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Magazine for JFC HQ Brunssum - February 2011

NORTHERN STAR

## ANP Development Symposium



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24.-27. January 2011

Brunssum, The Netherlands

- ANP Increases Capacity with New Headquarters
- Commanders' Staff Address
- Key Challenges and Responses in Post-Conflict Reconstruction and Stabilisation – a Romanian approach
- Harlem Globetrotters Shows Magical Basketball

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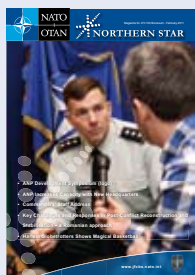
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*Commander of NATO Training Mission in Afghanistan (NTM-A), Lieutenant General William B. Caldwell interviewed by a journalist during the ANP Development Symposium at JFC HQ Brunssum.*

*Photo by Sgt Sebastian Peschke*

## Command Group Corner

It seems more like two weeks than two years since I took over as Deputy Commander, but this edition of the Northern Star provides me an excellent opportunity to pass on my thanks to all members of the JFCB team before I depart the Headquarters on the 3rd of March. My wife Jan and I have really enjoyed and appreciated the support that we have received from everyone; we will genuinely miss being a part of such a close-knit international group.

Operations remain very much at the heart of JFC Brunssum's business and I have been impressed by the high professional standards of those in the Headquarters with whom I have worked over the last 2 years. You have all made a difference, but no more so than on the streets of Afghanistan. I was particularly struck by this on an early morning drive through Kabul only 3 months ago. What I saw was unrecognisable to the war-torn chaos and disorder that I witnessed during a previous visit only 3 years before. You should all take pride in knowing that you have made a contribution, no matter how small, to what we hope is now showing signs of a burgeoning success story. But I have also become increasingly convinced that Brunssum should be more visible and active across the full spectrum of Alliance activities - not just through our part in Afghanistan. Our new Commander made this crystal clear in his recent address and it is for you, the Brunssum team, to take this forward. And although formal guidance will be issued shortly in the form of a written plan, you do not need to wait for further direction to be empowered in your own area of responsibility; adopt the Nike mantra, "Just do it!"

If I were to offer some pointers before departing it would be these. First, grasp the opportunities offered by our Commander. There is a fleeting opportunity for you to assist in changing a number of things for the better. Consider the Commander's guidance on Personal and Professional Development for example. Someone asked me recently whether we could justify allocating so much time to Development given that we are so involved with current operations. Well, my reply is that we simply cannot afford not to carry out such activities. My interest is not just seeing an effective headquarters for the next 6 months, but for the next 6 years and beyond. Getting the balance right between today's and tomorrow's needs is absolutely critical, just as is getting the balance right between the demands of the organisation and the needs of the individual. There is a danger that we may have got somewhat out of balance on this issue, but I know that we can create the head-room for this and I am confident that our Commander is on the case. Support him well.

Second, add value by analysing what must be done to make a difference. This is not the same as the view that I have heard from some that we should only stop doing things that are not adding value - ie do less. Properly identifying where and how this Headquarters adds value will take careful thought and in-depth analysis of all parts of our mission; it is not something that can be done by intuition alone. I recall the opening words from an address given by COM CENTCOM, General Mattis, when I visited Washington DC last September. He said, "If you give me a problem, I will spend 90% of my allocated time understanding the problem - the answer will then be

clear and will be refined in the remaining 10%." Finally, let me say just a few words on the NATO Command Structure Review and how this may affect Brunssum. The Review clearly has aspects that are resource-driven. Despite this, it remains vitally important that we should continue with our in-depth analysis, untainted by politics, to offer unfettered military advice as to how the new Joint Force Headquarters should be configured and structured to operate in line with NATO's New Strategic Concept. I am completely convinced by the value of Brunssum as a JFC HQ, but if we only use instinct and past record to state the case for the future we are likely not to achieve the optimal solution. Drawing up our Brunssum Plan is helping us to analyse carefully and better understand every aspect of our mission. If we stick to this deliberate approach we should also be able to design and articulate clearly the appropriate command structure to deliver a JFHQ's responsibilities. This will be important. It will not only offer an appropriate backdrop for the excellent quality of our officers and soldiers to make a full contribution to our Alliance, but also facilitate a better and more widespread appreciation of our roles and responsibilities.

So, in conclusion, the quality of you, our people, remains JFC Brunssum's critical enabler and its principal strength. You all have an important role to play as NATO restructures and defines its path for the coming years. Be confident in your personal contribution and do not be afraid to 'Think Different' as Steve Jobs from Apple Computers puts it. Thank you once again for your outstanding support. From my new appointment as the UK Military Representative at NATO HQ in Brussels I shall watch closely and look forward to hearing of your continued and widespread successes.



*Air Marshal Christopher N Harper  
CBE MA FCMI RAF*

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# Tribute to Lieutenant General rtd Jean-Pierre Bovy Former Chief of Staff of JFC HQ Brunssum

By Ed Frieser – PAO

We were deeply saddened and shocked to learn of the sudden death of former Chief of Staff JFC HQ Brunssum, Lieutenant General rtd Jean-Pierre Bovy who died at the age of 61, on Sunday 9 January in Jette, Belgium. Lieutenant General Bovy served as Chief of Staff in this headquarters from 3 October 2005 until 1 November 2009. He was decorated as Ere-Vleugeladjudant of the Belgian King, Grootofficier in de Kroonorde, Commandeur in de Leopoldsorde, Commandeur in de Orde van Leopold II, Militair Kruis 1ste Klasse.

The former Chief of Staff was well known and respected in our international community for his three principles: honesty, trust and loyalty. These were for him the lead principles and fundamentals around which he tried to build his authority, principles which he would never compromise. But for the international staff he always had an open heart and helped wherever he could.

He found his inspiration in his wife Lucette, his children and his grand children for whom he was such a proud grandfather, and in particular in his father who has been an example for him being a Full Colonel in the Belgian Army and an active member of the resistance, who survived as prisoner of war and who escaped twice from this.

The general's social engagement was remarkable. He was Director of the foundation Plan Pelicano, trying to help children that had little chance in society. And by always pointing at the picture of a little girl in Afghanistan he justified our presence in Afghanistan. She is expecting a lot from us, he used to say. Never close your eyes to her.

General Bovy started his military career as officer cadet in 1966 and after specialised training became a Logistics Officer. During his career he was a professor at the Belgian Senior Staff College and took several leading and command positions, such as the Logistics Centre nr 1 in 1991 where he developed the concept and organisation of logistic support to units participating in peace support operations. He was Head of the Organisation Section of the Personnel & Organisation Directorate of the General Joint Staff in 1995, in 1998 chairman of the Strategic Reflection Group "Vision 2015" in charge of developing a new strategic plan. From 1983 to 1993 he served also as Equerry to H.M. the King of Belgium and in January 1997 he was appointed Aid



*Lt General rtd Jean-Pierre Bovy*

to H.M. the King of Belgium. In 2001 he was promoted to Lieutenant General tasked with the implementation of the General Directorate of Human Resources of the unified structure. In January 2003 he was appointed Assistant Chief of Staff Evaluation in charge of the harmonisation of defence objectives and plans. In April 2004 he was appointed National Armaments Director and Assistant Chief of Staff for Strategic Affairs to define the Belgian political-military positions for NATO, the EU, and other multinational organisations and during bi-lateral staff talks. Moreover he was responsible for strategic studies for the new strategy "Vision 2025" and conducted the implementation of the new strategic rolling planning process for the Belgian Armed Forces. On 3 October 2005 he was appointed as Chief of Staff for Allied Joint Force Command Brunssum, where he led the preparation of the headquarters for the NATO Response Force exercise Steadfast Jaguar at the Cap Verde Islands allowing NATO to declare the NRF Full Operational. He

furthermore successfully coordinated the extension of NATO's responsibility for all Afghanistan and introduced the effects oriented organisation campaign plan and campaign assessment in support of the ISAF comprehensive approach.

His last position was Belgian Military Representative to NATO from November 2009 – July 2010 after which Lieutenant General Bovy went on retirement.

Lt General rtd Jean-Pierre Bovy is survived by his wife Lucette, his children Stefan en Ariane Bovy - Wauters, Joeri en Veerle Van de Wiele - Bovy, and his grand-children Robin, Sarah, and Elias. The funeral attended by many of his former friends and colleagues was held at the Parish Church of Sint-Amand at Strombeek-Bever in Belgium on Saturday 15 January 2011. His remains have been placed in the Family Grave at Strombeek-Bever.

As Commander HQ JFC Brunssum, General Wolf Langheld expresses his most sincere condolences to Mrs Lucette Bovy – van Moer and the next of kin.

## † In Memoriam Mr. Burkhard Weiss

It is with deep regret the headquarters announces the sudden passing of Mr Burkhard Weiss at the age of 61. Mr Weiss died on Saturday 25 December at his home in Stolberg, Germany. Mr Weiss was employed by the Community Activities Section as a lifeguard since 1996 following his retirement from the German Army. He was an extremely popular and valued professional Life Guard and will be deeply missed by all who knew him.



*Mr. Burkhard Weiss*



Mr Weiss is survived by his brother, Jachim; his sister, Gaby; and his three sons Alexander, Martin, and Christoff. A beautiful funeral service was attended by several friends from the Community Activities Section on 7 January at Friedhof Bergstrabe in Stolberg Germany. Members of the entire JFC Brunssum team pray for strength and tranquillity as his family deals with this time of grief.

## 35 Years Anniversary Allied International Marching Team



We start training season for Nijmegen 2011. Do you like marching? Do you like to represent the JFC HQ Brunssum in public? Do you like international comradeship? Do you like to take part in the World Biggest Marching Event in Nijmegen? Can you answer some questions with YES? Then you are welcome to join the JFC Allied International Marching Team Brunssum!

We are a team of several nations and train for the '4daagse' of Nijmegen. That's a 160km march around Nijmegen over 4 days.

There are more than 45000 participants from all over the world every year. It is the world biggest marching event.

All our members train more than 350 km on the road to be good qualified and in best condition to complete the Nijmegen March successful. Everybody has to find out which are the best boots and what is to do to avoid blisters or other problems.

On the tough way to get trained there are planned to test the group during other international marches in Sittard, Blankenberge, Wellingborough, Bern-Belp,

Channtonay, Diekirch, and Viborg. Some of the marches are compulsory to qualify for the Nijmegen marchers.

After Nimegen we plan to do several international marches in Europe as well. Arenzano or Fulda are on the schedule.

Start the Season with a Meeting on the 17th February 2011 16:00 hrs at Dutch Delegation Bar Blg.

The training will be every Wednesday. We start 23th February 2010. 13:00 hrs at the bar dutch delegation.

We are looking forward to meet you!!

POC: Thomas Arnhold, Ext. 3567 ; James Kagle Ext: 3878 ;

### 2011 Challenges:

8 January: Paris (FRA)  
 7 and 8 May: Blankenberge (BEL)  
 14 and 15 May: Wellingborough (GBR)  
 21 and 22 May (optional) Bern-Belp  
 02 through 05 June: Chantonnay (FRA)  
 18 and 19 June: Diekirch (LUX)  
 25 and 26 June (optional): Viborg (DNK)

### MAIN GOAL:

19 through 22 July: Nijmegen (NLD)

10 and 11 September: Arenzano (ITA)  
 1 and 2 October: Fulda (DEU)

# ANP Increases Capacity with New Headquarters; Another on the Way

Story by Staff Sgt. Stacey Haga ISAF Public Affairs



Opening of the Police District 12 headquarters during a ribbon-cutting ceremony. The headquarters will provide much needed capability for the police to protect their district of Kabul.

**The U.S. Army Corps of Engineers, two Afghan construction companies and the Afghan National Police opened a multi-million dollar police facility in Kabul Wednesday and broke ground for another.**

Officials broke ground for the new Police District 15 headquarters on a cleared mine field north of Kabul International Airport. On the outskirts of Kabul, Police District

12 headquarters had its ribbon-cutting ceremony.

The construction projects are part of an ongoing effort to improve district police facilities in Kabul to enhance their capabilities.

Better resources for the police departments means better security to foster a safe environment for commerce, education and tourism in Kabul, said Tim Kerr,

USACE project engineer for the PD 15 headquarters.

Additionally, the benefit of the construction projects extends beyond security. The Afghan construction companies are also bettering their skills through mentorship by the U.S. Army engineers.

“We want to train them to where they are just as good as USACE,” said Mark Willis, site construction representative for PD15. “When we leave, they can proceed to build great things without our help.”

The Afghan companies hire laborers from the area near the construction. Several hundred Afghans are hired throughout the projects, increasing income in the local area. The Kabul City Police Command has an optimistic view of the future for its police districts as the construction projects are finished, according to ANP Brig. Gen. Zalmay Oviakhail, commander of Zone Four - one of the city’s four police zones.

“It plays a very big role in the morale of the policemen,” Oviakhail said at the PD12 ceremony. “When people see the police have a facility, they will be more trusting and willing to support and work with the police. It is a deterrent to insurgents as well.”

The PD12 headquarters took nearly a year to complete, and PD15 is expected to take the same amount of time.

## ANA, Alpine Soldiers Guard Front Line in Bala Murghab

Story by ISAF Joint Command – Afghanistan, Photo by U.S. Air Force Tech. Sgt. Kevin Wallace

**Italian mountain soldiers, known as Alpini have recently teamed up with the Afghan National Army, in an ongoing effort to guard the front line on the eastern sector of Bala Murghab’s southern perimeter.**

The Alpini, who were formed in the late 1800s, are the oldest active mountain infantry in the world. More than a century after their first engagements, Alpini soldiers are again fighting in the mountains on the outskirts of the Bala Murghab valley and have built a new combat outpost, Sigma.

“When we arrived in Bala Murghab, there were only two Italian combat outpost positions,” said Alpini Warrant Officer

Stephen Gagliardi, convoy commander, during a resupply convoy to COP Sigma. “There also weren’t any Afghans living in the villages around COP Sigma. They were scared off years prior by terrorizing insurgents.”

Since the Alpini has secured their area of operations, over 250 villagers have returned. Although attacks against COP Sigma have decreased, it still happens often. Insurgents fired a rocket-propelled grenade at the COP two days ago, but missed. The Alpini didn’t suffer any casualties in the attack.

Even with their many challenges, ANA and Alpine soldiers rely on one another for camaraderie and keep their spirits high.



Alpine soldiers from the 6th Company, Tolmezzo Battalion, 8 Alpini Regiment, Julia Brigade, convoy from Forward Operating Base Todd to Combat Outpost Sigma, Bala Murghab, Baghdis Province.

“Being Alpini means that there’s a unity among brother and sister Alpine soldiers,” said Corporal Major Mezzullo Filomena, Alpine soldier. “I like to be on the front line, out here with my friends.”

# NATO counter piracy commander passes helm to his successor

Story and photos by HQ MC Northwood



Handover SNMG2 to SNMG 1

**Commodore Hijmans is the Commander of SNMG2. The handover took place onboard Danish warship Esbern Snare in the Southern Red Sea.**

On completion of the command handover, Commodore Rune said: "It has been a great pleasure to command the NATO forces to fight piracy off the Horn of Africa and I have been proud to serve with each and every one of them. As I hand over command to Commodore Hijmans, I know he will carry on the fight to help keep the sea lanes safer for merchant ships".

After the handover, Commodore Hijmans and staff returned to his NATO flagship HNLMS De Ruyter. His group of SNMG2 ships will now be on patrol off the Horn of Africa for the next 6 months.

"I sincerely want to thank Commodore Rune and his team for their hard work over the last 5 months. With great flexibility and forward thinking, they contributed significantly to the international community's efforts to

combat piracy" stated Rear Admiral Hank Ort, the Chief of Staff at NATO Maritime Headquarters at Northwood, London.

Commodore Michiel Bart Hijmans was born in Amsterdam on 22 April 1958. After completing his secondary education in 1978, he enlisted in the Royal Netherlands Navy as a midshipman. Upon completion of that training, he was posted as a watch officer to the frigate HNLMS Van Kinsbergen, transferring later to the guided-missile frigate HNLMS Tromp.

In 1985, he attended training for principal warfare officer at the Operational School in Den Helder, where he specialised in navigation and battle information. That was followed by combat controller training at the Control and Reporting Centre of the Royal Netherlands Air Force in Nieuw Milligen.

In 1994, he attended the Advanced Strategic and General Studies Course, after which he was posted to the Personnel Management Division of the Directorate of Personnel of the Royal Netherlands Navy in The Hague. His duties

there were related to filling officer positions and officer career planning. In October 1996, he was promoted to commander and appointed as Deputy Head of Personnel Management with the Directorate of Personnel. From July 1998 to August 2000, he commanded the Multi-purpose-class frigate HNLMS Karel Doorman. During that period, the ship was assigned to Standing Naval Forces Atlantic (Stanavforlant) and Mediterranean (Stanavformed). He then served as staff officer, personnel with the Deputy Director for International Plans and Cooperation in the office of the Chief of the Defence Staff in The Hague. In that assignment, his duties included responsibility for the management of all postings abroad of the Defence organisation.

On 29 May 2002, he was promoted to captain and given command of the HNLMS De Zeven Provinciën, the first in a series of four new air defence and command frigates. He also had command of the Tromp Naval Detachment, later HNLMS Tromp, from 10 September 2002 to June 2004.

From January to June 2004, he attended the Advanced Defence Management Studies course at the Netherlands Defence College in Rijswijk.

From mid-2005 to mid-2007, he also served as Dean of the Defence Attaché Corps in D.C., an appointment made by the Pentagon. For his work he was awarded the 'Legion of Merit' and the 'Defense Intelligence Agency Directors Award'.

Since the end of June 2008, he has held the position of Assistant Chief of Staff for International Military Cooperation (SCIMS) within the Netherlands Defence Staff, The Hague. On completion of this tour he received the 'Medaille de la Défense National Echelon d'Or' from France for his efforts to enhance the French-Netherlands military relations.

As from June 30 2010 he is the Commanding Officer of the Standing NATO Maritime Group 2, conducting Operation Ocean Shield (counter piracy), Operation Active Endeavour (counter terrorism) and other operations.

## NATO warship assists ship after pirate attack in Arabian Sea

Story and photos by HQ MC Northwood



**Turkish warship TCG Gaziantep - part of the NATO's counter piracy mission, Operation Ocean Shield, boarded and searched Motor Vessel (MV) Leopard after it had been attacked by armed pirates.**

In the afternoon of January 12th MV Leopard was attacked by two pirate skiffs. As the pirates fired small calibre weapons, the crew retreated to a secure area in the ship known as a 'citadel'.

A Japanese maritime patrol aircraft soon arrived at the scene and established communications with the crew. In a short message the master of MV Leopard informed the Japanese aircraft that armed pirates were on board. In the

meantime TCG Gaziantep, who was about 250 nautical miles away, was tasked to steam to the position of MV Leopard.

As TCG Gaziantep approached the area, her helicopter over flew MV Leopard, however, there was no sign of the crew or the pirates on board. The Turkish boarding team subsequently searched the ship and it became clear that the pirates had left, and, having taken the 6 man crew with them, boarded a pirate 'mother ship'.

The crew of the NATO warship is now guarding MV Leopard, ensuring it remains navigationally safe, whilst arrangements are being made to transport it back to port.

# NATO Air Command at Ramstein welcomes new commander General Mark A. Welsh III

Story by HQ AC Ramstein Public Affairs Office, Photos by AOO Boer, PAO HQ AC Ramstein



First day in his NATO office – General Mark A. Welsh III takes over at the helm of the Allied Air Command Ramstein, Germany.

During a ceremony on 13 December 2010, Supreme Allied Commander Europe, Admiral James Stavridis, U.S. Navy, and the Chief of Staff of the U.S. Air Force, General Norton Schwartz, co-officiated a Change of Command ceremony at Ramstein Air Base. The outgoing commander of Allied Air Command Ramstein, General Roger A. Brady, handed his NATO and national command responsibility over to the incoming commander, General Mark A. Welsh III.

Many distinguished guests representing the local community as well as several senior military officers attended the ceremony, offering their appreciation for General Brady, who will retire after more than 40 years of US Air Force service. They also had a warm welcome for the incoming Air-COM Ramstein General Welsh, who pinned on his fourth star before taking the flags of NATO's Allied Air Command Ramstein and the United States Air Forces in Europe (USAFE).

On 16 December, General Welsh arrived

at building 313 early in the morning for his first day at NATO. He was greeted by his deputy, Lieutenant General Ploeger, German Air Force, and a multinational honour guard. General Welsh then received an initial briefing. Later in the day, the Allied Air Command Ramstein personnel gathered for a commander's call where they had an opportunity to welcome their new boss.

In his remarks, General Welsh said: "I am a huge fan of this Alliance and have been for many years. NATO has held our people together and it has connected my country to Europe. I am looking forward to working together and to learning from you all."

Since entering the Air Force in June 1976 as a graduate of the U.S. Air Force Academy, General Welsh has held numerous operational, command and staff positions. Prior to his current assignment, he was the senior military officer at the Central Intelligence Agency at Langley, Virginia.



General Mark A. Welsh III, accepting the Allied Air Command Ramstein flag from Supreme Allied Commander Europe, Admiral James G. Stavridis on 13 December 2010 with General Norton A. Schwartz, Chief of Staff of the Air Force (left), and outgoing Commander Allied Air Command Ramstein, General Roger A. Brady (right), looking on.

# Polish F-16 'jastrzab' aircrews on TLP training

By Maciej Wolański, editor-in-chief *jetzone.pl*, Captain Jakub Block, POL AF HQ PA Office, Photos by: Maciej Wolański

The Polish F-16s once again took part in the Tactical Leadership Programme (TLP). The training was exceptional since the TLP has moved from Florennes in Belgium to the Spanish Air Force Base in Albacete. Most importantly, this time Polish pilots also performed the role of Mission Commanders of missions that involved more than 20 different types of aircraft from the participating countries.

The TLP's history dates back to the Cold War, when in 1978, Belgium, Canada, Germany, The Netherlands, the United Kingdom and the USA decided to create an organization that would unify the procedures and strengthen international cooperation in the field of joint manoeuvres. Initially, the founding countries only discussed tactics, techniques, and procedures in Fürstenfeldbruck Air Base in the south of Germany. In September 1979 the TLP was moved to Jever Air Base in the country's north, where courses were extended from the two weeks to four, adding additional aerial exercises. In March 1989 the programme was moved again, this time to the Belgian Air Force Base in Florennes, where the TLP was organized for the next twenty years. In July 2009, due to restrictions on the availability of airspace over Belgium and its neighboring countries, the TLP commanders decided to relocate the exercise to a new air base, which would offer more opportunities for air training. The search led to the Spanish Air Force Base in Albacete.

The TLP's main task is to train crews in



*Pre-flight briefing for an international audience by LtCol Ireneusz Nowak, commander of Polish Air Force component in the TLP*

planning COMAOs (Composite Air Operations), multinational combined air missions, and to develop leadership skills. This includes both the theoretical knowledge presented during the lectures and practical knowledge acquired in the air, where pilots are both commanders and subordinates. The training involves NATO members and Partner countries. During the year, the TLP offers both day-time and night-time courses. Each course consists of 50 hours of lectures, and 15 aerial missions that involve fighter aircraft as well as AWACS, tanker aircraft, jammers and helicopters. Topics such as electronic

warfare, COMAOs, air defence, intelligence, and integration of air-to-ground line are presented during the lectures. Unlike typical international air force exercises, the TLP not only trains pilots in the air, but also enables them to acquire theoretical knowledge. Students learn how to command large international groups and their subsequent actions are widely discussed in debriefings after each flight.

“The last training was very important for Poland - for the very first time our pilots acted as Mission Commanders, who are responsible for organizing work of the entire group,” says a proud Major Martin Modrzewski from 32nd Tactical Air Base at Łask, Poland. This task is assigned just before the morning briefings, so there is no time for special preparations in advance. The commander receives a specific task, the command ATO or Air Tasking Order), but apart from realizing the goal, there are other important things to consider. It is necessary to figure out the political situation of the mission's background to increase the realism of the exercise.

After the flight, the crews undergo a debriefing for a detailed mission analysis. It takes several hours to discuss and analyse aircrew performance. Participants say that the debriefing is the highlight of the day, during which they learn the most. This is the most significant difference between the TLP and classic exercises, where there is often no time for such detailed analysis.



*Polish F-16 were most modern aircraft during this TLP course – Belgian and Turkish F-16s in the background.*



# Take care and be vital: Force Command Headquarters Heidelberg bids farewell to its third ISAF contingent

Story and photos by HQ FC Heidelberg PAO



*LTG Morgan III during his speech.*

**Thursday, 13 January 2011 the Commander Allied Force Command (FC HQ) Heidelberg, Lieutenant General John W. Morgan III, together with the representative of the City of Heidelberg, City Councilor Ernst Gund, said farewell to 58 soldiers from 10 different nations leaving for Afghanistan to support the ISAF mission.**

This is the third rotation since January 2010 from FC HQ Heidelberg serving for 6 to 12 months in the ISAF Headquarter commanded by US General David H. Petraeus in Kabul.

The highest ranking officer from the Heidelberg team right now is Major General Rossmanith, serving as the Deputy Chief of Staff Stability (DCOS STAB), who started his tour already in September 2010.

The ceremony started with a prayer by US

Chaplain Grant Johnson. Then Mr Gund expressed his thanks on behalf of the Lord Mayor for the good relations over the years between the City of Heidelberg and NATO and expressed his hopes that all soldiers will return back home safe.

General Morgan thanked all the Soldiers for their personal commitment in the demanding preparation for this 6 to 12

month deployment.

He gave them five bits of advice for their mission: Take care and always be vital Support COM ISAF in the same good way than you support me

Take care for a successful mission

Maintain contact to your colleges

Maintain constant contact to your families

“Your families will be taken care of here in Heidelberg” he ended his speech.

Force Command Heidelberg already supported ISAF Headquarter Kabul from August 2003 until February 2004 and again in the second half of 2007 with around 200 soldiers.

This time FC HQ Heidelberg will support the mission in ISAF until January 2012. Parallel to this Heidelberg personal will start to get trained to take over responsibility as part of the NATO Response Force (NRF) for the years 2012/2013.



*Force Command Headquarters Heidelberg bids farewell to its third ISAF contingent.*

# ANP Development Symposium



24-27 January 2011  
Brunssum, The Netherlands

## Senior leaders reassure commitment for developing Afghan police force, at symposium in Brunssum

By CPO Roland Murof (EST N), MSgt Jan Hecht (GER A), JFC HQ Brunssum PAO, Photo by Sgt Sebastian Peschke (GER A)

Senior military, civilian and political leaders participating the Strategic International Afghan National Police (ANP) Development Symposium at the NATO Allied Joint Force Command Headquarters (HQ) Brunssum, reassured commitment for developing an Afghan police force that can further restore rule-of-law and increase its capacity to serve and protect the Afghan people in a joint statement, as the three-day event ended, Thursday, 27 January.

“If everybody tries to do a little bit more, we can achieve the goals we set ourselves,” General Wolf Langheld, Commander JFC Brunssum said in his closing remarks of the symposium.

“I request all members of the international community to support us with leadership development and capacity building of the trainers at the ANP training centres, that are key to our self-sufficiency,” Afghan Minister of Interior, His Excellency Mr. Bismillah Mohammadi earlier said at the symposium.

Participants discussed on the Afghan Police Force role and police professionalization, community policing and development of the Afghan Ministry of Interior in order to transform it from a security focused to a rule of law enforcement focused structure. Issues on developing institutional systems and the role of a professional civil service were also at the table.

“The key to professionalization, as you all



From left: COM JFC Brunssum, General Wolf Langheld; Commanding General Afghan Uniform Police, Lieutenant General M. Hassan Atmar; COM NTM-A Lieutenant General William B. Caldwell and EU Civilian Operations Commander, Kees Klompenhouwer attending the symposium.

know, requires a blend of training, education and experience. To accomplish this, what is most critical to professionalizing the ANP, are specialized police trainers,” Lieutenant General William B. Caldwell, Commander NATO Training Mission in Afghanistan (NTM-A), emphasised in his speech.

“Whilst EUPOL is never likely to be involved in the training at entry level to the service, we have and will continue to contribute towards the development of key programmes alongside colleagues from the Ministry of Interior and other international organisations,” Head of Police Reform EUPOL Mission in Afghanistan, Superintendent Matthew Pullen assured.

Representatives from NATO and non-

NATO ISAF Troop Contributing Nations, United Nations, European Union, Afghanistan Government, ISAF Command Structure and other International key organizations attended the symposium.

The ANP has seen an increase in end strength over the last year and recruitment has met or exceeded goals for more than a year and filled 11 000 Afghan training seats to 90 percent, a key to self-sufficiency. Currently, more than 14 000 students are being taught by 568 Afghan instructors.

The Strategic International Afghan National Police (ANP) Development Symposium was co-hosted by NATO Allied Joint Force Command (JFC) Brunssum and NATO Training Mission in Afghanistan (NTM-A).

# Brunssum trains augmentees for Deployable Joint Staff Element

By CPO Roland Murof (EST N), JFC HQ Brunssum PAO, Photos by Sgt Sebastian Peschke (DEU A)

A two-week Deployed Joint Forces Headquarters (DJF HQ) Training event was concluded here at NATO Allied Joint Force Command (JFC) Headquarters Brunssum in December.

With ten days, 14 staff officers from six Partnership for Peace (PfP) countries: Armenia, Belarus, Bosnia-Herzegovina, Moldova, Sweden, Ukraine, and one Mediterranean Dialogue (MD) country: Jordan, learned the principles of the new DJS (Deployable Joint Staff) organization with its latest updates.

“To my mind, this training programme has served nicely to generate additional qualified and current capacity in the form of trained staff officers for operations in Afghanistan, as well as for future operations where NATO may again have an opportunity to operate alongside partners. For these reasons this course – and indeed the entire MILCOOP program – has been and continues to be, a sound investment of time and resources,” Brigadier General Michael P. Jorgensen, Joint Plans Branch Head at JFC Headquarters Brunssum said.

The training was to prepare the participants work as augmentees in a Deployable Joint Staff Element (DJSE) environment. Within



Colonel Naiel Al Zawghab from Jordan hands over a gift to Brigadier General Michael P. Jorgensen, Head of Joint Plans Branch JFC HQ Brunssum.

two weeks the participants gained knowledge in crisis management in NATO, principles of operational art, DJSE functional areas and took part in syndicate and functional workshops. Based on an operational scenario, Supreme Allied Commander Europe (SACEUR) guidance and UN resolutions the staff officers had to develop their assessments and deliver situational awareness briefings.

“Everyone has their own national system

that is similar to what we learn here, but by the end of day, I still discover things that are different and I feel that combining this knowledge with the knowledge that I got from other courses, is what makes this course useful,” Colonel Naiel Al Zawghab from Jordan said.

“The new structure with its three Directorates and the way things should work is somewhat different from the former J-structure and therefore new to us,” Lieutenant Colonel Christer Erixon from Sweden added.

The PfP is a programme of cooperation among Partner countries and NATO. It allows partner countries to build up an individual relationship with NATO, choosing their own priorities for cooperation. Many of the PfP nations take part in the International Security Assistance Force (ISAF) mission in Afghanistan.

The course was conducted by the Joint Plans Branch of JFC HQ Brunssum, responsible for military co-operation which is one of the framework tasks of JFC Brunssum.



Staff officers from six Partnership for Peace (PfP) countries: Armenia, Belarus, Bosnia-Herzegovina, Moldova, Sweden, Ukraine, and one Mediterranean Dialogue (MD) country: Jordan, attended the 10-day course here.

# Commanders' Staff Address

*"Bring in your unique contribution, work smarter and not harder"*

By Ed Frieser - PAO

General Langheld assembled the staff in the Alliance Theater on Friday 14 January to wish them all a very happy New Year and express his hope that all had enjoyed the very white Christmas break.

Having been in the headquarters for more than three months it was also a good opportunity to present his views on our work. It should be noted that he very much appreciated the staffs' work, and thanked the staff for preparing him so well. At the same time COM stressed that we always should keep in mind what we can do, cannot do, should or should not do. He reminded the staff that although ISAF still is our first, most important and challenging mission, it is not our only mission. It is just one of our allocated tasks. "But let it be clear I am not suggesting that we disengage from the ISAF Mission. We must understand exactly what our roles and responsibilities with respect to ISAF entail. The lessons learned from ISAF that can influence the conduct of future missions, are equally important as the support we provide our colleagues in Afghanistan", stated General Langheld. The Chief of Staff is keen to regularly deploy Brunssum personnel to fill critical gapped posts. But we also need to step up our efforts in other areas. There are many enduring security tasks that we must assure. Remember how we can add value to NATO and try to realise what does not constitute added value. COM invited the staff to come forward with ideas and suggestions that no one ever had thought of before. Think innovatively. Don't wait for the tasks to come but take the initiative and present unique contributions that only we, at JFC Brunssum, can offer. The ANP Conference and our management of ISAF Logistics contracts might be good examples of our added value. Focus not only on what has happened, but develop ways to assess the impact of today's operations on future campaign decisive points and objectives. Therefore look ahead and beyond the horizon! Our higher headquarters needs to set the conditions for our subordinate forces to fulfil their mission. We are enablers for them. "What I see as the most meaningful task for us, as a higher headquarters in a mission, is not to tell COM ISAF how to do the job, but to support him with everything he needs to enable him to successfully complete the mission", said General Langheld. "Added value is capturing the skills that all of you bring to Brunssum, work smarter and not harder!"

Using an interesting metaphor the General considered the staff as an essential part of his brain enabled to make the right decisions at the right time. The leader of this external brain is the Chief of Staff. The COS is the gateway to COM's brain, assuring the flow of quality and timely information. COM emphasised that pro-active action to support his priorities will never lead to blame if things don't go right. The General is also in favour of Mission Command – a proven concept via which staff work towards their commanders' objectives without detailed guidance but within the boundaries of their Commanders' intent - self



*General Wolf Langheld, Commander JFC Brunssum delivering his first Staff Address.*

initiating activities that positively contribute to the achievement of HQ objectives. Such an approach promotes decentralised decision making, makes us quicker to react as a HQs and provides the opportunity for each one of us to be a self starter. COM emphasised this approach may make some staff members uncomfortable because it may increase the chance for mistakes. But he said, "criticism can be countered; you are only defenceless against praise". It is accepted the introduction of this modus operandi necessitates increased career development opportunities and COM stated he was committed to the development of his people – details of additional training opportunities were under development and would be promulgated soon.

The General also touched upon the Headquarters Plan. "We need it, since its aim is to identify high level objectives". A comparison was made with the so called commercial Closed Loop Process designed to ensure unnecessary tasks are not conducted and maximise profit. But Brunssum's profit will be less waste of time and energy, less frustration, a reduction in bureaucracy, and improved mindsets as a result of working smarter.

#### **Our focus for 2011:**

With regard to ISAF, the largest mission in the history of NATO remains our top priority. Transition will start this year and must be irreversible. Our HQ must play its part in this, we must add value.

Our second focus is NRF2012, our preparations for assumption of Standby Command in 2012 has begun.

Third, Contingency Planning and Readiness. We must ensure that plans are continuously revised and exercises frequently undertaken, so that adjustments are made, that reflect the

evolving geo-strategic environment. Here we need to consider what will be our role, if any, in cyber defence? How will this headquarters contribute in future ballistic missile defence? How will our Strategic Communications develop?

Fourth, Engagement and Outreach. Within means and capabilities, and in keeping with a Comprehensive Approach, our work to establish and strengthen partnerships wherever possible.

Fifth, the NATO Command Structure. We must continue to influence the decision making process addressing the future command structure.

Finally, Professional and Personal Development. Here COM's desire is to provide extensive opportunities for professional and personal development for all, to maximise the innate potential you all possess.

It is going to be a challenging year. Change is all around us. At Brunssum we can anticipate increasing workloads, whilst for the time being, staff levels remain broadly the same. Therefore teamwork is so important, and work processes should be smart, lean, quick, sustainable and underpinned by a motivated, proactive, empowered staff. COM wants to maximise our creativity. Focus on adding value, and quickly embrace Mission Command. You [the staff] will be responsible for JFC Brunssum's growing reputation for professionalism and the production of respected products throughout Allied Command Operations.

But, most importantly, we should enjoy our duty and have fun as we work.

# Key challenges and responses in Post-Conflict Reconstruction and Stabilisation – a Romanian approach

By Teodor Baconschi, Minister of Foreign Affairs of Romania



**The world we live in is changing at an ever increasing pace. Beside the shifts noticeable at a strategic level, this impacts more and more directly upon our immediate domestic environment. It has become almost a truism to emphasize how our globalised society presents us with ever more, new and increasingly complex challenges.**

The situations we face on the world stage intermingle and overlap, generating composite risks whose implications and effects are not always easy to understand and foresee. The stake is raised ever higher as increasingly parsimonious budgetary rules have become the norm, and domestic priorities have taken over the national policy-makers' agendas. To play a relevant global role, an actor has to thoroughly rethink its approach and reconsider its instruments for external action. Chiefly, there is an urgent need for reassessing and modernizing some of the main pillars of traditional foreign action, especially in the area of civilian crisis management.

Nowhere has the interdependence between NATO member countries' defence and the global security trends been more clearly highlighted and the solution more plainly acknowledged than in the Afghan theatre of operation. As stated in the Declaration by the Heads of State and Government of the nations contributing to the UN-mandated, NATO-led International Security Assistance Force (ISAF) in Afghanistan issued at the Lisbon Summit, "Afghanistan's security and stability are directly linked with our own security". A particular emphasis falls on the recognition of the essential role played by civilian power: "success cannot be achieved by military means alone" and an "increased coordination among key international stakeholders in Afghanistan, working in a comprehensive approach involving both civilian and military actors" is to be pursued.

The Afghan experience provides us with the empirical arguments for asserting that nowadays one of the essential tools of any relevant foreign action lies with one's capacity of running successful conflict prevention, stabilisation and post-conflict reconstruction operations. This emerging external action

toolkit is increasingly gaining prominence for two main reasons.

Firstly, because the epicentres of most security challenges our world faces today are to be found within fractured societies or failing states. The adequate remedy is thus to deal with their root causes in a comprehensive manner. Faced with most of today's conflicts, the military can deliver quick solutions in a short time, but they are not really apt to deal with the diffuse and sensitive nature of the sources that generate most crises. Additionally, the public opinion does not generally support the imposition of an exclusively military resolution to any given situation. Therefore, if we are to get sustainable and fair results, we have to lean more and more upon diplomacy and development aid.

Secondly, civilian crisis management is also standing out because the capacity for conflict prevention, stabilisation and post-conflict reconstruction may be the best force multiplier in our soft power toolkit. One can hardly think of a more effective way of using the resources at our disposal than the ability of preventing a crisis from breaking out. Thus, "smart power" has become the name of the game, and conflict resolution one of the main vectors around which the process of streamlining and reforming modern diplomacy takes place.

International efforts of reconstruction, particularly of post-conflict reconstruction, are not however an invention of our age. One can recall the Marshall Plan, the post-World War II programme which helped rebuild Western Europe. By laying the ground work for sustainable structural and economic recovery within a secure political architecture, based on democracy, the rule of law and respect for human rights, the Marshall Plan can arguably be considered the most successful reconstruction operation in modern history. With such an illustrious success in Europe's recent history it would appear that we are left with an ideal ready-made blueprint we just have to apply whenever we are faced with a post-conflict situation.

Yet, although it may seem that we have the answer, it only fits the previous crisis patterns, for in the meantime the questions have changed almost completely. Local culture and history, economic trends and, most importantly, increasing interdependence and

the network dimension of our globalised world are examples of variables one has to factor in when searching for solutions to a crisis. There is no "one size fits all" answer, and the key to success in this field is to keep an open mind, to constantly question one's own conceptual status quo, while being able and willing to reconsider and change it at any time.

The importance of conflict resolution as an instrument of modern external action, and the urgent need for rethinking and strengthening the capacity for crisis management are the context in which the Romanian Ministry of Foreign Affairs has launched the initiative of establishing a dedicated Training Centre for Post-conflict Reconstruction. As readers of this magazine are aware, Romania already plays a significant part in the international efforts of conflict resolution and civilian crisis management. This contribution has gained an increased significance as, joining the EU, Romania's civilian capabilities assumed the policy framework and objectives of the Common Security and Defence Policy. Romania thus ranks amongst the main EU contributors with civilian capabilities to CSDP operations, most of which have a significant post-conflict reconstruction dimension (EULEX Kosovo, EUPM, EUMM Georgia, EUPOL Afghanistan etc.). Our largest contribution can be found within ISAF: as proof of our political commitment and reliability, the Romanian military contingent deployed in Southern Afghanistan has more than done its bit and had its share. Building on this, and in order to multiply the effects of our participation, we are joining the camp of those advancing the idea of a crisis management interagency capability, with an emphasis on civilian capacities.

We also seek to achieve further improvement through a more structured approach in the area of deployment, particularly with regard to personnel training and the process of generating mission specific resources. The Romanian Ministry of Foreign Affairs has long facilitated sharing conflict resolution knowledge and experience through regular training courses and international seminars and conferences. It has also been increasingly acknowledged as a regional pole of expertise in peace operations.

The methodical use of present capabilities and the development of new capacities within the civilian crisis management area, at a level comparable with that of other contributors (particularly EU and NATO Member States), can create an opportunity for Romania to become a centre for excellence in this area.

We, at the Romanian Ministry of Foreign Affairs, felt it important to carry on the project of providing adequate training and assessing the current state of development within the field of reconstruction, and to begin the process of thinking on the added value that a centre for training experts in this field would bring. In a world defined by networks and systems of systems, it has become essential to create and make the most of synergies between partners. I am confident that such a centre can become a nexus for our common conceptual and operational efforts.

Our overall goal is unambiguous: joint efforts in using more efficient and better defined solutions in order to deal successfully with any new crisis. Let us therefore proceed with this new initiative: building an effective and comprehensive capacity for conflict resolution.

# Commanders' Conceptual Discussion focuses on NATO's direction after Lisbon and NRF matters

Story by CPO Roland Murof (ESTN), JFC HQ Brunssum PAO

Photo by Paul van Wieringen (NAPMA)



Commander's Conceptual Discussion brought together key leaders from commands related to NRF 2012 as well as subject matter experts.

11. January the Commander of NATO Allied Joint Force Command (JFC) Brunssum, General Wolf Langheld held his conceptual discussion session for NATO Response Force (NRF) exercise Bold Vision 2012.

The meeting brought together key leaders from commands related to NRF 2012 duty period as well as subject matter experts from

various academic institutions and NATO agencies.

Guest speakers included Dr. Karl-Heinz Kamp, Director of the Research Division of the NATO Defence College in Rome, Prof. Julian Lindley-French, an Eisenhower Professor of the Netherlands Defence Academy and Special Professor Strategic Studies of University of Leiden, and Prof.

James H. Bergeron, Political Advisor to Commander Striking Force NATO.

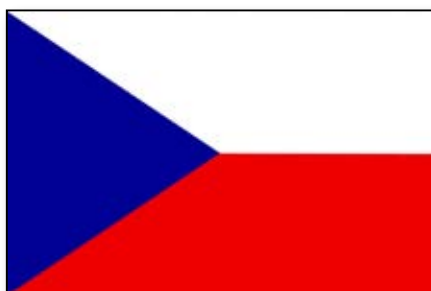
In addition to lectures on issues such as NATO's direction after the Lisbon Summit and the engagement of NATO in a globalized world, academic discussions, NRF 2012 Force Generation Analysis and the NRF preparation, were at the table.

JFC Brunssum is one of three Joint Operational Headquarters in NATO. Its primary operation is leading the ISAF mission. The NATO-led and UN-mandated operation in Afghanistan has been assisting the Government of Afghanistan in maintaining security since August 2003.

Last year has seen JFC Brunssum also assume the duty of the NRF next to the ongoing ISAF mission. For the first time JFC Brunssum trained to execute two concurrent operations, ISAF as the Major Joint Operation and NRF as a Small Joint Operation. JFC Brunssum is set to assume the duty of NRF again in 2012.

# NAPMO Welcomes Czech Republic as New Member

Story by NAPMA Staff



On the 18th of January 2011, the North Atlantic Council (NAC) added the Czech Republic as a member state to the charter of the NAEW&C Programme Management Organization (NAPMO). As such, the Czech Republic will start contributing to the NAEW&C Programme for Modernization, Operations, and Support, and its industry will be invited to participate in modernization projects and depot level maintenance activities of the NE-3A fleet.

The NAEW&C Force and the NAEW&C Programme Management Agency (NAPMA) are looking forward to the Czech Republic staff officially taking up their assigned positions at the Agency and the NAEW&C Force. With the Czech Republic's accession, NAPMO has now 18 member states, of whom 17 share the operation of the 17 NE-3A aircraft based at the NATO Air Base Geilenkirchen, Germany. The countries are Belgium, the Czech Republic, Canada, Denmark, Germany, Greece, Hungary, Italy, Luxembourg, the Netherlands, Norway, Poland, Portugal, Romania, Spain,

Turkey, and the United States of America. The United Kingdom contributes to the Programme by providing military staff at the NAEW&C Force Command Headquarters and operating from RAF Waddington E-3D aircraft for NATO's AEW&C missions.

**NATO AEW&C PROGRAMME MANAGEMENT ORGANISATION (NAPMO)**

In December 1978, a number of NATO Nations joined together to establish the NATO Airborne Early Warning & Control (NAEW&C) Programme. As a result of the international agreements formally ratified at that time, the NAPMO was created as a NATO Production and Logistics Organisation to implement the Programme. NAPMO is a NATO civil organisation established under the provisions of the 1951 Ottawa Agreement, and is directly responsible to the North Atlantic Council for all aspects of the NAEW&C Programme.

## DJF Training in Azerbaijan

Story by LTC Vugar Ahmadov, AZE A, MILCOOP JFC HQ Brunssum

On the request of the Ministry of Defence of the Republic of Azerbaijan, a Mobile Training Team (MTT) from our HQ conducted Deployed Joint Forces Training in Baku, Azerbaijan from 8 to 12 November 2010. The makeup of this MTT consisted of Subject Matter Experts from 5 branches contributed from all Directorates. The Joint Plans Branch Military Cooperation, or MILCOOP, section coordinated the event.



of NATO to all participants as well as to flag officers of Azerbaijan. As Lieutenant General Eikelboom, stated: "Most of the partner countries, including Azerbaijan, are providing a critical part for the ISAF mission. Cooperation in the past shows me the importance of this relationship, and in turn encourages my Headquarter to continue to work closely with Azerbaijan on strengthening our cooperation. My visit to Azerbaijan gave me the opportunity to deepen my knowledge on the security situation in the region and specifically the security concerns of the Azerbaijan leadership."

The topics and the tailored design of the MTT requested by Azerbaijan for the training event proved to be very adequate for the Azerbaijani participants. Officers participating in the Deployed Joint Forces HQ Training had opportunity to hear up-to-date lectures from JFC HQ BRUNSSUM staff officers who are actively involved in NATO-led operations and exercises, were able to share their experiences with the MTT staff, and all were able to participate in lively syndicate discussions. The JFC Brunssum briefings were well received by the participants and the briefers were asked many challenging questions for additional information or clarification. All of the students were enthusiastic participants

during both the briefing sessions as well as the syndicate work.

The JFC HQ Brunssum Chief of Staff, Lieutenant General Eikelboom, paid a high level visit to Azerbaijan from 10 to 13 November 2010, adding key leader emphasis to the course. Lieutenant General Eikelboom had an office call with the Minister of Defence of the Republic of Azerbaijan, General-Colonel Safar Abiyev, discussing NATO-Azerbaijan military cooperation, as well as security concerns potentially facing Azerbaijan. The COS also visited an Azerbaijan Peacekeeping Battalion and inspected DJF training itself. He provided a speech concerning the future

The high overall value of this training was recognised by both the participants and the JFCBS staff. Azerbaijan confirmed that there is a continuing great demand for this kind of training. The MTT to Azerbaijan is an example of how Military Cooperation outreach and engagement opportunities will continue to play a critical role in helping to develop strategic partnerships, allowing this HQ to further develop its capabilities in conjunction with our partners.

## Norwegian Ambassador pays visit to JFC HQ Brunssum

Story by CPO Roland Murof (EST N), JFC HQ Brunssum PAO

Photo by Sgt Sebastian Peschke (GER A)



Norwegian Ambassador to the Netherlands H.E. Ambassador Eva Bugge signing the guest book with the COM JFC Brunssum, General Wolf Langheld.

6 December the Commander Joint Force Command (JFC) Brunssum, General Wolf Langheld hosted the visit of Norwegian Ambassador to the Netherlands H.E. Ambassador Eva Bugge.

The aims of the visit were to familiarize the ambassador with the renewed structure of JFC Brunssum, the roles and responsibilities of the command and to discuss JFC Brunssum support to the International Security Assistance Force (ISAF).

Ambassador Bugge received overviews on JFC HQ Brunssum in the NATO chain of command, latest developments regarding the ISAF mission and had round table discussions with JFC Brunssum key leaders.

Norway is currently contributing to the ISAF operation with 353 people in theatre and has presence in Regional Commands (RC) North and Capital. Norwegian-led Provincial Reconstruction Team (PRT) operates in Meymaneh. Norway also contributes to the Operational Mentor and Liaison Team Program (OMLT) to develop the Afghan National Army (ANA) and to the Police Operational Mentor and Liaison Team (POMLT) training to help strengthen the Afghan National Police (ANP).

JFC Brunssum is one of three Joint Operational Headquarters in NATO. Its primary operation is leading the ISAF mission. This year has seen JFC Brunssum also assume the duty of the NRF next to the ongoing ISAF mission. The NATO-led and UN-mandated operation in Afghanistan has been assisting the Government of Afghanistan in maintaining security since August 2003.

# JFC Brunssum to Launch New Website

By CPO Roland Murof (EST N), JFC HQ Brunssum PAO



The website will receive a new look and feel keeping the traditional Brunssum colours.

**NATO's Allied Joint Force Command (JFC) Headquarters Brunssum is to launch an entirely new web environment dedicated to Command, ISAF and community information.**

Together with e-Compass, responsible for developing websites to NATO Allied Command Operations (ACO), the Belgian based company will bring the new Brunssum website under a unified corporate look.

"When visiting an ACO Command website, we want you to feel at home. By creating each site from the same angle, structure and lay-out wise, we try to achieve this effect so that the visitor is able to find information more quickly," Serge Myngheer, a Managing Director at e-Compass explains.

"When creating a website, one should not be blinded by the structure of their organization, but should keep in mind the end-user – in particular web surfers without specific military knowledge," he adds.

## Integrated main page

Although presenting a new look, the new website keeps the orange and green theme colors used to identify the Brunssum command.

Aside from a new look, the website delivers a redesigned consolidated main page which enables easy access to information published all over the website, as well as important

links to external websites. For instance, in addition to our regular news releases the visitor will get an overview on ISAF mission news updates and the latest community events.

"The integration of visual media has worked out really well," Serge Myngheer says about the new site. "Images and videos tell us so much more than plain text," he adds.

Adopted drop down menus should make navigating the new website a pleasant and easy experience, as there's no need to open a page anymore to see what is in the sub-menus. Bottom menu on the main page gathers all the direct links to various pieces of information not listed in the menus, making the browsing even easier.

## Access to Social Media

The new site incorporates links to our Twitter and YouTube channels as well as access to ISAF Social Media venues. News items on the site have Social Media buttons making posting them on user's Facebook, Twitter, LinkedIn or on other Social Media pages easy.

"Working with NATO definitely differs from working on other projects because of the size of the organization, the structural complexity and the potential impact that each bit of information gets," Serge Myngheer says. "Honestly, we were

often surprised about the open-minded, progressive communication style that ACO is using around the world. A lot of corporate organizations are afraid of using social network media within their communications portfolio," he adds.

## Google Analytics shows worldwide access

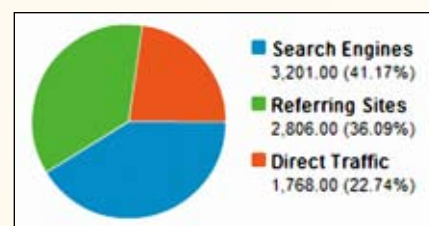
This is the first time JFC Brunssum has worked with a professional web solutions company. Previous solutions had been delivered by the in-house team.

According to Google Analytics more than 5 000 visitors access the JFC Brunssum site over 7 500 times in one month. This includes visitors from all over the world with considerable amount of visits from governmental and international organisations. On average, 40 percent of hits come from returning visitors. With an improved layout and more features the percentage of returning visitors is expected to rise.

## New Community page

A separate website will be launched for Brunssum community (click for Newcomers & Community on the main page). The site is equipped with various features like area weather forecast and Euro currency calculator and will provide information on community activities as well useful links on following:

- amenities
- shopping
- tax regulations
- medical services
- international schools
- newcomers
- life in Holland.



According to Google Analytics JFC Brunssum website is found mainly through search engines.



# Updated support arrangements for international military organisations in the Netherlands

Tuesday, 18 January updated support arrangement contracts were signed by the Chief of Staff, Allied Headquarters Joint Force Command (HQ JFC) Brunssum, Lieutenant General Jouke Eikelboom and the Directors and Commanders of military units located all over the Netherlands.

This is an important achievement for HQ JFC Brunssum as it is the culmination of more than one year of intense negotiations with all to HQ JFC Brunssum associated entities. The support arrangements will bring a variety of services, such as vehicle registration, housing, contracting, Host Nation legal advice and privileges under the HQ JFC Brunssum administrative umbrella.

Aim of the updated support arrangements is to reflect the current agreements with the Netherlands and to centralize services and procedures which, ultimately, will be beneficial for NATO personnel in the Netherlands.

The support arrangements with several entities, such as the Movement Coordination

Centre Europe and Stichting AFNORTH International School, have already been concluded earlier in 2010. This brings the total number of ID- card holders being supported by HQ JFC Brunssum approximately to 10,000 persons.

Uniformity in support has also initiated improvements beneficial to HQ JFC Brunssum staff, most notable ones such as the refurbishment of the B&S Central Store with a larger assortment of products and the introduction of the tax-exempt purchase regime for the EU. The process benefits from the updated agreements by earlier detection of inconsistencies, improved coordination and cooperation with both internal and external stakeholders, enhanced provision of relevant information and effective checks & balances. The HQ JFC Brunssum stays dedicated to the protection and improvement of privileges for the supported entities and personnel.

The units currently under the support umbrella of HQ JFC Brunssum are: AFNORTH International School (AIS), Civilian-Military Cooperation Centre

of Excellence (CCOE), Command and Control Centre of Excellence (C2COE), Commonwealth War Graves Commission (CWGC)-Northern Europe Area, Deployable Air control centre, Recognised air picture production centre (DARS Nieuw Milligen), Deutsche Bundeswehrverwaltungsstelle in den Niederlanden - Außenstelle Brunssum (BWVSt NLD), European Air Transport Command (EATC), GBR Joint Support Unit at HQ JFC Brunssum (UKJSU), Maritime Headquarters Admiral Benelux (ABNL) - BEL part, Movement Coordination Centre Europe (MCCE), NATO Airborne Early Warning & Control Programme Management Agency (NAPMA), NATO Communication and Information Systems Services (NCSA) sector Brunssum, NATO Communication and Information Systems Services Agency (NSCA) - CIS Logistics Depot (CLD) Brunssum, NATO Signal Regiment, Strategic Air Lift Coordination Cell (SALCC), US Army Installation Management Command (IMCOM) - Europe Region, US Army Europe (USAREUR HQ).

## International Spouses' Club Coffee Morning

### We celebrate Carnival in Brunssum



**15 February 2011**  
**10.00 to 12.00 a.m.**  
**International**  
**Conference Center**

**Costumes are**  
**appreciated**

**Enjoy typical food of the Carnival season**

**Entrance fee: 5 Euros (7 € for guests) – Open to all ID card holders**

## One of us

## Warrant Officer Marius Riter

By JFC HQ Brunssum PAO

**Country:**

Romania

**Population:**

More than 21,959,278

**Capital:**

Bucharest

**Chief of state:**

President Traian Basescu (since 20 December 2004, re-elected in 2009)

**Area:**

237,500 sq km

**Climate:**

Temperate: Cold snowy winters; sunny summers

**Economy:**

GDP: \$258.892 billion (2010), purchasing power parity,

**Budget:**

Revenues: \$50.89 billion. Expenditures: \$62 billion (2009)

**Currency:**

Leu (RON)

**Industries:**

Textiles and footwear, light machinery and auto assembly, mining, timber, construction materials, metallurgy, chemicals, food processing, petroleum refining

**Agriculture:**

Wheat, corn, barley, sugar beets, sunflower seed, potatoes, grapes; eggs, sheep

**Export:**

textiles and footwear, metals and metal products, machinery and equipment, minerals and fuels, chemicals, agricultural products

**Defence:**

- Land Forces, Naval Forces, Air and Air Defence Forces, Special Operations, Civil Defence

- voluntary military service for male and female of age 18-35 years; conscription officially suspended October 2006;

- Military missions: Afghanistan – ISAF and Enduring Freedom, Iraq – NTM-I, Kosovo – KFOR and UNMIK, Bosnia and Herzegovina – EUFOR, Dem. Rep. of the Congo – MONUC, Ethiopia and Eritrea – UNMEE, Georgia – UNOMIG;

**History:**

The Roman province of Dacia is mentioned first in 101 –106 AC when Roman Empire, under Emperor Trajan, defeated Getae. In the Middle Ages Romanians lived in three district principalities: Wallachia, Moldavia and Transylvania. Two principalities - for centuries under the suzerainty of the Turkish Ottoman Empire - secured their autonomy in 1856; they united in 1859 and a few years later adopted the new name of Romania. The country gained recognition of its independence in 1878. It joined the Allied Powers in World War I. In 1940, it allied with the Axis powers and participated in the 1941 German invasion of the USSR. The post-war Soviet occupation led to the formation of a Communist "people's republic" in 1947 and the abdication of the king. The rule of dictator Nicolae Ceausescu, who took power in 1965, and his "Securitate" police state became increasingly oppressive through the 1980s. Ceausescu was overthrown and executed in late 1989. Romania carried out democratic and economic reforms after the 1989 December events. Romania joined NATO in March of 2004 and the European Union in January 2007.

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

I arrived in The Netherlands in July 2008 and I was assigned as staff assistant in the J7 Training and Exercise Division. In June 2010 I transferred to the Movement and Transportation Section within the Logistic Resource Branch as staff assistant air cargo operations.

**Tell us about your military career?**

I graduated the Romanian Air Force Warrant Officers School in 2003, and was posted to an Air Force Base in Transylvania, Romania. Until 2008 I worked as an engine and airframe technician in the same Air Force Base.

**Do you have any experience with other international missions?**

I was involved in several international exercises held in Romania but this is my first deployment outside Romania.

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

As part of the Movement and Transportation Section my main responsibility is to coordinate the air cargo missions for the ISAF Air Bridge. Time is the biggest challenge that we face. It is a race around the clock to try and make sure that the mission essential goods that we ship to Afghanistan arrive in time. Most of the time the process is completed without any problems, but from time to time you'll need to work hard to get the stores where they need to be. The fact that I'm not alone and I'm a member of a great team helps to give me the strength I need to face any challenges that may occur in this job.

**Is your family with you here?**

Yes, my wife Nicoleta, and our 16 months old son Marius jr. are here with me. My son was born here in The Netherlands. We're all enjoying this time abroad, and feel we've gained a lot of multinational understanding as well as enlarging our family!

**What are your hobbies?**

I enjoy playing sport of pretty much any variety. I play squash every week here in our gym and I go to SnowWorld to snowboard whenever I have the opportunity. I also like flying gliders and small airplanes.

**What do you like about your job?**

Being in a multinational environment has given me the chance to see different ways of doing things and I have the opportunity to feel that I'm supporting our mission in Afghanistan.

**Can you shortly describe your country?**

I think Romania is one of the most beautiful countries in the world. It is situated half way between the Ural Mountains and Atlantic Ocean, in the Center of Europe. Romania has a unique feeling within this part of Europe due to its Latin origins. The Latin temperament and friendliness of its people make Romania a place where most visitors feel very comfortable. Some of the Romanian tourist attractions are unique. The Danube Delta which is the largest nature reserve in Europe is a paradise for fishermen and birdwatchers. There are also the beautiful monasteries of Bucovina with their churches dating back to the 15-16 century, the Black Sea coast, the wild and picturesque Carpathian Mountains. If you are a Dracula fan, you wouldn't want to miss Dracula's Castle in Bran, the Borgo Pass or his birthplace in the medieval "Upper Town" of Sighisoara – which are all in Transylvania. These are just a few of the reasons why you should visit Romania.

**Your future plans?**

No big plans for the future. I will go back to Romania this summer, and I hope I can add value to my former Helicopter Squadron by implementing the NATO skills and experience that I have gained during my time in JFC



# CAS: Morale Enhancing Programs and Events for JFC HQ Brunssum Personnel

**SUPER BOWL XLV PARTY** at the ICC! Many of you have asked about this...so here you go. We're going to start the party off at 2100 with a pre-game Texas Hold 'em poker tournament, followed by the Super Bowl kick-off at 0025! We'll be streaming the game live on the big screen so you can see all the funny new commercials! 10€ gets you in the door and includes finger foods/snacks, while 20€ adds beer, wine, soda, and coffee/tea. The attached flyer has all the details. Please feel free to post it and share the info with your friends. Also, we ask that you contact one of the POC's for your ticket so we know how many folks to expect...

In addition, don't forget about the **Hip Hop/Soul Night** this Friday, 28 January at the Conference Center. DJ RayRay/DJ Phil will be in the place, so please come out and enjoy a night of dancing to a mixture of Hip Hop and Soul music. There will be hot food available for purchase, buffet style. General entry cost is 5 euros, food package is 10 euros and food/drink package is 20 euros. Drinks include beer, wine, soda and coffee/tea.

- Food Menu
- Fried Chicken
- Corn on the Cobb
- Stew Cabbages
- Sweet Yams
- Corn bread
- Sweet Ice Tea

We're also hosting a **Valentine Dinner and Dance on 12 February**. The Masonic Family of Deary Vaughn Lodge #147 will be providing a Valentine Dinner and Dance at the ICC. Ticket prices are 25 euros for singles and 40 euros for couples. You can choose to sit as a group or if you want to make the evening special, request a couples table. **YOU CAN PRE-ORDER TICKETS BY EMAILING** rawbooking\_traye@gmail.com or worldwideaffair@gmail.com.

**Swimming lessons!** - here's another often requested service that we're adding to our program. We're currently taking sign-ups for swim lessons at the JFC Brunssum pool...please contact them at +31 (045) 526 3172 for more specifics.

**Cinema Lovers** – due to the continually decreasing attendance, we're forced to stop the Friday night shows effective the first of March. We'll continue with the Saturday matinee/evening shows as they still seem to be very popular. Sorry for the inconvenience but it's simply a matter of economics...

## JFC BRUNSSUM ALLIANCE THEATER Movie Schedule

<b>Fri. 04 Feb / 19:30</b> <b>RED</b> Bruce Willis, Morgan Freeman ★★★★★	<b>Fri. 18 Feb / 19:30</b> <b>BURLESQUE</b> Cher, Christina Aguilera ★★★★★
<b>Sat. 05 Feb / 16:00</b> <b>HARRY POTTER AND THE DEATHLY HALLOWS 1</b> Daniel Radcliffe, Emma Watson ★★★★★	<b>Sat. 19 Feb / 13:00</b> <b>MEGAMIND</b> Will Ferrell, Brad Pitt ★★★★★
<b>Sat. 05 Feb / 19:00</b> <b>THE NEXT THREE DAYS</b> Russel Crowe, Elizabeth Banks ★★★★★	<b>Sat. 19 Feb / 16:00</b> <b>TANGLED</b> Mandy Moore, Zachary Levi ★★★★★
<b>Fri. 11 Feb / 19:30</b> <b>LOVE AND OTHER DRUGS</b> Jake Gyllenhaal, Anne Hathaway ★★★★★	<b>Fri. 19 Feb / 19:00</b> <b>THE TOURIST</b> Johnny Depp, Angelina Jolie ★★★★★
<b>Sat. 12 Feb / 16:00</b> <b>TANGLED</b> Mandy Moore, Zachary Levi ★★★★★	<b>Fri. 25 Feb / 19:30</b> <b>THE NEXT THREE DAYS</b> Russel Crowe, Elizabeth Banks ★★★★★
<b>Sat. 12 Feb / 19:00</b> <b>UNSTOPPABLE</b> Denzel Washington, Chris Pine ★★★★★	<b>Sat. 26 Feb / 16:00</b> <b>TRON: LEGACY</b> Olivia Wilde, Jeff Bridges ★★★★★
	<b>Sat. 26 Feb / 19:00</b> <b>BURLESQUE</b> Cher, Christina Aguilera ★★★★★

## First Coffee Morning of the International Spouses Club

Story by Rukiye Cakan, International Spouses Club Chairperson



Food buffet presented a rich variety of Turkish dishes.

The first monthly Coffee Morning in 2011 of the International Spouses Club (ISC) was hosted by Turkey on 18th January with the attendance of over 130 spouses from both JFC Brunnsom and Nato Geilenkirchen Airbase.

To welcome the guests the Conference Center was decorated by the Turkish ladies

in conformity with the theme of “Turkish winter in Turkey”. Chairperson Rukiye Cakan made her opening speech to start the Coffee Morning by wishing a happy new year to all ladies. The address of Turkish advisor Ozlem Tekin, spouse of Colonel Izzet Tekin, on behalf of Turkish delegation was followed by a presentation focusing on Turkey’s unique geography and one of

its most outstanding cultural values, folk dances.

The first surprise of the day was the awesome and unforgettable dance show of “Baris Folk Dances” group. They performed “Kafkas” dance, a Caucasian originated typical folk dance of Eastern Turkey. The entire audience was quiet impressed by the tripping figures of the dancers, cheering and rhythmically applauding.

The food buffet presented a rich variety of delicious Turkish dishes for the guests. At the end of the brunch, as another surprise, all ladies enjoyed Turkish hospitality being served freshly cooked Turkish coffee by traditionally costumed ladies.

Chairperson Rukiye Cakan ran the raffle for ten amazing prizes to find their owners. At the end of the Coffee Morning, ladies from all nations joined the Turkish ladies to form a dance ring. Performing another local dance hands in hands, smiling in eyes and beating simultaneously, international spouses draw a missed picture of friendship as a sweet memory to be remembered all the time.

## AFNORTH International School hosts Probability Fair 2011

Story by Duncan McIntyre, AFNORTH International School



Probability Fair offered AFNORTH School students an opportunity to learn about odds, probability and expected value.:

The chances were very, very good that you would learn something about odds, probability and expected value if

you attended the 2011 PROBABILITY FAIR, hosted by the Grade 12 Data Management class.

Class members designed their own unique game of chance and analyzed its possible outcomes and associated probabilities. These games were then “dressed up” and put on display for students in M1 and M2 classes. When the patrons entered the Fair they were met by “Geometry Joe”, who handed them some game coupons and then they went seeking success at games such as Lucky Drop, Wheel-O-Rama, The Ultimate Dicertron, Magic Number Box and Ninja Rolls Dice. The students were all smiles as they experienced the ups and downs of what probability is all about.

AFNORTH teacher Duncan McIntyre (also known as Geometry Joe) said of the probability fair: “It’s about experiencing math first hand. For both the students who designed and analyzed the game, and for those who played them, the chance is there to really get hands-on and play with the math. After all, math is not a spectator sport!” The Probability Fair looks to make another appearance during the elementary MATH WEEK.

# Did You Know? Valentine's day origin

Source: Wikipedia



Saint Valentine's Day (commonly shortened to Valentine's Day) is an annual commemoration held on February 14 celebrating love and affection between intimate companions. The day is named after one or more early Christian martyrs named Valentine and was established by Pope Gelasius I in 500 AD. It was deleted from the Roman calendar of saints in 1969 by Pope Paul VI, but its religious observance is still permitted. It is traditionally a day on which lovers express their love for each other by presenting

flowers, offering confectionery, and sending greeting cards (known as "valentines"). The day first became associated with romantic love in the circle of Geoffrey Chaucer in the High Middle Ages, when the tradition of courtly love flourished.

Modern Valentine's Day symbols include the heart-shaped outline, doves, and the figure of the winged Cupid. Since the 19th century, handwritten valentines have largely given way to mass-produced greeting cards.

## Harlem Globetrotters showed magic basketball Globetrotters gave terminally ill Paul the evening of his life

Story by Ed Friese, JFC HQ Brunssum PAO



Paul surrounded by the Harlem Globetrotters. Left of him Mr. Handles Franklin.

Some 800 people watched the unmatched magic show of the Harlem Globetrotters. The world iconic basketball team known for their spectacular show played in the Heerlen Varenbeuk Sports hall on Thursday 9 December. The players demonstrated how magic basketball can be. Accompanied by the humour of Mr. Handles Franklin everyone enjoyed the world most spectacular basketball show. Their ball handling combined with the many tricks amazed the audience. These basketball artists involve not only the opponents and the referees, but also the audience became part of the show.

The team travels the world and performs at many major sports domes and events for a million audience. But as famous as they are they are also compassionate. In November

the Public Affairs Office received a request from some friends of Paul te Nijenhuis if it was possible to do something for Paul. This young man (31 yr) was terminally ill. His passion was basketball, having been a player and coach himself. His friends wanted to bring Paul to this match, probably the last opportunity that he could undertake the journey all the way from the area of Twenthe in the north-east of the Netherlands. Considering the distance a helicopter ride would be the most convenient and less tiring for him. However the helicopter flight could not anymore be arranged at that short notice. The NLD Royal Air Force had all its assets already committed. Transport by car was the only way to get Paul in Heerlen. Of course to travel up and down from Twenthe to Heerlen and back was too much for Paul to handle. The only option was therefore

to let him and his friends stay overnight. Help came from the Schinvelder Hoeve in Onderbanken. Jos Quadackers owner of the Hotel – Restaurant kindly offered the young man a wonderful hotel room for him to stay. Of course at no cost including a dinner and breakfast. This fantastic help cleared the way to bring Paul to the Globetrotters, who prepared him a fantastic evening. It was a big surprise for him when his friends informed him that he was going to visit the Harlem Globetrotters. When he arrived in his wheelchair at the Varenbeuk Sports complex in Heerlen everything was prepared by LTC Tom Reppart, Chief Community Activities Services in the Facility Management Branch. He had a special place near the court close to the team. Paul had the evening of his life. During the match he received several high fives from the players and you could see he enjoyed every minute of the show. 'What a ball handling', he said. But his biggest surprise was when he was allowed to meet with them during the intermission. All players greeted him and he received a basketball and a shirt which were signed by the players. They really gave him the evening of his life. When the show was over he returned to the Schinvelder Hoeve. Very tired but so happy. The next day they returned to Twenthe after a good breakfast. Unfortunately not long after this Paul died on Wednesday 5 January. We knew he had not long to live. But at least that Harlem Globetrotters basketball show could not be taken away from him anymore. Thanks to the enormous compassion and support of the Globetrotters and USA LtCol Reppart, it all worked out so well. Many thanks to all who helped Paul's last dream to come true.



**Where:** Aachen, Germany  
**Place to visit:** Suermond-Ludwig Museum Aachen  
**Opening dates:** Open all year round  
**Opening hours:** Tuesday to Friday 12.00-18.00, Wednesday 12.00-20.00, Saturday, Sunday 11.00-18.00  
**Admission:** 5 Euros, 2.50 Euros, Family ticket 9 Euros  
**Distance:** 28, 5 km from JFC HQ Brunssum, approx. 30 minutes  
**Food and drinks:** Cafe offers cold and hot drinks  
**Web: address:** www.suermond-ludwig-museum.de and www.joos-van-cleve.de  
**Telephone:** +49 (0)241 / 47980-0  
**Address:** Wilhelmstraße 18, 52070 Aachen, Germany

# The Suermond-Ludwig Museum Aachen

## A wealth of art on display

*Story by Florian Maatz*

*Photos by Pasca Vretinari, Aachen and Roland Murof*

A visit to the Suermond-Ludwig museum is a journey into the world of paintings, sculptures, graphics and art and crafts from medieval times until the last century. Your visit helps the living continuity of cultural history.

The urban Suermond-Ludwig-Museum was founded in 1883 by the Aachen Museum Association as Suermond Museum. It was named after his first major donor Barthold Suermond. Since 1901, the museum is located in the mansion "Villa Cassalette" in the Wilhelmstraße in Aachen.

### Collection

The museum collection has grown steadily since its inception, not least by the many gifts from Aachen citizens such as Anton Ignaz from Houtem, Franz Johann Joseph Bock, and - especially - Irene and Peter Ludwig. In 1977 the house was given the name Suermond-Ludwig Museum. From then on, the house was associated with the renowned Ludwig Foundation. The collection features, along with painting and sculptures of the 12th to 20th Century, tapestries and silverware and an extensive collection of glass paintings from the Middle Ages to the 20th Century. It is a collection of antiques, with the main theme of Attic vase painting, as well as 10,000 drawings, including watercolours, prints and masterpieces by Albrecht Dürer, Francisco de Goya in addition to international well known artists and even a true Rembrandt portrait painting.

### Special exhibition on Leonardo of the North: Joos van Cleve

The Suermond-Ludwig-Museum has on special display the exhibition "Leonardo of the North: Joos van Cleve" from 17 March to 26 June 2011. On display are some 65 exhibits - altar pieces, portraits and devotional pictures. His works were sent all over Europe, for example to Cologne, Gdansk, Genoa, Madeira, etc. Now they are at the Suermond-Ludwig Museum for the first time brought together in an extensive exhibition. The borrowed works will come from over 30 internationally renowned museums like the Musée du Louvre, Madrid's Museo Nacional del

Prado, the National Gallery in London and New York's Metropolitan Museum of Art, and over a dozen private collections. Three paintings of van Cleve are in the permanent collection of the Suermond-Ludwig Museum. One of it is the "Cherry Madonna".

Van Cleve was born around 1485 under the name of Joos van der Beke (1540). After studying in the Lower Rhine area and probably in Bruges, he was admitted in 1511 to the painters' guild of Antwerp, Europe's commercial and artistic capital of his time, where he supported a large and most successful studio workshop in the years after. His masterful compositions based on Leonardo da Vinci's style and designs were highly appreciated, which is why he became known as the "Leonardo of the North".

### Highlight of your stay in Aachen

Joos van Cleve was both instrumental in the popularity and the spread of da Vinci's art. On the other hand, he added, the harmonious, gently contoured style of Leonardo's with his own Flemish technique. An extraordinary richness of detail in landscapes, a supremely skilful use of colour and light effects and a high degree of emotional power make the oeuvre of van Cleve so unique. He was not only artistically groundbreaking. His ideas on management and marketing workshop influenced the development of painting. Van Cleve made with his numerous students and trainees works in series and variations like no-one before, often even without prior contracts. His studio was also exhibition and retail space. And the art world was eager to obtain his works.

Joos van Cleve painted for many influential and wealthy merchants, in addition to churches and rulers like Henry VIII of England and the French King Francis I. A visit to the museum and the exposition on Joos van Cleve in particular will absolutely be a highlight during your stay here in this area.

administered from on high castle in Valkenburg. In the 19th century, especially after the construction of the railway and station, Valkenburg became known as a holiday destination and resort.





## Win Tickets for the Suermondt-Ludwig Museum

- We have 5 x 2 tickets for the Suermondt-Ludwig Museum
- In order to win the tickets, please answer the following question:
- **Question: How was Joos van Cleve called for his da Vinci's style?**
- Fill in this coupon and send it to PAO, or send an e-mail to pao@jfcbs.nato.int, before 28 February 2011
- 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 Valkenburg Museum

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

5 x 2 tickets won by:

Astrid Bueckling, FRB, PCS

Hans Janssen, RD, HRB, CHRS

Christopher Parent, OD, JPB, PSS

Wim Charlier, AIS

Annette Driscoll, BIM

## Book Review



### The Way Out of Afghanistan

By: Ahmed Rashid

For the 100,000 American forces, 40,000 NATO troops, and their commander, General David Petraeus, it's Year One of the Surge in Afghanistan. For many Afghans it's Year Nine of the US Occupation—or, to be kind, Year Nine of the US-led war against the Taliban and al-Qaeda.

US officers say that the war is finally on the right footing, with enough men and equipment to hammer the Taliban in their bases in the south. For US and European diplomats there are larger imponderables. The strategic policy review released by President Obama on December 16 is extremely cautious, noting that recent gains in the south remain “reversible.” The report says the strategy “is setting the conditions” to withdraw a small number of US troops in July 2011, but it does not specify how many of the 100,000 American forces might leave. A Western ambassador posed the problem to me clearly: “Are we creating a sustainable government, are we getting the politics right, will there be an Afghan army and civil service to take over when we leave?”

In Kabul the foreigners breathe a little easier after several months with no suicide attacks. Kabulis say that the protective blast walls and concrete barriers that line the streets are now twenty feet high, suffocating them and eating up their road and living space.

War is always a mixture of different, conflicting stories, depending on whether you are crouching in a ditch or sipping tea at the presidential palace. To have dinner with Petraeus and tea with President Hamid Karzai is a central part of the story, as is journeying to the edge of the city to tiny, unlit, unheated flats to talk to former senior Taliban officials who want to explain to you how the Americans and the Taliban can make peace. Everyone tells you the endgame has started in Afghanistan but nobody can tell you how it will end.

The world is obsessed with the big picture of the Afghan war, not the domestic details that make it so difficult to end. The NATO summit in Lisbon on November 19–20 was a clear example. It tried to clarify the vision of a Western withdrawal but also created confusion. The NATO leaders—speaking for the organization, not the US—said that they planned for a phased transfer of responsibility for security to Afghan forces and the end of NATO's combat role by 2014. They were committed to stay after that in a supporting role, while the US warned that its forces would continue fighting beyond that date if the security situation deteriorated. Clearly, the US and NATO are on two different timetables.