



- Spain Prepares for Exercise Trident Juncture 2015
- Meet Joint Force Command Brunssum's new Chief Legal Advisor
- Team of Brunssum masters 160km Four-Day March in Nijmegen
- Water Management and Dredging Industry in the Netherlands



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COMMAND GROUP CORNER

By Chief Warrant Officer Joe Ramsay, Command Senior Enlisted Leader at JFC Brunssum

The working tempo in the HQs remains high, both now and into the foreseeable future. I hope that most, if not all of you, were able to enjoy some quality time with your families during the summer break. For those of you who have just joined us let me extend a warm welcome to both you and your families.

As the children begin a new school year, HQs personnel will make their final preparations for deployment on Exercise Trident Juncture 2015 (TRJE 15); the largest NATO exercise for many years. This deployment will be the capstone event following a year of training, planning, and exercises that have proven highly valuable serials in their own right, many of which have already generated a range of valuable lessons learned. Having personally witnessed the commitment demonstrated, not only within this HQs but also within Host Nation Teams, it is my belief we are well placed for a kick ass exercise!

There is no doubt that the HQs core tasks – supporting the Resolute Support mission in Afghanistan, activities associated with the NATO Response Force, and Regional Focus – consume the staff on a day-to-day basis. However, it is pleasing to note that the Directorates have managed to incorporate some professional development training into their busy schedules. In this context, Sgt Jim Drake and WO Erwin Reynders planned and executed an excellent field trip to Bastogne for the HQs NCOs. Additional work, above and beyond normal responsibilities, undertaken by HQs staff on behalf of others is greatly appreciated by all those who participate.

In my position as the CSEL, I am able to visit, together with our Commander, many NATO and national exercises. It is impressive to witness the professionalism shown by individuals from all branches of service life drawn from the large number of NATO member and partner nations that participate in these events. The determination to ensure units, equipment and people are ready to respond to whatever task(s) nations or NATO may



Chief Warrant Officer Joe Ramsay

require of them is inspiring. The grit and determination demonstrated by soldiers participating in Exercise Siil/Steadfast Javelin in Estonia (04-15 May 2015) comes to mind. The proficiency they demonstrated on Visitors Day culminated the end of a successful readiness rapid response exercise.

I look forward to the coming months as, in parallel with the challenges that can be anticipated as we work to deliver our core tasks, many opportunities will arise as we lead more than 25,000 personnel through the complex and multi-layered TRJE 15 exercise scenario. Once we accomplish Full Operational Capability in December, we can then look forward to assuming our 2016 NATO Response Force Standby

Command role on 01 January.

For those who will be moving on this summer and fall: All the very best to you and your families in your future endeavours. I hope your time here was rewarding. In closing I would again like to thank our families for their continued tireless support. We would be unable to do the job without their commitment. To the newcomers, I hope you enjoy your time here as much as I do. Take advantage of living in such a beautiful area when you can.

All the very best!!

Your CSEL

Colophon

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Submissions to the Northern Star can be made to room F 1.21, Bldg. H 106 or e-mailed to pao@jfcbs.nato.int. Articles should be in Microsoft Word format and, whenever possible, should be no longer than 300 words. Photographs should be at least 9x6 centimetres and 300 dpi. The Northern Star is published monthly and is available around the first Friday of each month.

For more information, call ext. 2687 or +31 (0)45 526 26 87. The editor reserves the right to edit submissions.

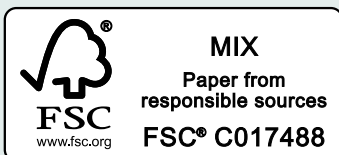
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About the Cover



Known as "Vierdaagse" or "The Walk of the World", the event is open for both military and civilian personnel. This year our JFCBS team consisted of 25 marchers and 1 supporter from 9 nations (Belgium, Denmark, France, Germany, Great Britain, Romania, Spain, The Netherlands, USA). The AIMT truly and proudly represented the Alliance and Joint Force Command Brunssum.

Read more about it on Page 22

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German PATRIOT detachment update from Kahramanmaras

Story by DEU Patriot detachment

Three allies provide NATO support to Turkey by enhancing the Integrated Air Defence and defending crucial cities in Turkey with PATRIOT units against a possible Syrian missile threat. The German contribution named “Active Fence Turkey (AF TUR)” operates from the hills above the city of Kahramanmaras spanning its protective umbrella over this vital trade and industry hub and its 600,000 citizens.



The German PATRIOT detachment and launcher vehicle in front of the Abdulhamid-Han-Mosque. Photo courtesy Bundeswehr



German personnel servicing a PATRIOT launcher at Kahramanmaras. Photo courtesy Bundeswehr

Germany's PATRIOT mission in Kahramanmaras is part of NATO's Integrated Air Defense in Turkey. 260 soldiers are on rotating deployment here, approx. 150 kilometers north of the Syrian border, protecting the Turkish city and its citizens. Kahramanmaras is one of the industrial and commercial centres of the region. Ever since the outbreak of the civil war in Syria in early 2011 the government has been using its large arsenal of missiles and rockets in its fight against various armed opposing forces. This substantially increased the risk of inadvertent salvos into Turkey. Turkey therefore asked its NATO partners for assistance in protecting NATO's southern flank. Germany, the Netherlands (Spain took over from the Netherlands in January 2015) and the USA were ready and willing to provide missile defence capabilities and with that NATO support to Turkey was born.

Since 2012 German Patriot detachments have been providing 24/7 coverage to

Kahramanmaras. Currently the eighth rotation is in place with several specialists on their second or third deployment here. The self-evident importance of the task at hand and the unrelenting hospitality and gratitude of the local population ensure that the motivation to fulfill this protective mission is as high as it ever was. Well established cross-cultural social events like the regular invitation to the German soldiers to attend the Friday prayer at the third largest mosque in Turkey, the Abdulhamid-Han-Mosque, are living proof for the good standing of the German detachment.

Another clear sign for the strong and active bond between the German detachment and the local community was the strong participation by local dignitaries and officials at the recent change of command ceremony. Lieutenant General Fritz, Commander Bundeswehr Joint Forces Operations Command transferred the command of the German detachment from Colonel Wolfgang Rasquin to Colonel Michael Hogrebe.

“Under my command, the German PATRIOT detachment will continue to provide full missile defence coverage to Kahramanmaras,” said Colonel Hogrebe, “we are going to further strengthen the close operational ties among the troop contributing Allies and Host Nation Turkey.” Since the beginning of NATO's augmentation of the Turkish air defence system, the strings have come together at Headquarters Allied Air Command at Ramstein Air Base, Germany. Here, at the Ballistic Missile Defence Operations Centre, Allied command and control of the assets deployed by Germany, Spain and the United States is executed on a 24/7 basis.

More pictures of the German PATRIOT unit at Kahramanmaras can be found here: HQ Aircom on Flickr

<https://www.flickr.com/photos/133169573@N03/sets/72157655785097100>

RAMSTEIN AMBITION II 2015

A Truly Robust Exercise

By Michael Bittenbender and Neil Cooper

Allied Air Command (AIRCOM) commenced its most significant exercise of 2015 on 20 June. Or did it? It is true to say that the Execution Phase of RAMSTEIN AMBITION II began on 20 June, but in reality the exercise commenced long ago and is a truly momentous occasion as it marks the first time that AIRCOM has generated a Joint Headquarters (JHQ) to plan and execute a Joint campaign. To make matters really challenging, AIRCOM simultaneously provided the Joint Force Air Component (JFAC) to support the JHQ.



Part of the Joint Operations Centre at HQ AIRCOM during Exercise Ramstein Ambition II 2015. Photo by HQ AIRCOM Public Affairs, Cynthia Vernat

Historically, **AMBITION** has been the annual exercise and principle venue for NATO's JFAC to practice Command and Control (C2) of the Air. This year's **AMBITION** is unique in the fact that AIRCOM also exercised C2 authority for Land, Maritime, and Special Operations. Among the challenges of exercising this authority was developing a JHQ structure and processes which would ensure effective prosecution of an operation whereby a preponderance of military force application comes from the Air.

In September 2014, AIRCOM began work on this exigent task by analyzing the processes required to C2 a Joint command and those required to C2 the Air, identifying common processes, and forming a structure to exploit the commonalities.

While the structure reflects a typical NATO JHQ in many respects, it is atypical in that the Air component is embedded within the Joint staff while the other components maintain autonomy. In this regard, the JHQ Commander is also dual-hatted as the JFAC commander.

"This was a natural choice," said General Frank Gorenc, Commander AIRCOM. "In any operation we would adapt to the situation at hand. To AIRCOM this means we would continue to execute our standing missions like Air Policing and Ballistic Missile Defence, while simultaneously accomplishing the Joint campaign."

Once the structure and processes were codified, AIRCOM established foundational training and accomplished team building events. Then, with assistance from the Joint Warfare Center

Shortly after the completion of the CRP, the manning at Ramstein steadily

Elements from the other NATO single service commands, Allied Maritime Command and Allied Land Command the US Special Operations Command in Europe, and NATO Force Structure Land Headquarters contributed to the overall campaign which greatly assisted in the creation of a genuinely 'Joint' exercise. Additionally, AIRCOM received stalwart support and notable contributions from 27 NATO and Partner nations. Denmark, Germany, Hungary, Italy, Norway, Poland, the Netherlands, The United States of America, and Turkey, all sent representatives. In total, representatives from 24 commands occupied positions

RAMSTEIN AMBITION has undoubtedly lived up to its name; it has been a bold vision which has been carried through and, ultimately, the exercise is clear evidence of the Alliance's capability and resolve to ensure the collective defense of NATO nations.



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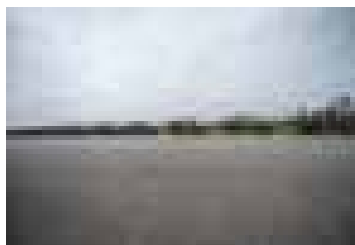
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Headquarters Allied Joint Force Command Brunssum - Visits and Activities

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.

June 2015



NATO Spearhead Force deploys for first time, Exercise Noble Jump underway

10 JUN 2015

MONS, Belgium – NATO's new high readiness 'spearhead' force is being deployed for the first time, as Exercise NOBLE JUMP gets underway in Zagan,

Poland. Units assigned to the Very High Readiness Joint Task Force (VJTF) were given orders to deploy on Tuesday afternoon (9 June 2015), and will exercise until 19 June. Over 2,100 troops from nine NATO nations are participating in the exercise, which continues the process of testing and refining the force. Among the units rapidly deploying to the manoeuvres in Western Poland are Czech and Dutch air mobile troops, German and Norwegian mechanized infantry, Polish and Lithuanian special forces, Belgian artillery, U.S. helicopters and a Hungarian civil military cooperation unit.

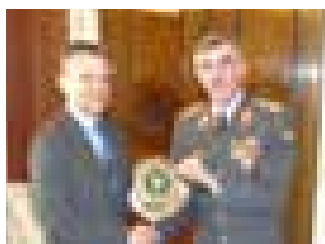


NATO Force Integration Unit Inaugurated in Estonia

15 JUN 2015

Deputy Commander JFC Brunssum, Air Marshal Graham Stacey, attended the inauguration ceremony of the NATO Force Integration Unit in Estonia. In his remarks the Air Marshal underlined the key role these

units will play in Europe's contemporary security architecture. As part of the Readiness Action Plan (RAP), agreed to at the 2014 NATO Summit in Wales, the Military Committee recommended (November 2014) that NATO Force Integration Units (NFIUs) be established on the territories of requesting Eastern European Allies. Their primary purpose being to facilitate the rapid deployment of the Very High Readiness Joint Task Force (VJTF) and additional high readiness elements in order to enhance Alliance responsiveness. The establishment of six multinational NATO command and control elements, or NFIUs, is now underway in: Bulgaria, Estonia, Latvia, Lithuania, Poland and Romania.



General Hans-Lothar Domröse visited Sweden

23 JUN 2015

General Hans-Lothar Domröse, Commander Allied Joint Force Command Brunssum, visited Sweden on 22 June where he met General Sverker Göranson,

Swedish Chief of Defense and Mr. Jan Salestrand, State Secretary at MOD. During several discussions conducted that day multiple topics were discussed, including Swedish concerns on the UKR-RUS situation. General Domröse emphasized during the meeting that Sweden is a strong partner, despite Mr. Salestrand statement that the current government is not seeking a NATO membership. General Domröse explained the JFCBS mission and tasks, the headquarter's focus on the northern area, and agreed on the important role of Sweden in the area, "We have to raise our situational awareness, to be able to better understand. Therefore we have to cooperate and coordinate," he said. In the field of cooperation and coordination, JFC Brunssum will take a key role in Viking 18, a major Swedish military exercise. General Domröse and General Göranson also talked about the importance of pre-positioned equipment in the Baltic countries, which is important not only for the defense of the three Baltic States but also for the quick deployment of the Very High Readiness Joint Task Force.

Poland Prepares to Support Exercise NOBLE JUMP

12 JUN 2015

Zagan, Poland – National units comprising NATO's Very High Readiness Joint Task Force (VJTF) are currently in the process of deploying to western Poland, where the 'spearhead' will conduct manoeuvres for the first time during Exercise NOBLE JUMP from 9-19 June. Critical to the success of any military training is the support provided by the host nation, and Polish authorities are working overtime to ensure NOBLE JUMP is a success.

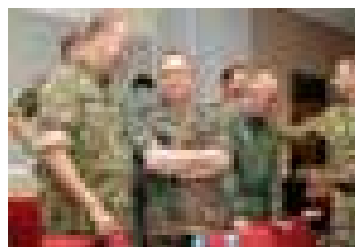


During NATO exercises, the host nation is normally responsible for the reception of deployed troops at transportation hubs and their onward movement to training areas. Other areas of responsibility include the provision of logistics including fuel, water, food, medical support, and accommodation. These responsibilities are very similar to some of the roles that will be undertaken by NATO Force Integration Units (NFIUs), which are currently being established in the Baltic countries, Poland, Romania and Bulgaria. These command and control units are not yet operational, but an exercise element is role-playing their functions in Poland order to further develop procedures and refine the conceptual work that has been done to date. As in Exercise NOBLE JUMP, NFIUs will work in conjunction with host nations to identify logistical networks, transportation nodes and supporting infrastructure to ensure NATO high-readiness forces can deploy into an assigned region as quickly as possible. With the help of NFIUs, some units of the VJTF will be capable of moving in just two days, with most ready to move in less than seven days.

Exercise Trident Juncture 2015 - Commanders' Conceptual Discussion

17 JUN 2015

Hosted by Commander JFC Brunssum, General Hans-Lothar Domröse, NATO Response Force 2016 Commanders together with the Commanders (or their representatives) of LANDCOM, AIRCOM, MARCOM, NSHQ, JWC, MNHQ ULM and the Canadian Joint Operations Command, gathered to focus on preparations and key remaining challenges associated with Exercise Trident Juncture 2015 (TRJE15).



TRJE15 will take place from 28 September to 06 November in multiple locations across the Alliance including Italy, Portugal and Spain. Over 25,000 troops are expected to participate in the exercise, which will represent a clear demonstration of NATO's resolve and capabilities. The purpose of the exercise is to train and test the NATO Response Force, a high readiness and technologically advanced force comprising of land, air, maritime and special forces units, capable of being deployed quickly on operations wherever needed. The exercise represents the final step in the certification process for the command and control elements of the NRF for 2016 and will allow Allies and partners the opportunity to train, deploy and exercise in a deliberately complex and distributed environment. In his closing remarks General Domröse stated that he had already visited most of the units involved and was pleased to note their preparations were on-track. He went on to underline the importance of TRJE15 in that it will be 'showcasing NATO on the world stage.'



General Hans-Lothar Domröse visited Norway 25 JUN 2015

Admiral Bruun-Hanssen, the Norwegian Chief of Defence, welcomed General Hans-Lothar Domröse, Commander Allied Joint Force Command Brunssum, in Oslo for a two days visit to

the Nordic Ally the 23rd and 24th of June.

Admiral Bruun-Hanssen gave an overview on the Norwegian position concerning security situation the High North and the preparation and training of Norwegian military forces through High Visibility Exercises. Concerning the Arctic and the northern sea route, Admiral Bruun-Hanssen stated that although it's not as usable as the Suez channel route, the northern route is viewed with increasing interest by multiple nations as an area strategic for trade and traffic.

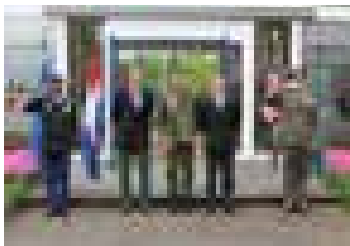


Commander Allied Joint Force Command Brunssum visits Hungarian Chief of Defence 7 JUL 2015

Budapest, 06 July – Commander Allied Joint Force Command Brunssum, Hans-Lothar Domröse visited the

Hungarian Chief of Defence, General Tibor Benkő, PhD, as a distinguished guest of the Hungarian Defence Forces, to discuss common issues and processes faced by the two.

During the meeting General Domröse was provided with an overview of the issues and challenges facing the Hungarian Defence Forces and the two discussed recent events involving Hungarian Defence Force, and JFC Brunssum, personnel. Following a productive day in which the existing strong relationship between Hungary and NATO was reinforced, General Domröse departed for an engagement at the Allied Joint Warfare Centre, Stavanger, Norway.



Commander Allied Rapid Reaction Corps visits JFC Brunssum 15 JUL 2015

Brunssum, Netherlands – The Commander of the Allied Rapid Reaction Corps (ARRC), Lieutenant General Tim Evans, accompanied by his Chief Of Staff, Major General Nicholas Welch,

visited the Commander Allied Joint Force Command Brunssum on the 14th of July, General Hans-Lothar Domröse, to discuss future events involving the two Headquarters.

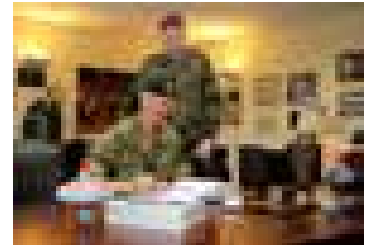
After receiving updates on NATO preparations ahead of the Warsaw Conference and the concept for the enhanced NATO Response Force, including Command and Control, Lieutenant General EVANS provided an update from the ARRC perspective, present day and future.

A common theme throughout the day was Exercise ARRCAD FUSION 15, which will take place towards the end of 2015, plus other exercises scheduled to take place during the early part of 2016. During the afternoon a series of roundtable discussions took place, where members from the J35 and J7 divisions provided updates on the development of the NATO Very High Readiness Joint Task Force (VJTF), Exercise ARRCAD FUSION and BALTIC HOST.

Despite relocating from Rheindahlen, Germany to Innsworth, England in 2010, the level of contact and cooperation between the Commands is as high now, if not higher, than it has been for many years. The visit is a clear demonstration that the situation looks set to continue well into 2016.

Norway's Military Representative to NATO visits JFC Brunssum 2 JUL 2015

On 2nd July 2015, the Commander JFC Brunssum, General Hans-Lothar Domröse, together with the Assistant Chief of Staff (Plans), Brigadier General Torgeir Gråtrud, welcomed Norway's Military Representative to NATO, Lieutenant General Robert MOOD, to JFC Brunssum.

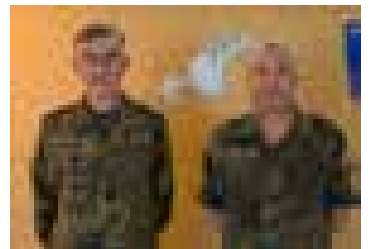


During the visit, General Domröse emphasized the "stable and reliable linkage existing between Brunssum and the Norwegian Joint Headquarter in Bodø" and underlined JFC Brunssum's strong commitment to the VJTF process and the 4 NATO Forward Integration Units located within the Headquarter's area of responsibility. Briefings were provided on the status of the NATO Response Force and Regional Focus. Lieutenant General Mood provided a comprehensive insight into Northern European security issues from the Norwegian perspective, and emphasized the growing impact, and interest in, the North Atlantic area. The General was hosted throughout by Commander JFC Brunssum, General Hans-Lothar Domröse and JFC Brunssum's Norwegian Senior National representative.

The frequency of contact between the Norwegian armed forces' senior leadership and the Commander JFC Brunssum demonstrates the particular importance that General Domröse and NATO places in this strong, firm and reliable ally.

Commanders Talk Trident Juncture 2015 9 JUL 2015

Stavanger, Norway – The Commander Allied Joint Force Command Brunssum, General Hans-Lothar Domröse, visited the Commander Allied Joint Warfare Centre, Major General Reinhard Wolski, during the period 07 & 08 Jul, to discuss final preparations ahead of NATO's largest exercise in recent years, TRIDENT JUNCTURE 2015.

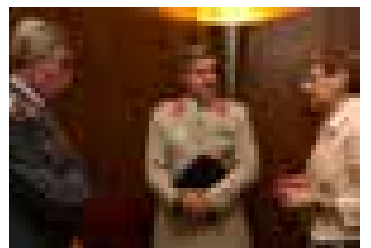


Much of their discussions focused on exercise scripting and the roles and responsibilities assigned to General Domröse, at the Officer Conducting the Exercise (OCE), and the Commanders of the various supporting entities.

Overall, both Generals were in agreement that sufficient planning and preparation had taken place to ensure a smooth transition, from final preparations to the exercise proper.

#TJ15 Press Conference 15 JUL 2015

Brussels, Belgium – NATO HQ hosted today (Wednesday, 15 July) a briefing to the press on Trident Juncture 2015, the biggest and most ambitious NATO exercise in more than a decade.



The NATO Spokesperson, Oana Lungescu briefed together with General Hans-Lothar Domröse, Commander JFC Brunssum and Lieutenant General Phil Jones, Chief of Staff Allied Command Transformation – HQ SACT.

Industry Involvement Initiative for NATO Exercises

Story by Wayne Buck, Photo's taken during Exercise Noble Jump

Not everyone at Exercise Trident Juncture 2015 (TRJE15) will be wearing camouflage clothing, have blackened faces and be carrying out 'combat' missions. Participants from industry and business will be embedded in various exercise headquarters' to gather insight into how their respective companies might assist NATO to find solutions to future capability challenges. This is all part of a new programme started by the Supreme Allied Commander for Transformation (SACT) called the Industry Involvement Initiative for NATO Exercises (I3X). I3X kicked off in 2014 and, amongst other capability integration activities, will be an experiment throughout TRJE15.



The aim of this new initiative is to welcome and encourage innovation by allowing industry to have a much better foundational understanding of how NATO exercises are initiated, planned, executed, evaluated and used to prepare for operations. During the experiment, company representatives will receive special briefings, have access to sites normally off-limits, and be able to speak candidly with military operators. If the experiment proves to be successful, industry participation may be offered in many of the Trident series of exercises in future.

TRJE15 is the Alliance High Visibility Exercise in 2015, comprising a Command Post Exercise (CPX) and a Live Exercise (LIVEX). The exercise is expecting approximately 36,000 troops, 200 aircraft, and 75 ships to participate in a complex serial linked to 15 national / multi-national

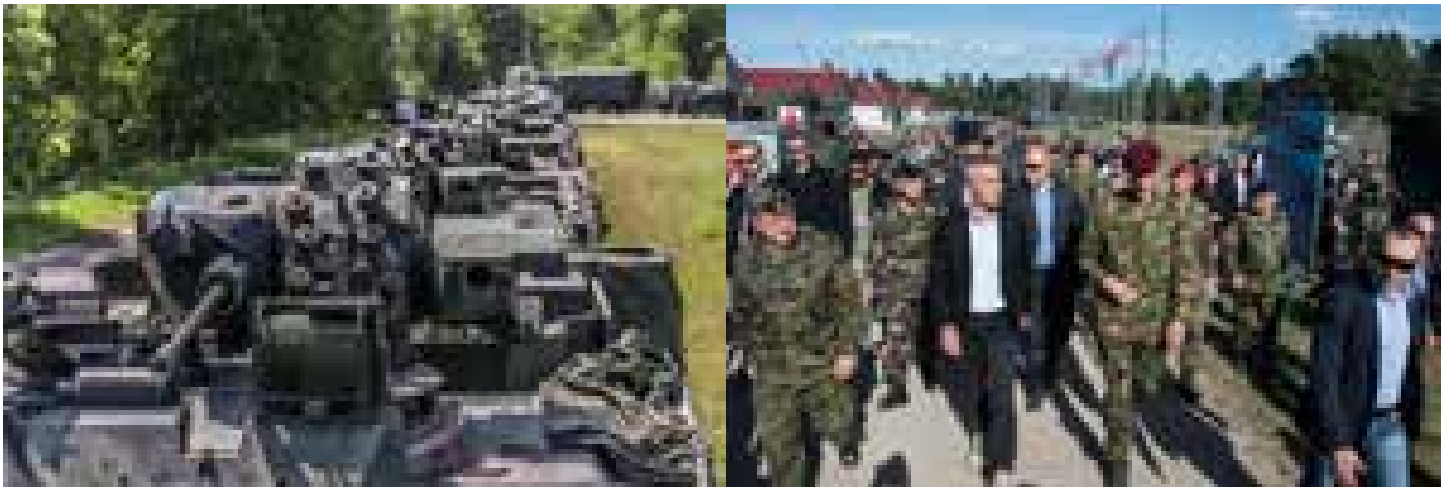
exercises. NATO exercises, whilst at the core of preparing the NATO Command Structure and NATO Force Structure for their missions, provide an opportunity to be imaginative and innovative. As such, they contribute to further development of the capabilities required to meet emerging security challenges. The vision of I3X is to encourage innovation in all strands of capability development that are embraced in the DOTMLPFI acronym (doctrine, organization, training, materiel, leadership and education, personnel, facilities, and interoperability). Taking into account that TRJE15 provides a relevant environment for capabilities to be tested, refined and further developed, the Industry participation envisaged further contributes to bringing Industry knowledge as close as possible to military operations realities and challenges.

Through a recruiting, qualification and authorisation process, fifty-one companies

have been invited to participate in TRJE15. During October, the 51 company representatives will spend three days each at the exercise having attended a two-day preparation workshop in August.

The Framework for NATO Industry Engagement (FNIE) is a NATO-wide effort to render the NATO-Industry relationship more coherent and valuable. Industry has expressed a desire to gain greater insight into Alliance capability requirements, including priorities, to allow them to anticipate potential opportunities, invest and develop ideas, and ultimately offer innovative solutions for future NATO needs. To achieve this level of cooperation, greater visibility of the work carried out by NATO in the different phases of capability development, including exercises, may offer industry this insight.

I3X participation is a direct response to the FNIE and provides many benefits to



NATO and industry including: the provision of solutions fitted to NATO operational needs; allowing informed decisions based on cost factors; engaging and questioning the operator directly; better technology awareness through interaction with industry representatives as a way to make NATO a smarter customer and increase knowledge and awareness of NATO and Nations' exercise and operational priorities.

The Framework For Collaborative Interaction (FFCI) is an Allied Command Transformation policy within FNIE that emphasises the principles of fairness, transparency, mutual benefit, positive partnering, "costs lie where they fall" and "away from procurement." This policy is the crux of I3X and allows industry participants to fully participate in NATO exercises by staying at the exercise for several days.

As with exercises and similar activities, I3X has a cyclical process. It consists of five simple steps which are:

- Recruitment, the goal of which is to attract appropriate companies to the initiative. A Request For Information (RFI) is posted for several months and used as a non-committal information exchange method that allows for fairness and transparency. The RFI is fully advertised through the NATO Industrial Advisory Group representatives and on websites used for NATO contracting.
- Qualification, the goal of which is to ensure that companies are compliant and will gain and give the greatest benefit while participating. A Qualification Board chaired by the ACT Deputy Chief of Staff Capability Development with members from throughout ACT and ASG Defence Investment score and rank company applications before sending the qualified company names to NATO HQ for participation approval.
- Exercise Preparation, the goal of which is to ensure that industry participants are prepared for an exercise such

that the benefit derived is maximised. Preparation includes attendance at a "NATO 101 Workshop" to learn the fundamentals of NATO exercises.

- Exercise Execution, the goal of which is to ensure that the time that companies spend at the exercise is optimised to include tours, briefings, facilitated discussions, and interviews.
- After Action Report, the goal of which is to ensure that the program continues to improve.

Military Committee policy document MC 458/3, Education, Training, Exercises and Evaluation is very clear that the NATO Nations control who can attend NATO exercises. ACT understands this requirement and has followed all regulations within the guiding policy. In particular, 458/3 states that all Non-NATO Entities (NNE) attendance at NATO exercises must be endorsed by the Military Committee and approved by the North Atlantic Council.

The progress of the I3X experiment so far is very encouraging. Fifty-one companies with application offices in seventeen NATO nations applied and were qualified by the I3X Qualification Board. The opportunity was substantially advertised on contracting websites and briefed at length to the NATO Industrial Advisory Group (NIAG) and during SACT engagements. As companies are permitted to send up to two persons to the workshop about 60 members of industry and business will attend the workshop in London to receive briefings on such subjects as:

- NATO/Industry Engagement
- NATO Overview (NATO HQ, NATO Command Structure (NCS), NATO Force Structure (NFS)
- Exercise Planning Process/Scenario/ ORBAT/Road to Crisis/CAX Structure
- Security
- Framework for Collaboration Interaction
- Protocol
- Capability Integration
- Industry Perspective
- Federated Mission Networking (FMN)

Whether the industry and business participants attend TRJE15 during the CPX or LIVEX in Stavanger or Zaragoza, their participation is expected to be valuable to both their companies and NATO.

Wayne Buck is a modelling and simulation specialist in the Future Solutions, Modelling and Simulation Branch in the Capability Development Division of NATO's Allied Command Transformation. His primary duties concern researching, initiating, and writing policy and requirements concerning the use of new technologies in NATO.

While developing policy he coordinates an outreach program that seeks advice from government, industry, academia and international organisations. Wayne leads or is a planning member of several international conferences and workshops such as MODSIM World, ITEC, CAX Forum, and the NATO Modelling and Simulation Group which he uses to inform of NATO policy. Currently he is executing several projects regarding virtual worlds and serious games and how they can be used to better prepare senior leaders for strategic decision making responsibilities.

Collaboration with industry and academia is a strong enabling element of incorporating new technologies. With this in mind, Wayne is a program advisor to several Hampton Roads colleges and acts as an advisor on innovation and business models to Allied Command Transformation.

In a previous life, Wayne served 29 years in the Canadian Army and is well aware of the needs of the war fighter. Throughout his career, he had the privilege and pleasure of working with and commanding troops around the world within Canada, NATO, and the United Nations.

Meet Joint Force Command Brunssum's new Chief Legal Advisor – Colonel Bart Haverman

Story by Colonel Bart Haverman

On 15 June 2015, I was appointed the new Chief Legal Advisor (LEGAD), here at Joint Force Command Brunssum as the successor of Colonel Mario Nooijen.



Chief Legal Advisor, Colonel Bart Haverman, providing legal guidance to his staff

After promotion from the Royal Netherlands Military Academy and having commanded platoon and company level units in an Armoured Infantry Battalion, I read criminal law at the University of Utrecht. After graduation (LL.M.) in 1995, I was assigned to the Army Legal Service. I enjoyed a wide variety of legal positions, including teacher in military law at the Academy, Head of the International Law Section in the Legal Affairs Division of the Army Staff as well as LEGAD to the Director of Operations in the National Defence Staff and liaison officer between the Office of the Military Prosecutor and the Netherlands' Armed Forces. I served in several missions, including the former Yugoslavia, Afghanistan and Southern Sudan.

I have two teams working for me here at JFCBS. The first team is the Institutional Law Team (ILT) and the second team is the Operational Law Team (OpsLT). Dealing with each Team – what do they do?

The Institutional Law Team concentrates on civilian legal issues including contracting, employment, administrative law and privileges and immunities. Whilst the ILT is comprised of civilians, the majority has a military background, enabling them to engage effectively in a military environment.

The second team is the Operational Law Team. This team handles the operational legal issues including Rules of Engagement-queries, international humanitarian law questions, status of forces issues and much more. Each

member has his one specialty and background, being able to cover all of the operational commands, such as Air force, Navy and Army.

Both teams are deployable and regularly take part in exercises. Most recently, military lawyers participated in JFCBS' Operational Liaison and Reconnaissance Team and Forward Command Element and as evaluators on several exercises. During the Exercise Trident Joust 2014, the Institutional Law Team provided a lawyer to the Joint Logistics Support Group and the Operational Law Team staffed up a large legal office at the Joint Task Force HQ level.

The Legal Office is well connected, in the NATO Reaction Force (NRF) chain of Command as well as within NATO's wider legal community and fosters this



Staff meeting

outstanding relationship, for example by organizing conferences and seminars on a regular basis, most recently the NRF LEGAD Conference, hosted in Brunssum on 28 and 29 May by the Operational Law Team and the Legal Conference for Eastern Members on the outcomes of the Wales Summit on 19 and 20

May by the Institutional Law Team.

My intent as the new Colonel is to continue the wide ranging sound and proactive legal advice provided to this HQ by my predecessor. First and foremost to our Commander and his direct staff, as he is our client, but as well

to the wider Brunssum community. It is my desire to make a positive difference in the NATO Legal community. Both of my teams are here to assist you and the HQ with any legal questions you might have.

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Spain Prepares for Exercise Trident Juncture 2015

Story by Lt Cdr Piotr Wojtas. PAO JFCBS

Zaragoza, Spain - Soldiers working 14 hour days, gusty winds and scorching sun... this is only a fraction of what is happening now in Zaragoza, Spain. Foreseen to be the hub of a Joint Task Force Headquarters manned by JFC Brunssum personnel, a tent city is rising from the ground in an extremely ambitious time schedule and equally demanding weather conditions.



The Exercise Support Group

The most ambitious Exercise in NATO's modern history demands equally ambitious logistical support. The Exercise Support Group was tasked to erect the "tent city" in due time for the exercise which is scheduled to launch in the last week of September. To meet the deadline, 392 containers with all the necessary equipment arrived at the base at the end of July, and around 120 soldiers from Austria, Germany, and the USA are busy putting the pieces of this giant puzzle together.

Royal Navy Lieutenant Philip Morrison, commander of the Support Group, describes the process: "Plans for exact positioning of every single tent, container and facility in the camp were drafted a year ago and approved in December 2014. What was easy on paper though, turns out to be a real challenge here: particularly as temperatures are often over 32 degrees Celsius, gusty winds

turn each part of the tent into a yacht-sail, and sustained long working hours combine to present a real challenge".

When asked about the biggest obstacle, Lieutenant Morrison replies: "We are encountering challenges that we did not anticipate, but the lessons we learn will be valuable for NATO in the future".

Several other locations in Spain, as well as Italy and Portugal, are also now preparing for Trident Juncture 2015, but Zaragoza is unique. Fifteen kilometres north-east of the air base there are numerous road constructions and building works taking place on the San Gregorio training area.

Joint Force Command Brunssum will send over 650 of its staff to command, control and coordinate the actions of 36 000 troops drawn from more than 30 nations.

Exercise Trident Juncture 2015 involves circa 36,000 personnel from more than 30 Allied and Partner Nations. It will take place throughout Italy, Portugal, Spain, the Atlantic Ocean, the Mediterranean Sea, Canada, Norway, Germany, Belgium and the Netherlands. Trident Juncture 2015 will demonstrate NATO's new increased level of ambition in joint modern warfare and will show-case a capable, forward-leaning Alliance equipped with the appropriate capability and capacity to meet present and future security challenges. More than 12 major International Organizations, aid agencies and non-governmental organisations, such as the European Union and African Union will participate in the exercise, demonstrating NATO's commitment and contribution to a Comprehensive Approach to crisis management.

CENTRAL COMMAND

Story by Wing Commander James Lafferty, NATO Liaison Officer

JFC Brunssum has a permanent Liaison Officer (LNO) based within the United States Central Command in Florida.



The United States split the globe into 6 separate geographical areas which are governed by separate Combatant Commands. Each Command is led by a 4-star general or admiral. The Chain of Command for operational purposes is the President through the Secretary of Defense to the Combatant Commanders.

Central Command (CENTCOM) is responsible for the planning and conduct of military operations throughout a global area covering 20 countries in Central and South Asia as well as the Levant and the Arabian Peninsula. The area ranges from Egypt in the west to Kazakhstan in the east and covers 4.5 million square miles, a population of 531 million, 18 languages, 22 ethnic groups and 64% of the world's crude oil production. This is a very complex and volatile region that includes the civil war in Syria, heightened tensions in Iran and the ongoing mission in Afghanistan.

NATO and CENTCOM have mutual

interests in operations within this region. The current NATO LNO post was established in 2008 and has proven an invaluable role as an interlocutor between SACEUR and the CENTCOM Commander. Initially, the post focused solely on the ISAF mission but has now evolved into the Resolute Support mission and expanded to monitor coalition operations in the ongoing fight against ISIL in the Middle East.

The current NATO Liaison Officer is Wing Commander James Lafferty. During his time at CENTCOM he has also been fortunate enough to represent NATO at a number of external events:

1. Monthly Helping Hands Dinners. Each month coalition officers are invited to meet injured US active duty personnel and their family at the Tampa Veteran's Hospital.
2. Wesley Chapter Civil Air Patrol. Each month a visiting speaker is invited to deliver a presentation to young air

cadets members about the benefits of a military career. As a previous air cadet himself he was delighted to oblige.

3. Annual Commemorative Service. This annual service is conducted at the British Plot in Oak Ridge Cemetery by the Rotary Club of Arcadia. Local veterans and residents take part in the ceremony which honours the 23 Royal Air Force student pilots who lost their lives undertaking flying training in Florida during the 1940s.

The Vision Statement at CENTCOM is to strengthen relationships with partners and support bi-lateral and multi-lateral collective defense relationships to counter adversaries, improve security, and support enduring stability in the Central Region. The NATO Liaison Officer post is integral to this vision and will only become more important in the future.

'Family gathering' of the Northern Operational Headquarters' at JFC Brunssum

Story by Major Falko Dreher (DEU), JFC Brunssum Plans Directorate, Photos by CPO Van Der Velde, JFC Brunssum PAO

JFCBS hosted the 1st Northern Headquarters' Conference from 18 to 19 March 2015. Representatives of 15 Nations and 8 NATO HQs met at Brunssum in order to strengthen their bonds and promote NATO's readiness.



Vivid discussions around topics of common interests

As a consequence of Russia's actions, NATO is re-focusing on its eastern flank, assuring its concerned Members and improving its responsiveness. Commander JFC Brunssum, General Hans-Lothar Domröse, invited the "Northern Family of Operational Headquarters" to Brunssum in order to discuss issues of common interest, promote cooperation with northern Allies and Partners, develop better networks and increase situational awareness. In short, a team-building event with one common goal: closer cooperation and

higher responsiveness.

The list of attendees covered all northern NATO nations from Iceland in the north to Hungary in the south, from Great Britain in the west to Estonia in the east. Together with representatives from NATO's operational HQs, US Army Europe and SHAPE, the 'northern family' was completed. As special guests JFC Brunssum welcomed the Finnish and Swedish representatives, Brigadier General Eero Pyötsiä and Rear Admiral Anders Grenstad. NATO will enhance its cooperation with both

Partner nations, so the conference offered the ideal environment to exchange expectations and discuss further steps at the operational level.

Chaired by the Commander himself and moderated by Major General J.F.A.M. (Hans) van Griensven, internal and guest speakers covered a broad range of topics from the Wales Summit to Hybrid Warfare, from the Arctic Situation to Training & Exercises. The mix of briefs

combined with intense discussions made this conference fruitful and beneficial for all.

The first day was rounded off with a social event at the Commanders' residence where the mutual exchange of information continued.

The second and final day covered NATO-only issues, where blind spots and vulnerable points were vividly discussed. These discussions will lead to Inter-HQ-Working Groups that will tackle these issues and will surely find smart solutions.

The idea of providing such an opportunity to meet and exchange was unanimously welcomed and will be continued. The next Northern Headquarters' Conference will be in December, hosted by Multi National Corps North-East in Szczecin, Poland. The changing security



'Family photo' of the participants

environment requires a strong network of Members and Partners. As the commander of Strike Force NATO, Vice Admiral James Foggo III, wisely said: "We talked the talk, now we have to walk

the walk". We will, and the first steps have already been taken!

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HQ JFC Brunssum conduct NCO Leadership Training in Armenia

Story and photo by Master Warrant Officer Mike Vollick, J9 MilPart Staff Assistant and NCO JMTT Coordinator

HQ Joint Force Command Brunssum has recently completed a Non-commissioned Officers (NCO) Joint Mobile Training Team (JMTT) training mission to Yerevan, Armenia from 04 – 08 May 2015. This training was conducted at the Peace-Keeping Brigade in Yerevan, capital of Armenia. This was HQ JFCBS first NCO training mission this year and the second NCO training mission to Armenia.



The purpose of the JMTT is to travel to Partnership for Peace countries and demonstrate how NCOs from various NATO member countries train and work in their respective militaries and within NATO. An additional aim of these training events is to assist in the transformation and professionalization of their own NCO systems.

This program is under the guidance and supervision of the JFC Brunssum command senior enlisted leader (CSEL), Chief Warrant Officer Joe Ramsay.

The non-commissioned officers of Headquarters Joint Force Command Brunssum embarked on another Joint Training Team mission to Armenia. This training was directed to the Peace-Keeping Brigade in the capital city of Yerevan.

The JMTT training was directed at the Armenian Peace-Keeping Brigade, which conducts all of the Armenian Ministry of Defence's foreign operations. The soldiers of that unit have been deployed to places such as Kosovo, Afghanistan and Lebanon and thus they

have a high requirement to be able to interact effectively with NATO or multinational members.

The team was made up five NCO's and one officer from Headquarters Joint Force Command Brunssum. Sergeant Piotr Bartniak of Poland, Warrant Officer Eric Pouillet of France, Flight Sergeant Kenny McIntosh of the United Kingdom and Roman Niedobitek also of Poland and myself Master Warrant Officer Eric Vollick of Canada. Bulgarian Air force Lieutenant-Colonel Plamen Kostadinov was the Officer in overall charge of

this mission. The aim of the JMTT was to introduce NATO to the Armenian candidates and how NCOs of NATO's various countries operate, act as leaders to their soldiers and work together in a multi-national team.

Specific topics included the history of NATO and JFCBS, Principles of NCO Leadership, Effective Communications and Delegation, Motivating Subordinates, Cultural Awareness, IED, Convoy Operations and Battlefield CAS Drills and the NATO Military Map Symbols for Land Operations, among many other topics. There is also some cultural sharing between the instructors and the students by briefs about the instructor's home countries, militaries and how individual NCO systems work. All classes were well received by the Armenian candidates and many interesting questions and discussions ensued. The JMTT NCOs

were able to demonstrate how NATO NCOs can operate effectively as a team and integrate seamlessly with each other to achieve a desired outcome. Although the NCOs of the Peace-Keeping Brigade had some English language skills, most of the classes were delivered through an interpreter who just happened to be the same one we had before which was of great assistance in the delivering the subject matter.

During the week the team also had the opportunity to visit some unique Armenian cultural sites under the escort of Captain Hovhannes (Hovo) Hovnikyan of the Peace-Keeping Brigade. Sites visited were the ancient Temple of Garni from 1 AD, and the 4 AD monastery of Geghad in the mountains of the Azat river gorge. The weather was good for the most part and during the last few days there were hot and clear skies allowing

spectacular views of Mount Ararat.

At the end of the week's training all students were awarded JFCBS Brunssum certificates and deserving candidates received coins on behalf of the CSEL, Chief Warrant Officer Joe Ramsay. A JFCBS mounted coin was then presented to the Peace-keeping Brigade as a token of Partnership and Friendship between NATO and Armenia. As tokens of appreciation, the instructors were given the Peace-Keeping Brigades unit and national flag patches which was much appreciated by all the team.

In the end, this was a very successful mission and example of the overall effectiveness of NATO's NCOs working together.

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HQ JFC Brunssum conduct NCO Leadership Training in Vitebsk, Belarus

Story and photo by Master Warrant Officer Eric Vollick J9 MilPart Staff Assistant and JMTT Coordinator

The Joint Force Command Brunssum Non-commissioned Officers (NCO) Joint Mobile Training Team (JMTT) completed a training mission to Vitebsk, Belarus from June 01 - 05, 2015. Vitebsk is located around 280 kilometres north-east from the capital Minsk and is the home base of the Belarus 103rd Mobile (Airborne) Brigade and its Peace Keeping Company. The training was conducted at the request of the Ministry of Defence of the Republic of Belarus. During the training the instructors coached 19 Non-commissioned Officers (and 5 officers) from the Peace Keeping Company. This was Brunssum's second NCO training mission this year and second NCO training mission in Belarus.

The main goal of the JMTT is to travel to Partnership for Peace countries and introduce a different kind of training to their armed forces. An additional aim of these training events is to assist the transformation or reform of their NCO systems. Under the leadership of the JMTT coordinator at Headquarters Joint Force Command Brunssum, Canadian Army Master Warrant Officer Eric Vollick, a team of instructors travelled to Vitebsk, Belarus where they facilitated class-room based leadership training. The training covered various NCO development topics such as: NCO leadership principles; counselling/mentoring; decision making; effective communication; building effective teams; and motivation. As time allowed



the team went on to introduce additional topics including: the principles of counter-insurgency (COIN); Improvised Explosive Device (IED)-awareness; battlefield casualty drills; combat stress; NATO military map symbols for land operations; and the history/role of NATO. Additionally, each team member delivered a briefing about their national armed forces and national NCO system/education.

The team of instructors included Polish Army Staff Sergeant Piotr Bartniak (J7); Slovakian Army Master Sergeant Miroslav Makara (JOC); Canadian Army Warrant Officer Sylvain Thibodeau (JOC); and from the Netherlands Army, Sergeant Tatjana Koster (BSG travel office). The team was completed by Danish Army Major, Mark Winther, who works as the Belarus country desk officer at the J9 military partnership branch and has joined the team to establish new contacts in Belarus.

As can be expected, the experience

and knowledge found amongst the students varied due to the length of their military service. Some of the troops had participated in courses run by the NATO School at Oberammergau. Approximately one third of the troops had workable English skills so an interpreter was used throughout the week to deliver the subject material. However, all students demonstrated impressive learning abilities and a keen interest about NATO. The training was highly appreciated by the host nation and the soldiers.

During the training week the team was offered the opportunity to visit the museum of Airborne Brigade 103. This museum commemorates the time when the Airborne Brigade fought in the Afghan war during the former Soviet Union era. The museum is also used as a memorial to the more than one thousand Airborne Brigade soldiers who lost their lives in this war. Eight of them were posthumously awarded with the medal, "Hero of the Soviet Union".

On the last day a small closing ceremony was conducted in the classroom. All students were presented with a certificate while the three best were awarded with the JFCBS CSEL coin. A mounted HQ JFCBS coin was also presented to the Peace-Keeping Company. These friendly gestures were highly appreciated by the commander of the Peace-Keeping Company and the students who reciprocated by awarding their instructors pennants with the emblem of the Peace Keeping Company. This training event is a great example of how NCOs from different nations and cultural backgrounds can work in harmony. Strengthened partnerships and friendships are the result.

Library Promotes JFCBS' Regional Expertise

Text by Carla Kruizinga & Major Falko Dreher



As you may know, your HQ JFCBS Library provides a broad range of media, from books, DVDs and magazines to e-books and audio-books. New is a selection of books and media related to JFC Brunssum's Regional Focus. The idea is to provide you the opportunity to improve your regional expertise by studying new releases and specialized literature related, but not limited to, the arctic, Russia,

Ukraine Crises and the Baltic States. You can find the sections on the same shelf as the Chief of Staff's reading recommendations; the books are marked with the Regional Focus Logo (shown below). If additional titles or media are desired, you can request them from the librarian staff. We are looking forward seeing you soon and supporting you in your personal and professional development.



Team of Brunssum masters 160km Four-Day March in Nijmegen

Story by Major Falko Dreher, Photos by Berry Berns

Twenty five members of the Allied International Marching team (AIMT) from Headquarters Joint Force Command Brunssum participated in the 99th Four-day March from 21st to 24th July 2015 in Nijmegen, The Netherlands.



The JFC Brunssum Marching Team

Known as “Vierdaagse” or “The Walk of the World”, the event is open for both military and civilian personnel. This year our JFCBS team consisted of 25 marchers and 1 supporter from 9 nations (Belgium, Denmark, France, Germany, Great Britain, Romania, Spain, The

Netherlands, USA). The AIMT truly and proudly represented the Alliance and Joint Force Command Brunssum.

The military marchers were required to wear their uniform, to carry a minimum of 10 kilograms (not including water and food) and to march 40 kilometres for

four consecutive days to successfully complete the challenges. The training of the AIMT started in February with regular training and two mandatory marching events in Blankenberge (Belgium) and Diekirch (Luxembourg). After a minimum of 350 kilometres of training the team was good to go for ‘Nijmegen’.



The 99th Nijmegen march started with 46.000 registered marchers, including over 5000 military marchers lodged in Camp Heumensoord. In the end, 40.092 marchers successfully completed the event, among them 23 participants coming from our International Marching Team Brunssum.

After 160 kilometres, blisters, pain and sweat, Major General van Griensven, DCOS PLANS JFCBS, proudly presented the Nijmegen medals to the AIMT finishers including LTC Gheorghe Gherghe, the first Romanian military finisher in the long history of this marching event (!).

One of the many highlights was the parade over the Via Gladiola, the final 5 kilometres into the city centre of Nijmegen. This year, a Dutch bagpipe group and the AWACS marching team from Geilenkirchen accompanied the AIMT, proudly carrying all NATO flags (cover picture).

Overall, this marching event is a must-see. If you haven't experienced the hospitality of the Dutch and the thousands of cheering and celebrating spectators along the marching route and in the villages, you have definitively missed something during your tour in the Netherlands.

Next Year Again!

In 2016 the Vierdaagse will celebrate its 100th anniversary and the Allied International Marching Team its 40th. Two good reason to join the team! Next year, the Vierdaagse will take place from 19th till 22nd July 2016. If you are interested, we are looking for your attendance at our information-meeting this autumn. An invitation will follow separately.

For more information visit the official web side of the organisers at: <http://www.4daagse.nl/en/>

Oktoberfest

Oktoberfest is the world's largest Volksfest (beer festival and travelling funfair). Held annually in Munich, it is a 16-day folk festival running from late September to the first weekend in October, with more than 6 million people from around the world attending the event every year.

The history of Oktoberfest

Crown Prince Ludwig, later to become King Ludwig I, was married to Princess Therese of Saxe-Hildburghausen on October 12, 1810. The citizens of Munich were invited to attend the festivities held on the fields in front of the city gates to celebrate the happy royal event. The fields were named Theresienwiese ("Theresa's meadow") in honor of the Crown Princess, and have kept that name ever since, although the locals have since abbreviated the name simply to the "Wiesn".

Oktoberfest at JFC Brunssum

Don't miss out on our Oktoberfest on Friday the 18th of September! The entire ICC is turned into a big "Stube"! We have booked a live band called "Tirol Sound" and they guarantee you "ein abend mit volksmusik" which will be an experience you won't quickly forget. Of course, the Oktoberfest will not be complete without good beer. Besides normal beer we have Weizen beer from the South of Germany. Of course you will get hungry after some beer and dancing to the music. That's why we have arranged food stands which will be selling traditional Braadworst, Pretzels and other delicious food. Want to have some more fun? Join with three "strong" (wo)men in the saw competition and win great prizes!

More info about the JFC Oktoberfest can be found on facebook at: <https://www.facebook.com/oktoberfestjfcbs>

A vibrant blue poster for Oktoberfest at JFC Brunssum. At the top, the word "Oktoberfest" is written in a large, stylized, orange font with a green hat and a glass of beer as part of the lettering. Below it, "JFC Brunssum" is written in a similar style. The date "18 september 2015" is centered. In the middle, a band called "Tirol Sound" is shown with three members: a man playing a guitar, a woman, and a man playing a keyboard. Below the band, there are four icons: a DJ booth, a man in a blue shirt, a saw, and a pretzel. At the bottom, there is a "TICKETS" section with information about JFC and GK, and a "JFC EVENTS" logo on the right.

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Country	: Denmark
Capital	: Copenhagen
Location	: Northern Europe
Land Boundaries	: 68 KM
Coastline	: 7.314 KM
Population	: 5.668.743 (April 2015 Estimate)
Area	: Total 43.094 km2, water 2.00%

Climate:

Denmark experiences a temperate climate. This means that the winters are mild and windy and the summers are cool. The local terrain is generally flat with a few gently rolling plains. The territory of Denmark includes the island of Bornholm in the Baltic Sea and the rest of metropolitan Denmark, but excludes the Faroe Islands and Greenland. Its position gives Denmark complete control of the Danish Straits (Skagerrak and Kattegat) linking the Baltic and North Seas. The country's natural resources include petroleum, natural gas, fish, salt, limestone, chalk, stone, gravel and sand.

Economy:

GDP	: \$297.359 billion (2015 estimate)
GDP per Capita	: \$52,822
GDP per sector	: agriculture: 4.5%; industry: 19.1%; services : 76.4% (2011 est.)

Budget:

Revenues	: \$175.4 billion (2009 est.)
Expenses	: \$175.6 billion (2009 est.)
Currency	: Danish Krone (DKK)

Main Industries : petroleum and gas, iron, steel, nonferrous metals, chemicals, food processing, machinery and transportation equipment, textiles and clothing, electronics, construction, furniture and other wood products, shipbuilding and refurbishment, windmills, pharmaceuticals, medical equipment

Exports : \$91.49 billion (2009 est.)
machinery and instruments, meat and meat products, dairy products, fish, pharmaceuticals, fashion apparel, furniture, windmills, Christmas trees, potted plants, mink and fox skin, salt, various specialty niche products

Imports : \$84.74 billion (2009 est.)
machinery and equipment, raw materials and semi manufactures for industry, chemicals, grain and foodstuffs, consumer goods



When did you arrive in the Netherlands?

I arrived in the Netherlands in July 2003 and, then again, in January 2008. On the first occasion, I was a Lieutenant Commander in the Danish Navy assigned to a post in the Northern Region Signal Groups' Communications Logistics Depot. However, following the NATO 2004 Reorganization, I transferred to the JFC HQs; specifically, the J2 Intelligence Plans Branch, where I spent 3 years working in support of ISAF. My military tour ended in the summer of 2007 but, at that time, my wife and I had fallen in love with the city of Maastricht. Thus, I applied for and landed a NATO International Civilian (NIC) position, as the Battalion S2 for the 1st NATO Signal Battalion (1NSB), located at the Tapijn Barracks in the centre of Maastricht. When 1NSB moved to Germany in 2010 I moved back to the HQs in Brunssum within what was, at that juncture, the Knowledge Management Directorate, in the Knowledge Centre Branch as an Analyst; with the latest restructuring I now work as Deputy Branch Head for Knowledge Management within the J2 Division.

As a NATO International Civilian you are hired for a specific job so, in that sense, there is no career planning for you. If you love your job and can find your personal development goals within the framework that NATO provides you can stay in the same role until your forced retirement at 65 years of age. Until now I have truly enjoyed working for NATO as a civilian. My military bosses have given me the freedom to explore both personal and professional development. On the personal level I have been selected for the NATO Executive Development Program with the aim of improving, both my personal capabilities, and my professional knowledge and network. Professionally, I have enjoyed the opportunity to work in developing NATO structures and functions, further refine/define my own job description, and deploy to Afghanistan.

In 2013 I was fortunate to be given the opportunity to deploy to ISAF HQs as part of this HQs' continuing and substantial support to the NATO Mission in Afghanistan. I worked as Chief Knowledge Management in CJIATF Afghanistan trying to ensure that information and knowledge could flow across the organization.

As part of my earlier Navy career I also had the opportunity to spend a number of years around Greenland and the Faroe Islands. Essentially the North Atlantic became my second home for a number of years, and it also gave me the opportunity, as pre-payment for my job in Brunssum, to go to KFOR HQs in Pristina.

I now live in Maastricht and can hear your thinking, why Maastricht and not closer to HQs like most of my colleagues. The answer is my wife and I adore the city. With the numerous café's, superb restaurants, and extensive range of cultural events that are always happening in the city, everything from Polo or Jeu de Boule at the Vrijthof to the Carnival essentially closing down access to the city centre if you are not dressed for the occasion, it is a magical place.

My wife and I live in a "Rijksmonument" in the city centre together with our Cat "Vitus", no children, but with a large extended family that very often likes to come and join us in Maastricht. Living in a state protected building is fantastic, but also a challenge to ensure that everything that you do to the building is in keeping with its history and the guidelines given by State, Province and City Council. Notwithstanding this however, this beautiful building provides the perfect frame for our life in Maastricht and the Netherlands.

Did you know? Water Management and Dredging Industry in the Netherlands

"A matter of survival"

Composed by Ed Frieser.

Sources: Article Sarah Goodyear contributing writer to CityLab, Paper Boskalis Dredging Company, CNN Interview Christiane Amanpour with Henk Ovink, PRI interview with Connie Willemss, Dutch Honorary Consul in New Orleans, Dredging Museum Slidrecht, Wikipedia

Climate change has caused glaciers to melt faster, rainfall to be heavier, polar ice to melt at a faster pace, causing sea levels to rapidly rise. Melting water flows in rivers from Switzerland, Germany, Belgium and France bring sediments into the Low Countries delta. If your country, for a greater, part lies below sea level like the Netherlands does, water management becomes a simple necessity. As a consequence the Dutch have coped with water flooding, a high ground water table, and land reclamation issues since the 12th Century.



The 65 pillars of the Easter Scheldt storm surge barrier dam with 62 steel doors are each 42 metres wide, between 35 and 38.75 metres high and each weighs 18000 tonnes.

Dredging - a long history

The first records of dredging in the Netherlands go back to the 16th Century. Growing demand for fuel, until then provided by forest wood, initiated extensive peat digging that started in 1530 in Holland. Large-scale peat extraction using the technique of dredging became a necessity because of high water tables.

The government played a crucial role in the development of the dredging industry by initiating huge infrastructural projects. But dredging pioneers Adriaan Volker, Kalis, Arie van Hattum and Blankevoort, as well as others from the area of Slidrecht near

Rotterdam, were the first Dutchmen to turn dredging into a professional industry. During the 19th Century many canals were constructed, important rivers deepened and new land created. The Dutch government decided in 1862 and 1863 to open up the Dutch dunes near Velsen and Hoek van Holland (the Hook of Holland) and dig two canals to enable seafaring vessels to reach the harbours of Amsterdam and Rotterdam via the shortest possible route to the North Sea. The Noordzeekanaal (North sea canal) was constructed between 1865 and 1876. And in 1872 the Nieuwe Waterweg (New Waterway) was opened, providing the primary access to one of the busiest ports in the world, the Europoort of Rotterdam.

Delta Works

Between 1927 and 1932, the construction of the so-called Afsluitdijk connecting the provinces North-Holland and Friesland, an enclosing dam in the Zuiderzee, a sea arm that covered about 5000 km², made the reclamation of large areas (polders) possible. Dikes were constructed within the new freshwater lake and water was pumped out. After the Second World War Dutch dredging companies were in high demand because of the need to repair the war damage. Harbours and bridges were destroyed and land inundated. This was particularly true for the island of Walcheren, after the dikes had been bombed in 1944

by the Allied Forces to drive out the German troops. It was impossible to close the gaps in the traditional way by simply protecting the sea bottom with fascine mattresses and dumping boulder clay in the gap. Desperate measures were needed, and these included the sinking of old ships and the use of caissons left over from the D-Day invasion. In 1953, a combination of high spring tides and a storm surge broke many dikes in the provinces of Zeeland, North Brabant and South Holland. Over 1800 people lost their lives. Some 800 kilometres of dikes were damaged and 2000 square kilometres of land was flooded, mostly with salt water. The extent of the damage called for drastic measures. After the repair work had been done, the government presented an extensive plan for a new flood protection system called The Delta Plan, a world-famous system of sea barriers. The plan involved damming the tidal estuaries to create a stronger barrier at the coast. It included the construction of many dams, several storm surge barriers, locks that separated salt and fresh water,

in water management, dredging, marine engineering, offshore projects and land reclamation. Dutch water management engineers' assistance was requested and provided following the Katrina hurricane and the flooding of New Orleans, as well as in the aftermath of hurricane Sandy in New York. Dutch experts were invited to Thailand, where the 2011 floods caused widespread damage in 65 of the nation's 77 provinces, overwhelming large parts of Bangkok for weeks, and killed more than 800 people. Dutch consultants created flood simulation models, inspected failing dikes, and advised the government to implement an "integrated water plan", rather than relying on "the usual ad hoc engineering approach." Dutch companies have realised major dredging works such as the Hong-Kong airport, Palm Island at Dubai and many more large-scale projects all around the world. For the Dutch, water management has now become a growth industry with an annual sales turnover of some 5 billion Euros. Last month the van Oord dredging company, specialised

including that very first one, in Delft, and are responsible for every aspect of water management in a given community. They also possess their own taxation authority, giving them concrete resources to deal with what everyone recognizes as a concrete problem. After our 1953 disaster and the storms in the '90s, and in recent years, we developed a strategy of working and living with water, making more room for the river instead of less. "The interesting aspect of water," Ovink said, "is if you build a little barrier, the water moves to your neighbour. And so if you don't collaborate with your neighbour, you're either at war or you better solve it together." But as Mrs. Connie Willems, Dutch Honorary Consul in New Orleans, put it: "It is not just a matter of fighting the water; it is a mind-set that we have developed over centuries to the point that we now agree that we should work nationally and internationally, together, to solve these water issues". Or as American Economist Dale Morris stated: "The Dutch approach is about much more than engineering. It's about governance;



The Jumeirah Palm Island near Dubai realised by Dutch dredgers.



Dutch dredging barge at work.



The Easter Scheldt search barrier dam has been declared one of the modern Seven Wonders of the World by the American Society of Civil Engineers.

and higher sea dikes. The 9-kilometer long Oosterschelde dam was the most difficult to build and most expensive part of the Delta works.

Worldwide assistance

During the 1960s oil- and gas production took off in the North Sea. The larger Dutch dredging companies became involved with the exploration of oil and gas. The economic recession of the 1970s did not immediately impact the dredging companies, mainly because of the oil boom in the Middle East. Dutch dredging and building companies signed huge contracts for harbour, road and industrial site construction. Worldwide the Dutch are now renowned for their expertise

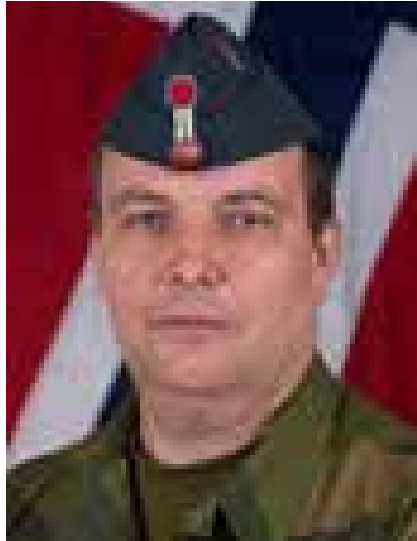
in deep-sea excavation and dredging to depths of 1000 meters to prepare sea bottom profiles prior to installing offshore pipelines, was offered a contract to expand the Taiwanese harbour, Kaohsiung.

Mind-set

"The Dutch started fighting water long before their land was a country", Mr. Henk Ovink, a Dutch Water Management Official now working on the Hurricane Sandy Task Force, serving as Special Advisor to the U.S. Secretary of Housing and Urban Development, told CNN reporter Christiane Amanpour in May 2014. Around 1200 the Netherlands set up its first 'water boards'. These water boards still exist today,

openness to new ideas, flexibility, and a willingness to realize that sometimes, when the common good is threatened, stubborn individualism is useless. The Dutch realise more than anyone else, from experience, just how much is at stake. They realized long ago that an intelligent approach to water is a matter of survival."

Obituary Lieutenant Colonel Anders Rangul



It is with profound regret that we announce the sudden passing of Lieutenant Colonel Anders Rangul.

We shall remember Anders as a highly professionally and conscientious officer who was always willing to help others. He will be sorely missed by those who count themselves lucky to have shared his company, either as a colleague or friend. On behalf of everyone at Allied Joint Force Command Headquarters, Brunssum, we offer our deepest condolences to his wife, Anne, and two children, as well as to all members of the Norwegian Delegation.

Commander JFC Brunssum

Obituary Mr Joop Jansen



Sadly we announce the untimely passing of our colleague, Mr Joop Jansen. Since 2007 he was working in the Base Support Group in the Warehouse. We shall remember Joop as a much valued employee and a skillful, warm and always helpful colleague, with a good sense of humor. He will be deeply missed within our team. We wish his wife Anja and son Bard the strength to overcome this tragic loss.

Commander JFC Brunssum



Adventureparc Valdeludo

Adventureparc Valdeludo is the playarea for children in Limburg. It is a playground where children can be a real child again. Valdeludo isn't just about playing outside. It's experience something new with unique playground equipments and spectacular attractions. Playing outdoor and discovering everything by yourself is essential. Big favorites in our parc are the playriver where you can built your own dam in order to stop the water, crossing a pond with a float and the climbing tower. Also there is a huge playground where you can built your own cabins!

This year, the parc expanded enormously with even more attractions. Such as children's outdoor karting, laser tagging or slide of the tubing course. There is even a special beacharea where you can play beachsoccer and beachvolley. There is also a huge bungee trampoline where you can fly like Superman or do various tricks like Spiderman. For the little ones there is a giant's stride and a sand and water playing area. In total there are 30 playground equipments and attractions. Coffee/tea and soda is included unlimited for the children and adults. You can also enjoy our foodtrucks for a nice snack. Altogether it is a great family parc for all ages!

Openings hours:

When the weather is good we are opened from April 1 untill October 31.
At Wednesday from 13:00 – 18:00 o'clock.
On Saturday and Sunday from 10:00 – 18:00 o'clock.

During the schoolholidays Adventureparc Valdeludo is opened every day from 10:00 untill 18:00 o'clock.

Tickets

Children up to 90 cm: Free access
Children 90-120 cm:

Pakket A €9,50:
Unlimited drinks and 3 attraction points

Pakket B €12,50:
Unlimited drinks and 7 attraction points

Pakket C €17,50:
Unlimited drinks and free access to all attractions.

Children from 120 cm:
Pakket A €11,50:
Unlimited drinks and 5 attraction points

Pakket B: €15,50:
Unlimited drinks and 10 attraction points

Pakket C €19,50:
Unlimited drinks and free access to all attractions.

Adults (18 years and older):
€9,50 (Unlimited drinks and coffee/tea and pastry)

Contact

Address: Bandertlaan 9, 6101 NL Echt
Telephone number: 0475-418908
E-mail: info@valdeludo.nl





Win Tickets for Adventureparc Valdeludo

- We have 5 x 2 tickets for the Adventureparc Valdeludo
- In order to win the tickets, please answer the following question:
- **Quiz Question: How many playground equipments and attractions are there in the parc?**

Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 14 September 2015

- For NATO ID card holders only
- The winners will be announced in the next edition of the Northern Star

Answer:

Division:

Full name:

Extension:



Winners

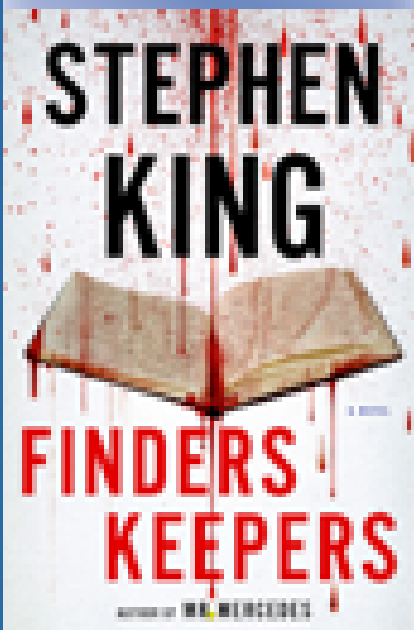
Netherlands Mine Museum Heerlen

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

Tickets won by:

Leon Kuipers	BSG
Wim Charlier	AIS
Sheena Pederson	NAPMA
Wiel Crombach	BSG
Frank De Pauw	BSG

Book Review



Finders Keeper (Bill Hodges Trilogy #2)

Stephen King

A masterful, intensely suspenseful novel about a reader whose obsession with a reclusive writer goes far too far—a book about the power of storytelling, starring the same trio of unlikely and winning heroes King introduced in *Mr. Mercedes*

“Wake up, genius.” So begins King’s instantly riveting story about a vengeful reader. The genius is John Rothstein, an iconic author who created a famous character, Jimmy Gold, but who hasn’t published a book for decades. Morris Bellamy is livid, not just because Rothstein has stopped providing books, but because the nonconformist Jimmy Gold has sold out for a career in advertising. Morris kills Rothstein and empties his safe of cash, yes, but the real treasure is a trove of notebooks containing at least one more Gold novel.

Morris hides the money and the notebooks, and then he is locked away for another crime. Decades later, a boy named Pete Saubers finds the treasure, and now it is Pete and his family that Bill Hodges, Holly Gibney, and Jerome Robinson must rescue from the ever-more deranged and vengeful Morris when he’s released from prison after thirty-five years.

Not since *Misery* has King played with the notion of a reader whose obsession with a writer gets dangerous. *Finders Keepers* is spectacular, heart-pounding suspense, but it is also King writing about how literature shapes a life—for good, for bad, forever.



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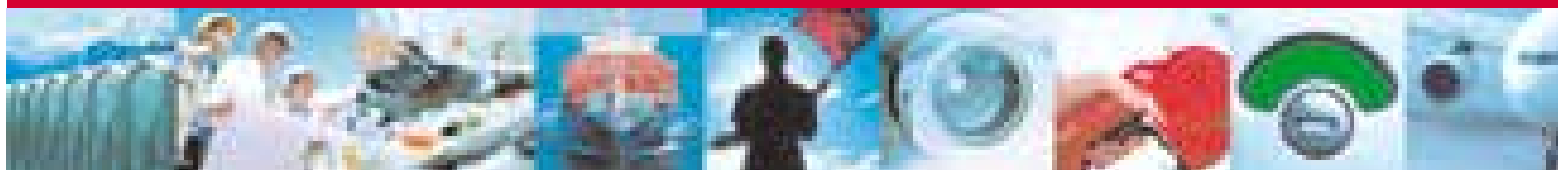


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¹ the former Yugoslav Republic of Macedonia. Turkey recognizes the Republic of Macedonia with its constitutional name.

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