do you envision the NATO after ISAF operation?

NATO will be in a position to capitalize on the heightened level of interoperability it has achieved. The soldiers will be at a time of refit and recuperation. Nations will begin to refocus their soldiers on the missions to come. It will be during this time that NATO must seek to reinvigorate the NATO Response Force as the multinational force of choice for operations. Post-2014 NATO will be outfitted with its new NCS and at a point to truly absorb the completion of its mission in Afghanistan as it prepares its organization for an unknown future.

Combined Air Operations Centre Torrejón, Spain, Activated

Story by HQ AIRCOM Ramstein PAO, photo by Javier Munárriz, Torrejón Air Base. Photos Courtesy Spanish Defence Staff

In the presence of Spanish Minister of Defence, D. Pedro Morenés Eulate, and the Spanish Chief of Defence, General Admiral Fernando García Sánchez, NATO's Combined Air Operations Centre Torrejón (CAOC TJ), Spain, was activated during a ceremony at its new premises north east of the Spanish Capital of Madrid on 7 February 2013.

CAOC TJ is one of two Allied Combined Air Operations Centres, which are responsible for the planning, direction, coordination and supervision of air operations in their respective areas of operation. While CAOC TJ will from now on officially execute this function for the southern region of NATO Europe, its sister CAOC at Uedem, located in the north west of Germany, will have the same mission north of the Alps.

As the representative of NATO, four-star General Philip M. Breedlove USA Air Force, the Commander the single Allied Air Command at Ramstein Air Base, Germany, passed the NATO flag to the Commander of CAOC TJ, Major General Rubén C. García Servert, Spanish Air Force.

"This ceremony reflects all the support we received from all entities involved in the implementation of CAOC Torrejón," said Major General Servert, "today is a special day for CAOC Torrejón, a new Alliance unit that was activated as scheduled on 1 January of this year, and will officially assume the challenging role of air defence of Southern Europe as of this upcoming 1 July."

In his speech that followed General Servert's remarks, General Breedlove welcomed CAOC Torrejón into the NATO Command Structure. "This is a significant achievement for the Alliance and for Air Command," he added, "the tireless work and personal efforts of many of you here today and across the NATO community have been outstanding. In Air Command and here at Torrejón we have the best team that will continue to deliver to the highest standards."

A parade of troops concluded the official inaugurating ceremony. CAOC TJ is now formally responsible for all air operations in NATO airspace from the Canary Islands to Hungary and the Azores to Turkey and will be capable of executing contingency air operations when called upon. Eventually, 16 NATO nations will fill the authorized 185 posts and ensure CAOC TJ will be able to execute this challenging mission.



Commander Allied Air Command, General Philip M. Breedlove, USA Air Force, (left), and Commander Combined Air Operations Command Torrejón, Major General Rubén C. García Servert, Spanish Air Force, during the activation ceremony at Torrejón, Spain, on 7 February 2013.



Spanish Chief of Defence, General Admiral Fernando García Sánchez, Spanish Minister of Defence, D. Pedro Morenés Eulate, Commander Allied Air Command, General Philip M. Breedlove, and Commander Combined Air Operations Command Torrejón, Major General Rubén C. García Servert, Spanish Air Force, (from left to right) next to the Spanish flag during the activation ceremony at Torrejón, Spain, on 7 February 2013.



The NATO flag being passed from Commander Allied Air Command, General Philip M. Breedlove, USA Air Force, (left), to Commander Combined Air Operations Command Torrejón, Major General Rubén C. García Servert, Spanish Air Force, (right), during the activation ceremony at Torrejón, Spain, on 7 February 2013.

Ramstein Is Where All the Strings Come Together

Story by HQ AIRCOM Ramstein PAO, photo by HQ AIRCOM Ramstein PAO

With all six PATRIOT missile batteries in Turkey operational, HQ AIRCOM at Ramstein Air Base, Germany, has taken over NATO command and control of the assets deployed by Germany, the Netherlands and the United States.

"The Supreme Allied Commander Europe, US Admiral James Stavridis, has overall command and control of the PATRIOT deployment to Turkey to augment the country's air defence capabilities," says Lieutenant Colonel Gerald Schillig, German Air Force, staff officer for Surface-Based Air Defence systems at HQ AIRCOM, who coordinates with the PATRIOT units in Turkey. "Admiral Stavridis 'delegated the practical implementation to both the Commander AIRCOM at Ramstein and the local unit commanders in Turkey. In a 'transfer of authority' procedure these commanders and their units were placed under Operational Command to NATO after reaching operating capacity."

"Due to the short time incoming ballistic missiles are airborne, we have to rely on pre-defined response measures," says LtCol Schillig. "Any firing orders for the individual weapon systems in Turkey will use pre-set algorithms. Ramstein is where all strings come together."

According to Schillig, various sensor systems are used at HQ AIRCOM to establish a Recognized Air Picture, which is made available to the PATRIOT systems as part of their early warning. This real-time picture is complemented by current intelligence. Downrange, NATO Command



The Ballistic Missile Defence Operations Centre (BMDOC) at HQ AIRCOM: German Air Force Lieutenant Colonel Gerald Schillig with American and French colleagues monitoring system screens.

and Information System teams ensure reliable and constant connection of the weapon systems to the NATO command and control network.

In response to Turkey's request, NATO Foreign Ministers decided on 4 December 2012 that NATO would "augment Turkey's air defence capabilities in order to defend the population and territory of Turkey and

contribute to the de-escalation of the crisis along the Alliance's border." For this purpose, Germany, the Netherlands and the United States provide two batteries each and deployed their systems to protect Turkish populations at Kahramanmaraş, Adana, and Gaziantep respectively.

Commander JFCBS Addresses the Staff

Story by HQ JFCBS, Public Affairs Office

The Commander Allied Joint Force Command Brunssum (JFCBS), General Hans-Lothar Domröse, assembled the staff in the Alliance Theatre to address military and civilian personnel of the headquarters, 5 February.

In his initial staff address the Commander conveyed his first impressions after assuming command on 14 December 2012. He went on to provide an early outline of intent, emphasizing JFCBS' role and primary task - the International Security Assistance Force (ISAF), in Afghanistan.

"ISAF, the largest mission in the history of NATO, remains my top priority. For the Alliance, mission success in Afghanistan is of vital importance. JFC Brunssum will continue to play a critical role in support of ISAF and in the post-2014 mission - Resolute Support. "General Domröse said. Turning to the NATO Response Force (NRF), the Commander stressed: "As you will be aware NRF 2014 preparations are well underway. Exercise Steadfast Jazz 2013 will be the culmination of much hard work... Uniquely this year, Exercise Baltic Host will be conducted in parallel with Steadfast Jazz, with the objective of developing the capacity of the Baltic States to provide Host Nation Support to NATO Allies. "



General Domröse addressing his staff in the Alliance Theatre.

Focusing on upcoming challenges and policy, General Domröse concluded: "Our immediate challenge is to continue to fulfil our tasking whilst navigating a path through this tricky period of transition. This will require creative use of our people and, wherever possible, a degree of managerial and individual flexibility...

Do not be afraid to challenge policy as you go forward. Indeed, I would expect you to. There is a big difference between making policy and implementing it. And, do not accept a process purely because 'that is the way it has always been done'. The only constant in life is change..."

Norway and Defense

Story by MOD Norway

NORWEGIAN SECURITY AND DEFENCE POLICY

The principal objective of Norwegian security policy is to safeguard Norway's sovereignty, territorial integrity and political freedom of action. Norway's fundamental security interest is to contribute to a world order under the auspices of the UN with the emphasis on human rights and the international rule of law. In addition, it is most important to strengthen and develop further the transatlantic security community through NATO. Nationally the High North is Norway's most important area for strategic investment.



Akershus Castle, the home of the Ministry of Defense and the Defense Staff.

Security policy objectives:

- To prevent war and the emergence of various kinds of threats to Norwegian and collective security;
- To contribute to peace, stability and the further development of the international rule of law under the auspices of the UN;
- To uphold Norwegian sovereignty, rights, interests and values, and to protect Norwegian freedom of action in the face of political, military or other pressure;
- Together with our Allies, to defend Norway and NATO against assault or attack;
- To protect the Norwegian society against assault and attack from state and non-state actors.

The defense policy objectives are the following:

- Alone, and together with Allies, to secure Norwegian sovereignty, rights and interests as well as maintaining Norwegian freedom of action in the face of military or other pressure;
- Through participation in multinational peace operations authorized by UN mandate and through international defense cooperation, to contribute to peace, stability, the enforcement of international law and respect for human rights, and to prevent the use of force by state and non-state actors against

- Norwegian and international security;
- To counter all kinds of assaults or attacks in order to safeguard Norwegian and collective security and, together with Allies, to contribute to the collective defense of Norway and other Allies in accordance with our NATO Treaty obligations;
- To contribute to safeguarding the security of Norwegian society, saving lives and limiting the consequences of accidents, natural disasters, assaults and attacks by state or non-state actors.

Defense tasks

The tasks and level of ambition of the Norwegian Armed Forces reflect, in operational terms, the security and defense policy aims. The Norwegian Armed Forces have a broad spectrum of tasks both in peace, in times of crisis and in armed conflict or war. The Norwegian Armed Forces have been given the following nine tasks in the current Long-Term Defense Plan (White Paper 73 S 2011-2012, "A Defense for our Time"):

- 1 Provide a preventive threshold for war based on NATO membership;
- 2 Defend Norway and its allies against serious threats, assaults or attacks within the framework of NATO's collective defense;
- 3 Avert and manage episodes and

- security crises using national resources, including preparation for allied involvement if necessary;
- 4 Ensure that there is a sound basis for national decision-making through timely surveillance and intelligence;
- 5 Uphold Norwegian sovereignty and sovereign rights;
- 6 Safeguard the exercise of authority in demarcated areas;
- 7 Participate in international crisis management including peace support operations;
- 8 Contribute to international cooperation in the area of defense and security;
- 9 Contribute to the safeguarding of public safety and other central social tasks.

In principle, the size and capability of the main elements of Norway's defense structure are designed to meet the requirements of tasks 1-7 above. At the same time, however, the size and equipment of individual elements shall take into account the requirement to provide support to the civil community.

International cooperation UN

The United Nations Organization (UN) plays a key role as an anchor point for Norwegian security policy. The UN Treaty and the provisions of international law are more important than ever in ensuring the coordination of action needed to overcome the majority of the security challenges that face the global community.

The aim is to build a world order with the UN as a central actor, something which can contribute towards ensuring a peaceful and more stable path for global development. This is a world order which is built on the foundations of international law and one in which the use of force is regulated.

NATO

Within the overall framework of the UN, NATO remains the cornerstone of Norwegian defense and security policy. France's full reintegration into NATO's military structure in spring 2009 is important both politically and militarily. Changes in the nature of challenges to international security that have taken place since 1990 have contributed to the shift in NATO's focus towards its capacity to prevent and deal with the emergence of conflicts outside the NATO area and with global threats. However, NATO's fundamental task is still related to the

make a greater contribution to peace support operations than each country could make individually. All the Nordic countries participate in international operations under the auspices of the EU, NATO and the UN. In 2008 and 2011 Norway, Sweden and Finland participated in a Nordic Battlegroup jointly with Ireland and Estonia.

The Leadership of the Norwegian Armed Forces

The Chief of Defense is the Defense Minister's top military adviser and the Chief of Defense's strategic functions are integrated with the Ministry. Military command authority is delegated to military commanders. The Chief of Defense is the country's highest ranking military official. In addition to being the Defense Minister's adviser, the Chief of Defense is also the Government's principal adviser on military questions. He also exercises full command of Norwegian Defense.

The Norwegian Defense Logistics Organization (NDLO)

The NDLO's main tasks are the ownership administration of Armed Forces materiel, maintenance of logistic readiness and the administration of logistic processes. NDLO produces materiel capabilities through the running of investment projects and support contracts. NDLO also provides comprehensive supply and storage services as well as workshops for the maintenance of heavy equipment and the provision of advisory services for all branches of the Norwegian Armed Forces. NDLO also provides operational support for the Norwegian Armed Forces both at the instruction and preparation stage and while on active service at home or abroad.

The Norwegian Intelligence Service (NIS)

The Norwegian Intelligence Service, also referred to as E (the initial letter of



collective defense of its member countries and a mutual guarantee of their security, since an armed attack on one shall be considered an attack on them all.

EU

As a non-member, Norway is one of the country's contributing most to the EU's civil and military crisis management operations and its response forces. Norway has declared both civil and military personnel to the EU force register and we are participating in the EU's civil operations in Kosovo and Afghanistan. As a non-member, Norway also has a unique collaborative arrangement with the European Defense Agency (EDA).

Nordic Cooperation

Nordic Defence Cooperation, NORDEFCO, is extensive and works very well despite the countries' differing relationships with the EU and NATO. There is a high degree of commonality between the security policy assessments and security interests of the Nordic countries. Acting together, the Nordic countries can

In time of war the Chief of Defense continues to be the Government's closest military adviser while the operational command authority over the military forces, with the exception of the Home Guard, is assumed to be transferred to NATO's Integrated Command Structure.

Norwegian Joint Headquarters (NJHQ)

The Norwegian Joint Headquarters (NJHQ) exercises command of joint operations and coordinates territorial forces remaining under national command in time of crisis and war. The Joint Headquarters is also responsible for Norwegian forces abroad. NJHQ continuously monitors the situation in Norwegian areas of interest both on land, at sea and in the air. The Commander NJHQ has operational control of Norway's territorial defense and is responsible for planning and leading the operations of the Norwegian Armed Forces both in peacetime and in time of crisis and war.

its Norwegian title), is responsible for the acquisition of information concerning matters outside Norway's borders. The Service gathers, processes and analyses information relating to Norwegian interests seen in relation to foreign states, organizations and individuals.

The Cyber Defense Force

The Norwegian Defense Information Infrastructure (INI) changed its name to the Cyber Defence Force in September 2012. The Cyber Defense Force will play an important part in protecting the ability of the Norwegian Armed Forces to exercise management and leadership in the field of information and communications technology. The Cyber Defense Force supports the Norwegian Armed Forces at home and abroad with the establishment, operation, further development and protection of their communications. The Cyber Defense Force also has an important role to play in the development of Network Based Defense.

The Norwegian Defense University College (NDUC)

The Norwegian Defense University College (NDUC) has overall professional responsibility for accredited professional training in the Armed Forces and offers courses at the highest military and academic levels.

The Norwegian Defense Medical Service (NDMS)

The Norwegian Defense Medical Service (NDMS) is the central organization responsible for medical matters in the Norwegian Armed Forces.

THE NORWEGIAN ARMY

The principal task of the Norwegian Army is to produce units and personnel for use both nationally and abroad in peacetime and in times of crisis or war.

Operational capabilities

One independent mechanized brigade (Brigade North) with brigade command

7 Mortars, 81 mm

8 Personal weapons including HK 416 and HK MP7

THE ROYAL NORWEGIAN NAVY

The principal task of the Royal Norwegian Navy is to make maritime capabilities available at standby and/or for operational deployment in peacetime, crisis and war, both nationally and internationally. The Royal Norwegian Navy must be capable of upholding Norway's sovereignty and sovereign rights, exercising authority and supporting Norwegian interests

Capabilities

Norwegian Fleet and Coastal Ranger Command:

Command element, Norwegian Task Group (NorTG) – tactical staff to lead maritime operations both in and outside Norway consists of:

- 1 Frigate Branch;
- 2 Submarine Branch;
- 3 MTB Branch;
- 4 Mine Branch;

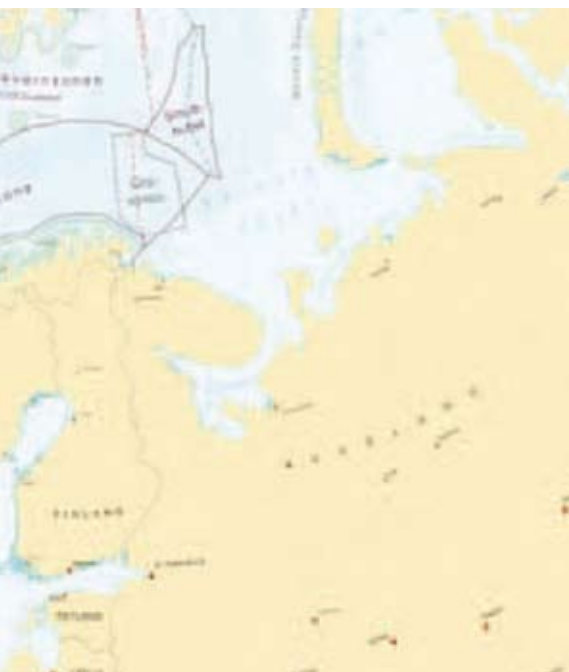
the F-35 Joint Strike Fighter as its new combat aircraft and this aircraft will, for the future, form the core around which the rest of the Air Force structure will be built.

Operational capabilities

- 1 57 F-16 combat aircraft;
- 2 12 Sea King helicopters for Search and Rescue (SAR);
- 3 2 P-3N and 4 P-3C Orion maritime patrol aircraft;
- 4 4 C-130 J Hercules tactical transport aircraft;
- 5 5 Lynx Coast Guard helicopters;
- 6 18 Bell 412 SP tactical transport helicopters;
- 7 3 DA-20 Jet Falcon for electronic operations and VIP transport.

THE HOME GUARD

The principal tasks of the Home Guard are to safeguard territorial integrity, protect important infrastructure, support national



and administrative staff, two mechanized combat battalions (Armored Battalion and Telemark Battalion), one light armored combat battalion (2 Battalion), an artillery battalion, an engineer battalion, an intelligence battalion, a communications battalion, a combat service and support battalion, a medical battalion and a Military Police company.

- 1 H M The King's Guard
- 2 The Border Guard
- 3 Norwegian Special Forces Command/ Norwegian Army Special Operations Command

Materiel

- 1 Main Battle Tanks, Leopard 2 A4NO (120 mm gun)
- 2 Armored Infantry Fighting Vehicles, CV9030N
- 3 Armored Tracked Personnel Carriers, M-113
- 4 Armored Wheeled Personnel Carriers, SISU/PASI
- 5 Artillery pieces, type M 109 A3GNM
- 6 Anti-tank weapons, Javelin

- 5 Logistics Branch (logistics afloat);
1.1.1.1 Norwegian Navy Special Warfare Group (Coastal Ranger Command, Clearance Diver Command 1.1.1.2 and Tactical Boat Squadron);
- 6 Naval Ranger Command.

Norwegian Coast Guard

- 1 Outer Coast Guard;
- 2 Inner Coast Guard.

Materiel

- 1 5 Fridtjof Nansen Class frigates;
- 2 6 Ula Class submarines;
- 3 6 Skjold Class fast attack craft;
- 4 3 Oksøy Class mine hunters;
- 5 3 Alta Class minesweepers.

THE ROYAL NORWEGIAN AIR FORCE

The principal task of the Royal Norwegian Air Force is to produce air force units and capabilities and to make these available for operations in peacetime, crisis and war, both in Norway and abroad, and to ensure that forces are at constant readiness for aerial surveillance, the exercise of authority and the upholding of national sovereignty. Norway has chosen

crisis management, strengthen the military presence as required throughout the country and provide support to the civil community.

Command elements:

- 1 11 territorial district staffs;
- 2 Naval Home Guard Command, Haakonsværn.

Forces:

- 1 11 rapid-reaction intervention forces capable of securing objects of vital importance;
- 2 220 Land Home Guard areas with capabilities similar to those of the intervention forces;
- 3 4 Naval Home Guard with a rapid reaction capability for maritime surveillance and control;
- 4 17 Naval Home Guard areas with capabilities in maritime surveillance and control;
- 5 7 Air Force Home Guard areas for the base defense of Air Stations.

Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Text and photos by MSgt Jan Hecht and Jaroslava Augustinova, HQ JFCBS PAO.

Headquarters Allied Joint Force Command (HQ JFC) 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 Staff routine work we plan and conduct special activities in the form of visits and training, as well as, social events on a regular basis. We would like to provide you an overview of those activities by taking a quick look at a few selected events.

February 2012



31 January, Journalists visit
Headquarters Allied Joint Force Command Brunssum (HQ JFCBS), in close cooperation with the United States Mission to NATO, hosted a group of journalists from Russia, Austria, Finland, Georgia, Kosovo,

Norway, Pakistan, Serbia and Turkey. After welcome remarks by the Public Affairs Advisor the journalists received briefings from the Public Affairs Office, the Political Advisor's Office, the Plans Branch and our Socio-cultural analyst. During the introduction visitors were provided an overview of the structure and mission of HQ JFCBS and its role within Allied Command Operations. In a sequence of briefings JFCBS subject-matters experts delivered a situational update and important information about current developments in Afghanistan.



8 February, visit by Belgian Defense College

A group of 35 students from the Belgian Defense College, Brussels, visited Brunssum to learn more about the Joint Force Command, its role, planning processes and current challenges. Officers from Belgium, America,

Turkey, Canada, Germany, The Netherlands, and several African countries, met with key members of staff and were provided information briefs on JFCBS primary tasks and challenges. After welcome remarks by Brigadier General Eddy Staes, Assistant Chief of Staff J3, participants were briefed on JFCBS and its NATO Response Force commitments. During the afternoon session, the students were divided into two groups. The first group received an update on ISAF with particular focus on JFCBS' responsibilities Post-2014; and then went on to visit the Joint Operations Centre. The second group received Military Partnership, Training and Exercise programme briefs.



8 February, Other Ranks Association host Commander

General Hans-Lothar Domröse, Commander JFC Brunssum, visited the JFC Brunssum Other Ranks Association (ORA) during their first monthly gathering of the year in Club 13. The Commander was warmly

welcomed by the Command Sergeant Major, Dave Preeper, the National Senior Non-Commissioned Officers, the Base Sergeant Major, Juan Diaz De Leon, and the Chairman of the ORA, AdjtChf Patrick Potloot. CSM Preeper gave a compact and comprehensive brief about the ORA role within the headquarters. General Domröse took the opportunity to address ORA members and emphasized the importance of their role. The Commander was presented with the ORA coin before undertaking an informal circulation amongst those present. General Domröse expressed his thanks to the CSM and ORA Chairman for an excellent insight into the role and activities of the Other Ranks Association.

13 February, visit by Estonian members of parliament

A group of Estonian Members of Parliament, accompanied by a representative of US Mission to NATO, visited Headquarters Allied Joint Force Command Brunssum. After welcome remarks by the Deputy Commander, Air Marshal Graham Stacey, and our Chief of Staff, Lieutenant General Richard G. Tieskens, the parliamentarians received several briefings on JFCBS' role in the International Security Assistance Force mission and current developments in Afghanistan. The visitors seized their opportunity to discuss topics, such as Estonian contributions to foreign military missions, with key members of staff. Estonian contributions to the NATO mission in Afghanistan are highly valued and their continued commitment is appreciated by the Coalition.



18 February, Deutsche Welle TV interview with Commander

General Hans-Lothar Domröse, Commander Allied Joint Force Command Brunssum, was interviewed by Deutsche Welle television. Mr. Christian Trippe, Head of Deutsche Welle's Studio in Brussels, visited Brunssum to interview the Commander about JFCBS's responsibilities. Discussion topics included the International Security Assistance Force (ISAF) and NATO Post-2014 commitments in Afghanistan, NATO's revised Command structure and a question about one issue currently of high profile in the German media – combat drones.



22 February, visit by German students

A group of 37 German students visited Brunssum to learn more about NATO and Headquarters Allied Joint Force Command Brunssum. Before arriving in the Netherlands the students, from the Administration and Fair Trade School in Bavaria, conducted a 4-day tour to institutions of the European Union in France, Luxemburg and Belgium. After welcome remarks by the Public Affairs Advisor, Colonel Martin Klein, they received a series of briefings introducing the NATO structure, JFCBS' specific roles and responsibilities with particular focus on the International Security Assistance Force mission, and current developments in Afghanistan.



26 February, visit by Young Liberals

A group of young liberals from Maastricht visited Headquarters Allied Joint Force Command Brunssum. The visitors are members of the Youth Organization for Freedom and Democracy (JOVD) and, since their theme for the month of February has been "DEFENCE", they travelled to Brunssum to learn more about the international Headquarters. JOVD is a liberal political youth organization, established in 1949.



February 2012

Steadfast Jazz Preparations Continue

Story by HQ JFCBS Public Affairs, photos by MSgt Jan Hecht, PAO

Exercise Steadfast Jazz 2013 (SFJZ13), to be held in Latvia, Lithuania and Poland next November, incorporates a live exercise designed to serve as a final step in training and evaluation for Allied Joint Force Command Brunssum (JFCBS) to take the lead of the NATO Response Force (NRF) in 2014.



Exercise Brilliant Vision 2013 was led by Commander JFCBS General Domröse.

The NATO Response Force is a force that can be tailored to meet the needs of a specific mission and is able to move quickly whenever and wherever it is needed. Leadership of the NRF is rotated between NATO's Joint Force Commands Brunssum and Naples. JFCBS is in the lead for NRF 2014. The stand-by phase for this rotation will start 1st January 2014 and last for one calendar year.

Planning for SFJZ13 started as long ago as April 2012 when the Exercise Specification Conference was conducted, followed by an Initial Planning Conference in August 2012. In January 2013, Allied Joint Force Command Brunssum organized two important events linked to the NRF and, specifically, SFJZ 13 - a Main Planning Conference (MPC) and a Commanders Conceptual Discussion (CCD).

Almost 400 people participated in MPC at the Static War Headquarters, Castlegate, Germany. The aim of the conference was to provide a forum for continued cooperation among exercise planners / subject matter experts and commence essential detailed planning. The conference was opened by new Deputy Commander, Air Marshal Graham Stacey. Subject Matter Experts debated a range of topics including the scenario, operations, logistics, real-life support and information management. Lieutenant Colonel Ruud Middelhoven, the JFCBS project manager for SFJZ13, on behalf of JFCBS' Commander said: "The

conference showed NATO's willingness to organize such an exercise. I can say that the MPC was inspiring and challenging. When we have finalized the planning, we will prepare for the execution of Steadfast Jazz 13".

Exercise Brilliant Vision 2013, a Commanders Conceptual Discussion (CCD), led by Commander JFCBS, General Hans-Lothar Domröse, was attended by many key leaders from headquarters and commands earmarked for NRF 2014, as well as the majority of JFCBS' Command Group and Special Staff. Guest speakers included Dr. Philip

Richardson (Director NATO Intelligence), Stephanie Miley (Political Adviser to SACEUR) and Brigadier General John W Doucett (Chief of Staff Joint Warfare Centre).

A primary objective for the CCD was to discuss and refine the practical Command and Control (C2) construct for NRF 2014. Discussions focused on effective and efficient execution of C2 tasks and responsibilities for preparatory Battle Staff Training (BST) and the certification exercise Steadfast Jazz 2013.



Almost 400 participants of the Main Planning Conference gathered in Castlegate, Germany.

NATO Triathlon Team Brunssum To Host the 3rd Try-a-Triathlon

Story by Captain Sascha Verheyen, Chairman NATO Triathlon Team Brunssum



On the 2nd June 2013, the Brunssum Triathlon Club is going to host its 3rd Try-a-Triathlon, this time at Geilenkirchen Airbase, to offer our community a smooth and easy way to familiarize with this fantastic sport. So get ready, set and mark your calendars.

As triathletes are basically positive thinking human beings - how else to cope with the preparations for a Triathlon - I simply suppose you read my last article where I reviewed the achievements of all our teammates in 2012. You most probably had your thoughts about it and yes, some of us did some really crazy things. But here is the good news: none of them will be competing with you that day! This time they are more after providing you and your family a really nice and sporty Sunday with lots of good mood. And to blow away all your constraints from the very beginning: you do not need to have any experience in Triathlon. As long as you are able to swim, bike and run you already qualified for our event. We are there to support you.

Still reading, good! We want to invite

you to participate to one of three great opportunities. To start with the most important people in this world: our children! They will get the chance to experience this tremendous sport by swimming 50 meters, cycle not more than 2K and run 400 meters. We chose our course layout to provide the best view for the spectators. Imagine how proud your boy or girl will be as you help him or her to finish a Triathlon by either accompanying or yelling as loud as you can from the pool to the finishline. Undesirable side effects like endlessly discussions during dinner about Triathlon cannot be fully excluded. Therefore I suggest you already get familiar with catchwords like transition zone, aero position or Dave Scott and Mark Allen.

But maybe you want to get into exactly these catchwords yourself slightly before to prepare for one of the two adult races we provide. The traditional Try-a-Triathlon distance, being half of the shortest official triathlon distance, consists of a 250m swim followed by a 10k bike session and ends with a short 2500m run. If you think you can do it, then give yourself a fun day and register

for (y)our Triathlon. I can assure you, Triathlon would not exist if it would be just a follow up of 3 disciplines. It is more than that. Are you ready to experience?

Not enough challenge for you? Then do not hesitate to register for the sprint distance. Here is a 500m swim, a 20k bike ride and a 5000m run waiting for you. You should be a little bit fit to do so. But there is no need to run a record time on the other hand. Fun is the most important thing here. Maybe it is as much challenge to you as for your child or your comrade at the office next door, who struggles with the decision to take part at all. But after all, imagine to run then last



meters on the track, looking back at the distance you managed so far, you feel the proud rising to a level you almost forgot, you are eager to finally get a cold beer and discuss those multiple impressions you can only gain during a Triathlon with your comrades or children as you cross the finish line and think to yourself: "I am a finisher!"

The triathlon club invites you to take part at this special event. Preparations are ongoing and we are proud to get huge support from GK Airbase members. I, as the chairman, am proud of all members inside this club. It is a group of very nice people, loving the sport they do and at all times ready to share the experiences they made during training and competitions. And believe it or not, triathlon sounds easy, but there is much more. Once infected, you are constantly looking for improvements on training, material, season planning or nutrition you then want to share with your teammates. Last Saturday

i.e. I was surfing the internet for more information on aero wheel sets. You know: improvements! Actually I was looking for the last confirmation that I do not need these wheels that easily cost a 1000 Euro. But as time went by, and already 2 o'clock in the morning I was expecting my wife again to turn out the light. But this time all quiet. Finally no wheels, no wife, no nothing, but finding my 13 month old son lying on my side of the bed. As I

said, undesirable side affects cannot be fully excluded.

Hope to see your registration and a 10 Euro fee soon in my office. Registration forms will be available to print out soon on the JFCBS public page under <http://www.jfcbs.nato.int/jfcbrunssum-community.aspx>

Capt Sascha Verheyen
Chairman
NTTB H 106, D1.25
Tel.: 244-2919



Marching Team Trains for Nijmegen 2013!

Story by Eric Pernot, AIMT Coordinator



Do you like marching and international camaraderie? Would you like to participate in the world's biggest marching event in Nijmegen as part of the JFC Brunssum team? If you can answer 'YES', then you should join the Allied International Marching Team (AIMT).

We are the multinational team who train for an international 4- day marching event in July 2013. The famous Nijmegen March, 160km march around Nijmegen, is the world's biggest marching event and there are more than 40.000 civilian and 5.000 military participants from all over the world every year.

All members of our AIMT train more than 350 km on the road to be ready to complete

the Nijmegen March successfully. Everybody has to get used to walking with a back pack of 10 kg and find the most comfortable boots to wear in order to avoid blisters and other problems. During the preparation, the AIMT's members will test their condition whilst participating in other international marches in Basse Bodeux (BEL), Sittard (NLD), Blankenberge (BEL), Wellingborough(GBR), Diekirch (LUX), Bern (CHR) and Viborg (DKN).

After completing the Nijmegen March the AIMT will continue in its activities. The members plan to participate in

several marching events i.e. in Arenzano, Blankeberge, Viborg, Fulda and, maybe, a Bastogne Historical walk. The marching season will be end in Paris in January 2014.

The 2013 season has already started, so don't hesitate. Contact us by email at: email.aimarchingteam@hotmail.com

Training is conducted every Wednesday at 12:00. Meet at the NLD LOUNGE NSE DCIOD, Building H-308. POC: Eric Pernot, tel. 2484. We are looking forward to meet you!!



AFNORTH International School (AIS) Celebrates Carnival

Story and photo by AFNORTH International School

Every winter, Carnival is celebrated in many countries all over the world, including the southern part of the Netherlands. The elementary students at AIS honor this Limburg tradition, in accordance with the school's mission statement, to enrich the educational experience through programmes that make use of the European setting and the multi-cultural and diverse nature of teachers' and students' bodies. Learning about the red, yellow, and green Carnival colors and the Carnival's number eleven is part of Dutch culture lessons. Students are also taught songs in German language in their Partner Language Classes.

The raad van elf, Prince or Princess Carnival are elected by students. Activities this year culminated in a big celebration on the last day before the Carnival break with many parents in attendance. Led by the Host Nation



Teacher, Michael Bergmann, both students and teachers in costumes, gathered in the cafeteria to sing, dance and parade through the school. In keeping with the Dutch tradition of the

Carnival Prince being given the key to the city, the AIS Director handed over the key to the school and the Prince sat in the Director's chair surrounded by the raad van elf.

A Real Wild Night

Announcement by International Club



On behalf of The JFC Brunssum International Club
The charity committee proudly presents

PARTY ANIMALS

A REALLY WILD NIGHT

Venue: JFC Brunssum Conference Centre

12th April 2013

Cost €10

Entrance from 19:00

Dress code: Fancy dress

Ticket holders 16 years and older only

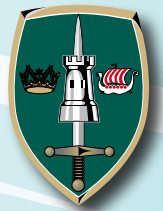
All proceeds will be donated to the charities chosen by the Charity committee

The famous Charity Night is the biggest annual event of the JFC Brunssum International Club. The Theme for 2013, based on animals, is: "A Real Wild Night". The party will take place on Friday, 12 April at the JFCBS International Conference Centre. Entrance is as of 7 pm and tickets cost 10 Euros each. In keeping with tradition food and drink will be provided by an assortment of Delegation booths. A broad array of entertainments will be provided including: music, a casino, a silent auction, raffle prizes and much more. Proceeds go to worthy causes chosen by the Charity Committee.

For tickets please contact your national Delegation. There is also a last chance to obtain tickets at the MINERS REST on 25 March 3.30 pm – 4.30 pm and at the LIBRARY on 27 March, 11.30 am – 12.30 pm



CAS: Morale Enhancing Programs and Events for JFC HQ Personnel



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JFC BRUNSSUM ALLIANCE THEATER

Movie Schedule

☐ Sat. 23 Mar / 16:00 LES MISERABLES Russell Crowe Anne Hathaway	☐ Sat. 30 Mar / 16:00 THE HOBBIT: AN UNEXPECTED JOURNEY Martin Freeman Ian McKellen	☐
☐ Sat. 23 Mar / 19:00 THE LAST STAND Arnold Schwarzenegger Forest Whitaker	☐ Sat. 30 Mar / 19:00 A GOOD DAY TO DIE HARD Bruce Willis Jai Courtney	☐
☐ Sat. 30 Mar / 13:00 ESCAPE FROM PLANET EARTH Brendan Fraser Jessica Alba		☐

Evening Spinning Classes

Every Tue and Thur

Starting 05 Mar 13 (1800 – 1900)

Call Ext 3170 to make a same-day reservation

USAG Benelux-Schinnen Child, Youth and School Services and Missoula Children's Theater is proud to present:



Conceived and Written by
Jim Caron



Music and Lyrics by
Michael McGill

**Auditions: Monday 25 March from 10 a.m.-12 p.m.
at the JFC Brunssum Alliance Theater**

Open to all US and NATO youth in Kindergarten-12th grade registered with CYSS. Participation in the production and CYSS registration are FREE! For more information or to register, stop by CYSS Parent Central Services, Bldg H-505 in Brunssum or call 0031-45-526-3121.

Do you want to develop your creative side?

Come and join the Art Classes on
Tuesday mornings from 10 till 12 or on
Wednesday evenings from 18.30 till 20.30.

Location: Art Room at the Arts and Crafts Center on JFC HQ Brunssum, the Netherlands.



- Classes are suitable for beginners and advanced students.
- Meet other creative people in a relaxed and fun atmosphere.
- You can learn a new technique or experience new materials.
- Art materials will be provided.
- Class fee is 11 Euro/class.

Sign up for your one free trial Art Class now!
Send an email at: cindysangen@gmail.com
or call Cindy at 0031 (0)6-41079335.

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Country: The Kingdom of Norway

Population: 5 million

Capital: Oslo

Head of State: King Harald 5th

Prime minister: Jens Stoltenberg

Area: 385186km²

Climate: The southern and western parts of Norway experience more precipitation and have milder winters than the south-eastern part. The lowlands around Oslo have the warmest and sunniest summers but also cold weather and snow in wintertime (especially inland).

Because of Norway's high latitude, there are large seasonal variations in daylight. From late May to late July, the sun never completely descends beneath the horizon in areas north of the Arctic Circle (hence Norway's description as the "Land of the Midnight Sun"), and the rest of the country experiences up to 20 hours of daylight per day. Conversely, from late November to late January, the sun never rises above the horizon in the north, and daylight hours are very short in the rest of the country.

Economy: The Norwegian economy is based on knowledge and technology utilizing the natural resources of the seas for both fisheries and oil/gas production. On shore the hydroelectric resources provide for several industries requiring electric power.

Budget: Revenues: \$14.15 billion, expenditures: \$16.26 billion (2011 est.).

Currency: Norwegian Krone



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

Arriving in JFCBS July 2011, I took up the position of Branch Head Logistics Resources Branch in the Resources Directorate; this changed to ACOS J4 in the Support Directorate, in late 2012.

Tell us about your military career.

Joining the conscription army in 1973 my career started with training to become a tank commander on a Leopard 1 Tank. Graduating from the military college 5 years later as a Quartermaster Corps Lieutenant I worked my way through various positions from Platoon Cdr to Company Cdr before assuming staff positions. After graduating from USMC CSC in 1991 I have had the pleasure of serving at all national levels in logistics posts, both as a staff member and commander.

Do you have any experience with other international missions?

During the Cold War back in the early 1980s I served as an LNO to the 4th MEB, dealing with the planning for prepositioning of equipment and training and exercising in Norway. In IFOR and SFOR I led the logistics part of the steering committee for the Nordic Battle-group.

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

My job in JFCBS is to be the ACOS J4; my responsibilities focus on the provision of logistics services to operations, including movements and transportation. The most important challenge is to be able to support our current ISAF mission with what is required in terms of supply, services and transportation. My second challenge is to be able to create a Joint Logistics Support Group (JLSG) core staff element for future operations potentially utilising the NATO Response Force (NRF).

Is your family here with you?

The children are grown up and have their own houses. My wife, Gro, and I enjoy living here in Brunssum with our children and friends visiting for short holidays.

What are your hobbies?

I very much like riding my BMW motorbike as well as skiing, fishing and hunting during the different seasons.

What do you like about your job?

I most enjoy the challenges that confront me as a logistician; working in an international environment; and meeting people from the many countries that comprise NATO.

Can you shortly describe your country?

Norway is a large country with a small population. From the southern tip to our north eastern border with Russia is 2985 km on Norwegian roads, which would require more than 50 hours of driving. The south-east is the most populated area, but it also has vast forests and mountains. The remaining two-thirds of the population is located mostly along the coastline. Our coastline has a lot of islands and fjords cutting deep into the mainland of Norway. The Svalbard islands are also a part of Norway with their arctic characteristics and a small population of about 5000.

Your future plans?

I will return to Norway in September this year and continue to work in the Norwegian Army developing Defence Logistics to better face the financial challenges until my retirement in 2014

Did you know? Her Majesty Queen Beatrix Announced Abdication

Story by Ed Frieser



King Willem-Alexander first King since 1890

".. I am abdicating not because my duties are becoming too burdensome, but because I am convinced that it is time for the responsibility for our country to pass to a new generation. On 30 April this year, with the utmost confidence, I shall hand over the duties of the monarchy to my son, the Prince of Orange. He and Princess Máxima are fully prepared for their future role. They will serve our country with dedication, faithfully uphold the Constitution and use their many talents to discharge the duties of the monarchy in their own distinctive way..."

With these words Queen Beatrix announced her resignation as Queen of the Netherlands after 33 years following the abdication, in 1980, of the late and former Queen Juliana. The abdication ceremony will take place on 30 April 2013.

200th Anniversary Kingdom of the Netherlands

As a second reason to abdicate, Queen Beatrix recalled that the Netherlands will celebrate its 200th Anniversary this year as a Kingdom with King Willem I as the first King of the Netherlands. The Netherlands has been a Monarchy since 1813 when French rule came to an end. In 1814 the new constitution of the Netherlands was ratified. At the urging of the powers gathered at the Congress of Vienna Willem V Stadtholder, Prince of Orange, living in exile in Prussia, proclaimed himself King Willem I of the United Kingdom of the Netherlands on 16 March 1815. The Kingdom of the Netherlands at that time consisted of the territories of the Netherlands and the present Kingdom of Belgium and Grand Duchy Luxemburg. The 200th Anniversary celebrations will take place between 2013 and 2015.

The abdication and inauguration ceremony

Abdication of Her Majesty the Queen will take place in the Moseszaal of the Royal Palace Amsterdam between 10.00 and 10.30 hrs. The Queen signs

the instrument of abdication, which is read aloud by the Director of the Queen's Office and immediately proclaiming Prince Willem-Alexander as King of the Netherlands. HRH Prince Willem-Alexander, will then become King Willem-Alexander. From 10.30 – 10.50 hrs he will make an appearance on the balcony of the Palace. Subsequently the King and his retinue will proceed to the Nieuwe Kerk. From 14.00 – 15.30 hrs the swearing in and investiture of the King at a joint session of the two Houses of the States General in the Nieuwe Kerk will be conducted. In this ceremony the King delivers an address



and is sworn in. The Prince will wear a white tie covered with the king's royal coronation mantle. Near the throne at the credence lay the three regalia of royal authority and dignity: the crown (symbolising sovereignty and dignity), the mace (reign), and the orb (the territory). Two more symbols will be carried by two military personnel: the State sword (the power) and the Royal standard with the Dutch Coat of Arms. The Kingdom of the Netherlands will then, once more, have a King again since the last Dutch King Willem III died in 1890. Prince Willem-Alexander already announced that King's Day will from now on be celebrated on 27 April, his birthday. Princess Máxima will assume the title of Queen consort, as wife of the reigning King, however with no power per se.

HRH Prince Willem-Alexander

His youth

Willem-Alexander Claus George Ferdinand was born in the University Hospital, Utrecht, on 27 April 1967. On his birth, he received the titles of Prince of the Netherlands and Prince of Orange-Nassau, Jonkheer van Amsberg. He was baptised in The Hague on 2 September 1967. His godparents were Prince Bernhard, Queen Margrethe of

Denmark, Ferdinand von Bismarck, former Prime Minister Jelle Zijlstra and Ms Renée Smith-Roëll. Prince Willem-Alexander spent his early childhood at Drakensteyn Castle in Lage Vuursche. In 1981 the family moved from Drakensteyn Castle to Huis ten Bosch Palace in The Hague.

Education and experience

Willem-Alexander received his primary education at the Nieuwe Baarnse School in Baarn, in the centre of the Netherlands. He started his secondary education at the Baarns Lyceum and after moving to Huis Ten Bosch Palace in 1981 attended the Eerste Vrijzinnig Christelijk Lyceum in The Hague. He completed his secondary education at Atlantic College in Llantwit Major in Wales, where he gained an International Baccalaureate in 1985. The Prince performed his military service in the Royal Netherlands Navy from August 1985 to January 1987. He received training at the Royal Netherlands Naval College in Den Helder, after which he served on board the frigates HNLMS Tromp and HNLMS Abraham Crijnsen. In 1988, he received refresher training, serving as a duty officer on board the frigate HNLMS Van Kinsbergen. In 1987, the Prince enrolled as a history student in the Arts Faculty of Leiden

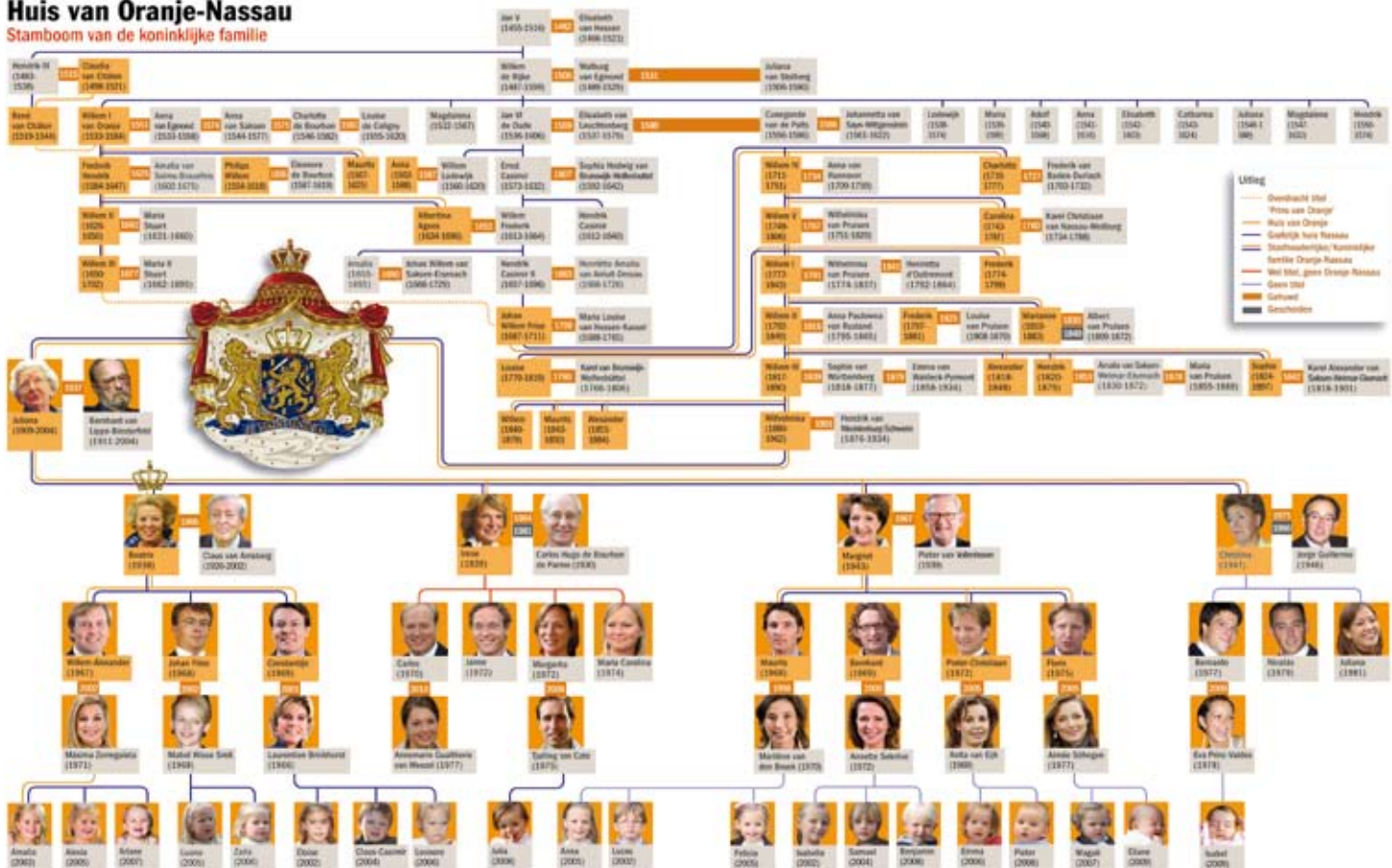
University. His studies included subjects such as general- and Dutch history, economic history, political science and constitutional law, EC law, international law, human rights and economics. He was awarded a degree in history in 1993. The Prince concluded his studies with a dissertation on the Dutch response to France's decision under President de Gaulle to leave NATO's integrated command structure. The Prince also gained his Military Pilot's Licence with 334 Transport Squadron of the Royal Netherlands Air Force. In 1994, the Prince spent several months at the Netherlands Defence College and studied aspects of the Royal Netherlands Army and Air Force.

Defence

The Prince has a special relationship with the Dutch armed forces. He holds the rank of Commodore in the Royal Netherlands Navy Reserve, Brigadier General in the Royal Netherlands Army Reserve and Air Commodore in the Royal Netherlands Air Force Reserve. He has also been Aide-de-Camp Extraordinary to Her Majesty the Queen since 1990. The Prince regularly visits units and staffs of all three armed forces, and troops on manoeuvres or missions abroad. He visited the Dutch units in Afghanistan on four occasions, and

Huis van Oranje-Nassau

Stamboom van de koninklijke familie



he was recently on board the HNLMS Evertsen as it patrolled the waters off the coast of Somalia as part of the EU's anti-piracy mission. The Prince of Orange is patron of Veterans' Day, and takes the salute at the annual Veterans' Day parade in The Hague.

In 1994 the Prince visited the headquarters in Brunssum. He was welcomed by the former Commander-in-Chief AFCENT, General Helge Hanssen, German Army and escorted by the former Chief of Staff, Major General A.P.A. de Jong, RNLAf.

Familiarisation The Prince became familiar with every facet of Dutch society. He studied the constitutional and legal systems and learned how central government and other authorities function. He visited European institutions, Dutch ministries and the High Councils of State. He then went on to complete an extensive introductory programme with the Dutch business community and an Advanced Development Programme at the Kellogg School of Management, Northwestern University, USA.



Marriage

Prince Willem-Alexander is married to Máxima Zorreguieta. The wedding took place in the Beurs van Berlage on 2 February 2002. The church ceremony took place at the Nieuwe Kerk, Amsterdam. The royal couple initially lived in the Prince's home at Noordeinde 66, The Hague. In spring 2003, they moved to Villa de Eikenhorst on the estate De Horsten in Wassenaar near the Hague. Their first child, Princess Catharina-Amalia, was born

on 7 December 2003, their second child, Princess Alexia, on 26 June 2005, and their third child, Princess Ariane, on 10 April 2007. All three were born at Bronovo Hospital in The Hague.

Sources:

<http://www.koninklijkhuis.nl/>
http://en.wikipedia.org/wiki/Dutch_Royal_Family
http://en.wikipedia.org/wiki/Rockcliffe_Park_Public_School
 Personal archive Ed Frieser



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Wellness As In Bali - Without Packing Your Suitcase

Story by MSgt Jan Hecht and Monte Mare, Photos by Mont Mare

This year, the winter has already lasted too long but there are first signs on spring on the horizon. Nevertheless wouldn't it be just perfect to escape from the depressing Dutch weather to a sunny island? I guess I know your answer and I can recommend the place you can find everything you're looking for. Just visit spa complex Monte Mare in Bedburg, Germany.

Bedburg is located only 60 kilometres from Brunssum and perfectly reachable via the German motorway A61. The small old town, with 25,000 inhabitants, hosts the beautiful spa paradise Monte Mare. Nothing less than Bali, the Island of the Gods, provides the inspiration for the whole concept of Monte Mare Bedburg. The complex, combining swimming pools with saunas, offers everything you need to relax and leave the daily troubles and tiredness behind you. You will find yourself in a different world, on a place which is simply perfect to rejuvenate your body and soul. The hustle and bustle of everyday life remains outside. No matter if you are alone, with your partner or a group of friends – you can enjoy the Monte Mare's holiday atmosphere 360 days per year. Take a break from your everyday life and try a relaxing massage, exotic Turkish ceremony or exclusive spa package.

Often the simplest things give the greatest pleasure: stroll in the fresh air, enjoy the warm sun on the terrace,

read a book on the lakeshore or take in a moment of peace and silence in one of the spacious relaxation rooms. Monte Mare offers nine saunas and steam baths, each of them attractively designed in a different style. Ambitious swimmers, beginners and fans of water aerobics can enjoy outdoor and indoor swimming pools, including a shallow teaching pool. In the sauna and spa facilities of Monte Mare it is all about enjoyment. Not only massages, spa treatments and relaxing saunas but also culinary delights are an important part of an overall package. A restaurant offers special tasty and healthy meals.

In the famous movie "Eat, Pray, Love" Julia Roberts travels around the world, searching to find balance in her life. After several months spent in Italy and India, she finally found herself on Bali. Maybe you don't need to travel so far...

While Inside the German sauna

Saunas in Germany are nude saunas in which you only wear a towel. Bathing suits and clothing are not allowed. Before entering, it is a requirement that you shower first. When you are ready to enter, leave your shoes outside of the sauna, quickly open and close the door as you enter the sauna and lay your towel down on a bench. You can keep the towel wrapped around you or open it up, but either way, you must sit or lay on the towel so as to prevent all of your skin from touching the bench. After remaining in the sauna for an average of 10 to 20 minutes, you are expected to shower again and then jump into a cold pool to receive the most benefits.





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Film Review



Zero Dark Thirty

Prepared by Jaroslava Augustinova

Almost 10 years after the September 11 attacks, on the evening of May 1, 2011, US President Barack Obama made an announcement that Osama bin Laden had been killed by US operatives. Written by Mark Boal and directed by Kathryn Bigelow, this historical drama chronicles the decade-long search for the terrorist and mastermind behind Al-Qaida through the eyes of fictional CIA agent Maya (performed by Oscar nominated actress Jessica Chastain). Billed as "The World's Greatest Manhunt", Zero Dark Thirty had its premier in Los Angeles in December 2012 and was released on January 11, 2013.

Jessica Chastain's triumph in the best dramatic actress Golden Globe category will keep interest high in a movie that has already generated controversy for its portrayal of CIA torture. Some Senators suggested that the filmmakers were given improper access to classified materials, which Obama's administrations denied. "Sequences in which a terrorist suspect is water-boarded and subjected to maltreatment have turned Zero Dark Thirty into a political hot potato", concludes Jeremy Kay (The Guardian). Zero Dark Thirty earned four Golden

Globe nominations. The film was also nominated for five Academy Awards (including Best Picture, Best Original Screenplay and Best Actress) and won one, for Best Sound Editing.



Jessica Michelle Chastain (born March 24, 1977) is an American theater, film and television actress. She played guest roles in several television shows before making her feature film debut with the 2008 independent film Jolene. In 2011, Chastain gained wide public recognition for her starring roles in seven film releases (i.e. The Help). In 2012, Time magazine featured her as one of the "100 Most Influential People in the World".



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