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+
OTAN



NORTHERN STAR

Magazine for HQ JFC Brunssum – March 2014



- **Baltic Air Policing F-15 fighters train at Amari Air Base, Estonia.**
- **Emperor Charlemagne Godfather of European Unity.**
- **Women, Peace and Security at NATO.**
- **A 21st Century field trip to Bonn.**



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WELCOME TO NATO



DCOS OPS Major General J.P. Martinez.

When I was a child, I had the privilege of living in Europe for 4 years. It was without a doubt the most memorable years of my childhood. Simply put, I loved Europe. Decades later, we received the great news that our family was being reassigned to Brunssum in the Netherlands. Needless to say, we were truly excited. As I began exploring JFC Brunssum and its mission, I knew I had much to learn about working in NATO. In my first few months upon arrival in Europe, I learned an incredible amount, but not all of the lessons had anything to do with NATO. I learned:

- 1) An American-made GPS may direct you and your car onto a walking path and cause great alarm amongst European pedestrians.
- 2) London motorists do not appreciate tourists blocking the street when reenacting the Beatles crossing at Abbey Road.
- 3) European dogs are much better behaved in public than my American dogs.
- 4) Never rest your feet on the seat when traveling on a Dutch train. The "train police" will appear out of nowhere.
- 5) All the bright flashes are not adoring European fans who want my picture..... they have speed cameras over here.
- 6) Gluhwein is awesome...Gluhwein combined with a bratwurst is REALLY awesome!

My biggest observation during my introduction to NATO is simple: There are some absolutely fantastic people in this organization who represent some very wonderful nations. Those are not hollow words. I've met some truly amazing folks, and I am clearly impressed. There are numerous qualities that have caught my eye while serving in NATO:

First, I find the individuals very competent as well as extremely proud of their country. I love having conversations and learning from each of them. There is no "traveler's guide" that can tell you more about a country than someone who has lived there for many years. Each country comes with its unique history, customs, beliefs, and ways of life, and my family has greatly enjoyed learning about each of them. Additionally, I'm jealous when surrounded by so many people who can speak multiple languages. It's a talent that I wish I possessed. I can clearly say that my "most favorite" part of my tour has been meeting the awesome people from so many places.

Second, the armed forces in NATO are very well trained. I have been amazed at the huge amount of training that occurs every day in NATO. This gives me great confidence in our force and also provides reassurance that my US allies and friends can handle any task. We began a Battle Staff Training exercise within just a few days of assuming my position. And frankly, the training has never stopped. Almost every single day, one of my folks is involved in some sort of preparation,

exercise, or follow up for a training event. I greatly appreciate how serious we take our training, as it is the foundation for our strength.

Third, my NATO friends are very gracious. I am completely humbled when I visit an American cemetery in Europe and see the care and respect given to my fallen comrades. I may be a bit sentimental, but this really means a lot to me. While having been here only a few months, I have been invited to numerous events, dinners, celebrations, and more. I participate in organizations like the Netherlands America Institute Limburg (NAIL), which is a group dedicated to ensuring a lifelong friendship between the Dutch and Americans. My work buddies, like my Italian friends, help my family locate great places to stay when visiting their fabulous countries. The list of gestures goes on and on...there is never a shortage of friendship in this region.

I have enjoyed my short time in NATO. Each day, I learn more and more. As with any organization, there are days that can be tough or frustrating. But those are greatly outweighed by the many rewarding days surrounded by dedicated friends and professionals. I am proud to say, I am a NATO officer. I sincerely thank each of you for allowing me to be a part of this fabulous team!

Sincerely,

Jerry Martinez and Family

Colophon

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About the Cover



Appreciation for Dutch service members. All the Dutch active service members that were present received the so called "veteran's pin", that gives the active service members the status of veteran.

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ISAF welcomes UNAMA Protection of Civilians in Armed Conflict Report

Story by PAO HQ ISAF

The International Security Assistance Force welcomes the 2013 Annual Protection of Civilians in Armed Conflict Report released today by the United Nations Assistance Mission in Afghanistan. While we recognize that one harmed civilian is one too many, we are encouraged that the report reflects the comprehensive measures we take to avoid civilian casualties and diminish the threat of explosive remnants of war.



Improved security allows civilians enhanced freedom of movement throughout their country.

The report once again highlights that in 2013, insurgents caused the overwhelming majority of civilian casualties. The Taliban are responsible for nearly 90 percent of all civilian casualties, according to ISAF statistics. Their indiscriminate use of improvised explosive devices and attacks on coalition and Afghan National Security Forces from civilian homes and compounds are a grave violation of international law. The Taliban continue to attack mosques and healthcare facilities, they target schools by burning them down, emplacing IEDs near them, and occupying them for insurgent activities. These persistent actions, including increased violence against women and religious elders, demonstrate the Taliban's continuing

disregard for human life and detract from Afghan and international community efforts to improve Afghanistan's future.

According to ISAF figures, civilians killed and wounded by coalition forces declined by 60 percent in 2013. Civilian casualties resulting from airstrikes declined even further, down 80% from 2012 to 2013. These reductions are a direct result of ISAF's commitment to enforcing strict operational discipline to avoid engagements that could result in civilian casualties. ISAF also conducts a Civilian Casualty Avoidance and Mitigation Board that reviews civilian casualties to determine causal factors and actions that can be taken to reduce civilian casualties even further. We will continue to ensure operations and activities meet our moral and legal obligations to protect

Afghan citizens.

ISAF's training mission includes instilling a culture of civilian casualty reduction within Afghan security ministries and the Afghan National Security Forces. We strive to minimize civilian casualties in all aspects of operational planning and counter-improvised explosive device detection and clearance. ISAF has trained more than 7,500 ANSF, to include trainers, in Counter-IED Awareness and IED Defeat and Disposal, which has directly contributed to the reduction in civilian casualties.

Throughout 2014, we will work with our Afghan partners to ensure we continue to take all actions necessary to reduce civilian casualties. Protecting Afghan civilians is the cornerstone of ISAF's mission.



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Baltic Air Policing F-15 Fighters Train at Ämari Air Base, Estonia

Based on information provided by Dr. Alar Laats, Estonian Air Force Public Affairs. Photos courtesy Estonian Air Force

Ämari Air Base, Estonia – It is a quiet morning on this 30 January at the otherwise busy Ämari Air Base, Estonia. And then, suddenly, an alarm sounds and pilots and ground crews are rushing to the US Air Force (USAF) F-15C fighter aircraft. The pilots are momentarily in the cockpits, the huge doors of the hangars open and the engines are starting. Soon the fighters are on the taxiway and in a moment they are taking off.

What is happening is a scramble of NATO's Quick Reaction Alert (QRA) fighters for a mission up in the Baltic skies over Estonia. But the mission is not a real one, and the alert take-off is a training scramble for a simulated aerial training. Some few minutes earlier two Estonian Air Force L-39 jet trainer aircraft took off. Their aim is to disappear in the skies and the task of the F-15Cs is to find them, approach them and identify them visually. This exercise is practiced time and again.

At the same time Estonian fighter controllers and fighter allocators in the Ämari Control and Reporting Post (CRP) are busy managing "the battle in Estonian airspace," as they survey the airspace and provide the pilots vital information on the location and manoeuvres of the "enemy" aircraft.

This training meant a busy and challenging day for the USAF pilots and ground crews, and for Estonian airbase services and air controllers. It was also the first visit to Ämari Air Base by the US Air Force fighters that are currently on duty as NATO's Baltic Air Policing (QRA) operating out of at Siauliai Air Base, Lithuania, and normally based at Lakenheath Air Force Base, United Kingdom.

This visit was a noteworthy event also for the the Estonian Defence Forces and the whole nation; witness the presence of the Commander of the Estonian Defence Forces, Major General Riho Terras, and the Commander of the Estonian Air Force, Colonel Jaak Tarien, to meet and greet the US airmen at Ämari Air Base.

The Estonian air base at Ämari has been recently completed and is the northernmost military aerodrome in NATO's Baltic region. It has been built in keeping with NATO regulations and operates according to NATO standards and procedures. It has become customary for the QRA fighters of the Alliance's Baltic Air Policing rotations to conduct their training flights in Estonian airspace and thus they are frequent visitors at Ämari.



A US Air Force (USAF) F-15C from NATO's Baltic Air Policing detachment, temporarily stationed at Siauliai Air Base, Lithuania, taxis at Ämari Air Base, Estonia, in front of an Estonian Air Force L-39.



Meeting in front of the USAF F-15C – The Ämari Base Commander, Lieutenant-Colonel Rauno Sirk, one of the two visiting USAF F-15C pilots, the Commander of the Estonian Defence Forces, Major General Riho Terras, and the Commander of the Estonian Air Force, Colonel Jaak Tarien, (from left to right).

NATO Tested Submarine Capacities in Dynamic Mongoose-14

Story by PAO Maritime Command Northwood

NATO's submarine warfare Exercise DYNAMIC MONGOOSE 2014 (DMON 14) concluded today off the coast of Norway, as the ships, submarines, aircraft, and personnel from eight participating Allied nations wrapped up the simulations and began to take stock of the lessons the exercise provided for future operations.



Norwegian submarine in a Fjord near Bergen

Rough weather provided a challenging environment for the participants, who were given the opportunity to train for a variety of high end maritime warfighting skills. During the exercise, the participating surface ships also had the opportunity to conduct the difficult manoeuvres involved in replenishment-at-sea (RAS) training.

Submarines from Portugal, Norway and France, under operational control of Commander Submarines NATO (COMSUBNATO), and surface ships from Norway, Germany, the United Kingdom, France, and Poland under the command of Standing NATO Maritime Group ONE (SNMG-1) Commodore Nils Andreas Stensønes simulated combat against one another in a stressful multi-threat environment.

The increasingly challenging exercise scenario incorporated several warfighting areas, including submarine detection,

tracking and engagements of surface units and other submarines, aircraft detection, tracking and attacking of submarines, as well as naval task groups escorting high value units and protecting them from the submarine threat. The exercise challenged participants' ability to seamlessly integrate multinational forces, including submarines, ships and aircraft into a coherent fighting force.

"During this exercise, SNMG-1 has grown from two to a task group of ten vessels. This demonstrates how the group can seamlessly integrate vessels from Allied nations and expand in accordance with the demands of the current situation," said Commodore Stensønes. "The contributions from all the nations have been outstanding. I believe we have made a significant step forward in anti-submarine warfare capability, as single units, as an integrated task group with ships and aircraft and as a task force."

Maritime Patrol Aircraft and helicopters

operating from Sola Air Base under operational command of NATO Maritime Air Command (COMMAIR) added to the complexity and realism of the training by incorporating the air element of anti-submarine and anti-surface warfare.

"We appreciate the excellent host nation support Norway provided for ships, submarines, and aircraft from Haakonsvern Navy Base in Bergen and Air Station Sola in Stavanger. This is an ideal venue for such exercises, and our Norwegian Allies are superb hosts," said Rear Admiral Bob Kamensky, COMSUBNATO. "Moreover, the contribution of all participating units and personnel from Norway, Portugal, Poland, France, Germany, the United Kingdom, Canada and the United States provided a great opportunity for all units to test and hone their skills, equipment and tactical procedures in such a complex war environment."

NATO soon in the Army Combat Training Center (ACTC)

Story by Cpt Thomas Herzog, PA Office ACTC

LETZLINGEN - Germany
Lieutenant General Frederick Ben Hodges, Commanding General of the Allied Land Command NATO, was informed about the training possibilities of the most modern training centre of the German Army. In his responsibility is the operational readiness of all Army forces of NATO in Europe. Colonel Gunther Schneider, director of the Army Combat Training Centre (ACTC; not to be confused with ACDC, they do in Heavy Metal, too), welcomed the General and his delegation.

Aim of the visit was to find possibilities for standardization of training as well as obtaining synchronization and linkage of the diverse capabilities of the individual NATO partner nations. Focus was to increase the effectiveness and interoperability of the training. One vehicle on this route is the possibility to use the ACTC for NATO-common training. After a short briefing with information about structures, staff count, mission and involvement of the Altmark garrison, one of the most crucial facilities of System Technology ACTC, the Analysis Centre was presented. Only in the ACTC is it possible for soldiers to record activities during an exercise on three-dimensional topographical maps. They learn to judge shots and hits as well as the resulting activities. Immediately after End of Exercise, every participant can be shown an objective picture of the completed exercise.

Introduction to the Exercise

After transferral to the Zackelberg, LtGen Hodges received an introduction to the running exercise from the commander of



Brigadier General Jürgen-Joachim von Sandrart introduces the course of the exercise

tank brigade 41 „Vorpommern“, BrgGen Jürgen-Joachim von Sandrart. Since the focus was in the area of analysis possibilities under ACTC conditions, the technical feasibility of immediate evaluation still in open terrain on the site of the exercise station was presented. Experienced training officers explained the mobile auditoriums (aka, 'cinema facilities') as well as the vehicles of the camera teams which accompany the exercise. On request of the station leader, objective pictures can be viewed immediately on which the soldier can identify himself and his actions.

High-Tech for Training

To complete the information, the visit was finished with demonstration of the processes in the "rigging hall". The company Rheinmetall Services Center

(RDA) is the industrial operator of this system in the garrison. Focus here was the explanation of the principles of operation of the systems in use as well as the technical equipment of the combat vehicles. Furthermore, the General was interested in the donning and completion of the equipment of the soldiers.

Thanks and acknowledgement

„You are delivering a very important service for the soldiers and for your country – For the Soldiers!“ With these words of commendation, General Hodges signed the Guest Book of the institution. They give witness to the deep impression which was left by the ACTC and its modern training possibilities. With a gift exchange, an information visit ended which can be trend-setting for common military training of the NATO partners in Europe.

JFC Naples members monitor PfP evaluation in the former Yugoslav Republic of Macedonia*

Story by PAO JFC Naples

Members of Allied Joint Force Command Naples recently carried out an advisory visit for a NATO Evaluation Level 2 exercise planned for the former Yugoslav Republic of Macedonia* military units in army training area, Krivolak - Pepeliste February 11-13, 2014.

Completing this advisory visit brings them one step closer toward full participation in NATO operations and exercises in accordance with the Operational Capabilities Concept Evaluation and Feedback program and Allied Forces Standards.

“The exercise and evaluation were very well prepared and organized. The former Yugoslav Republic of Macedonia* exercise and evaluation planners are doing their best to reach the NATO standard and we look forward to helping them achieve their goals,” explained the senior NATO monitor, Maj. Murat Kale, from JFC Naples' Civil-



military cooperation branch. “The staff and their preparations are on the right track according to NATO standards and have many of the military resource capabilities to be ready to fulfill their missions in a NATO led operation.”

A total of 19 highly motivated officers participated in the advisory visit meeting opened by Deputy Chief of Staff of Joint Operations Command Col. Sreten



Dimitrievski. At the beginning he expressed the Armed Forces roadmap regarding OCC E&F, adding they want to declare other units for upcoming years. These declarations in the beginning of the advisory visit and their preparedness have been a clear indication of the importance they have given to the OCC E&F program.

* Turkey recognises the Republic of Macedonia with its constitutional name

Headquarters Allied Joint Force Command Brunssum - Visits and Activities

Prepared by Adjutant Edwin Tromp, photos by PAO JFCBS

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

January 2014



Journalists from US Mission to NATO visit JFCBS

Headquarters Allied Joint Force Command Brunssum (HQ JFCBS), in close cooperation with the United States Mission to NATO, hosted a group of 9 journalists from Algeria, Estonia, Germany, Great Britain, Hungary, Lithuania, Serbia and Switzerland, on 29th January, 2014.

After welcome remarks by the Public Affairs Advisor and an overview of the structure and mission of HQ, the journalists received briefings from the Operations and Plans branches. HQ JFCBS subject-matters experts delivered information on a variety of topics, including; the history and ethnicity of Afghanistan, current developments in Afghanistan, the transition from the International Security Assistance Force (ISAF) to the Resolute Support Mission, and the NATO Response Force. A productive question and answer session, chaired by the JFCBS Deputy Chief of Staff, Plans, MGEN Michel YAKOVLEFF, concluded the event.

Joint Force Command Brunssum is one of two NATO operational level commands within NATO's Allied Command Operations structure. Its primary task is that of higher headquarters for the ISAF mission in Afghanistan. Other tasking includes: NATO Article 5 Operational Planning, Military Cooperation and 2014 Standby Command for the NATO Response Force.



SOCRATEX professional development, 5th of February 2014

The first JFC Brunssum (JFCBS) SOCRATEX professional development exercise took place on 5th February at the JFCBS International Community Centre. It was attended by

around 100 subject matter experts from within the Headquarters. The event was opened by the Commander JFCBS, GEN Hans-Lothar DOMRÖSE. "I am delighted to see so many eager Officers who wanted to participate to this activity," he said. "Our Headquarters has many missions in its pocket. We are involved in the ISAF mission and we have the NATO Response Force responsibility for 2014.

In case of a deployment we have to achieve something and, when comes the moment to take actions is important the interaction between the Commander and the HQ. That is why I need your advice in order to act in the best way he added". SOCRATEX forms part of the JFCBS Professional Development (PD) programme and is available to all Military and NATO Civilian staff assigned to JFCBS. Each SOCRATEX session provides staff with an opportunity to conduct problem solving without process. It encourages them to think in an operational, rather than doctrinal, way. During this session, participants received a briefing on "The Manoeuvre of Command". They then dispersed into syndicates to develop their thoughts. Towards the end of the working day they discussed the findings of their syndicate all together.

The first SOCRATEX session ended with some closing remarks made by Commander JFCBS, GEN Hans-Lothar DOMRÖSE and Major general Michel YAKOVLEFF, JFCBS Deputy Chief of Staff for Plans who informed all participants about the next SOCRATEX session which will happen in April and will focus on comprehensive approach.



BOLD VISION 2014 Commanders' Conceptual Discussion

On the 29th and 30th of January 2014 at Allied Joint Force Command Brunssum a Commanders' Conceptual Discussion (CCD) was concluded in support of the

NATO Response Force (NRF) 2014 commitment.

The aim of this first CCD was to set the conditions for the finalisation of the NRF 2014 stand-by training programme and to discuss various challenges that JFCBS and the Component Commands may face in 2014. Furthermore, the aim was to promote team cohesion and a collective vision on important subjects. The CCD was not only attended by my component commanders, but also by key representatives from the International Military Staff, Allied Command Transformation, Joint Force Command Naples, NATO Special Forces Headquarters, NATO Defence College, US Europe Command and US Africa Command. In his role as mentor, Lieutenant General (R) Ton van Loon facilitated this event.

The programme included very interesting briefings on the Political and Strategic Context of the NRF, the scope, scale and complexity of operations in Africa, Operation Unified Protector and the demands and implications of the Philippines Relief Mission 2013. As scene setters, these briefings generated more than enough food for thought and lively discussions.

The CCD was very successful as it enhanced cohesion and made the audience feel like one team with one mission. The next iteration will take in June 2014 and will be hosted by COM RCC FR.



35 members of the German Liberal Party (FDP) from Bonn visited JFCBS

Today a group of 35 members of the German Liberal Party (FDP) from Bonn visited JFCBS to get informed about NATO tasks in general and Germany's contribution to these tasks.

Escorted by German Youth Information Officer organizing this single day trip might appear unusual. But how could better be explained what that well known phrase "comprehensive approach in security" really means, than by visiting a military Headquarters. In addition it will allow visitors to get an actual insight in tasks and duties of the NRF 2014 leading NATO HQ.

Colonel Martin Klein, JFCBS Public Affairs Office advisor, laid out the new NATO structure stressing the deployability of the HQ in Brunssum. The group was very interested in the way the NRF 2014 standby period was prepared, and how troop contingency planning and training exercises were conducted.

Visitors received enlightments on ISAF' status with an historical background and a prospective development. They were briefed as well on NATO's commitment to be ready for a train, assist and advise follow on mission.

After a working lunch with lots of questions and discussions the group left Brunssum to drive to Brussels in order to meet Alexander Graf Lambsdorff, a German member of the European Union parliament.



Visit of the Belgian Advanced Staff Course

On the 6th of February 2014, Joint Force Command Brunssum hosted a party of Belgian Defense College students for a one day presentation of JFCBS role.

30 Officers belonging to the Belgian Defence College made a short tour in Brunssum in order to get familiarized with a NATO JFC HQ role, responsibilities and planning processes. "JFCBS is joint and certainly not land centric. It is just 'land heavy', reason why officers from other services have to share their own experiences", said BG LAURENT, Belgian SNR to the students during its welcome address.

During their visit, students, coming from several countries such as the US, Canada and not only Belgium received briefs on JFCBS and its NATO Response Force mission. Air Marshal Stacey, JFCBS DCOM, took time to answer their questions during a 30 minutes Q & A session wrapping up the visit. He underlined the fact that in such a joint environment where 26 nations are engaged with their different backgrounds "every single member of JFCBS can and must add value". He also elaborated on deployment highlighting the fact that in Brunssum "operations are a real commitment, it is not just a job." and that – based on the situation – "There will often be a real advantage if Commanders and their staff are in the JOA to set the right sense of what is going on and connect with other key actors."



General Domröse visits CAOC Uedem

On Wednesday 19th February, the Commander Allied Joint Force Command Brunssum, General Hans-Lothar Domröse, conducted an official visit to Uedem/Germany in order to sustain the professional

relationship JFCBS enjoys with the Combined Air Operations Centre, Uedem.

After being briefed by the triple-hatted Lieutenant General Wundrak, and his national German staff, on Air C2 Training, Space Situational Awareness and National Air Policing undertaken by the German Air Operations Command, General Domröse's visit concluded with Mission Briefs focusing on the Joint Air Power Competence Centre and Combined Air Operations Centre Uedem.



NATO School Oberammergau NCO instructors visit JFC Brunssum

On February 21st 2014 a Non Commissioned Officer professional development session occurred. A guest speaker belonging to the NATO School in Oberammergau,

Germany, visited the NATO Joint Force Command (JFC) Brunssum. The aim of that visit was to brief the NCO community here in Brunssum of the possibilities and importance for NCOs to be aware of professional development courses provided by the NATO School. This was followed by a brief on Joint Mobile Training Team (JMTT). On this occasion the Commander JFC Brunssum, General Hans-Lothar Domröse, also took the opportunity to address the NCO community. He emphasized the important role of the NCO in the military in general; specifically within NATO; and especially here in Brunssum. He went on to challenge them to seek tasks from their superiors that highlight their skills. The Commander also reaffirmed his direction that all personnel posted to Brunssum actively seek opportunities to continue both their individual and collective training. The brief by the NATO School assisted in highlighting some of the many opportunities available. The NATO School dispenses a total of 110 courses, of which 82 are open to NCOs. These courses vary from NCO Orientation to the NCO Senior Enlisted Leadership Course. Brunssum bids on and receives seats for many Courses at the NATO School. A significant effort must be made to ensure our personnel attend.



Swedish parliament delegation visits JFCBS

On 13 February 2014 Joint Force Command Brunssum (JFCBS) hosted a Swedish Parliamentary visit.

The delegation was informed of JFCBS' role in the NATO command structure, provided an NRF overview with NRF 16 Training Focus, briefed on latest ISAF mission developments, and informed of the planning status of the Resolute Support Mission.

The delegation of 6 was welcomed by LTG TIESKENS, JFCBS Chief of Staff, who attended several presentations given by Operations and Plans senior representatives.

For the time being Afghanistan and ISAF mission support remain the cornerstone of JFCBS activity but this is not the only task the Brunssum staff are working on. As ISAF draws down our NRF focus will become more prominent thus appropriate time was given for visitors to discuss NRF issues and Regional Focus.

Sweden's contribution to NATO, as a long-standing partner, is highly valued by the Alliance; its continued strong support sends a message of cohesion and unity amongst member and partner nations.



Lieutenant General Volker Halbauer visits JFC Brunssum

On 20 February 2014 the Commander 1 German Netherlands Corps (1GNC), Lieutenant General Volker Halbauer, visited Allied Joint Force Command Brunssum, accompanied by his

personal staff and his Deputy Chief of Staff Communication & Engagement (DCOS C&E).

1 GNC is one of NATO's High Readiness Forces (Land) Headquarters (HRF(L) HQ) and deployable within 20-30 days to command corps-sized land forces. 1 GNC is based in the beautiful city of Münster, Germany.

Within the German-Netherlands framework, 70 slots of the Peace Establishment of the HQ is available for NATO and EU military personnel. HQ 1 GNC deployed to Afghanistan in order to provide HQ ISAF's core working structure from February to August 2003 and from July 2009 to February 2010. The motto of 1 GNC is Communitate Valemus; 'Together we are Strong'. Of interest, this provided a central theme throughout the visit as enhanced cooperation and, more specifically, augmentation during exercises such as the exercise 'Trident Juncture 2015' was discussed. The importance of a Comprehensive Approach was also tabled in some depth as interaction with civilian partners and actors has to be continuously strengthened in order to achieve strategic and operational effects.

JFC Brunssum Communications:

Story by Joseph Hochstenbach, NCI Agency.

Telecommunication is a commonly used word in our environment and is often shortened to Telecom. Telecom means every subscriber has at his work a telephone, computer or laptop to communicate world-wide, without such privileges we can hardly work at this moment.

All sections, from COM to BSG, National Support Element, etc etc have a telephone, workstation or related equipment, and are using it as their normal equipment to fulfil their job. But does the user know what is behind it!!!!!! The user thinks the system is working and so he is satisfied. In reality it has got another aspect.

JFC HQ Brunssum enjoys the telecom support of NCIA (NATO Communication & Information Agency). This agency is settled in Mons, Belgium but a department exists here in JFC HQ Brunssum in Building 203. They resource, plan, install, operate, protect, maintain and support CIS capabilities.

One of their sub sections is SSG (Service Support Group) who is responsible for the installation, operation, and maintenance of all assigned CIS in accordance with the Service Level Agreements (SLA's) and for the provision of limited support to corporate customers as directed.

The working floor of supporting customers with CIS capacities is IIM (Infrastructure Installation and Maintenance). IMM are responsible for providing installation and maintenance of local area network infrastructure and related equipment.

All communications users at JFC HQ Brunssum are supported by the CIS



NATO Communications and Information Agency

services of NCIA department Brunssum; Services such as of installing telephones, workstations, internet connectivity, camera systems etc ,etc. All requests for CIS capability comes back to IIM with required work orders.

With a team of 6 technicians, Captain Robert Zal leads his personnel which are responsible for communications network infrastructure installation and maintenance. Together with Jan Vliexs, a Nato Civilian, (with 34 years experience on this Camp), they take care of Providing the most efficient solution and service to the customer. One of Jan Vliex's duties is to support the Configuration Management process by assisting the Identification, Change Control, Status Accounting and auditing of Configuration Items.

The customer should remember; All movements within their section; Reorganizations or new buildings need to be evaluated via IIM. This section is responsible for engineering/installation of Fiber and Copper cabling as used with automated information systems and other infrastructure equipment in the area of support. These technicians are highly qualified workers and have experience

in repairs, troubleshooting, fibre optics , telephone cables, outlets and connectors.

Via the Configuration Management data base called Itracs, a complete overview of the cabling routing is maintained. Technicians are running all over the Camp, from Building 100 (backgate) to H603/H604 (ABSL) to ICC. They are crawling under floors, climbing stairs to the ceiling, all to provide the customer CIS capability.

IIM is an efficient team, qualified in CIS service provision. It is tested with the implementation or decommissioning and removal of cabling, wiring, equipment, hardware and appropriate software, following plans and instructions and in accordance with agreed standards.

In other words IIM technicians are the telecom specialists; who are working on the level of the subscriber. They install and document the results in their database, contribute to the investigation of problems and faults concerning the installation of hardware and/or software and confirm the correct working of installations. So customers of JFC HQ Brunssum, this is a short explanation of how your telephone and workstation works.

If you have any problems please call the Helpdesk on ext: 3000 and the IIM technicians will come as soon as possible to solve them.

IIM stands also for Customer Services, Quality Services, so in other words: We are friendly and helpful to our users

Women, Peace and Security at NATO

Story by Irene Fellin, Office of the Secretary General - NATO

NATO firmly believes in the pivotal role that women can play during all phases of a conflict. From conflict prevention to conflict management, the inclusion of women in peace resolutions is one of the key factors for achieving sustainable peace and security in a democratic country.



Allied and Partner countries are therefore strongly committed to making this principle an integral part of NATO's everyday business, from both a political and a military point of view. Civilians and militaries have been working side by side for better implementation of the Women, Peace and Security agenda and the achievement of concrete and sustainable results.

In the road map that will redefine the position taken by the Alliance in the global security scenario beyond 2014, the Women, Peace and Security agenda will certainly play a major role.

The year 2000 was not only the beginning of the Millennium, but it also opened a new chapter in the field of security

issues. With the adoption of United Nations Security Council Resolution (UNSCR) 1325 in October 2000, the role of women and their responsibilities officially became part of the international security agenda. This landmark resolution not only represented an historic moment in the recognition of the role that women play during a conflict and its aftermath, but it also changed the global concept of security. Through the adoption of UNSCR 1325, the Security Council acknowledged the changing nature of contemporary conflicts that increasingly affect civilians more than soldiers.

The different roles played by men and women within every society are defined by the society itself. Gender roles determined by legislation and social norms define what women can or cannot do. The discrimination that women still

face in many contemporary societies is the main cause for the disproportionate impact that wars and conflicts have on them. Women are among the most affected by violence during periods of conflict, and therefore their experience, their perspectives and capabilities are needed to generate peaceful consensus within their communities.

Recognizing the disproportionate impact that war and conflicts have on women and children, Resolution 1325 calls for more protection, especially from any form of sexual and gender-based violence used as a tactic of war against women and girls (but also against men and boys). At the same time, it highlights the fact that women have, historically, been left out of the peace process, underlining the crucial and necessary role that they can play during reconstruction and stabilization efforts. Engaging women in security and peacekeeping is critical to advancing global stability and a safer world. We will soon celebrate the 15th anniversary of UNSCR 1325; progress has been made, but we are still far from reaching its objectives of protection and inclusion.

After the adoption of UNSCR 1325, six other resolutions have followed and, together, they constitute the basis of the work on the Women, Peace and Security agenda. While the main responsibility for the implementation of UNSCR 1325 and related resolutions remains with national Governments, international and regional organizations also have an important role to play, as does NATO.

In 2007, the Alliance responded to UNSCR 1325 by adopting a policy, developed with its Partners in the Euro-Atlantic Partnership Council (EAPC). Since then, the policy has been revised twice, in 2009 and 2011, and it will now be reviewed again in the run-up to the next NATO Summit. In addition, UNSCR 1325 and related resolutions are implemented in NATO-led operations and missions, in accordance with the Action Plan that was endorsed at the Lisbon Summit in 2010. Experience in the field has shown how important it is to integrate a gender dimension while executing an operation. This is why, starting from 2009, the Alliance has deployed Gender Advisers in Afghanistan, Kosovo and at Strategic Commands as well. These Gender Advisers are key in helping commanders at all levels to take the gender perspective into account when formulating their operational strategies. Experience shows that the increased presence of women deployed in operations, the inclusion of gender-focused competences in training programmes, and the deployment of Gender Advisers help enhance our operational effectiveness and improve the way we work. In particular, having gender expertise, as well as having more female soldiers, improves our ability to conduct operations more effectively. In Afghanistan, for example, female soldiers are able to better connect with members of the population otherwise closed off

from their male colleagues, and thereby help foster dialogue and understanding between NATO forces and the local community. This high-level appointment shows the increased commitment and recognition for this role.

In May 2012, at the Chicago Summit, the 28 Heads of State and Government reaffirmed once more their commitment and aim to mainstream women, peace and security issues into NATO's everyday business. At that event, they tasked the Council to continue implementing the Policy and the Action Plan and to assess the progress made through a review of the practical implications of UNSCR 1325 for the conduct of NATO-led operations and missions. That review, which was independently undertaken by the Nordic Centre for Gender in Military Operations (NCGM) in Sweden, emphasized that, since the adoption of its Policy in 2007, NATO has made significant progress in integrating a gender perspective in NATO-led operations and missions. The objective of the Review was to refine future policies, action plans, and military guidelines in NATO-led operations and missions. The future efforts of the Alliance in this area will focus on four priority areas: the further development of gender training capacity and programmes, notably in the context of pre-deployment to operations, and the further development of a gender adviser capacity within NATO military structures; additionally, they will continue working on the integration of a gender perspective into NATO's existing operational planning and assessment tools, and further improve the reporting mechanisms on gender-related issues. NATO Military Authorities have developed a robust implementation plan, identifying specific ways in which the military intends to take forward the Review's recommendations, which was endorsed by Defence Ministers on 23 October 2013.

In addition, the Chicago Summit marked another historical moment for NATO's implementation of UNSCR 1325 and related resolutions. Following an offer made by the Kingdom of Norway, the Alliance welcomed the nomination of a Special Representative for Women, Peace and Security issues. Ms Mari Skåre was appointed by the Secretary General as his first-ever Special Representative at the end of August 2012. Through this appointment, the Alliance took an important step forward in the implementation of the Women, Peace and Security agenda and the results are already tangible 16 months after the beginning of her mandate. The primary role of the Special Representative is to coordinate and raise awareness of NATO's policies and activities in these areas, within the Alliance, with external partners and with other stakeholders. It is also to provide support and guidance to the Alliance when it comes to the integration of a gender perspective into everyday activities. The overall approach has been developed in the context of the Alliance's wider policy objectives of building and maintaining sustainable peace and

security within the framework of the Strategic Concept adopted in 2010, and in NATO's core tasks: collective defence, crisis management and cooperative security. For each of these areas the gender perspective represents a relevant component.

As a political and military security organization defined by the common values of freedom, democracy, human rights, and the rule of law, NATO recognizes the important role women play in enhancing security and in preventing and ending conflicts. We need to continue to educate and raise awareness on how conflicts affect women and men in different ways. Women continue to be vulnerable in conflict and we are still witnessing sexual violence being used as a tactic in war. During the last few years, sexual and gender-based violence in conflict has received increased attention from the international community, as proved by the endorsement of the Declaration of Commitment to end Sexual Violence in Conflict, made in New York in September 2013 by all Allies, involving a total of 137 countries. The Alliance itself will do its part in order to make this priority an integral part of its policies and to transform it into real action during present and future operations and missions.

NATO is looking at the future and at its role beyond 2014. The Alliance will move from an operational posture to one which brings to the fore such features as training, education and assistance to Partners, to build and sustain their national security forces. NATO has a unique and well experimented set of skills and capabilities that can be used to support these activities, in order - at the same time - to reinforce post-conflict stabilization and help prevent new crises. At the last Ministerial Meeting on 3-4 December 2013, Foreign Ministers started a discussion on how to streamline the policy framework for the implementation of UNSCR 1325 and related

Irene Fellin works as Advisor to Ms. Mari Skåre NATO Secretary General's Special Representative for Women, Peace and Security.

Prior to joining NATO, Ms. Fellin lived in Ankara, Turkey, where she worked at the local offices of UNICEF and UNDP. Her work there was focussed on honour killing, early marriage and domestic violence. Training local staff on gender-related issues was also part of her activity.

From 2003 to 2005 she worked for the Italian Ministry of Foreign Affairs in Rome, as co-ordinator for the organisation of several high profile cultural events during the Italian Presidency of the European Union.

She holds a Master in "Gender and Women's Studies" as well as a Master in Museology, and a degree in Literature and Art of History.

Senior Course 123 graduates from The NATO Defense College

Story by NDC PAO, Rome.

On 7th February, the NATO Defense College (NDC) celebrated the graduation of Senior Course 123 (SC 123), thereby concluding five months of intensive study for this group of 79 high-ranking officers and civilians from 34 different countries.



Gen Domröse and LtGen Dalhaug present Col Sommer with his diploma.

The Commandant of the NDC, LtGen Arne Bård DALHAUG, welcomed a distinguished audience of Ambassadors, Military Attachés, Italian civilian and military authorities, together with Course Members' families, Faculty and Staff.

In his introductory speech, he commented on the objectives of the Course and the excellent results achieved by all Course Members. He also emphasized the significance of the NDC's mission "to continue to make every effort to keep striving for peace and prosperity". In addition, LtGen Dalhaug stressed the important role the NDC is playing in paving the way towards global dialogue and providing Course Members with outstanding professional insight and a forum for discussing international affairs, geopolitical strategic thinking and global and regional security challenges. The Course brought

together representatives of thirteen countries from the Partnership for Peace, the Mediterranean Dialogue and the Istanbul Cooperation Initiative, as well as Global Partners. For the first time in the College's history, there were Course Members from Mongolia and the Islamic Republic of Pakistan.

The guest of honour at the ceremony was Gen Hans-Lothar DOMRÖSE, Commander Joint Force Command Brunssum.

In his remarkable international career, Gen DOMRÖSE has served at NATO HQ, EUROCORPS and CENTCOM, as well as on operations in Kosovo and Afghanistan. In his address, he underlined the value of the NDC's courses and the important role that education plays in operations and missions.

Gen DOMRÖSE spoke of the achievements accomplished so far by

the ISAF mission, and referred to the challenges facing the Afghan nation in the near future, such as successful political transition which, hopefully, will be completed with the Presidential elections due on 5th April 2014. He also observed that only economic transition would provide the Afghan state with 'social security' and stability. The climax of the Ceremony was the conferment of the graduation diploma, which each Course Member received individually in the presence of Gen DOMRÖSE, LtGen Arne Bård DALHAUG, NDC Dean Dr Daria DANIELS ŠKODNIK and senior NDC leadership.

The experiences and knowledge gained during SC 123 will stand Course Members in good stead for their future careers.

A 21st Century Field Trip to Bonn

Story by Gregory Blankenship, AFNORTH International School

The app building and team building exercises started out as simple and fun games to introduce the AFNORTH students to their German student instructors from the Ernst-Moritz-Arndt Gymnasium, in Bonn. However, the morning quickly progressed from fun introductions to app programming. The complexity of programming progressed throughout the morning and was not limited to simple commands or simple programs.



I overheard students discussing how to build apps that would inform each school about unique events and how they could continue to educate each other beyond this first instructional app programming event. In addition, students were discussing how they could create a quiz app to help themselves or classmates study for tests. With Android's text-to speech this would not be a difficult task to teach all interested students during a seminar class.

The Ernst-Moritz-Arndt students clearly demonstrated to the AFNORTH students the power of MIT App Inventor and a clever student need not be a professional developer to make useful apps.

The student instructors did a great job of demonstrating the various methods students could use to create blocks for just about everything a student could wish for on an app for an Android or tablet.

The student leaders clearly covered and provided examples of event handlers, commands and expressions, control flow, arranging components on the screen, manipulating component state, textbox,

canvas component, and global variables.

My colleague, Mr. McIntyre, wanted to see a sprite on the canvas screen but the students ran out of time or he would have had his dancing star.

Nonetheless, I think the Ernst-Moritz-Arndt student instructors were the true dancing stars and our student had a very educational and fun day programming with their new friends in Bonn.





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Country: Republic of Turkey

Location: Turkey is a peninsula that, uniquely, straddles 2 continents. Located in southeastern Europe and southwestern Asia, 97 percent of its area occupies Anatolia, the peninsula of land that lies between the Black Sea on the northern coast of the country, and the Mediterranean to the south, where the continents of Asia and Europe meet. The remaining 3 percent of the country is in Thrace, a region in the southeastern Balkan peninsula, north of the Aegean Sea. Turkey shares its land borders with Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Iran, Iraq, and Syria.

Land boundaries: Armenia 268 km, Azerbaijan 9 km, Bulgaria 240 km, Georgia 252 km, Greece 206 km, Iran 499 km, Iraq 352 km, Syria 822 km.

Cost line: 8430 km

Population: 74 million (2012 est.)

Capital: Ankara

Head of state: Abdullah GÜL

Area: 780,580 square kilometers (301,382 square miles)

Climate: With such a large landmass, Turkey enjoys a variety of climates, earning the country the nickname 'the land of four seasons'. From the temperate climate of the Black Sea region, to the continental climate of the interior, and the Mediterranean climates of the Aegean and Mediterranean coasts, Turkey's weather systems are geographically diverse.

Economy:

GDP:- \$ 789,3 billion (2012 est.)
GDP per CAPITA:- \$ 15,200 (2012 est.)
GDP BY SECTORS:- Agriculture: 9.2%
 Industry: 26.9%
 Services: 63.9% (2011 est.)

Budget:

REVENUES :- \$184.7 billion
EXPENDITURES:- \$200.7 billion (2012 est.)

Currency: Turkish Lira

Industries: Textiles, food processing, autos, electronics, mining (coal, chromate, copper, boron), steel, petroleum, construction, lumber, paper, tourism.

Agriculture: Vegetable products, Hazelnut, Tea, Olive, Wheat, Melons, Water Melons, Sugar Beets, Meat, Dairy Products.

Exports: Apparel, foodstuffs, textiles, metal manufactures, transport equipment, etc.

Import: Machinery, chemicals, semi-finished goods, fuels, transport equipment, etc.



Republic of Turkey

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

I arrived in the Netherlands 1st August 2013 and, since that time, have been working as staff assistant, Protocol Branch, within the Director of Management's (DOM) area.

Tell us about your military career.

I started my military career in the Army Aviation School as an NCO cadet in 1999. In August 2000, I was appointed to the 3rd Army Aviation Regiment as a crewchief and avionics technician. During this time I undertook specialised training courses for Avionic Devices and UH-60 Aircraft maintenance. In 2003, I was appointed to the Special Forces Air Regiment as the Avionic Shop Chief. During my tenure at Special Forces I worked as a UH-60 Crewchief (AVUM (Aviation Unit Maintenance) and AVIM (Aviation Intermediate Maintenance)) and staff assistant for Avionics related projects for UH-60s. Immediately prior to joining Brunssum I worked as a Quality Manager.

Do you have any experience with other international missions?

I have attended courses at military schools in the USA in addition to my four-month deployment to Erbil, Iraq.

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

Protocol always has challenges supporting a busy event and visit programme. We have to be ready for all kinds of short notice changes. Our HQ commander regularly articulates his '3Rs' and one of these is 'Reputation'. Protocol plays a key role in sustaining and improving this.

Is your family here with you?

Yes, my wife Gökçe is here with me. She really enjoys being here and is trying to realise every advantage of living in this three-border area.

What are your hobbies?

I like football, volleyball and, in my spare times, I like to go to the gym. I also enjoy reading, especially history and thrillers. Thanks to the Base Library we have a tremendous archive of books and magazines. At other times I try to play the bağlama - a string type national instrument.

What do you like in your job?

I really enjoy being a member of the JFCBS community as it provides me excellent opportunities to establish contact with people from other cultures. Furthermore, by observing the way in which people from other nations implement their tasks by knowledge grows. I am really proud of working in the Protocol Branch because I am working in an office which is totally harmonized and blessed with highly qualified personnel.

Can you shortly describe your country?

Turkey lies on the ruins of many civilizations including the Hittites, Trojans, Romans, Byzantine Empire, Seljuks and Ottomans. You can feel this wealth of history everywhere you go in Turkey. It is also famous for its sandy beaches and Turkish cuisine.

Your future plans?

I have started my studies for a Master's Degree in International Relations via the University of Oklahoma. My aim is to complete this master program during my time here.

Did you know? Emperor Charlemagne Godfather of European Unity

Story by Ed Frieser

Emperor Charlemagne has been closely associated with our crest and work. This year it is exactly 1200 years ago, to be precise on 28 January 814, Emperor Charlemagne died in Aachen. Uncertainty exists about his date of birth but, generally, it is accepted by scientists that his date of birth should be 2 April 742, probably in Herstal, Belgium.

In Herstal you will still find the remnants of the Pippin tower, most likely the place of birth of Charlemagne. Charlemagne was an heir of the Carolingian dynasty. When his father Pippin III died, on 9 October 768, Charlemagne became his successor as King. His brother Carloman inherited the other half of the Kingdom. But when Carloman died three years later, in 771, Charlemagne inherited the other half of the Kingdom. Charlemagne, also referred to as Charles I, or Charles the Great and, in Latin, Carolus Magnus, has been King and Emperor for nearly half a Century over his empire. At its height his territory was as large as France, Germany, the Netherlands and Belgium together. When Charlemagne became older he moved to Aachen, in Germany, where he built a large palace that is a copy of the buildings he saw in Rome. Sadly the palace disappeared over time

and, today, only the chapel exists. Here Charlemagne has been buried in a golden shrine that you can still visit in Aachen.

Godfather

The Saxons were Charlemagne's greatest opponents. Believers in multiple Gods - not in one as Charlemagne did - their plundering activities were reason for Charlemagne to engage them in combat, combat that would not be resolved for 32 long years. However, the Saxons are finally crushed, and Charlemagne imposed strict new rules to govern all areas of their lives, laws that only the Christian Church in Saxony could remove. Upon hearing, in 773, that the Langobards were trying to take control of the Rome Papacy, Charlemagne led an army to beat the Langobards, in Italy. The Pope, in gratitude, gave Charlemagne the title: 'King of the Franks and Langobards'. In 799 some Roman noblemen imprisoned Pope Leo III. The pope however escaped from his imprisonment and fled to seek shelter with King Charlemagne. Charlemagne helped Pope Leo III to return to Rome. In return for this Pope Leo III crowned Charlemagne 'Emperor of the Western-Roman Empire' on Christmas Day, 25 December 800, making Charlemagne the most powerful ruler in Christian Europe.



Charlemagne as painted by Albrecht Dürer



The golden Shrine of Charlemagne, made in Aachen in 1215, still houses the emperor's remains (with the notable exception of several pieces kept in reliquaries in the Treasury). On the front gable Charlemagne is shown enthroned between Pope Leo III and Archbishop Turpin of Reims.

Charlemagne is considered to have given shape to the collective European historic consciousness. You could say he is the Godfather of a united Europe.

Charlemagne and HQ JFC Brunssum

Charlemagne's Tower, in Aachen, has been the Headquarters' central motif for our crest ever since Headquarters AFCENT came into being in 1953. All successive headquarters, from RHQ AFNORTH to the present HQ JFC Brunssum, have adhered to it. The first emblem of HQ AFCENT also carried Charlemagne's Latin motto: "In Scelus Exsurgo Sceleris Discrimina Purgo", or I'll fight against the wrong and purge all traces of evil". However, this was left out of the crest when HQ AFCENT became RHQ AFNORTH in 1999. Originally the green colour of the crest had a different symbolism standing for the colour of hope, hope for peace and lasting freedom. The green shield now denotes that HQ JFC Brunssum is a land heavy joint headquarters. The tower represents the spirit of non-aggression of the Alliance and denotes its purely defensive origin. Charlemagne's sword was chosen to depict the unity of JFC Brunssum land forces and their readiness to act if required. The astral crown was taken from the

former AFNORTHWEST crest and is an ancient European symbol for supremacy. It represents the JFC Brunssum air forces and their outstanding dedication. The Viking ship, which was also derived from the former AFNORTH-WEST crest, symbolizes the skilful Nordic Seafarers and their highly effective military tactics, reflecting the considerable maritime dimension of JFC Brunssum.

In separate box

In 1949 the city of Aachen instituted the prestigious International Charlemagne Prize, (Internationaler Karlspreis der Stadt Aachen) that is awarded annually to persons considered to have contributed significantly to the ideals of unity upon which Europe has been founded. The Lord Mayor of Aachen, Marcel Philipp, and Dr. Jürgen Linden, speaker of the Charlemagne Prize Board of Directors, have recently announced that the President of the European Council, Herman Van Rompuy, will receive the International Charlemagne Prize of Aachen in 2014: "In honour of his valuable contribution as an intermediary providing consensus while, at the same time, giving fresh impetus to European unity. With his pragmatic and active character coupled with great integrity, Van Rompuy brings a relevant contribution to



Bust of Charlemagne made by unknown German goldsmith mid 14th Century

the consolidation and further development of the European Union". The prize will be awarded in the coronation hall of the city on Ascension Day, 29 May 2014. Herman van Rompuy is the 56th winner of the Charlemagne Prize.

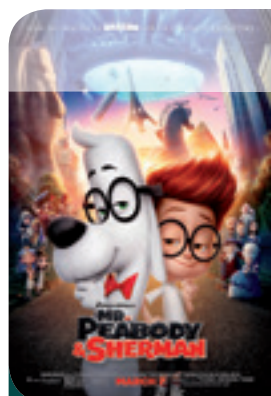


Map of the Franken Empire



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15 MAR 2014 SAT

MR. PEABODY AND SHERMAN

Ty Burrell
Max Charles

92 min

1600 hrs



22 MAR 2014 SAT

TYLER PERRY'S SINGLE MOMS CLUB

Nia Long
Amy Smart

1900 hrs



15 MAR 2014 SAT

300: RISE OF AN EMPIRE

Sullivan Stapleton
Rodrigo Santoro

102 min

1900 hrs



28 MAR 2014 FRI

ENDLESS LOVE

Alex Pettyfer
Gabriella Wilde

103 min

1900 hrs



21 MAR 2014 FRI

THAT AWKWARD MOMENT

Zac Efron
Miles Teller

94 min

1900 hrs



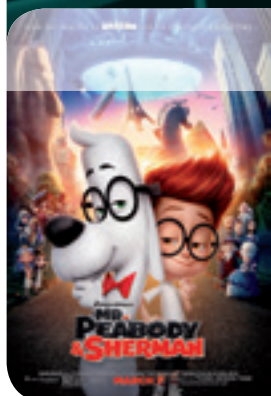
29 MAR 2014 SAT

MUPPETS MOST WANTED

Ricky Gervais
Tina Fey

112 min

1600 hrs



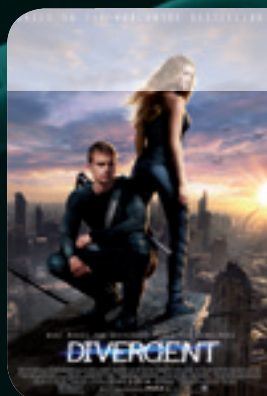
22 MAR 2014 SAT

MR. PEABODY AND SHERMAN

Ty Burrell
Max Charles

92 min

1600 hrs

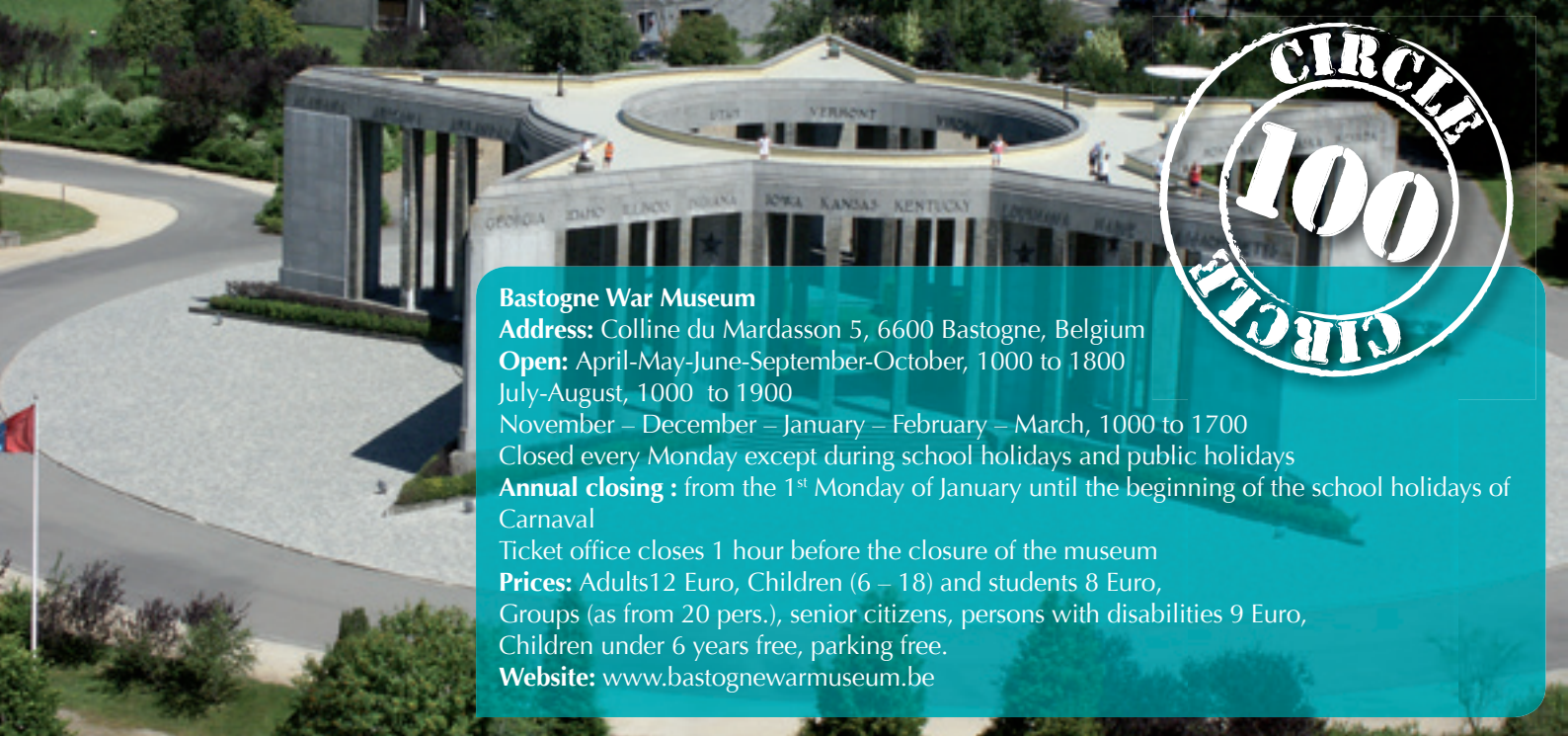


29 MAR 2014 SAT

DIVERGENT

Shailene Woodley
Ashley Judd

1900 hrs



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Living memory of the Ardennes

Prepared by Annemiek Groen and the Bastogne War Museum

Mardasson Memorial

Located in a natural environment of great beauty, the impressive Mardasson Memorial interprets a story that undoubtedly had repercussions on the outcome of the war. At the foot of the building is a crypt, excavated in the rock and decorated by Fernand Léger, one of the most important French painters of the previous century. They tell the story of a heroic feat of arms of which there are only few examples in the Second World War: the Ardennes Offensive. The Germans brought in more than 250,000 soldiers for this ultimate large-scale offensive, in which

they hoped to turn the course of the war to their advantage. The Americans lost more than 20,000 soldiers – a very high toll. The Ardennes Offensive can be situated at the end of a chain of events of which the American debarkation in Normandy was the first link.

Bastogne War Museum

This new memorial center dedicated to the Second World War will open its doors to the public on March 22nd 2014, just a stone's throw from the famous Mardasson memorial.

The Bastogne War Museum will be housed in a brand new building, a fine example of daring architecture and contemporary scenography. Using up-to-date, interactive displays, the museum track puts the causes, events and consequences of the Second World War in context, through the prism of the Battle of the Bulge.

The original scenography is composed of three 'scenovisions', real multisensory 3D scenes, and offers a total immersion in history!

The new memorial center is a lively, instructive and enjoyable place to visit, with a cafeteria, a vast terrace and a museum shop, as well as a venue for various events and temporary exhibitions. The surface of the museum track covers 1600 m2, on which more than 400 objects are exhibited. With an audioguided track, available in English, French, Dutch, and German

your visit will take 1,5 to 2 hours. A visit to the Mardasson Memorial is included.



BASTOGNE WAR MUSEUM





Win Tickets for Bastogne war museum

- We have 5x2 tickets
- In order to win the tickets, please answer the following question:
- **Quiz Question: What's the name of the Memorial next to the Museum?**
Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 26 March 2014
- For NATO ID card holders only
- The winners will be announced in the next edition of the Northern Star

Answer:

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Winners GoGo Valkenburg

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

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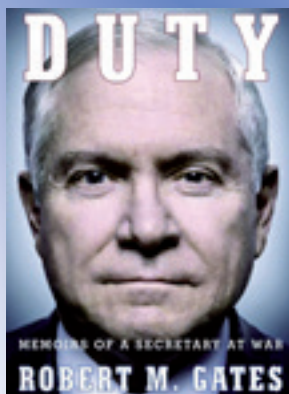
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Renze Gaillard, NCI Agency

Book Review



Duty: Memoirs of a Secretary at War

By Robert M. Gates

From the former secretary of defense, a strikingly candid, vividly written account of his experience serving Presidents George W. Bush and Barack Obama during the wars in Iraq and Afghanistan.

Before Robert M. Gates received a call from the White House in 2006, he thought he'd left Washington politics behind: after working for six presidents in both the CIA and the National Security Council, he was happy in his role as president of Texas A&M University. But when he was asked to help a nation mired in two wars and to aid the troops doing the fighting, he answered what he felt was the call of duty. Now, in this unsparing memoir, meticulously fair in its assessments, he takes us behind the scenes of his nearly five years as a secretary at war: the battles with Congress, the two presidents he served, the military itself, and the vast Pentagon bureaucracy; his efforts to help Bush turn the tide in Iraq; his role as a guiding, and often dissenting, voice for Obama; the ardent devotion to and love for American soldiers—his “heroes”—he developed on the job.

In relating his personal journey as secretary, Gates draws us into the innermost sanctums of government and military power during the height of the Iraq and Afghanistan wars, illuminating iconic figures, vital negotiations, and critical situations in revealing, intimate detail. Offering unvarnished appraisals of Dick Cheney, Joe Biden, Hillary Clinton, and Presidents Bush and Obama among other key players, Gates exposes the full spectrum of behind-closed-doors politicking within

both the Bush and Obama administrations.

He discusses the great controversies of his tenure—surges in both Iraq and Afghanistan, how to deal with Iran and Syria, “Don’t Ask Don’t Tell,” Guantánamo Bay, WikiLeaks—as they played out behind the television cameras. He brings to life the Situation Room during the Bin Laden raid. And, searingly, he shows how congressional debate and action or inaction on everything from equipment budgeting to troop withdrawals was often motivated, to his increasing despair and anger, more by party politics and media impact than by members’ desires to protect our soldiers and ensure their success.

However embroiled he became in the trials of Washington, Gates makes clear that his heart was always in the most important theater of his tenure as secretary: the front lines. We journey with him to both war zones as he meets with active-duty troops and their commanders, awed by their courage, and also witness him greet coffin after flag-draped coffin returned to U.S. soil, heartbreakingly aware that he signed every deployment order. In frank and poignant vignettes, Gates conveys the human cost of war, and his admiration for those brave enough to undertake it when necessary.

Duty tells a powerful and deeply personal story that allows us an unprecedented look at two administrations and the wars that have defined them.



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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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