



- Major General Michel Yakovleff Says Farewell
- JFC Brunssum NCO Joint Mobile Training Team
- Upgrades for NATO AWACS
- Brunssum Celebrates Liberation





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“How Much Did I Grow in Brunssum?”

By MajGen Michel Yakovleff

As I reflect on my two years at JFC Brunssum, mostly as DCOS Plans, and lately as Chief of Staff, I focus on my personal growth. In every assignment we pass through as military and civilian members of NATO and our respective armed forces we depart with increased knowledge, networks and perspective. As I grew (somewhat) within the walls of Brunssum, I also suggest each one of us should ascertain how much he or she will have grown and matured thanks to the Brunssum experience. Our military ethos is closely aligned with the Parable of Talents: If you do not do your utmost to increase your talents, then you are wasting them.

Our Commander often insists that we are a learning organization. I like to say that a learning organization is not made of knowledgeable people. It is made of learning people. How much of a learning attitude do we have? How much does each of us invest in his/her own personal development?

As I depart, and this is my last opportunity to exhaust your patience, let me discuss what I wrestled with personally every day and what, as a member of this organization, everyone should understand and strive to achieve.

Active versus passive attitude.

In the passive attitude, one uses his competencies to meet the requirements. One could say this is the basic contract, what could the Commander complain about? Well, referring again to the Parable of Talents, the Commander will say that such a limited view of one's obligations betrays the spirit and ethos of our organization. As Antoine de Saint Exupery said: “If you have not given your all, you have given nothing”. Fortunately, in two years, I have not met this attitude, so I go to the next step.

The active attitude is that of the member of the team who is “in the fight”. Beyond meeting the basic, explicit, requirement, he looks for opportunities and does his best to meet the implicit requirements. I am glad to report that I have met many who have that proactive attitude.

Yet I always wish to meet the Socratic attitude, whereby one seeks opportunities to grow in any endeavor. The idea is to work on myself as a training audience, whenever the opportunity arises, and irrespective of short-term, utilitarian considerations. I use the word “Socratic” because Socrates used questioning as a technique to foster thinking: to any query he would respond with a question of his own, gradually prodding his interlocutor into finding the answer. Beyond finding the answer – the first degree effect, if you will – his interlocutor came to understand that the answer was in him, he had it, he knew it even before asking the question to the master – the second order effect. The idea is that the knowledge you need is in you – you will unearth it if you ask the right questions.

Knowledge and understanding.

The difference between knowledge and understanding parallels that between “What happened?” and “Why did it happen?” In a thinking organization like ours, each one of us must constantly strive to elevate his level of understanding, as opposed to deepen the degree of knowledge. Opinions are based on understanding, not on knowledge, and at the end of the day, our Commander sells opinions, not facts. His value added is not in what he knows, but in what he thinks about it.

So learning how to develop opinions is an important part of what each one of us brings to the command. For that, we need to think “above our pay grade, and out of the box”. We need to develop and most of all, to use, imagination. With imagination, we can slip into the opponent's mind frame and engage in reverse-engineering his decision cycle, ultimately anticipating his actions. With imagination, we can think of other courses of action. With other, significantly different courses of action, we can understand better the weaknesses and opportunities they bring – in essence, we elevate our level of play.

I have always felt weary when confronted with someone who has a lot of knowledge about an issue but no opinion – not that this happened often in Brunssum. But I insist that without an honest opinion about any issue, a staffer brings no extra value.

Though opinions are often borne of the confrontation of ideas, the development of opinions need not be confrontational, quite



MajGen Michel Yakovleff

to the contrary. We live in a multicultural environment where perspectives are very different. In most cases, there is no single solution to a given issue. There is enormous richness in the variety of perspectives we hold, collectively. Though the Commander, ultimately, will settle for a single solution, his reasoning will be fortified by confrontation and discussion.

In Brunssum we have always insisted on Professional Development as a serious objective, not a feel-good placeholder. Admittedly, we have not done all we had dreamed of doing. But I believe we have done better, especially in the last six months, thanks to a new strategic situation which has led us, ever further, from the realm of knowledge into the empire of understanding. We have looked at issues that were very far from traditional, military stories. In many cases, we did not have, at least officially, the competencies required to analyse information that was very much “off track”. Yet many of us just used their brains and imagination to explore novel issues and come up with opinions (assessments, in NATO speak). Whether their conclusions are right or wrong is not necessarily the point: it is the process, the search, that counts. We grow not when we find, but because we seek.

On these philosophical reflections, I say goodbye to all of you who have been part of my own Brunssum experience, which I will remember very fondly. I was impressed by your dedication and always enjoyed our moments together, especially when we were “in the fight”. I hope we will all keep the fighting spirit and the growing attitude.

You will grow ever higher under your new Chief of Staff, LTG Adamczak, whom I congratulate as he assumes his responsibilities.

Colophon

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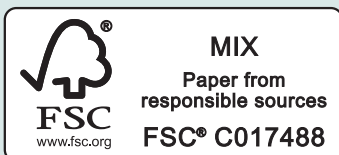
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About the Cover



Source: Ruud Scholten, <http://www.ww2insouthlimburg.nl>
US 2nd Armored Division in the Dorpstraat, liberating Brunssum on the 19th of September 1944.

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The Danish Armed Forces in constant change

Story and photos by Danish Ministry of Defence



Hercules C-130J during an offload in Mali

The Danish armed forces in constant change

As in most other European countries, the Danish Defence has undergone major changes over the past 25 years. At the most basic level the Armed Forces have transformed from being a Cold War defence system to an expeditionary force and now to being a modern multi-capacity defence force.

The Danish Armed Forces have been reduced in size and are situated in fewer locations, and this has changed the balance between operational and support structures. And the trend continues. Currently, the Danish Armed Forces are in the middle of a transformation and development process with significant and substantial effects throughout Defence.

The framework for the ongoing development of the Danish Defence was set out in the Danish Defence Agreement 2013 - 2017 in November 2012. Spring 2013 a supplement to the agreement included a reduction in the number of military posts. Finally in Spring 2014 another supplementary agreement restructuring the political and military leadership of the Armed Forces and at the same time focusing Defence on core military assignments was issued.

The Defence Agreement for 2013-2017 preserves the objectives of the Danish Defence. The Danish Armed Forces must uphold Denmark's sovereignty and guarantee the country's existence, integrity and security. Furthermore, Defence must continue to be a tool in Denmark's active foreign and security policy, and therefore be able to protect the country's security

at short notice through participation in international operations within the framework of the UN or NATO, with modern, well-equipped and well-trained military forces from all three services. For this reason, future Danish Armed Forces must also be able to participate in the full spectrum of international efforts - from international rescue and disaster relief operations, to the evacuation of Danish nationals from abroad and high-intensity combat operations.

The cornerstone is NATO

NATO is and remains the cornerstone of Danish security and defence policy. This applies both with regard to collective defence within the framework of NATO's Article 5 commitment and the participation of the Danish Armed Forces in international missions, for which NATO often provide the framework for Danish participation. This has been the case since 1995 with operations in the Balkans, Danish contributions to ISAF in Afghanistan, Danish participation in NATO's standing maritime naval forces and current Danish naval and air force contribution to NATO's Immediate Reassurance Measures.

These initiatives are a clear expression of the solidarity and pro-activity of the Alliance. On the Danish side, it has been important to contribute to these collaborative and reassuring initiatives and help create safety throughout the area of the Alliance. It is clear that the current crisis in Ukraine presents an opportunity to look at making changes within NATO, but any adjustments must necessarily be made after careful consideration and in such a way that the Alliance maintains an appropriate balance between collective

defence, international crisis management and partnership (cooperative security), which together constitute the three pillars of NATO's strategic concept.

In the future Denmark will continue to maintain and develop relevant military capabilities that can complete tasks across the full range of missions; as a leading country, Denmark will work towards a continuous transformation of the Alliance and the military forces of the member states, for example through NATO's Smart Defence initiative.

Same fire power for less money

The political agreement means that the Danish Armed Forces have to complete the same tasks for less money. In 2017 the Danish Defence budget will have been reduced by approximately 15 percent (corresponding to approx. 362 million euros) compared to 2012. Therefore the Danish Defence is currently reorganising and implementing changes, as improvements to efficiency and adjustments primarily targeting support functions. This includes optimisation of the strategic-logistic area, purchasing, equipment maintenance along with storage and depots, Human Resources Management, administration and health.

The reductions in the Defence budget are made so that the total operational capabilities of the Danish Defence are unaffected, while at the same time room for manoeuvre is created in order to strengthen the capacity and ability of the Danish Armed Forces to complete tasks in other areas, including for example cyber security, special forces and operations in the Arctic region.

Improvements to efficiency in Defence support functions make up about 90 percent of the total budget reduction. The Danish Armed Forces still maintain national conscription but on a reduced scale. The number of conscripts will be reduced from about 5000 to approx. 4200 a year.

More joint service capabilities

The tasks that the Danish Armed Forces anticipate having to complete in the foreseeable future require an increased focus on improved transversal planning and deployment of capacities from the Army, Navy and Air Force within a joint service framework. At the same time the Armed Forces must take into consideration the capabilities of the Home Guard and Danish Emergency Management Agency in overall solutions. Danish Defence must therefore develop an increasing number of joint military operational capabilities, including a joint service special operations force with its own command structure under Defence's top leadership and joint

services military police, leadership support and engineers.

Arctic

The Arctic region has, because of Denmark's commonwealth of the realm with Greenland and the Faroe Islands, naturally always been a core area for Danish defence. With climate changes and consequent new opportunities for seafaring, with an increased focus on the rights to extract natural resources and a generally larger commercial and scientific activity in the arctic region, Danish Defence must strengthen and change its task solution and presence in the area. Therefore Defence must strengthen its ability to solve both military core tasks, like assertion of sovereignty and support of the Greenlandic community with problems such as Search and Rescue, fisheries inspection, protection of the marine environment and surveying of the oceans.

In 2012, the two north Atlantic commandos (Command Faroe Islands and Greenland Command) merged into the joint Arctic Command in Nuuk in Greenland, in order to strengthen the defence's efforts in the north Atlantic area. A new concept for an Arctic Protection Force that, depending on the situation, can supplement its units in the Arctic region with units from Denmark is currently in the process of being tested. In addition, there is currently a comprehensive analysis being conducted of the authorities under the Ministry of Defence's future role in the Arctic region. Hereunder also including the armed forces, the Home Guard and the Danish Emergency Management Agency, whilst performing a wide range of experiments with for example monitoring of the area, this could be with drones.

Cyber security and defence

With society's increased dependence of a well-functioning ICT infrastructure, the need for protection against cyber-attacks is increased and here the Danish defence plays a significant role. A Centre for Cyber Security has been established as a unit under the Danish Ministry of Defence and there has been set aside significant funds for the establishment and operation of a Computer Network Operations (CNO) capacity that should be able to conduct both defensive and offensive military operations in cyberspace.

Security co-operation and capacity building

International security cooperation has been an important part of Denmark's foreign policy since the end of the Cold War. In the 1990s, security cooperation focused primarily on the central and eastern European countries. However, with the inclusion of these countries in NATO Denmark has begun to focus on new issues in other parts of the world and will continue focus on security cooperation to prevent the destabilization of fragile states.



HDMS Esbern Snare, under the lead of Commodore Aage Buur Jensen, is the current flagship in NATO's counter piracy operation Ocean Shield.

Danish defence has in the recent years gradually become more involved in Africa. With a starting point in the African states own desire to strengthen their ability to deal with conflicts on the African continent, Denmark has previously established a regional training centre for peace keeping operations in East Africa and has also supported a West African initiative to build a regional training centre in Ghana and Mali.

Denmark supports, together with the other Nordic countries, the building of the African Peace and Security Architecture under the African Union and Danish Defence is also helping Kenya create a coast guard, so the country will be better able to participate in the fight against piracy.

Danish Defence international involvement by August 2014

The Army

The Army has almost completed its involvement in Helmand Province, Afghanistan. Only two interpreters and two nurses remain in support of the British forces.

Approximately 65 soldiers from the Army are deployed to Kabul. The main task is to support training of Afghan soldiers, including education at the Afghan military academy. Danish Defence contributes 81 persons to Kabul all in all.

The Army has 35 soldiers deployed at KFOR in Kosovo. The task includes guarding the camp in Novo Selo.

The Army contributes with around 43 officers to five UN missions.

The Navy

The support vessel Esbern Snare is the flagship of the Danish staff leading SNMG1 and NATO's anti-piracy operation, Operation Ocean Shield. The contribution numbers 164 men, including international staff.

Air Force

The Air Force participates to ISAF with three EH 101 Merlin Joint Support Helicopters and approximately 76 soldiers. The Danish contribution is stationed at the German base Marmal at Marzar-e-Sharif.

The Air Force participates to the NATO Air Policing Mission guarding the airspace of the Baltic States. The Danish contribution includes four F-16s fighter planes and approximately 50 men.

A Challenger plane contributes to NATO's monitoring of the Baltic Sea area.

A Lynx-helicopter is stationed onboard the Navy vessel Esbern Snare as part of NATO's anti-piracy operation, Operation Ocean Shield.

22 soldiers are stationed at the National Support Element at Kandahar Air Field. 20 soldiers are from the Air Force, two from the Army.

Danish Defence also contributes with military personnel to a number of international staffs.

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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 by taking a quick look at a few selected events.

June 2014



General Hans-Lothar Domröse gives Key Note Address at the Strategic Military Partners Conference 2014 (SMPC 14) in Sofia, Bulgaria, 18 June

The SMPC is an annual event that enables Chiefs of Defence (CHODs) of NATO and Partner nations to share their perspectives on strategic issues of common interest. As such it is a core event within Supreme Allied Commander Transformation's (SACT) Strategic Engagement Campaign.

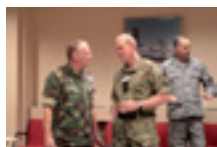
Its target audience consists of CHODs of NATO, Partnership for Peace (PfP) nations, Mediterranean Dialogue (MD) nations, Istanbul Cooperation Initiative (ICI) nations and Partners across the Globe (PatG) nations, and informs them about NATO's transformational efforts.



Saber Strike 2014

The final leg of the U.S.-led training exercise Saber Strike 2014 ended with gun shots and explosions Thursday, 19 June 2014, as units from 10 participating NATO nations concluded the final battle

of the field training exercise (FTX)-portion at the Adazi Training Area, Latvia..



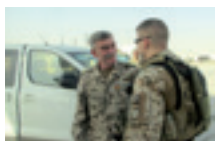
JFC Brunssum hosts Exercise Trident Juncture 2015 update and discussion seminar

On 23 and 24 June 2014 Joint Force Command Brunssum is hosting an update and discussion seminar for Exercise Trident Juncture 2015, a major NATO exercise to be held in Italy, Spain and Portugal. The exercise, which is sponsored by SACT, will consist of a Command Post Exercise followed by a Live Exercise, with the scenario based on a NATO Non Article 5 crisis response operation.



Rear Admiral Robert Tarrant visits JFC Brunssum

Rear Admiral Robert Tarrant, Commander UK Maritime Force, visited JFC Brunssum on 26 June 2014 to meet General Domröse and staff involved in the planning of Exercise Trident Juncture 2015, a major NATO exercise to be held in Italy, Spain and Portugal. He received an update on the exercise's aims and objectives and also met the Chief of Staff, Major General Michel Yakovleff.



Commander JFC Brunssum pays visit to Afghanistan (ISAF)

From the 2nd to the 5th of July 2014 General Hans-Lothar Domröse, Commander Allied Joint Force Command Brunssum (COMJFCBS), made a visit to the International Security Assistance Force (ISAF) in Afghanistan.



Commanders' Address/Awards

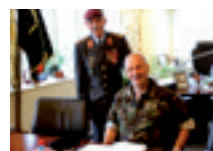
Thursday 19 June General Hans-Lothar Domröse, Commander JFC Brunssum, addressed his staff. Commanders' Commendations went to: Warrant Officer Aerts (Belgian Air Force), Lieutenant

Colonel Chiola (French Army), Major Dogan (Turkish Army), Sergeant Jordan (Royal Air Force), Lieutenant Colonel Lepez (Belgian Air Force), Lieutenant Colonel Marin (French Army), Staff Sergeant Otto (German Air Force), Major Ozkan (Turkish Army) Lieutenant Colonel Ten-Berge (Netherlands Army), Colonel Van Der Akker (Netherlands Army), Major White (British Army), Adjutant-Onderofficer Goffin (Royal Marechaussee) Mr Limpens (Netherlands Civilian), Lieutenant Colonel Orellana (United States Marines Corps), Lieutenant Colonel Whatmough (British Army)



Joint Force Command Brunssum visit to Ukraine National Defense University

Within the framework of NATO's Partnership for Peace (PfP) programme, staff representing Joint Force Commands Brunssum (JFCBS) and Naples (JFCNP) conducted an experts' visit to Kiev 17-18 June, 2014.



Swiss Military Representative Visits JFCBS 25 June 2014

In November 2013, General Domröse visited Switzerland in support of one of his Command's priorities, Regional Focus. During one of the meetings, General Domröse invited the Armed Forces Joint Staff to visit Allied Joint Force Command Brunssum. In response to that a Swiss delegation visited the headquarters on 25 June 2014, accompanied by the Military Representative of Switzerland to NATO, Brigadier General Huber.



Exercise Combined Resolve II wraps up with a Bang

Exercise Combined Resolve II ended on Friday, 27 June with a literal bang as over 2,000 troops participated in a combined arms live fire exercise portion of the multinational six week long exercise. The Combined Arms Live Fire Exercise (CALFEX) held at Grafenwoehr Training Area tested the compatibility of the newly rotated NATO response force U.S. land contingent, the Romanian Army's land contingent of the Rapid Reaction Force and Georgian Army Soldiers.



General Hans-Lothar Domröse visits the Slovak Republic

General Hans-Lothar Domröse, accompanied by Brigadier General L'ubomir Svoboda, Mr. Maarten de Sitter and his personal staff visited the Slovak Republic 7-8 July 2014.



German Parliamentary Commission is Briefed at JFC Brunssum

Wednesday 9 July a German Parliamentary Commission visited JFC Brunssum. This group is responsible for the ongoing review and improvement of the Armed Forces mandate in Germany, under the lead of the former Minister of Defence Volker Rühe. For his part, Commander JFC Brunssum - General Hans-Lothar Domröse - explained the role of his headquarters in a military and comprehensive environment.



JFC Brunssum 'NATO Forward Integration Team' Visits NATO Signals Unit Deployed to Lithuania

A NATO Forward Integration Team (NFIT) from JFC Brunssum visited a Deployable Communications Module (DCM) in Vilnius, Lithuania on 14 July as part of a week-long mission to Lithuania in support of NATO exercises and Assurance Measures in the Baltic region.



JFC BRUNSSUM INTEGRATION TEAM VISITS SLOVAK REPUBLIC

Allied Joint Force Command Brunssum (JFC Brunssum) deployed a NATO Forward Integration Team (NFIT) to Slovakia 16 July. They will attend the planning conference for Exercise GROUND PEPPER 2014 (GP14). GP14 is a joint, multinational, NATO-aligned exercise planned to be conducted in October between the members of the Visegrad Group – the Czech Republic, Hungary, Poland, and the Slovak Republic. Hosted by the Land Forces Command of the Armed Forces of the Slovak Republic in Trenčín



General Domröse Delivers Lecture at German Staff College

Commander JFC Brunssum, General Hans-Lothar Domröse, delivered a lecture on the subject of 'Strategic Analysis' to Generals Staff Course students, in Hamburg, Thursday 17 July.



Garrison Support Agreement Officially Signed by SACEUR and Dutch CHOD

Commander JFC Brunssum, General Hans-Lothar Domröse, hosted Supreme Allied Commander Europe (General Philip Breedlove) and the Dutch Chief of Defence Staff (General Tom Middendorp) at a ceremony to formally sign the Garrison Support Agreement between the Netherlands Government and NATO, Wednesday 10 July. Across Alliance member nations actions are underway to revise host nation support agreements and this is the first to be concluded. By signing this agreement today, the Netherlands assumes more responsibility for the day-to-day operation of JFC Brunssum and, amongst other things, will assume the lead for Force Protection, provide and coordinate Real Estate Maintenance and work closely with JFC Brunssum with regard to Family Support.

In the second part of the ceremony SACEUR presented the Allied Command Operations Campaign Pennant to the Headquarters JFC Brunssum in recognition of the sustained outstanding support it has provided to the ISAF mission (Afghanistan) since 2003.

To conclude SACEUR took the opportunity to present his own Recognition Awards to three JFC Brunssum personnel who have performed in an exceptional manner. The SACEUR Recognition Award sits lower than a NATO Meritorious Service Medal but higher than commendations awarded by headquarters' subordinated to SHAPE. Recipients were: Colonel Vincenzo De Manna (ITA Army), Commander Yves Peant (French Navy) and Adjutant Chef Jean-Francois Waroux (French Army)



Joint Air Power Competence Centre Executive Director Visits JFC Brunssum

The Executive Director of the Joint Air Power Competence Centre (JAPCC), Lieutenant General Joachim Wundrak, visited Allied Headquarters Joint Force Command Brunssum (HQ JFCBS) Wednesday 16 July. Following an office call with Commander JFCBS, General Hans-Lothar Domröse, Lieutenant General Wundrak outlined the key points of a recently-completed study on NATO's Joint Personnel Recovery capability, education and training. As the JAPCC is NATO's center of excellence for the improvement and transformation of Joint Air and Space Power, it's task is to deliver effective solutions through independent thought and analysis.



JFC Brunssum NATO Forward Integration Team concludes mission to Lithuania

A NATO Forward Integration Team (NFIT), comprised of 13 JFC Brunssum (JFCBS) subject matter experts, finished its mission to Lithuania on 20 July. They spent one week deployed to gain increased awareness of training and exercise programs, military facilities, civilian infrastructure, and defence capabilities that could be used in support of future exercises and assurance measures.



UK Director Joint Warfare, Joint Forces Command, Visits JFC Brunssum

Air Vice Marshal Bob Judson, Director Joint Warfare UK Joint Forces Command, visited JFC Brunssum Thursday 31 July 2014. Following an office call with Air Marshal Graham Stacey, Deputy Commander JFC Brunssum, AVM Judson participated in a number of briefings designed to highlight the role, responsibilities and priorities of the HQs. NATO's training and exercise methodology, particularly in the preparation of joint exercises, proved an issue of much discussion.

August 2014

The Joint Force Command Brunssum NCO Joint Mobile Training Team

Story and photo by Master Sergeant Heiko Kamenz 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 June 09 – 13, 2014. Vitebsk is located around 220 kilometres north-east from the capital Minsk and is the home base of the Belarus Airborne Brigade 103 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 18 Non-commissioned Officers and the company commander from the Peace Keeping Company. This was Brunssum's second NCO training mission this year and the first 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. The overall program is led by the JFC Brunssum command senior enlisted leader (CSEL), Chief Warrant Officer Joe Ramsay.

Under the professional leadership of the JMTT coordinator at JFC Brunssum, German Army Master Sergeant Heiko Kamenz, a team of instructors travelled to Vitebsk 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 JMTT agreed that the mission to Belarus was a unique experience for instructors and



JFC Brunssum JMT Team with their Belarusian counterparts

students alike that added real value; it was an excellent opportunity to instruct NCOs from NATO's Belarus partner.

As can be expected the experience and knowledge found amongst students varied due to the length of their military service. Six had participated in courses run by the NATO School at Oberammergau. However, all students demonstrated impressive learning abilities and sustained interest. The training was highly appreciated by the host nation and participants stressed that Belarus is keen for such serials to become a regular event in the future.

Master Sergeant Kamenz's team included Polish Army Staff Sergeant Piotr Bartniak (J7); Polish Army Staff Sergeant Roman Niedobitek (J7); Canadian Air Force Master Corporal Cedric Dube (BSG ISS); and French Navy Sergeant –in French 'Second-Maitre'- Jeremy Zwiers (BSG Pass&Permits). 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.

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 whilst the three best were awarded with the JFCBS CSEL coin. These friendly gestures were highly appreciated by 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.

JFCB Brunssum Team Take 3rd Place in Internationaler Mönchengladbacher Militärwettkampf (IMM)

Story by Indrek Ojasoo, JFCBS Security Office

Saturday, 14 June 2014, 38 teams gathered to participate in the 31st IMM competition. Teams consisted of members from 10 NATO nations: Belgium, Denmark, Estonia, France, Germany, Greece, Netherlands, Slovenia, UK, and US.

A cloudy day without rain and temperature around 19 C provided almost ideal weather conditions for the near 17 km run and 16 control points that the competitors negotiated. Team Brunssum was well rested and highly motivated for the challenge so confidence was high. But, as often in life, when things start to look promising, many things suddenly go wrong and this event was no different.

After the start, the team had difficulties getting to the first control point and lost a lot of valuable time. Fortunately, team spirit was strong and, despite minor setback, they started to work harder and this paid dividends at the end. At the control points the team's unity, knowledge, and physical conditioning were tested as they were confronted by a series of challenges. A typical example was that, at one control point, a scenario was created whereby the team was responsible for the security of a check point and an angry crowd was trying to gain control of. At another check point the team had to get water



JFCBS Team: Nace Pavlin Zakovsek, Jeremy Zwiers, Nicolas Blassel, Indrek Ojasoo.

jugs to the finish line by running to boat, then rowing the boat around a marker buoy, and then running with the water jugs over a finish line. Of the 16 control points Team Brunssum was in

the top 5 teams at 12. This shows just how well balanced the team was on each event. Team Brunssum's best results were achieved on the forced march, where they finished first, and in the



obstacle course, firefighting, and gun position tasks in which they had second place finishes.

Additionally, good results were achieved at the first aid and shooting control points.

Team Brunssum was comprised of members from three different countries: Estonia, France, and Slovenia. As such it was a truly international team that clearly had no problems solving international tasks such as recognizing different uniforms or political situations. With the diversity of an international team, each team member was able to contribute added value that single-nation teams could not. It was a real pleasure to see how military members from different countries and services came into one team and made some great efforts in solving different military tasks.

The experience is hard to overrate and you probably could not get it anywhere else, other

than in NATO. This is the third year in which Team Brunssum has taken part in the IMM and in the previous outings the team has faced similar difficulties with things not going as well as hoped; however, this time, regardless of struggles at the beginning of the competition, the team worked like a well-oiled machine and finished in third place in the overall ranking. Furthermore, Team Brunssum was nominated as the best international team. Unfortunately for most of the team members this is the last year they are posted to the HQ and time has come to return home. The team members' only hope is that JFC Brunssum has Officers, NCOs, Soldiers, Sailors, and Airmen who are willing to take on this challenge and continue the legacy of Team Brunssum. On behalf of the team we wish you all the best and good luck!

De Vierdaagse – Four Challenging and Remarkable Days

Story by LTC Jan Schraudy



From 15-18 July 2014 the 98th edition of the Vierdaagse took place – the largest multi-day walking event in the world. The first Four Days Marches took place in 1909 with 306 male participants and has grown to an event with more than 42000 participants – male, female, young, old, civilian and military.

As in past years JFC Brunssum was represented by the Allied International Marching Team (AIMT). This year 19 marchers and 1 supporter, all either current or former members of JFC Brunssum, formed the team. To prepare for the Vierdaagse, the team participated in several International Marching League (IML) events and met on Monday, 15 July at Camp Heumensoord. The camp was built in a forest south of Nijmegen, is operated by the Royal Netherlands Armed Forces and can accommodate 5000 people. Everybody in the team was pleased to meet each other and friends from other marching teams making the atmosphere exciting. In the afternoon everybody started to prepare for the first day. Each member packed his backpack of at least 10 kg, put his uniform together and was thinking about the challenges of the next day: Was the training enough; how will the team perform; will it rain or be hot over the next days? After a short night's sleep the team lined up in the morning to start the Vierdaagse at 06:00 marching through the well known boot gate - 2 huge boots with a helmet on top - and heading towards the city of Nijmegen. After leaving the forest the first of many spectators stood at the trackside to cheer the teams. In the city of Nijmegen the military groups joined the civilian marchers to walk side by side through the villages and cities around Nijmegen. After what felt like an almost never-ending 18 km march

the team made the first rest where the team supporter was already waiting. He had prepared a small area to sit down and was offering fresh water, soda and snacks – much needed! After the rest the team was relatively fresh for the next several kilometres walk and enjoying the unique atmosphere, of team competition, individual challenges and above all comradeship, which you can only experience at the Vierdaagse. At every city and small village, the spectators were standing at the trackside and applauding the marchers and offering vegetables, sweets and water and even musical entertainment. This support at the trackside was excellent motivation and support to the members of the marching team helping them to overcome the pain and make the time pass by quicker. Finally, after 9 hours of the marching team saw the “boots” again, knowing the first day was almost done. Traditionally the teams march all the way into the beer tent of the camp where they are welcomed by previous teams and are then free for the rest of the day. In the tent the supporter was already waiting with some cold drinks and beer and the team could play its part in welcoming other teams. After a short recovery in the tent and dinner the preparation for the next day's started. As in the previous day uniform, and backpacks were prepared and the by now the ubiquitous blisters on the feet had to be treated. After everybody was taken care of the team members reflected the first day, talked about the next day and went to bed very early.

The next two days the Marching team left the camp again just after sun rise. During these days the teams had to get used to the pain caused by to the backpack or blisters and most members of the AIMT were very glad to see the “boots” at

the end of each day and to be able to get rid of the backpack and boots.

After 3 days and 120 kilometers the AIMT members got up very early and were looking forward to the last day. Due to the heat forecast for the day the marchers were exempted from the 10 kg mandatory backpack weight and the AIMT left the camp very early. When the sun was rising the team had already accomplished one third of the distance. Over the next hours the team could continue to enjoy the great atmosphere and were looking forward to reach Charlemagne, the former military finish where BG Vermeij, ACOS J2, was waiting for the team. After a short rest BG Vermeij honoured the team members by presenting the medal to each of them and expressed his best wishes, encouraging all the members to successfully complete the march. He then released the team to finish the last kilometres to the centre of Nijmegen along the Via Gladiola, where every marcher proudly displayed his medal and were congratulated and encouraged by thousands of spectators along the road.

When arriving in camp Heumensoord, the team started to pack for the departure. Although the feet and legs were still hurting from the last days, some team members started to talk about the 99th edition; such is the draw of this magnificent team event.

Next year, the Vierdaagse will take place from 21-24 July. If you are interested to participate contact Lt Col Jan Schraudy, J4, 2073 or Ms. Jose Satory, J1, 2918

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NATO AWACS Aircraft are being Upgraded with Glass Cockpits

Story by NATO Airborne Early Warning & Control Force E-3A Component

To meet current and future Communication, Navigation, Surveillance / Air Traffic Management (CNS/ATM) airspace requirements, NATO's E-3A (NE-3A) aircraft are being upgraded with glass cockpits and other advanced avionics.



The NE-3A fleet is going to be modernized to ensure compliance with current and future air traffic control and navigation requirements. This will allow the aircraft broader access to airspace around the world. The upgrade reduces the cockpit crew to two pilots, and a flight engineer, and solves the challenge of finding out-of-production avionics for the fleet by utilizing available commercial-off-the-shelf digital avionics.

Flight testing begins end of 2014 with delivery of the first modernized aircraft scheduled for December 2015. The modification of a total of 14 aircraft will be completed by 2018.

To ensure concurrency with the upgrades being performed on NATO's E-3A fleet a major modernization effort to the NE-3A flight deck simulator and NE-3A flight training device located at NATO Airbase Geilenkirchen, in Germany, will also be conducted.

Since the mid 1980's NATO has operated a fleet of NE-3A 'Sentry' Airborne Warning & Control System (AWACS) aircraft, which provide the Alliance with an immediately available airborne command and control (C2), air and maritime surveillance and battle-space management capability.

The NE-3A is a modified Boeing 707 equipped with long-range radar and passive sensors capable of detecting air and surface contacts over large distances. During its life-time, the fleet has embraced major modernization programmes, mostly related to the mission system. This additional modernization programme, with main emphasis on digital flight deck and avionics, was recently initiated by the NATO Airborne Early Warning & Control Programme Management Organization (NAPMO).



Glass Cockpit



Legacy Cockpit

Final ISAF Rotation - Efficiently Projecting JFC Brunssum Effect

Story and photos by Warrant Officer Tony McCabe, Royal Air Force, Support Division JFC Brunssum

The last significant rotation of NATO staff in support of the ISAF mission was completed in July 2014, marking the start of the final chapter of the unprecedented multi-national ISAF mission.

Two liaison officers deployed from JFC Brunssum (JFCBS) Movements & Transportation (M&T) Operations Section, to ensure that tasks ran smoothly in both Romania and Poland and that all passengers (pax), bags and weapons were documented, prepared and presented in good order and in a safe and timely manner.

Challenges relating to Responding to late notice changes to times, fluctuating pax numbers and aircraft parking onto civilian rather than military parking stands emerged, but these are quite typical of such serials. The execution phases of these missions are always the culmination of several month's work with numerous stakeholders and HQs, to ensure the JFCBS's Reputation for excellence is maintained.

The professional Polish movers deployed with their specialist equipment transfer loading vehicle (K-Loader) to Szczecin, and presented comprehensive documentation to satisfy customs requirements. Both the Signals Squadron in Romania and the HQs Multinational Corps NorthEast, in Poland, were excellent hosts, and the epitome of 'can-do'.

Of Relevance, the C-17 completing the mission was from the Heavy Airlift Wing (HAW) in Papa, Hungary. Aircrew included members from the Netherlands, Norway, Romania, Sweden and the USA - perfectly typifying the high standards of multinational effect that can be successfully projected.

In sum, Reputation, Relevance and ability to Respond were once again at the core of this mission; a mission that was conducted in direct support of JFC Brunssum's main effort - ISAF.



C-17 from NATO's Heavy Airlift Wing based at Papa, Hungary, loaded and ready for dispatch.



Polish M&T staff deployed their specialist vehicle (K-Loader) to Szczecin.



Pictured at the crew door, outgoing Command Sergeant Major Guido Jansen (German Air Force) and incoming Warrant Officer Tony McCabe (Royal Air Force) after the last C-17 mission was safely 'locked & loaded' in Szczecin, Poland – handover complete.

In Flanders Field where poppies blow.....

Story by Major De Meyer, Belgian Delegation



West-Flanders is Belgium's most western province and borders both France and the Netherlands. Its capital Bruges, with its canals and medieval historic centre, is a major touristic attraction and fully deserves the name of "Venice of the North". The "Procession of the Holy Blood" is one of the main touristic events during the year. It dates back to 1304 and takes place in Bruges every year on Ascension Day. The procession is on the representative list of intangible cultural heritage of humanity. Nowadays this mediaeval town, with Bruges-Zeebrugge, is once again one of Europe's largest seaports.

The Flanders Fields Country also known locally as the "Westhoek" is another tourist attraction in this province. Nowadays it offers a pleasing landscape stretching from the flat polders of the coastal plain to the green hills along the French border. The Mount Kemmel with its height of 159 meter is the highest point of the province.

This region is a great place for visitors and holiday-makers of all kinds. It is an ideal place to walk or cycle. Signposted routes and networks make it easy to find your way around. Even a boating holiday along the River Yser, the Lo Canal and other canals is possible. Authentic villages (with strange

the tourist with tasty local specialities up till star quality cooking in several top restaurants.

For beer lovers Flanders Fields Country is a real paradise with its wide variety of different local ales brewed in a traditional manner. The brewery of the abbey of Westvleteren is the best known as its delicious "trappist" was chosen as the best beer in the world in 2014. But there are also other breweries to choose from and all of them produce good beer that is worth trying. Just to mention a couple of them the Van Eecke-Leroy brewery (the famous Poperinge hop beer) and the Sint Bernardus Brewery (the Sint-Bernardus Triple) in Watou, the "Dolle Brouwers" (Barmy



Another major city is Courtrai in southern West-Flanders, known as the City of the Golden Spurs (referring to the battle between the French Knights and the Army of Flemish country men on the 11th of July 1302). This city has most of its historical city centre converted to a pedestrian area with lot of shops and malls.

names for foreigners) and delightful towns will charm anyone with a sense of history or a love of peace and quiet. The coast itself with De Panne, Nieuwpoort and Oostende (Ostend) offers many possibilities for a great vacation. In Flanders the native tongue is Flemish but you would be surprised how many will speak English, French or German. Hundreds of cafés and restaurants welcome

Brewers) with the "Oerbier" near Diksmuide, the "Struise Brouwers" (Beefy Brewers) near the village of Vleteren, voted in 2008 by an American internet poll as "the best brewers in the world". Their most well-known beer is the legendary Black Albert (a dark stout).

Most of these breweries can be visited and offer guided tours and beer tastings. Every

café in the “Westhoek” serves a good range of Belgian, traditional and local beers. But you are warned: they are probably stronger than what you are used to!

The Great War of course left an indelible imprint on the “Westhoek” and changed the region into one of the most thought provoking and inspirational war landscapes. Local inhabitants still live and work in the shadow of the Great War. This region contains literally hundreds of cemeteries, monuments and war-related sites.

Even today in 2014 people still die due to this war because ammunition related to this war is still found and accidents happen. That is one of the reasons that the Bomb Disposal Unit of the Belgian Army is based at Poelkapelle (near Houthulst). This unit collects more than 200 tons of old munitions each year, 10% of which contain chemical weapons. Before the Great War there was a large forest of more than 4.000 hectares in this area. It was transformed by the Germans into an impregnable fortress. When the region was liberated by the Belgian Army there were only a few shattered tree trunks left of the once-proud forest.

The impending 100 year commemoration period of the Great War has led to a wave of activity in the “Westhoek”. Several museums and First World Wars sites have been renovated. Every town, village in the region is working very hard to make this anniversary an unforgettable event.

Diksmuide, known for its delicious butter, was the scene of the famous battle of the Ijzer in 1914 where the German advance and

locks. It was from here that the Ijzer plain and front region was flooded in October 1914. It remained in Belgian hands till the end of the war. The platform on top of the King Albert I monument next to it offers a superb view on the Ijzer plain and the port of Nieuwpoort. At Ramskapelle, Frontzate, Our Lady's Corner you will find the remains of some of the Belgian strongholds from the battle of the Ijzer.

Ieper (Ypres) is a city well known in the English speaking world and needs no introduction. This mediaeval town was famous during the Middle-Ages for its cloth trade. Ieper was reduced to rubble by constant bombardment during WWI. Now it is restored to its former grandeur and it contains numerous poignant sites and monuments linked to the war. There is the Flanders Field museum, the Menin Gate, St. George's Memorial Church and Essex Farm Cemetery where John McCrae wrote his famous poem. Every evening at 08:00 pm the last post is played by the buglers from the local fire brigade. This deeply moving ceremony takes place under the arch of the Menin gate.

It is near Ieper between Steenstraete and Langemark that during the spring of 1915 chlorine gas was used for the first time in modern warfare. It made it possible for the German troops to occupy hill 60 and 62. At the hamlet Sint-Juliaan nearby the Canadian Forces Memorial “the Brooding Soldier” was erected as a remembrance to the 2.000 dead of the 1st Canadian Division who were killed in the fighting which followed the German gas attack. At the village of Zonnebeke, near Tyne Cot Cemetery, you will find the

Passchendaele (now Passendaele). Not far away is the Crest Farm Canadian Memorial.

In Poperinge, the main centre of hop cultivation in Belgium, you can visit the famous “Talbot House” an alternative place of rest and relaxation for the troops when they were out of the line during WWI. It was known and loved throughout the British Army. There is also the execution site and death cells on the courtyard of the town hall. This is a place of huge symbolic significance. It is the place where the stories of the soldiers shot at dawn can be so vividly be experienced.

At Veurne (Furnes), with its unique market square, the Belgian headquarters was situated in the town hall during the Great War. This building, together with the two ancient churches with massive brick towers, overshadows the narrow old houses. The town was little damaged during the war and was able to keep its magnificent architectural heritage. The town is also known for its Penitents' Procession, which takes place on the last Sunday in July.

The lively port of Ostend remained in German hands throughout the Great War. Here you'll find the Atlantic Wall museum at Raversijde which contains an impressive collection of German bunkers and coastal defences from the 1st and 2nd World War.

As a result of all of this the “Westhoek” each year welcomes thousands of visitors from around the world who want to experience the way it was during this devastating conflict. This overview gives only a very limited shortlist of worthwhile sites related to this war.



dream of a quick victory was stopped by the Belgian and French troops. Here you can find the famous Ijzer Tower with its renovated museum and also the equally well known Trench of Death.

At Nieuwpoort on the coast you have from the Langebrug (Long bridge) an excellent view on the famous Goose's foot, a complex of

Memorial Museum Passchendaele 1917 which is now renewed and enlarged. There is a reconstruction of a 6-meter deep British dug-out complete with communications and first-aid posts, headquarters and sleeping facilities. This museum commemorates the 400.000 soldier killed, wounded or missing during this 100-days battle which had as its final objective the small village of

For those who want to know more about it they can always have a look at the following site where there is more information on events linked to the 100 year commemoration of the Great War.

www.greatwarcentenary.be

Human Aspects of the Operational Environment

Story by Juan Carlos Antunez, Socio-Cultural Analyst JFCBS OPS J2 IKAP Analysis Section

From September 2011 to October 2013 the NATO HUMINT Centre of Excellence conducted the project 'Human Aspects of the Operational Environment' (HAOE). This project was developed under the framework of NATO's Defence against Terrorism Programme of Work with support of the Emerging Security Challenges Division at NATO HQs. Juan Carlos Antunez Moreno, Socio-Cultural Analyst in JFC OPS J2 IKAP Analysis Section, was among HAOE Project contributors.



The Human Aspects of the Operational Environment (HAOE) study explores those dimensions of human beings which would likely impact future NATO operations. It is designed to serve as the foundation for a follow-on Bi-Strategic Command (Bi-SC) capstone concept, which would inform the NATO Defence Planning Process (NDPP) and transform existing capabilities to better adapt to human requirements in operations. The HAOE study is based on shortfalls and gaps identified in recent operations as well as the work of seven distinct research panels.

The HAOE study proposes capability transformations that can mitigate the challenges NATO might face in future operational environments as the human dimension becomes increasingly more important. The report concludes that increased cooperation and coordination with international organizations (IOs), governmental bodies, academia, think-tanks, and non-governmental organizations (NGOs)

using a Comprehensive Approach strategy would improve the Alliance's effectiveness in conducting Non-Article 5 Crises Response Operations (NA5CRO). However, the evolving characteristics of the security environment require NATO to build a common understanding of trends and inform its continuing transformation efforts. The HAOE research focuses on seven broad areas: main drivers of human action; understanding the human environment; complexity of cross-cultural communication; dynamics of the local situation; perception and acceptance of NATO operations; measurable indicators of a population's attitude toward NATO operations; and transforming NATO capabilities to better adapt to the human environment. A summary of key findings from each research area is provided in the following paragraphs. Understanding the main drivers of human action enhances rapport building with local populations.

Knowing that the most common and fundamental needs tend to be a higher priority for humans and less cross-culturally

variable supports 'cultural-bridging'.

- Observing behavioral and emotional responses to situations leads to identification of the root drivers of human action.
- Raising and subsequently frustrating expectations will create conflict particularly in circumstances where lower expectations would otherwise have been met.
- Moral norms are important in regard to shaping how people seek to satisfy their basic needs and their other behavioral choices.
- Observing how different individuals' networks overlap could likewise reveal the potential for cooperation or conflict.
- On a group/community level, humans will tend toward decisions that minimize personal costs and maximize material gains.

Understanding the human environment supports both the management of first contact with a foreign culture and the process

of adaptation to that culture for NATO forces.

- Local communities represent a sum of human groups with different levels of influence, motivated by natural and contextual drivers.
- Communities should be analyzed over time, from the dynamic of change perspective, not in 'snapshots' taken without a baseline.
- Once deployed, a NATO Force becomes a key actor within a community. The success of the NATO force may hinge on its ability to demonstrate its respect for the opinions of local community members and provide improvements as defined by the local community.
- Understanding a population's previous responses to conflict may aid in anticipating reactions to a new conflict or a NATO intervention.
- A "human aspects analysis unit" could analyze the human dimension in countries or regions to which NATO forces may deploy in the future.
- Integrating social science/humanist methods into the intelligence analysis process provides the necessary tools to effectively study the processes that shape the attitudes, beliefs and opinions of different cultures.

Cross-cultural communication is a key element in building rapport with other cultures.

- NATO's inherent multiculturalism represents an important advantage in positively portraying the Alliance to others.
- Understanding how people get information and adapting the message to the level of the target audience are the fundamentals of efficient communication.
- 'Cross-cultural competence' is a fundamental skill for NATO military and civilian personnel who must interact with people from other cultures.
- Understanding the cultural and social environment, in particular the social system, its sub-systems and dynamics, is fundamental to constructive cross-cultural communication.

Understanding the dynamics of the local situation is critical to achieving the mission's strategic objectives.

- Understanding the dynamics of the local situation is a challenge for both NATO and local populations.
- A key point in understanding the local situation is to understand the mechanisms and the balance of power in the area.
- Establishing operational goals tailored to

the local situation and finding a proper balance between what is wanted at strategic level, what can be accepted at local level, and what is possible to be implemented represents a prerequisite for a successful NATO operation.

- Change must be managed considering that even positive change is a source of insecurity, resistance, fear, and identity-seeking.

The foundation for perception and acceptance of a NATO Operation is its legitimacy.

- NATO can achieve strategic objectives without engaging in combat actions by effectively and positively influencing perceptions.
- NATO can improve its overall performance in stability and reconstruction operations by applying lessons learned through United Nations peace-keeping operations.
- Key leader engagement and operational



mentoring and liaison present new human-centric focus areas to support operational objectives.

- Information strategy and the battle of narrative are critical in achieving objectives at all levels.

Effective understanding of attitudes concerning NATO operations in a timely manner can enhance or contrarily diminish the operational success.

- Attitudes serve as deliberative input into intentions and behavior.
- To promote behavioral change it is necessary to understand and influence individuals' beliefs/attitudes toward the targeted behavior.
- Routine assessment of a population's attitudes can support both short- and long-term operational planning.
- Technology can be used to improve the quality of both data collection and analysis with respect to attitudes.

Evolving characteristics of future operations necessitate the transformation of NATO

capabilities to better adapt to the human environment.

- Recent NATO operations have proved that the human environment in a conflict area is a key element whose understanding implies different NATO capabilities.
- Understanding the human aspects of the operational environment is essential to successful planning across the full spectrum of military operations.
- Challenges posed by the complexity of future operational environments require the development of a Human Aspects overarching concept and implementation of Human Aspects as an integrated force capability, by adapting mindset; organization; decision-making processes; tactics, techniques and procedures (TTPs); and education and training (E&T) programmes.
- The transformation of NATO capabilities to better adapt to the Human Environment must be built upon the implementation of Comprehensive Approach principles.

The HAOE study also proposes possible solutions for improving NATO capabilities in accordance with the Joint Capabilities Integration Development System - DOTMLPFI.

- Engaging in a coherent effort to enhance the human aspects awareness has significant potential to increase NATO's long-term effectiveness.
- A comprehensive operational planning framework would allow NATO to work side-by-side with IOs, NGOs, and other governmental bodies and would fully leverage national and international capabilities and prevent civilian-military disconnects.
- Socio-human science can augment a more traditional military understanding of the human dimension of an operational environment.
- To ensure unity of effort and increased efficiency, a single NATO body/structure should be appointed to coordinate all existing human aspects-type efforts in this field within the Alliance.

The HAOE study seeks to not only provide a starting point for discussion, but also to generate a continuous, collaborative, and transparent effort which encourages meaningful initiatives and an open exchange of ideas among the Nations and results in a better understanding of the human dimension of the operational environment.

NATO fighters over Bulgaria latest example of Alliance Resolve in Eastern Europe

Story by HQ AIRCOM Public Affairs

Twelve United States Air Force F-15C fighter aircraft deployed to Graf Ignatievo Air Base, Bulgaria, on 18 August, and will conduct flying operations and training with MiG-29 fighters from the Bulgarian Air Force until the end of the month. The deployment is part of NATO's ongoing efforts to ensure its collective defence and demonstrate Allied solidarity and readiness.



Airmen from U.S. Air Forces Europe and Air Forces Africa pose alongside members of the Bulgarian Air Force after an opening ceremony at Graf Ignatievo Air Base, Bulgaria, August 15, 2014. Pilots, maintainers and a mixture of other professions from RAF Lakenheath, including Airmen from Ramstein Air Base, Germany will enhance interoperability with Bulgaria and maintain joint readiness. (U.S. Air Force photo/Senior Airman Hailey Haux)

The twelve U.S. aircraft deployed from Royal Air Force Base Lakenheath, United Kingdom, together with more than 180 airmen and will remain in Bulgaria until 1 September. During this period the F-15Cs will operate under NATO authority and their activities will be controlled by NATO's southern Combined Air Operations Centre in Torrejon, Spain.

According to General Frank Gorenc, Commander of NATO's Allied Air Command at Ramstein Air Base, the deployment highlights the essence of NATO collective defence. "This is what NATO and our Alliance is all about," he said. "It is pretty simple – we connect our NATO forces by training together. Over the next two weeks we are connecting 12

deployed F15Cs, Bulgarian Forces, and Allied command and control assets."

"It took NATO only three weeks from idea to action," General Gorenc added. "These deployments are important to further develop Allied interoperability and responsiveness. And last but not least, they provide huge training benefits for both our aircrew and command and control team."

This isn't the first time this U.S. unit has deployed in support of NATO's assurance measures. From January to April this year, a total of ten F-15Cs from Lakenheath, United Kingdom, were deployed to Siauliai, Lithuania, under the control of NATO's northern CAOC at Uedem, Germany, to execute NATO's Baltic Air Policing mission.

NATO has implemented a range of military measures including air, land, and maritime activity that reinforces collective defence and demonstrates the strength of Allied solidarity. A Readiness Action Plan is currently being developed which will consist of a range of measures to respond to the changed security environment. These measures will include increasing the readiness of the NATO Response Force, pre-positioning equipment and supplies, enhancing NATO's intelligence and awareness, and focusing our exercises on specific defence challenges. These measures will be a main point of discussion at the NATO Summit in Cardiff, Wales, in early September.



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www.limburgseveteranendag.nl
2. Ontmoetingscentrum Limburgse Veteranen "Het Eldershoes" in Heerlen
www.heteldershoes.nl

www.bigband-bw.de

A NATO for a Dangerous World

Article as published in the Wall Street Journal

We both grew up in the shadow of the Cold War, on opposite sides of the Atlantic, and we both remember the extraordinary day when the Berlin Wall came down. Until that day, NATO had kept the Cold War from getting hot. After that day, war in Europe seemed hard to imagine, as former adversaries became NATO allies and we worked to establish a new partnership with Russia.

Now, an unprecedented period of peace has been challenged by Russia's aggression against Ukraine. For the first time since the end of World War II, a European country has grabbed part of another's land by force. Day after day, we see evidence of a disruptive Russian presence inside Ukraine, the massing of combat-ready troops around its borders and a cynical attempt to rebrand Russia as the provider of humanitarian aid. The tragic downing of Malaysia Airlines Flight 17 showed only too clearly the global consequences of Russia's reckless actions.

But the dangers of 2014 differ from the threats of the Cold War. They are multiple and more insidious. Instability rages to the south, with an arc of crises spreading from North Africa to the Middle East. And Russia is resorting to a hybrid war, with snap exercises, secret commandos and smuggled missiles.

In this changed world, NATO's fundamental mission remains the same: to defend the territory, populations and shared values of all its members. Our commitment to collective defense remains rock-solid. And our job, as the top civilian and military representatives of NATO, is to make sure that NATO can defend all allies against any threat.

We have already doubled our air-policing missions, deployed more ships to the Black Sea and the Baltic, and conducted more exercises in Eastern Europe. All 28 allies are contributing to this defensive effort.

In a few weeks, at the NATO summit in Wales, we will take the steps needed to make NATO fitter, faster and more



General Philip Breedlove and NATO Secretary General Anders Fogh Rasmussen - Photo courtesy of NATO HQ

flexible to address future challenges, from wherever they come. This Readiness Action Plan should have three key components.

First, we need to build on the steps we have already taken to assure NATO allies' security, to make them sustainable for the longer term.

Second, we need the presence of NATO forces in Eastern Europe for as long as necessary; upgraded intelligence gathering and sharing; updated defense plans; and an expanded training schedule with more exercises, of more types, in more places, more often.

Third, we need to upgrade elements of our rapid-reaction capability, the NATO Response Force, to make them able to deploy even more quickly and deploy at the first sign of trouble, before a conflict erupts. Speed is of the essence to deter sudden threats along NATO's borders. We also need to pre-position equipment and supplies, so that they can travel light but strike hard if needed. Having the right capabilities, in the right place, at the right time can make the difference between threat and reassurance, between war and peace.

NATO already has the equipment, capabilities and expertise it needs

to make these adjustments, but some changes to our force posture, positioning and infrastructure will be needed. These changes will also require continued investment in modern, deployable forces. The Wales summit is a key opportunity to reverse the trend of declining defense budgets and to share the responsibilities for security more fairly.

We are convinced that these measures are necessary to adapt to a dangerous world and to respond to Russia's double-game.

We continue to urge Russia to make the responsible choice: to pull back its troops, stop using hybrid-warfare tactics, and engage with the international community and the Ukrainian government to find a political solution to the crisis.

But meanwhile we must make the right choices for NATO: to ensure that the alliance remains ready, willing and able to defend our almost one billion citizens. That is our No.1 job at the Wales summit, and we stand united in our resolve.

We will send an unmistakable message: Today and in the future, NATO means one for all, all for one.

Country : France
Capital : Paris
Location : Western Europe
Land Boundaries : 2,899 km
Coastline : 3,427 km
Population France : 5,136,700
Area : Total 640,679 km²
Location: France is a country in Western Europe. France borders the Atlantic Ocean and the Mediterranean. To the west is the Bay of Biscay, to the north is the English Channel and the North Sea. France also has territory in South America, the Caribbean, and the Indian Ocean, as well as numerous territories of various status.

Climate:

The north and northwest have a temperate climate, while a combination of maritime influences, latitude and altitude produce a varied climate in the rest of Metropolitan France.[63] Most of France in the south has a Mediterranean climate that prevails. In the west, the climate is predominantly oceanic with a high level of rainfall, mild winters and warm summers. Inland the climate becomes more continental with hot, stormy summers, colder winters and less rain. The climate of the Alps and other mountainous regions is mainly alpine, with the number of days with temperatures below freezing over 150 per year and snow cover lasting for up to six months.

Economy:

GDP : \$2.886 trillion (2014 estimate)
GDP per Capita : \$45,123
GDP per sector : agriculture (1.9%), industry (18.3%), services (79.8%) (2012 est)

Budget:

Revenues : \$1.341 trillion (2012 est.)
Expenses : \$1.458 trillion (2012 est.)
Currency : Euro (€)

Main Industries : machinery, chemicals, automobiles, metallurgy, aircraft, electronics; textiles, food processing; tourism

Exports : \$567.5 billion (2012 est.)
Export goods : machinery and equipment, aircraft, plastics, chemicals, pharmaceutical products, iron and steel, beverages
Main Export partners: Germany 16.7%
 Belgium 7.5%
 Italy 7.5%
 Spain 6.9%
 United Kingdom 6.9%
 United States 5.6%
 Netherlands 4.3% (2012 est.)
Imports : \$658.9 billion (2012 est.)
Import goods : machinery and equipment, vehicles, crude oil, aircraft, plastics, chemicals

Main Import partners: Germany 19.5%
 Belgium 11.3%
 Italy 7.6%
 Netherlands 7.4%
 Spain 6.6%
 United Kingdom 5.1%
 China 4.9% (2012 est.)



Who are you?

My name is Jeremy Zwiers and I was born in Amsterdam in June 1983. I grew up in the Netherlands and graduated from high school in Apeldoorn. Since I have both French and Dutch nationality I could choose both military forces. My choice was the French Navy, which I joined December 2002. I started my career as a Fusilier Marin. I did 2 missions at Île De La Réunion. I was stationed in the major submarine base "Île Longue" for 3 years. My second assignment was Brest. After 6 years I went back to school to change my speciality to become a Signalman. My first and only assignment was "Le Roc" located in Granville.

When did you arrive in Brunssum?

My NATO assignment started in August of 2010. My wife Marie and my son Arthur (4) moved with me to live here in Brunssum. In 2012 we had our second son, Marin, in the Netherlands. Our children attend the local Dutch education system. I was assigned in BSG, Pass & Permits and vehicle registration. When I first came here everything was new for me because the job had nothing to do with my French Navy speciality. I had great colleagues from Slovakia, the US, the Netherlands (koninklijke marechaussee and Customs), Belgium and Germany. They taught me the job and I fit in their team.

What are your hobbies?

I like to run, go to the gym, play team sports. Back home in Bretagne I love everything related to the ocean, like spear fishing. With my family we love going for long walks in the forest and to look for mushrooms.

On the 10th of July you received an award, can you tell us something about it?

I received the NCO soldier of the year award from the SACEUR General Breedlove on the 8th of July. Like we used to in our office, I always wanted to give the best service to my customers and if they needed help or advice I did my best to help. My multi lingual skills helped me to communicate with a lot of people. My challenge was to help the most customers possible in their native language. I always tried to put in some humour, sometimes I was the only one having fun from my jokes, but that's the risk. For my family and me, JFC Brunssum was a great cultural and work experience. We were here like "fish in the water", and made many friends and would love to come back in a few years (while you are reading this I'm already back in France, Bretagne, Crozon a total different place then here). My next assignment is the senior NCO school in Lanvéoc-Poulmic.
bon vent et bonne mer Jeremy

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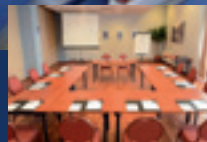
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Did you know? Brunssum Celebrates 70th Liberation Anniversary

Composed by Ed Frieser



It was 19 September 1944 when the first tanks of the Combat Command A", 2nd Armoured Division (Hell on Wheels) rolled into Brunssum. The liberation of Brunssum had started. A historic moment that we should not forget and commemorate; this year exactly 70 years ago. The town of Brunssum decided to celebrate and commemorate this significant moment in the aftermath of WWII. A dedicated committee composed of representatives of the Brunssum town and community in close cooperation with Headquarters JFC Brunssum worked relentlessly to organize an extensive public event. The week of 13 - 21 September Brunssum will be marked as Liberation Week. Movies, concerts, re-enactments, demonstrations, a tickertape parade and fireworks will entertain young and old. "With these celebrations Brunssum wishes to express its deep appreciation and gratitude for the sacrifices that our Liberators had to suffer 70 years ago. Many can and will be able to attend one more time in September 2014. Certainly at the conclusion of this weekend when the traditional Ticker Tape Parade takes place." says Alderman Hugo Janssen.

Programme

Saturday 13 September – Sunday 21 September a permanent exhibition with pictures, historic items, models, uniforms etc. covering the period of 1940-1945 is set up in the Community Centre the "Brikke Oave", just opposite the Brunssum town hall. There will be no admission fee!

Friday 19 September

From 19.00 – 22.30 hrs. During the day beer and food stands are set up at the Lindeplein. A Remembrance Church Service at the Gregorius Church in the Dorpstraat, will take place in the evening starting at **19.00 hrs.** The musical choir Solo Voci, will accompany the church service. A Remembrance Service at the Public Cemetery and the UK War Cemetery will follow the church service; the brass wind section of Harmony Orchestra Concordia will support the ceremony. After this, a special monument will be revealed in the Dorpstraat. During an official reception at the 'Brikke Oave' community centre Mylou Mazali, mezzo-soprano, will perform and continues singing outdoor at the main bandstand where the Brunssum Big Band will

accompany her. In conclusion a large fire works display will start at **22.00 hrs.**

Saturday 20 September

From 09.30 - 21.30 hrs. Ancient and modern military vehicles are on display at the Lindeplein and Kerkstraat. Children will be allowed to take part in special rides with these vehicles. At the Vijverpark behind the Town Hall a fest ground will be set up with DJ's playing oldies music from this era and in the evening a modern music band will perform for the youths. A unique photo-shoot is scheduled at the historic 'Waltmans' stairs at the Lindeplein.

From 14.00 - 16.00 hrs. the United States Air Force Europe Band will give a free concert at the Vijverpark Open Air Theatre. In case of bad weather the programme will take place in the 'Brikke Oave' Community Centre. The USAFE band is one of the oldest musical units in the US Air Force today, it was established by Maj. Glenn Miller. Major Miller had already reached fame writing music such as the "Chattanooga Choo-Choo" before joining the Army Air Forces in 1942. Unfortunately Glenn Miller disappeared while his plane crossed the English Channel on his way to Paris on



15 December 1944, also nearly 70 years ago.

From 12.00 – 17.00 The Army sisters will be performing throughout Brunssum city center.

From 20.00 – 21.30 A Band of Liberation from Leiden will give a free concert with soloist singer Mylou Mazali.

Sunday 21 September

At the Lindeplein Square again ancient and modern military vehicles will be on display. At the pond several military demonstrations will take place. Re-enactments will depict the life of soldiers and civilians during the war. Children may join free rides in antique (military) vehicles. Youths are offered the opportunity to participate in several games and sports. Special children plays will take place in the open-air theatre in the afternoon. At the special bandstand at the Lindeplein you can enjoy big band music from the forties, and later a modern band will play until 20.00 hrs. at the Vijverpark. There will be DJ's entertainment and lots of food and drink.

Finally a Ticker Tape Parade will start at 14.00 hrs. Ancient and modern military vehicles and veterans will participate in a spectacular parade through the town

centre. This all will mark a week full of activities to celebrate and commemorate the 70th Anniversary of the Brunssum liberation.

U.S. ARMY 2nd ARMORED DIVISION



DURING The breakthrough operation from 26 - 31 July 1944, the Division was constituted as follows:

MAJOR GENERAL EDWARD H. BROOKS COMMANDED the 2nd ARMORED DIVISION

Combat Command "A": Commanded by Brigadier General Maurice Rose: Headquarters Combat Command "A", 66th Armored Regiment, 22nd Regimental Combat Team w/normal attachments. 14th Armored Field Artillery Battalion, Companies A, C, Detachment Company E, 17th Armored Engineer Battalion, 702 Tank Destroyer Battalion (SP) (less Company "B"), Company "A", 48th Armored Medical Battalion, Detachment

Maintenance Battalion, Battery "D", 195th AAA (AW) Battalion (SP).

Combat Command "B": Commanded by Brigadier General I.D. White, Headquarters Combat Command "B", 67th Armored Regiment (less 3rd Battalion), 1st and 3rd Battalions, 41st Armored Infantry Regiment, 78th Armored Field Artillery Battalion, Company "B", Detachment Company "E", 17th Armored Engineer Battalion, Company "B", 702 Tank Destroyer Battalion, Company "B", 48th Armored Medical Battalion, Battery "A", 195th AAA (AW) Battalion (SP), 502nd CIC Det. (2 Officers, 14 enlisted Men)

Division Reserve: 41st Armored Infantry Regiment (-1st and 3rd Bns.) (-1 Company), 3rd Battalion, 67th Armored Regiment.

Division Control: Headquarters and Headquarters Company: 2nd Armored Division (with 1 Company, 41st Armored Infantry Division attached plus 3 sections, Battery "C", 195th AAA (AW) Battalion (SP), 142nd Armored Signal Company, 82nd Armored Reconnaissance Battalion (Plus Company "D", 17th Armored Engineer Battalion), 24th Reconnaissance Squadron, Mechanized (-1 Troop), Division Trains (plus Battery "B", 195th AAA (AW) Bn. (SP), Headquarters 195th AAA (AW) Battalion (SP), 17th Armored Engineer Battalion (less 5 companies).

Division Artillery: Headquarters 2nd Armored Division, Division Artillery, 62nd, 65th, 92nd, Field Artillery Battalions, Battery "C", 195th AAA (AW) Bn. (SP) (less 3 sections), Batteries "C" and "D". 129th AAA G. Battalion (90 mm).





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05 SEP 2014 FRI

LUCY

Scarlett Johansson
Morgan Freeman

89 min

1900 hrs



19 SEP 2014 FRI

NO GOOD DEED

Idris Elba
Taraji P. Henson

1900 hrs



06 SEP 2014 SAT

GARDIANS OF THE GALAXY

Zoe Saldana
Chris Pratt

121 min

1600 hrs



20 SEP 2014 SAT

HERCULES

Dwayne Johnson
Ian Macshane

98 min

1600 hrs



06 SEP 2014 SAT

THE GREEN INFERNO

Lorenza Izzo
Ariel Levy

100 min

1900 hrs



20 SEP 2014 SAT

A WALK AMONG THE TOMBSTONES

Liam Neeson - Boyd Holbrook

114min

1900 hrs



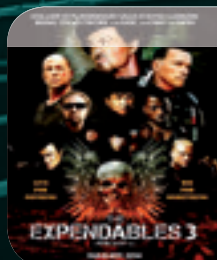
12 SEP 2014 FRI

INTO THE STORM

Sarah Wayne Callies
Richard Armitage

89 min

1900 hrs



26 SEP 2014 FRI

THE EXPENDABLES 3

Sylvester Stallone
Jason Statham

103 min

1900 hrs



13 SEP 2014 SAT

DOLPHIN TALE 2

Morgan Freeman
Ashley Judd

1600 hrs

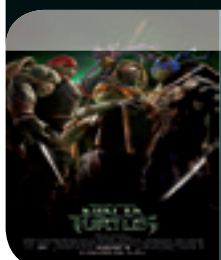


27 SEP 2014 SAT

MAZE RUNNER

Dylan O'Brien
Kaya Scodelario

1600 hrs



13 SEP 2014 SAT

TEENAGE MUTANT NINJA TURTLES

Megan Fox - Will Arnett

101min

1900 hrs



27 SEP 2014 SAT

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Jason Bateman
Tina Fey

103 min

1900 hrs



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Refurbished Piraña

The popular Piraña white water ride underwent a thorough refurbishment earlier this year with renewed focus on its theme of the Inca culture. Various impressive additions have been made, such as the large Inca gate at the entrance with two water-spurting 'idols' for spectators to spray people riding on the Piraña. But every now and then it backfires on them!

Aquanura, The Second Efteling Symphony

A wonderful day out is rounded off with a visit to the new Aquanura water show: The Second Efteling Symphony. This 12-minute long musical spectacle on the Vonderplas Lake with music, special effects, fire, lights and more than 200 fountains bring to life the 1,001 nights of Fata Morgana, Monsieur Cannibale's spinning cauldrons and the thrilling battle between George and the Dragon..

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Answer:

Division:

Full name:

Extension:



Winners

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Roger Hamant	NCIA CSSC
Sylvia Neefs	DIO/EJSU
Marleen Stevens	French NSU
Janice Williams	DCOS OPS

Book Review



The Right of the Subjects

by Jude Starling

Publishers: love 'em or hate 'em, we all get alarmed at the notion of their imminent passing – and with reason. Here is the reason. Publishers make our books better. They edit, and they give us good advice.

The Right of the Subjects is not a bad novel and could yet be a good one. The subject matter is interesting: the complexities of the lives of the suffragettes, in particular a feisty article named Evana Bailie, who initially gets into women's rights in order to annoy her sister and escape a milltown life of northern drudgery. She heads off to London, where lie glamour, artists, lesbianism, political defiance, prison and poncy southern ladies with money, clean petticoats and different motivations.

A tendency to rather conventional storytelling is relieved by the occasional spark of magic detail among the historical minutiae – as, for example, when Evana sees electric light for the first time in her life on entering HMP Holloway. Historical characters are woven into the fiction, and this is no more forced than usual, though it does lead to a slightly footnotey level of explication. The plot itself verges on the gothic – deathbed revelations, club feet, class warfare, uncertain parenthood – and the ghost of the baggy, discursive and moral-minded Victorian novel (Disraeli? Mrs Gaskell?) is never far away. This is not necessarily a bad thing – but the evenings are not as long as they were in the old days, now we have telly and the internet,

and nor can books afford to be, if they want readers.

This is a vivid, phenomenally researched novel by an intelligent and passionate writer with the kind of immersive love of her subject that can either illuminate a story for the reader or, uncontrolled, drown it. A good editor will tell you which you're doing. They'll observe too that while it's good to see a book so magnificently sailing through the Bechdel Test (a scene of two women speaking to each other about something other than a man? Yes, on every page) it doesn't do to overload political theory onto the delicate fabric that is dialogue.

They may remind you that people don't describe themselves as going somewhere with "our eyes shining". They'll mention that The Right of the Subjects might not be the most alluring title. They won't let you use the word "tut" three times on one page, or the same formula each time you describe someone's physical appearance, or have a character called Annie appearing alongside a character called Amie. They'll tell you when your book is, say, 25% (30,000 words or so, in this case) too long.

The secret wisdoms of editors are many; their arcana are powerful. I wish – and I say this frankly and respectfully, because many a good book by many a well-known author looked not-so-great unedited – that this full and enthusiastic novel had been published by a publisher, instead of by its author.

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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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