



IMPETUS

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NEW DIRECTOR GENERAL

**EUTM Somalia
Capabilities**



THE COUNCIL OF THE EUROPEAN UNION

Interview with DGEUMS – Lt Gen Ton van Osch

Lt Gen Ton van Osch (NL) became Director General of the EU Military Staff on 27 May this year. Before his appointment, he was the Military Representative of The Netherlands at NATO and EU and had several assignments at the joint and pol/mil level, mostly in the field of international operations and planning.



Lt Gen Ton van Osch,
Director General EU Military Staff.

Q: What are your first impressions as the new DG EUMS?

Lt Gen van Osch: The first impression is that I feel very welcome in the EUMS. It's nice to recognize the military comradeship and "can do" mentality even at this strategic level. And as important: I also feel very welcome in the General Secretariat of the Council, the European External Action Service (very much in development) and when I talk to members of the Commission.

It's clear they all see the military as an important instrument for crisis management. An important

instrument, but not alone. Crisis management should be comprehensive bringing together all appropriate actors and drawing on the full range of resources.

It is also clear that there are still a lot of uncertainties on how the final structure and procedures of the European External Action Service are going to look. For many of us these uncertainties might also have personal consequences. Still wherever I go, I find people with a high level of willingness to cooperate and support. That's a great basis to build on. I wish to see the EUMS as one big team and at the same time as a team player within the EU along with other security partners.

Q: What will change under your leadership as the new DG?

Lt Gen van Osch: If the EU and the rest of the world were never to change, there would be no reason for the EUMS to change either. My predecessor, Lt Gen David Leakey (UK), did a great job in improving procedures and concepts for operations and capability development. As a MilRep in the EU Military Committee I fully supported his ideas on the role of the military within the broader comprehensive approach for crisis management. So you'll see a continuation of those approaches.

But the world is changing and so is the EU. We've got to closely monitor developments in the security arena and on the basis of political guidance anticipate possible new security problems. We have to be able to give advice on what the military role of the EU could be towards those new risks. It is difficult to predict when and where, but if we follow trends we can be sure that requests for military support will come and we need to be ready for that. We have to anticipate new developments. It's up to the political level to decide if and when to use the military, but when this decision comes, we must be ready to act. The EUMS plays an important role supporting both the EUMC and the High Representative.

**The responsibilities of
the HR.....are much
broader than before**

The other very important change is of course the creation of the European External Action Service (EEAS). It is too easy to say that the role of the EUMS will not change, because we will continue to directly support the EUMC and the High Representative. Because the role of the HR will change, so will ours. And in my opinion for the best. We will be part of a bigger field of EU-players.

The responsibilities of the HR, who now is also the Vice President of the Commission, are much broader than before. The HR now has sight of all instruments that may be relevant for crisis management. I see this as a very positive development in which it will be easier to really develop a comprehensive approach. I'm convinced that this can largely add to our success. The quick development of the European External Action Service is therefore very important and must be a high priority. So also our contribution to it's development.

Q: What are your other priorities?

Lt Gen van Osch: The priorities of the EUMC and the High Representative already give a good focus. In summary, priority of the EUMS will go to our contributions to (1) current operations, (2) the

development of a comprehensive approach within the EU, (3) capability development, (4) the implementation of the Lisbon Treaty, (5) development of strategic partnerships. They are all important and we will assign resources to all of them, but if we have to make choices in resources and time, this is also the order of priority.

In general, I want to become more pro-active and more concrete

Within these priorities for the EUMS, my personal priority in the short term will go to our input for the implementation of the EEAS. We can only remain successful under the new structure if the EEAS becomes successful. Meanwhile we've got to make sure that procedures which are already in place continue to work. For that reason I will continue to build on our important and good relationship with the CMPD, the CPCC and the SitCen as well as further develop our relations with Commission services. But I don't expect that all procedures will remain the same. For example we now have different procedures for Common Security and Defence Policy, Humanitarian Assistance and Incident Handling. Since the High Representative now has much broader responsibility, I assume that in time these procedures will be harmonized.



We can be sure that requests for military support will come and we need to be ready...

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I'm saying that until this happens we should not forget the existing procedures and use them. International crises will continue to happen and will not wait until we reorganize and harmonize procedures. In general, I want to become more pro-active and more concrete. More pro-active by anticipating new developments and explaining how the military can be most effectively used; more concrete by defining our key actions into clear action plans with concrete aims, and of course control.

Q: How do you see our relationship with NATO?

Lt Gen van Osch: Essential! I'm glad to know that both the EU's High Representative Ashton and NATO's Secretary General Rasmussen want to further improve the EU-NATO relationship. It's up to us to do as much as possible within the political framework provided to us but we've got to be realistic.

On the one hand, for the members of NATO the transatlantic link is considered an essential element of their security. One of the reasons why the EU can conduct successful operations is that most Member States are already used to working with each other within this transatlantic relationship.

On the other hand we cannot expect that all of the security problems of the EU can or will be solved by NATO. History already gives proof of that and it is clear that we need our own capability. This is not duplication, because military capabilities created by Member States can be used by those Member States as they wish. That could be within the EU, but also within NATO, the UN or other frameworks.

We cannot expect that all the security problems of the EU can or will be solved by NATO

It is the task of the EUMS, in support of the EUMC, to develop the concepts and capabilities within the EU in such a way that we have the possibility to execute the full range of military tasks as stated in the European Security Strategy. It is not the responsibility of the EU to check that NATO has the same military concepts and procedures, nor is it the other way around; both organizations are independent. Yet we have to accept that it is essential for Member States who operate in both organizations that military concepts and procedures differ as little as possible. In our work we have to take these wishes of Member States into account.

I know that during operations much can still be improved, but I accept that political issues must be solved by politicians and it is our task as military to be as effective and efficient as possible within the given political framework. With that basic assumption, we will strive to cooperate with NATO as well as possible.

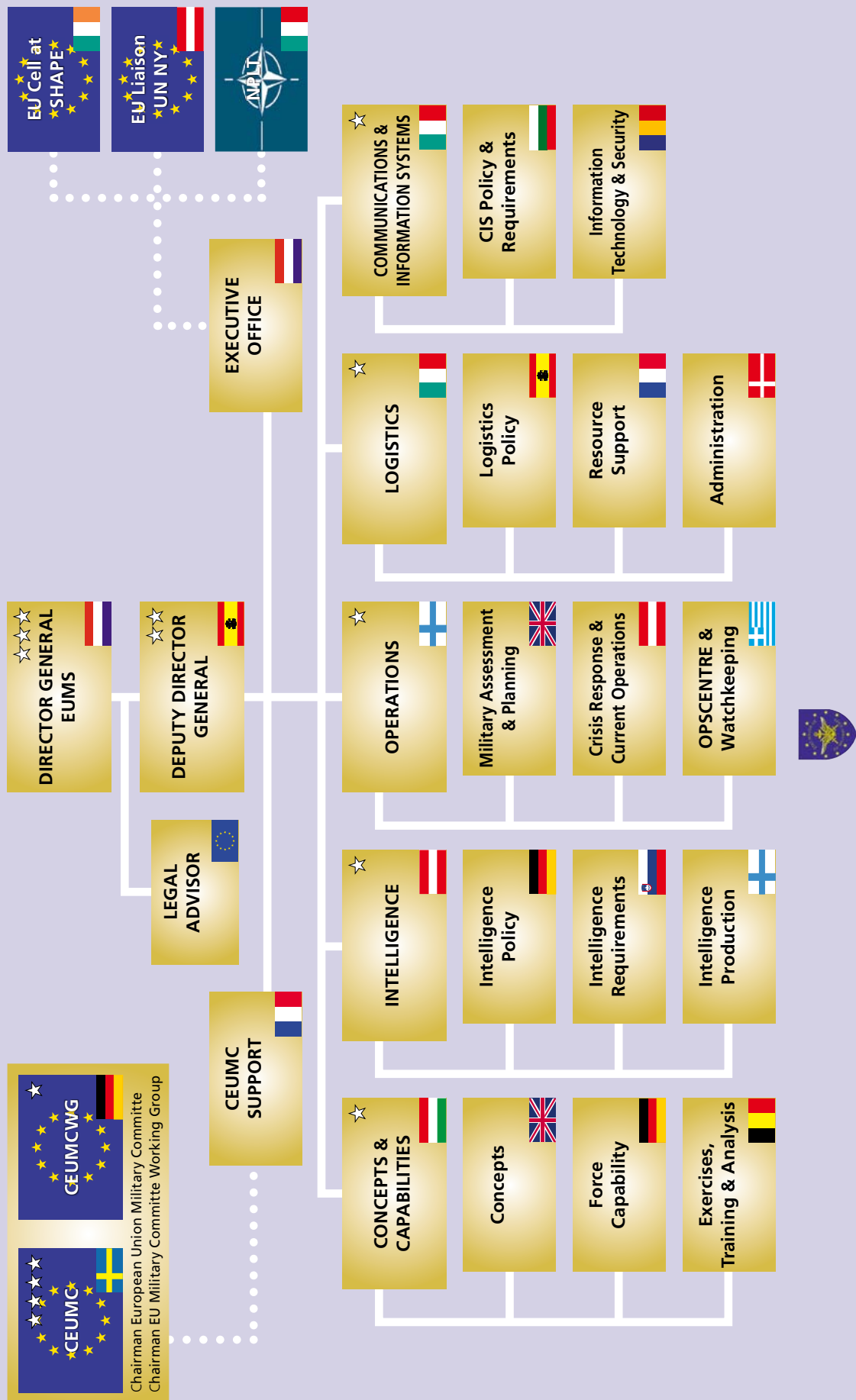
Q: Your personal ambition for the next three years?

Lt Gen van Osch: My theme in every command has been that I want the people I work with and myself to be happy in the job we do. This for me is the most important criterion to measure whether we are doing the right tasks and doing them well. People are only happy in their job if they have good working relationships with their colleagues and if they can be proud of what they are doing. We can only be proud of our work if it is useful and we do it well in both our own and the public's opinion. That's the aim! 🇪🇺



Lt Gen van Osch (Left) pictured with his predecessor Lt Gen Leakey.

EUROPEAN UNION MILITARY STAFF (EUMS) November 2010



EUMS

EU Military Committee – State of Play and Strategic Priorities

By General Håkan Syrén, Chairman EU Military Committee.



General Håkan Syrén.

After a year as Chairman of the EU Military Committee (EUMC) let me briefly reflect on what has been achieved and on the challenges ahead.

The first ten years of the European Security and Defence Policy (ESDP) have, as it were, been a build-up period. Each year has introduced some new requirements and challenges.

With the entry into force of The Lisbon Treaty in December 2009 the ESDP has entered a new phase. It has also been renamed *Common Security and Defence Policy* (CSDP), underlining the direct link to the Common Foreign and Security Policy (CFSP) and the enhanced ambitions of the European Union as a global actor.

The implementation of the Lisbon Treaty has an impact on tasks as well as on working methods and conditions. The ongoing structural transformation to create the European External Action Service is far-reaching. When completed it will put the European Union in a much stronger position to implement a comprehensive approach with all its different tools, working together in a coherent way under the single authority of the EU High Representative.

The EU Military Committee itself is not directly affected by the new Treaty. It remains the primary instrument through which the Chiefs of Defence of the 27 Member States can bring their military perspectives into the political process. It is of course affected by the

great changes of the general setting around it. The enhanced ambitions of the Union as well as the institutional changes around the Committee over time no doubt will have a great influence on the future tasks and role also of the military committee.

The fact that the rotating Presidency no longer has a guiding role in the field of CSDP implies important changes for the work of the Political and Security Committee and thus also for the EUMC. Until now each new Presidency provided new inputs to the work of the two committees. The new framework has opened a more long-term approach with the High Representative in the driving seat.

From the perspective of the EUMC, the new Treaty was agreed at a very appropriate moment in time. The EUMC had reached a natural point for some forward-looking reflection.

Up to now the work of the committee has been focused on establishing an efficient framework for providing support to CSDP operations and for the military capability development. We have created the necessary structures, developed a broad range of concepts and, in close cooperation with the European Defence Agency, launched a plan for the capability development. The EUMC has not achieved this on its own. The continuous support by the EU Military Staff and by the individual Member States has been vital.

All of that of course will need to be continuously adapted to new conditions and to lessons learned in operations.

The working processes in the multinational Brussels environment are very different from the national processes. Consensus building among 27 Member States is necessarily more complicated than the decision making in the individual Member States. Nevertheless, I am impressed by the professionalism that I have met among my military colleagues in Brussels. I appreciate the qualified support that the Military Committee is constantly enjoying. It should also be kept in mind, that the military EU structure is still very small.

I am careful not to use too strong words, but the ESDP/CSDP has indeed delivered tangible results. The ongoing EUNAVFOR operation Atalanta constitutes the first ever EU maritime operation out of the seven operations launched so far. It represents a significant broadening of the EU military role and it is also acting as an important bridge builder, connecting the EU with a broad range of outside contributors. Similarly the EU Rapid Response Concept is today implemented

EUMC remains the primary instrument through which the Chiefs of Defence of the 27 Member States can bring their military perspectives into the political process

through Battle Group commitments by a large number of Member States. Although no Battle Group has been deployed in an operation yet, the development of the capabilities has been important in enhancing interoperability and also as a catalyst for force transformation in many Member States.

The EUMC Strategic Plan

Reflecting on how the Military Committee could proactively support the work of the Council we concluded that the Committee should take a broad look on its future work and priorities. We identified a need and an opportunity to engage all the Chiefs of Defence (CHODs) and their Representatives in a constructive dialogue with the aim to establish an agreed Strategic Plan. It was an ambitious aim and I know that there were some doubts about the general feasibility of the project.

Building on the strong support by the Chiefs of Defence, the Military Representatives in Brussels and the EU Military Staff, the project has been able to reach its goals. Our starting point was the political aims expressed by the Council in different recent documents. The Member States Chiefs of Defence together listed about 130 tasks. In a multi-step dialogue we managed to group and condense these 130 tasks into five strategic priorities. Each Priority is supported by some Key Actions - a total of nineteen.

The EUMC Strategic Plan was agreed by all 27 Defence Chiefs at their meeting in Brussels in May and has proved to be a highly useful communicative tool. For example, we have presented it to the Ambassadors in the Political and Security Committee. It was appreciated for its clarity and simplicity and is now providing significant input to the further deliberations of the PSC.

The five Strategic Priorities are :

1) "Improve planning and execution of CSDP missions and operations": This is our added value: This is a fundamental part of the Military Committee's business. We must make best use of the fora and mechanisms that already exist, and optimise opportunities that will arise.

2) "Contribute to development of a Comprehensive Approach in the EU": This is very broad. It comes down to that we must accept that we are contributing, with others, to a larger agenda that we can not solve ourselves. It extends to all aspects of civil-military synergies, with the aim to achieve more with the resources we have.

3) "Contribute to reduction of Priority Capability Shortfalls". Lessons learned from CSDP and other activities are increasingly guiding our capability development process. They will drive us to consider supplementing our equipment programmes with collaborative actions, such as pooling and sharing, to resolve shortfalls. Continuing along traditional national lines, in particular considering the present economic situation, simply is not a viable option any longer.

4) "Contribute to implementation of the Lisbon Treaty": The military role in the new environment and how it best supports the European External Action Service will be developed and defined. The Lisbon



CEUMC General Håkan Syrén (left) pictured with his predecessor, General Henri Bentégeat.


Treaty has a number of new possibilities such as Permanent Structured Cooperation, Mutual Assistance and the Solidarity Clause. This will greatly affect our work in the coming year.

5) "Contribute to development of EU strategic partnerships"

The Military Committee has a role to play in the improvement of strategic partnerships with other organisations. The EU - NATO relationship is always of particular interest to our CHODs: the two organisations must be able to communicate efficiently and transparently.

The United Nations continues to remain an extremely important partner.

In conclusion, the Strategic Plan sets the framework for the work of the Military Committee, but it is not a static framework. The priorities themselves reflect the dynamics. Implementation of the Lisbon Treaty will remain a main task this coming year. The political dialogue on how to translate the Solidarity clause, the Mutual Assistance clause and Permanent Structured Cooperation (PSCD) into concrete actions is still at an early stage, but potentially there could be significant impact on the development of CSDP.

The EU Military Staff is now taking the Strategic Plan forward. Clearly defined long-term priorities as well as concrete targets will help us to focus our efforts in a way that responds to the challenges facing us. 

The continuous support by the EU Military Staff and by the individual Member States has been vital

EUMC Strategic Priorities

1	Improve planning and execution of CSDP missions and operations
2	Contribute to development of a Comprehensive Approach in the EU
3	Contribute to reduction of Priority Capability Shortfalls
4	Contribute to implementation of the Lisbon Treaty
5	Contribute to development of EU strategic partnerships

EUTM Somalia

Lt Col Juan Pita, Chief Press Information Officer (May - Sep 2010) with the EU Training Mission Somalia (EUTM), gives IMPETUS an interesting insight into EUTM and the first intake of Somali recruits...



Background

Following the formal Spanish offer to lead a Mission to support Somali Security Sector reform, the Council named Spanish Army Colonel Ricardo Gonzalez Elul as the Planning Authority on 04 December 2009. By the end of that month, he, accompanied by a

small team, performed initial reconnaissance both in Brussels and in Uganda.

The first output of the reconnaissance was that Uganda was considered as the best location to conduct such a Mission. Uganda was already training Somali forces in its training Camp located in *Bihanga*, some 250 Km West of *Kampala*, its capital. Moreover, it was identified during the reconnaissance that the support provided by the EU should be coordinated with both Ugandan and AMISOM Authorities and should be aimed at filling the gaps in the training already being delivered by Uganda.

EUTM Somalia aims to provide specialized training to up to 2,000 Somali soldiers in two periods of six months each

The Somali Transitional Federal Government's (TFG) main responsibility in the process deals with vetting and selection. This process, key to the final success of the Mission, takes place taking into account several criteria: balance between both geographical and clan roots of the recruits, good health and physical condition, the age (they must be older than 18 years), a certain disposition to receive training (a criterion that's difficult to gauge), as well as a clean record regarding Human Rights. AMISOM performs the final selection and vetting of the recruits, with the aid of the United States Department of State.

Once the selection is finished, the recruits are moved to the Ugandan Army Training Camp in *Bihanga*. The United States provides the individual equipment for the recruits. Uganda provides the weapons and the ammunition required for the training.

AMISOM is responsible for re-integration into the Somali Defense Forces once the training is finished.

Planning

On 15 February 2009, the Council formally decided to conduct the Military Training Mission naming Col Gonzalez Elul as Mission Commander and directing him to initiate the Mission planning.

Due to the specific characteristics of this military training Mission, there is no Operational Headquarters (OHQ) in Europe nor a Force Headquarters (FHQ) deployed in the Mission Area. Both of them are integrated into the Mission Headquarters (MHQ) deployed in Uganda.

The Mission Plan was approved by the Council on 31 March. The Mission Commander issued his Activation Order, allowing the deployment of the first Mission elements to theatre, on 07 April.

Structure

The Mission Headquarters (MHQ) is structured in four elements. The Main Element is located in *Kampala*, where the Mission Commander, as well as the main part of his Staff, are deployed. The Training Element is deployed in the *Bihanga* Training Camp. An EUTM-Somalia Liaison Office is located in *Nairobi* (Kenya). MHQ is finally completed by the Support Cell located in Brussels with responsibility for liaising with the EU Military Committee (EUMC), through the EU Military Staff.

EUTM-Somalia MHQ is composed of 41 members, 20 of which are Spanish, the remainder from other 7 EU countries.



EUTM - FIBUA training.

Training

The European Union Training Mission Somalia (EUTM Somalia) aims to provide specialized training to up to 2,000 Somali soldiers in two periods of six months each.

The specialized training is organized in seven different modules, as agreed with both AMISOM and UPDF Authorities.

Each Module is led by an EU Member State, moreover, following MHQ directions, each has produced a detailed training program for each module.

During the first intake, 191 Somali recruits have taken the four-month long Non-Commissioned Officers (NCOs) Training Module. The training covers topography, weaponry, communications, tactics, techniques and procedures, etc. at the level needed for a Section leader. Additionally, relevant time is allotted to instruction on leadership and basic knowledge about Human Rights and Law of Armed Conflict and TFG structures. Furthermore, during one week, a specific FIBUA sub-module takes place. After finishing the second month of training, 21 Somalis, out of those 191, have been chosen to undergo Junior Officers Module.

The NCOs Module, with Spain as lead nation, had one Coordination team with two Spanish Trainers plus nine Training Teams. Each Training Team is composed of one Officer, four NCOs and one Private. Spain provided two complete Teams in addition to a joint Spanish/Greek training team. There were two French, one Belgian (completed with one Trainer from Luxembourg), one Swedish/Finnish, one Irish/Maltese and one German/Hungarian Team during training for the first intake. Each of these Training Teams was responsible for some 25 Somali personnel.

Once the first four-month period finished, the MHQ Training Element decided on how to distribute the remaining 170 Somalis among the different Training Modules. 90, were distributed within four Platoons, and followed the Infantry Specialized Module. The aim of this is to train Platoon leaders. This Module is led by one Spanish, one French, one Irish/Maltese and one Finnish/Swedish Training Team from the NCOs Module.

Germany is in the lead for the Communications Module with seven Trainers. 25 Somalis will undergo this Module the aim of which is to teach personnel how to both operate and maintain the Communications equipment required at Platoon level.

Four Italian Trainers will train another 20 Somalis in the framework of the Combat Life Saver Module. They will learn basic first aid in combat, which actions must be taken immediately after an injury and how to stabilize and prepare for the transportation of a casualty.

The remaining 35 Somalis will follow the (Counter Improvised Explosive Devices) C-IED Module, which is the responsibility of our Italian Trainers. They will



Col Ricardo Elul (MCdr) presents medals to EUTM training team personnel at Bihanga Camp, Uganda.

learn how to deal with mines and other explosive devices.

As mentioned, after finishing the NCOs Module's second month, 21 Somali Trainees have been selected to follow the Junior Officers Module. During the following three months a French Team composed of six Trainers will train them in leadership, tactics, techniques and procedures, employment of platoon level collective weapons, etc. They will also follow two specific sub-modules about C-IED and Fighting in Built-Up Areas (FIBUA) lasting one week each.

The Somalis following the UPDF-led general training, as well as those following the EU-led specialists training, follow a one-week FIBUA sub-module, under the responsibility of thirteen Portuguese Trainers.

At the end of the fifth month, some 720 Somalis will have finished the UPDF-led Basic Training, 170 the EU-led NCOs and 21 the EU-led Junior Officers Training. The sixth and last month will be devoted to unit cohesion. The aim is to bring the some original 900 Trainees into well formed Military units able to execute combat actions at platoon level. The activities that take place during this month are led by the UPDF, with the assistance of some EUTM-Somalia Trainers.

Way ahead?

One more aspect to highlight is the fact that some UPDF military are integrated, as observers, in the EU-led Training Modules. One key factor in the EU long term strategy is to enable African countries to continue the training once EUTM-Somalia is finished.

The possibility to integrate soldiers from other African countries, apart from Uganda, in the second Training period, in a "Train the Trainers" mode, is also under consideration.

The main focus now will be on preparations for the timely intake on the second batch of recruits with a view to commencing their training in early December. 🇪🇺

**AMISOM is responsible
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EUMS – EDA cooperation: serving the common goal of EU Capability development

By Lt Col Kris Herrebout (BE), Force Capability Branch, Concept and Capabilities Directorate, EUMS.



Lt Col Kris Herrebout.

Since its creation almost ten years ago, the EU Military Staff has been supporting the EU Military Committee by providing its military expertise and workforce to the Headline Goal (HLG) process in the framework of EU Capability development. At working level, the Force Capability Branch of the EUMS contributes on a regular base to the activities of the EUMC's Working group dedicated to the Capability development : the Headline Goal Task Force (HTF).

As of 2004 the European Defence Agency became a new important player in the field of EU Capability Development, with a role in the identification of operational requirements and the promotion of measures to fill the capability gaps. Although frictions have occurred in the past due to partially overlapping responsibilities, it is clear that these three EU bodies share a common goal : to help the Member states to develop the appropriate capabilities, ready to be engaged in military

operations decided by the Council.

Throughout the years a good working relationship has been established between the EDA and the EUMS. This "teamwork" has developed in different ways and the EUMS has contributed to several EDA activities and projects.

Development of the Capability Development Plan

Before the elaboration of the Capability Development Plan (CDP), the EUMS had already participated in workshops organised by EDA to develop the "Initial Long-Term Vision for European Defence Capability and Capacity Needs " and later on in workshops to identify possible trends on

ESDP military capability needs in the 2025 timeframe, which later became the strand B of the CDP.

Since 2008, the identification of the capability requirements passes through the CDP, which was developed by EDA, the EUMC, the EUMS and the participating Member States (pMS). The participation of the EUMS in this development is a first important element of cooperation between the EUMS and the EDA. Together with the HTF the Force Capability branch prepared the summary of Capability shortfalls derived from the HLG 2010 exercise (known as strand A) and a set of capability conclusions drawn from operations (known as strand D), essential parts of the EUMC's input to the initial CDP.

The strand A establishes the baseline of shortfalls, their associated operational risks and their relative priority from the HLG 2010 exercise with its heavy catalogues. The EUMS is also responsible

for the strand D. This strand aims at capturing capability trends from recent operational experience, by processing lessons from EU-led military operations, from member states or from studies contracted by EDA. As a matter of fact it is a kind of reality check for the CDP.

During this year's first semester the HTF with the support of the Force Capability branch prepared the EUMC's input for the 2010 update of the CDP. In this framework the EUMS worked closely together on the exploitation of the EDA study on Afghanistan, which was incorporated into the strand D input.

In the mean time the EUMS has followed the development of the overall CDP processes. This is the case for example of the mechanism to derive further cooperative actions from the CDP, which will be used once the CDP has been updated.

Conceptual work and project support

A second important part of the cooperation of the EDA and the EUMS relates to the different activities of the EDA to help participating Member States to fill the capability gaps. A large part of the conceptual work done by the EUMS is in support of EDA projects or is the starting point for a number of the cooperative actions derived from the CDP, like Human Intelligence, Computer Network Operations, Comprehensive Approach, just to mention some examples.

The EUMS is also involved in the different working groups created within the EDA to develop projects : the Integrated Development Teams (IDT), the Project Teams (PT) or ad-hoc groups. All Directorates of the Military Staff participate in these working groups, each one bringing its expertise, experience and lessons from EU and CSDP operations to help the participants to find solutions to the large number of problems which always appear in multinational projects.

Regular contacts

In order to coordinate this cooperation and to follow the discussions between EDA and its pMS officers from the EUMS participate on a regular base in the different meetings in EDA premises. The main ones are the CDP-Team meetings and the capability related EDA Steering boards with their respective Preparatory committees. In a similar way the Capability Directorate of the EDA sends representatives to EUMC and HTF meetings.

Although the Force Capability branch is the main point of contact in the EUMS for EDA related activities, other branches of the EUMS are also

involved in EDA meetings, both the more general ones as well as the technical panels such as the IDT's and PT's.

Besides the official meetings, action officers from EUMS and project officers from EDA meet each other during informal working contacts, which all contribute to the good working relations.


At the crossroads

In the area of the EU Capability Development there are many actors to which the EUMS has links at different levels. When observing the way the EUMC, the EDA and the EUMS work together in this field, one might get the impression that the EUMS finds itself sometimes squeezed between the hammer and the anvil in this "ménage à trois". We, however prefer to see the EUMS as a working level facilitator at the crossroads between the EDA, the EUMC, the EUMC's Chairman's office, the HTF, the MS and the Crisis Management and Planning Directorate (CMPD).

Besides the internal EU business, EUMS and EDA representatives find themselves sitting around the same tables in the dialogue on Capability Development with NATO bodies also. One example is the common participation in the EU-NATO Capability group meetings. Another example are the contacts both EUMS and EDA have at working level with the Allied Command Transformation in order to exchange information on Defence Planning and Lessons Identified from Operations.

Future perspectives

It is clear that throughout the years the working relations between the EUMS and the EDA have been constantly improved. By increasing the coordination of the respective activities and avoiding misunderstandings this cooperation can be further enhanced to the overall benefit of the EU and its Member States.

This enhancement can encompass both the identification of the requirements through the CDP as well as the provision of solutions for the capability gaps, which is of utmost importance for the future in order to achieve the objectives of the Common Security and Defence Policy of the European Union. In this framework the issues of Pooling & Sharing the assets and capabilities (military and civilian ones alike) and laying the ground of the capability-related goals of the future Permanent Structured Cooperation are examples of areas where the EUMS can also continue to cooperate with EDA with its military expertise. 

EU Missions and Operations



Since 2003, the EU has conducted, or is conducting, 24 missions and operations under CSDP. Seven of these are military operations. The rest are civilian missions, although in many cases, a high proportion of personnel are also military. Currently, the EU is undertaking 12 missions and operations under CSDP (3 military, 9 civilian) 🇪🇺

Missions/Operations	EUROPE	AFRICA	MIDDLE EAST	ASIA
Military	<p><i>CONCORDIA</i> (FYROM) Mar-Dec 03</p> <p>EUFOR ALTHEA (Bosnia i Herzegovina) Dec 04 –</p>	<p><i>ARTEMIS</i> (Ituri province, Congo RDC) Jun-Sep 03</p> <p><i>EUFOR RD Congo</i> (Congo RDC) June 06 – Nov 06</p> <p><i>EUFOR TCHAD/RCA</i> (Chad-Central African Republic) Jan 08 – March 09</p> <p>EU NAVFOR ATALANTA (Coast of Somalia) Dec 08 –</p> <p>EUTM Somalia (Training Mission - Uganda) Apr 10 –</p>		
Civilian	<p><i>EUPOL Proxima</i> (FYROM) Dec 03 – Dec 05</p> <p><i>EUPAT</i> (FYROM) Followed EUPOL Proxima Dec 05 – June 06</p> <p>EUPM BiH (Bosnia i Herzegovina) 01 Jan 2003 –</p> <p><i>EUJUST Themis (Georgia)</i> Jul 04 – Jul 05</p> <p><i>EUPT Kosovo</i> Apr 06 – 08</p> <p>EULEX Kosovo 16 Feb 2008 –</p> <p>EUMM Georgia 01 Oct 2008 –</p>	<p>EUSEC RD Congo (Congo RDC) June 05 –</p> <p><i>EUPOL Kinshasa</i> (Congo RDC) April 05 – June 07</p> <p>EUPOL RD Congo (Congo RDC) July 07</p> <p><i>EU SSR Guinea-Bissau</i> Feb 08 – Sep 10</p> <p><i>AMIS II Support</i> (Darfur province, Sudan) Jul 05 – Dec 07</p>	<p>EUPOL COPPS (Palestinian Territories) Jan 06 –</p> <p>EUJUST LEX (Iraq) Jul 05 –</p> <p>EUBAM Rafah (Palestinian Territories) 30 Nov 05 –</p>	<p><i>AMM</i> (Aceh province, Indonesia) Sept 05 - Dec 06</p> <p>EUPOL Afghanistan 15 June 07 –</p>

Note: Missions/Operations in **bold blue** are ongoing.

EUROPE

BOSNIA



EUPM

Type:	Police mission. EUPM was the first CSDP operation launched by the EU on 1 st January 2003.
Objectives:	EUPM seeks to establish effective policing arrangements under BiH ownership in accordance with best European and international practice. EUPM aims through mentoring, monitoring, and inspecting to establish a sustainable, professional and multiethnic police service in BiH. Provides support in the fight against organised crime and corruption.
Mandate:	Initiated in January 2003. EUPM I extended into EUPM II (Jan 2006-31 Dec 2007) with a refocused mandate on the above mentioned objectives. EUPM II has been extended into EUPM III from 1 Jan 2008 until 31 Dec 2009. Mandate extended until 31 Dec. 2011.
Commitment:	Authorized strength : 197 international staff. Current strength : 125 international and 163 local staff. 22 EU MS and 3 Third States (TU, CH, UKR) are contributing to the Mission. The budget is €14,1 M.
Head of Mission:	Brig. Gen. Stefan Feller (De) is the Head of Mission. (Valentin Inzko (AT) is the EUSR* in BiH.)

CIVILIAN MISSIONS

MILITARY MISSIONS

GEORGIA



EUMM

Type:	EU Monitoring Mission under CSDP framework.
Objectives:	EUMM Georgia is monitoring the implementation of the ceasefire agreements of 12 August and 8 September 2008, brokered by the EU following the August 2008 War between Russian and Georgia. The Mission was launched on 1 October 2008, with four mandated tasks: Stabilisation: monitoring, analysing and informing about the situation pertaining to the stabilisation process, centred on full compliance of the agreements of 12 August and 8 September. Normalisation: monitoring, analysing and informing about governance, rule of law, security, public order and the return of internally displaced persons. Confidence building: contributing to the reduction of tensions through liaison and facilitation of contacts between parties. Information: providing objective information on what is happening on the ground in Georgia.
Mandate:	The mission was launched on 1 October 2008. Mandate has been extended until 14 September 2011 .
Commitment:	Authorized strength : 328 international staff. Current strength : 316 international staff, 3 Brussels Support Element and 105 local staff. 26 EU MS are contributing to the Mission. The budget is 78.7 M (Oct 2008 - Sept 2011). The Mission is headquartered in Tbilisi with 3 Regional Field Offices and 3 Forward Operating Bases.
Head of Mission:	Hansjörg Haber (DE) is the Head of Mission. (Pierre Morel (F) is the EUSR* for the crisis in Georgia and Peter Semneby (SW) is the EUSR* for the South Caucasus).

BOSNIA



EUFOR ALTHEA

Type:	Military EU-led operation.
Objectives:	To conduct operations in line with its mandate: providing deterrence; ensuring continued compliance in relation to the responsibilities specified in the Dayton Agreement; and contributing to the maintenance of the safe and secure environment. EUFOR continues to support the BiH law enforcement agencies in fighting organised crime in close cooperation with the EU Police Mission. EUFOR also continues, within means and capabilities, to stand ready to support the International Criminal Tribunal for the former Yugoslavia (ICTY) in search for Persons Indicted for War Crimes (PIFWCs). Furthermore, EUFOR provides capacity building and training to Armed Forces of BiH.
Mandate:	In December 2004, EUFOR took over responsibility to maintain a safe and secure environment in the BiH from NATO-led mission SFOR, under chapter 7 of charter of the United Nations.
Commitment:	About 2000 troops from 22 EU Member States and 5 Third Contributing States . They are backed up by over-the-horizon reserves. EUFOR was successfully reconfigured during 2007 and remains ready to respond to possible security challenges. The common costs (€23 M) are paid through contributions by MS to the financial mechanism Athena.
Command:	The operation is conducted under Berlin+ arrangements. The EU has recourse to NATO assets and capabilities, with an EU OHQ at SHAPE. Within this framework, General John McColl (UK) is the Operation Commander for the operation. Major General Bernhard Bair (AT) is the COM EUFOR.

KOSOVO



EULEX KOSOVO

Type:	The EU Rule of Law Mission in Kosovo (EULEX) is the largest civilian mission ever launched under the CSDP.
Objectives:	EULEX Kosovo's mandate is to monitor, mentor and advise local authorities with regard to police, justice and customs, while retaining executive responsibilities in specific areas of competence (organized crime, war crimes, inter-ethnic crime, public order as second security responder, etc.).
Commitment:	Authorised strength: 1950 internationals. Currently 1703 international in Kosovo, 5 Brussels Support Element and 1166 local staff. 26 EU MS and 6 Third States (Croatia, Norway, Switzerland, Canada, Turkey and USA) are contributing to the Mission. Budget: (under discussion) (for the period Oct. 2010 - Oct 2011). The HQs is located in Pristina.
Mandate:	EULEX KOSOVO was launched on 16 February 2008. Mandate extended until 14 June 2012.
Head of Mission:	Xavier Bout de Marnhac (FR) is the EULEX Head of Mission as of 15 October 2010. Andy Sparkes (UK) is the Deputy Head of Mission (Pieter Feith (NL) is the EUSR* in Kosovo).

AFRICA

CIVILIAN MISSIONS

MILITARY MISSIONS

DEMOCRATIC REPUBLIC OF CONGO



EUSEC RD Congo

Type:	Support mission in the field of Security Sector Reform .
Objectives:	Provide advice and assistance for the reform of the Congolese Armed forces (FARDC). Focus on restructuring and reconstructing the armed forces .
Commitment:	The authorized mission strength is 50 . Civilian and military expertises include defence, police, security, , human resources, administrative and financial regulations. The HQ is located in Kinshasa with 3 detachments deployed in the four eastern military regions. The mission budget is 16 M since June 2005 plus a further 12.6 M for 2010-2012.
Mandate:	EUSEC RD Congo was launched in June 2005. The mandate of the mission has been extended yearly until 30 September 2012. Roeland Van de Geer (NL) is the EUSR* for the African Great Lakes Region.

DEMOCRATIC REPUBLIC OF CONGO



EUPOL RD CONGO (ex- EUPOL Kinshasa)

Type:	Police mission with a justice interface.
Objectives:	Support SSR in the field of policing and its interface with the justice system.
Commitment:	Authorized strength : 59 international staff. Current strength : 34 international and 16 local staff. 7 EU MS are contributing to the Mission. Expertises include police, judiciary, rule of law, human rights and gender balance. The budget is €6,4 M (for the period Sept 2010 - Sept 2011).
Mandate:	EUPOL RD Congo builds on EUPOL Kinshasa (2005-2007, the first EU mission in Africa). Launched on 1 July 2007. Mandate has been extended until 30 September 2011. HQ is located in Kinshasa and an 'East antenna' with Mission deployment in Goma (North Kivu).
Head of Mission:	Superintendent Adilio Ruivo Custodio (PT) is the Head of Mission. Roeland van de Geer (NL) is the EUSR* for the Great Lakes Region.

SOMALIA



EU NAVFOR Somalia (Operation "Atalanta")

Type:	Anti-piracy maritime operation. First EU maritime operation, conducted in the framework of the CSDP.
Objectives:	In support of 3 UN Security Council Resolutions adopted in 2008, the area of intervention is the Somali Coast and Somalia's territorial waters. The mission includes: <ul style="list-style-type: none"> – Protection of vessels of the World Food Programme and vulnerable vessels; – Deterrence, prevention and repression; – Capacity to arrest, detain and transfer persons who have committed, or are suspected of having committed, acts of piracy or armed robbery. – All necessary measures, including the use of force, to deter, prevent and intervene.
Commitment:	Initial Operational Capability was reached on 13 December 2008. EU NAVFOR includes up to 15 vessels and maritime patrol aircrafts and up to 1 700 military personnel. The budget for 2010 is €9.9 M . The EU Operational Headquarters is located at Northwood (UK).
Mandate:	Launched on 8 December 2008 and initially planned for a period of 12 months. Extended until December 2010 with a further proposed extension to December 2012 . The area of operation is comparable to that of the Mediterranean.
Command:	Major General Buster Howes (UK) is the EU Operation Commander. Rear Admiral Philippe Coindreau (FR) is the sixth Force Commander of EUNAVFOR.

SOMALIA



EUTM Somalia

Type:	Military mission to contribute to the training of Somali Security Forces.
Objectives:	The European Union contributes to the already existing training of the Somali Security Forces, conducted by the Ugandan Defence Forces (UPDF), by providing Highly Specialised Modular Training (<i>Mine awareness, Infantry Training, Communications, Combat Life Saving Training, FIBUA</i>) as well as a broader Junior Officer and a Non Commissioned Officer Training. In addition to the Military aspect of the training the EU Led Training also encompasses Human Rights and International Humanitarian Law. The aim of the Mission is to train two intakes of up to 1000 Somali recruits each during a period of six months.
Commitment:	Full Operational Capability (FOC) was achieved on 01 May 2010. EUTM comprises of up to 170 personnel. The estimated financial reference amount for the common costs of the operation is €4.8M.
Mandate:	Launched on 07 April 2010 and planned for two 6 month training periods after FOC. The training is being conducted in Uganda . The EU led Training Activities began in May 2010. The second intake of Somali recruits are due to begin training in Dec 2010.
Command:	Col Ricardo Gonzalez Elul (ES) is the appointed EU Mission Commander. The mission commander exercises the functions of EU Operation Commander and EU Force Commander.

MIDDLE-EAST ASIA

MILITARY MISSIONS

CIVILIAN MISSIONS

PALESTINIAN TERRITORIES

EUPOL COPPS
EU Police Co-ordinating Office for Palestinian Police Support

EUPOL COPPS

Type: **Police and Rule-of-Law** mission.

Objectives: To contribute to the establishment of sustainable and effective policing arrangements under Palestinian ownership in accordance with best international standards, in cooperation with the Community's institution building programmes as well as other international efforts in the wider context of Security Sector including Criminal Justice Reform.

Commitment: Authorized strength : 57 international staff. Current strength : 50 international (most of them police experts, judges and prosecutors) and 33 local staff. **16 EU MS and 1 Third States (CAN)** are contributing to the Mission. The budget is **€6,6 M**. The Mission's HQ is in **Ramallah**.

Mandate: Launched on 1 January 2006 for an initial duration of **3 years**. Mandate runs **until 31 Dec 2010**.

Senior Officer: **Chief Constable Malmquist (SE)** is the Head of Mission. **(Marc Otte (BE))** is the EUSR* for the Middle East Peace Process).

PALESTINIAN TERRITORIES



EU BAM RAFAH

Type: **Border Control** Assistance and Monitoring mission.

Objectives: To provide a third party presence at the Rafah Crossing Point in order to contribute to the opening of the crossing point and to build confidence between the Government of Israel and the Palestinian Authority, in co-operation with the European Union's institution building efforts.

Commitment: Authorized strength: 84 internationals. Current strength : 13 international and 10 local staff. 6 EU MS are contributing to the Mission. HQ is located in Ashkelon, Israel The budget is **€1,9 M** (May 10 - May 2011).

Mandate: Operational phase began on 25 November 2005. Mandate runs until 24 May 2011. Since the closing of the crossing point in June 2007, **operations are suspended** and the Mission has maintained its full operational capability and remained on standby, **ready to re-engage** and awaiting a political solution.

Senior Officer: **Alain Faugeras (F)** is Head of Mission. **(Marc Otte (BE))** is the EUSR* for the Middle East Peace Process).

IRAQ



EUJUST LEX

Type: **Integrated Rule of Law** Mission. EUJUST LEX is the first EU Integrated Rule of Law Mission.

Objectives: Address the needs in the Iraqi criminal justice system through providing training for high and mid level officials in senior management and criminal investigation. This training shall aim to improve the capacity, coordination and collaboration of the different components of the Iraqi criminal justice system. The training activities are taking place in the EU (128 courses and 22 Work Experience Secondments) and in Iraq (22 courses so far) with ethnical and geographical balance or in the region (3 regional courses), with a total of 3520 Iraqi participants.

Commitment: **Authorized strength : 66 international staff** in Brussels and Baghdad. Current strength : 27 international in Brussels, 9 in Baghdad, 5 in Erbil, 1 in Basra and 1 in Amman. 12 EU MS are contributing to the Mission. The budget is **17,5 M** (for the period July 2010 - June 2011).

Mandate: Launched in March 2005. Extended **until 30 June 2012**. **Colonel Francisco Díaz Alcántud (ES)** is Head of Mission.

AFGHANISTAN



EUPOL Afghanistan

Type: **Police Mission** with linkages into wider **Rule of Law**.

Objectives: Support to Government of Afghanistan in reforming the police system of the country through advising, mentoring, monitoring and training mainly in **criminal investigation, intelligence-led policing**, police chain of command, control and communication, **anti-corruption**, police-prosecutors' linkages and mainstreaming **human rights and gender**.

Commitment: Authorized strength : **400 international staff** (mainly police, law enforcement and justice experts). Current strength : 280 international in Afghanistan, 4 in Brussels Support Elements and 172 local staff. **23 EU MS and 4 Third States** (Canada, Croatia, New Zealand and Norway) are contributing to the Mission. Staff is deployed in Kabul (HQ) and in 16 provinces (located in Provincial Reconstruction Teams - PRTs). The Mission has a budget of **54,6 M** (for the period May 2010 - May 2011).

Mandate: Launched on 15 June 2007. Extended until 31 May 2013.

Senior Officer: **Gen Jukka Savolainen (FIN)** is Head of Mission. **Vygaudas Ušackas (LT)** is the EUSR* for Afghanistan).

NOTE: EUSRs* and Personal Representatives* are mentioned for info only: they are not in any chain of command.

Kees Klompenhouwer (NL, FR) is the Civilian Operations Commander for all civilian CSDP missions. Heads of mission exercise command at operational level.

EUMS LOG and OP Atalanta

*In the last edition of IMPETUS, the EUMS Mission Monitoring Team (MMT) leader for Operation ATALANTA, Lt Col Tim Cook (UK), wrote an article on the general role of the MMT. **Cdr Jan Floderstrom (SE)** from EUMS Log directorate now describes the MMT input to the operation from a logistics point of view.*

Background

My involvement in Counter Piracy goes back to the first semester of 2008, when I was directed to provide logistics inputs to a 'food for thought paper' on the subject. I began as a member of the Enhanced Planning Team (EPT) in June 2008 and since September 2008 have been a member of the MMT. Over that time it has become quite apparent to me that the EUMS with all its expertise brings significant added value to the operation not least in providing the necessary continuity to an OHQ that rotates personnel on a regular basis.

In September 2008, an EU Information Gathering Mission (IGM) was deployed to theatre to visit Bahrain and Djibouti prior to the December launch of the operation. Ideally, as logisticians a far wider area would have been covered, gathering ground experience in all potential ports in the region. However, and as can normally be the case for IGMs, there were a number of constraints that didn't make this possible.

Clear logistic challenges were identified during the EUMS initial estimate. Using the EUFOR Tchad/RCA operation as a comparison, with the exception of water availability, the main logistics challenges were and are similar. For example, the very large Area Of Operations (AOO) with roughly a size equal to that of the USA. This, coupled with normal ship transiting speeds of 15-20 knots (28-37 km/h), imposed both operational and logistic challenges.

Another similarity was the lack of developed Host Nation Support and a challenging medical support situation. In relation to medical support, distance and

the availability or not of suitable hospitals could risk impact on operational efficiency. In addition, the theatre was and is complex with the involvement of many nations, e.g. China, Russia and India, and other actors such as NATO and the Combined Maritime Force. For logistics, this type of environment implies the need for several support options, requiring a high degree of coordination.

Coordination with the OHQ

October 2008 marked the first direct support to the newly established EUNAVFOR - Op Atalanta OHQ logistics staff in Northwood (UK).

This initial support involved not only the handing over of all EU prepared planning work, but also the establishment of sound professional working relationships between EUMS and the OHQ. As the EUMS Log representative I was also conscious of the need to inform the staff of EU military operations and logistic requirements, and to emphasise the continued availability of EUMS Logistics expert support for the operation.

As the OHQ Logistics Branch settled in Northwood they developed a logistics concept for the operation. This concept underlines early identified logistics force requirements to mitigate the fuel and medical support challenges. Regarding fuel, a dedicated tanker is part of the concept, ensuring freedom of movement, thus not forcing ships to ports.

For medical support, in addition to medical facilities ashore, the concept incorporates a ship with a medical Role 2 capability (i.e. a field hospital). For coordinating logistic support ashore, a limited logistics hub was foreseen, with Djibouti as the chosen location due to the well established French military presence, with both an air and naval base, and their willingness to support the operation. The Djibouti logistics hub also has the capability to forward support teams to other ports as required.

The concept forms part of the ATALANTA Concept of Operations (CONOPS), approved by the Council in November 2008, and further detailed in the Operation Plan (OPLAN), approved by the Council on the same day as the launch of the operation, 8 December 2008. During the development of the CONOPS EUMS LOG had almost daily contact, advising the OHQ logistics staff. In support of the final drafting of the OPLAN, MMT experts, including logistics, were deployed to the OHQ.

**Clear logistic challenges
were identified during
the EUMS initial estimate**



*Gulf of Aden, 29 - 30 Aug 2009. Saudi Arabian naval support cooperation. The tanker YUNBOU refuelling the EUNAVFOR flagship (Aug - Dec 2009) HMS EVERTSEN (NL).
© ATALANTA OHQ*

Since the operation launch, logistics support has developed. We continually interact with the OHQ Logistics Staff through frequent contacts, regular meetings and ATALANTA OHQ Logistics Conferences. As mentioned previously, the OHQ logistics staff has rotated at a high frequency while we, EUMS LOG, have been able to provide continuity and a corporate memory. Through meetings and induction of new staff members, I believe, we have not only helped the staff to settle in more quickly but also facilitated a seamless and uninterrupted ATALANTA logistics support, beneficial not only for the operation but also for Member States.

Furthermore, in discussions with the OHQ logistics staff, we have instigated studies and results in several key areas. Examples include: ways and means to source air lift assets from Europe and in theatre in the framework of the Movement Coordinating Centre Europe (MCCE). Finding ways to reduce ship port visits for retrieving small spare parts. Here, an air dropping capability is now in place using ATALANTA military air craft, with civilian providers as an added option. Not least, the issue of sourcing fuel and in particular the special fuel for ships organic helicopters.

Partners

In this work other important actors in theatre, e.g. NATO and CMF, are involved with the OHQ supported by EUMS LOG and the European Defence Agency. Such activities include: optimising fuel availability ashore, financial implications of not having an ATALANTA organic tanker available and possibilities to source tanker support commercially. Through this continued work our support to the OHQ

logistics staff has, in my mind, matured into a partnership, facilitating a better and more timely support to ATALANTA from Brussels. I also believe that experience gained, in dealing with issues from tactical to strategic level, improves our internal EUMS work in developing EU Logistics Concepts and Standard Operating Procedures (SOP).

The proposed extension of the mandate by two years constitutes an important milestone from a logistics view point, opening up opportunities for further developed and optimised Logistic Support. Using the NATO led Afghanistan ISAF operation as an example, it is evident that an enduring operation normally is a prerequisite to change from national logistic support solutions to more efficient and cost effective multinational and commercial solutions. For ATALANTA this could imply, as discussed during the most recent ATALANTA logistics conference of 25-26 May, the development of common contracts for ships supplies, enhancing coordinating possibilities as well as reducing costs for Member States. Other developments could include commercial tanker solutions addressing the fuel issue, as described previously.

**The proposed extension
of the mandate by two
years constitutes an
important milestone from
a logistics point of view**

“Added Value”

To conclude, I am convinced that EUMS, through the experience derived from the development of a thorough understanding of the operational and tactical logistics challenges with ATALANTA, is now even better equipped to support both the operation into the future and to develop EU Logistics Concepts and SOPs. EUMS LOG has proved that it has and will continue to provide real “added value” to Op ATALANTA. 🇪🇺



EUNAVFOR flagship (Apr - Aug 2010) HMS CARLSKRONA (SE), a medical Role 2 capable ship with an organic helicopter. © ATALANTA OHQ.

MILEX 10 – training EU HQs for the future

By Lt Col Stephan Dirr (GE), Exercise/Training/Analysis Branch, EUMS Concepts and Capabilities Directorate.



Lt Col Stephan Dirr.

The European Union (EU) conducted its fifth military exercise (MILEX 2010) from 16 to 25 June 2010 in the framework of the Common Security and Defence Policy (CSDP). The exercise focused on the interaction between the EU OHQ in Potsdam, Germany and the EU FHQ deployed to Toulon, France in an EU-led military operation without recourse to NATO common assets and capabilities.

Exercise Scenario

MILEX 10 was based on a fictitious crisis scenario which supported the need for a joint military operation requiring the deployment of a military force, comprising of land and air components. The exercise scenario was based on a hypothetical conflict between three fictitious countries (RHODANIA, ACADIA and ALISIA).

Furthermore, an EU Mission was already present in theatre, in order to support the international organisations and NGOs dealing with the humanitarian crisis in the border area between ALISIA and ACADIA. The exercise scenario supported the need for an autonomous EU-led operation which would require the deployment of military forces with the mission of stabilization and reconstruction of ACADIA and ALISIA, as authorised by a UN Security Council Resolution. One of the challenges facing MILEX 10 actors was the permanent air threat from the Rhodanian Air force.

Although generic, the exercise scenario was based on elements that have featured in many conflicts and contained sufficient hypothetical, political and military information to provide a realistic context for the assessment of events.

Build up to the Exercise

To prepare the exercise a Core Planning Team (CPT) was established with representatives of the EUMS, EU OHQ, EU FHQ, other potential EU HQs and the Spanish Presidency. CPT meetings took place in advance of each of the Planning Meetings.

The time available for exercise planning (almost 15 months) was adequate for the development of all documents needed for the conduct of the multifaceted exercise. The CPT developed several documents to create a complex database for the planners in the different HQs such as UNSC Resolutions, a Crisis Management Concept, a Council Decision, Military Strategic Options and the Initiating Military Directive.

Participants

MILEX 10 was an EU military exercise focusing on key military aspects of crisis management. It concentrated on the interaction between the EU Operation Headquarters (OHQ) in Potsdam and the EU Force Headquarters (FHQ) deployed to Toulon, in the context of an autonomous EU-led military operation. Some 340 “players” and supporting personnel were exercised. With the exception of the FHQ, no troops were deployed in the exercise.

MILEX 10 was coordinated in Brussels, under the direction of the EU Military Committee (EUMC), supported by the EU Military Staff (EUMS), and under the guidance of the EU’s Political and Security Committee (PSC).

The Council decision to schedule MILEX 10 was carried out under the operational authority of the High Representative of the Union for Foreign Affairs and Security Policy, Catherine Ashton. The Director General of the EUMS, Lieutenant General Ton van Osch was responsible for preparing the implementation of the exercise. The appointed commanders for the exercise were Rear Admiral Klaus von Dambrowski (Operation Commander) and Rear Admiral Alain Hinden (Force Commander).

The exercise involved the following participants:

- The appointed EU Operation Commander and the EU OHQ (Potsdam), including Primary and Additional Augmentees from Member States (MS).
- The appointed EU Force Commander and the EU FHQ (deployed to Toulon), including Primary Augmentees from MS.
- The Council General Secretariat, specifically the EUMS with a Mission Monitoring Team (MMT) and the Watch Keeping Capability (WKC).
- A DISTAFF, including augmentees from MS and a representative of CMPD. (CPCC and the Commission were also represented on an 'on-call' basis).
- The EUMS LO to the UN in New York, integrated into the Central DISTAFF element for the first time.

Conduct

To prepare everybody for the exercise, the first step before the conduct was to complete 'Work Up Staff Training' on every level to ensure that each participant had reached the appropriate level of knowledge necessary for the exercise. The Exercise itself started with issuing the prepared Initiating Military Directive to the OpCdr. After the Orientation Phase the respective HQs started the development of the Concept of Operation (CONOPS), the OHQ finally presenting its CONOPS to the EUMS on 25 June 2010.

Connectivity between DISTAFF Brussels, EU OHQ and EU FHQ was established at STARTEX and was maintained throughout the exercise. EU OPS WAN proved to be very efficient and reliable in connecting the participating HQs. CAMEO, an additional user-

friendly and reliable web-based tool, was used to exchange large data files between participants.

A further important tool was the use of Video Conferencing, not only point to point, but also conferencing between several participants simultaneously. (The only pause in the exercise was on Sunday 20 June when a much appreciated cultural day was organised by both HQs).

Guests

A Distinguished Visitors Day was organised on 24 June in the EU OHQ in Potsdam with a wide participation of PSC Ambassadors, MILREPs, military attachés and national military and local authorities. Presentations were provided on the EU OHQ structure, the main aspects of MILEX 10, the outcomes of the planning and a demonstration on time sensitive targeting.

A VIP Day was also organised on 16 June in the EU FHQ in Toulon with the participation of military and local authorities.

Representatives of NATO staff, the UN, the OSCE, as well as the non-EU European NATO Members and other countries which are candidates for accession to the EU, the African Union, Canada, Russia, Ukraine, the United States and the Mediterranean Partners, were invited to information briefings about the exercise.

Outcome

According to the training audience, MILEX 10 provided very worthwhile training value for all with the opportunity to increase knowledge of EU procedures and to put such procedures into practice. Now for MILEX 2011 !!! 🇪🇺



Chairman Military Support (CMC SPT)

There is a particular Branch within the European Military Staff (EUMS), which appears in the organization chart (See Page 5) as a small cell placed directly under the Deputy Director General (DDG), and whose role under the name of “Chairman Military Committee Support (CMC SPT)” may not be well known. In this article Col Philippe Guidi, Chief CMC SPT, outlines its position, responsibilities, resources and overall role and perspective among the main Common Security and Defence Policy (CSDP) actors.



Col Guidi (FR) seated, with the members of the CMC SPT team, from left – Cdr Sanchez-Arancón (ES), WO Gueant (FR), Lt Col Putz (LU), Lt Col Bene (HU).

Role and position

The first paragraph of our “Aide Memoire” clearly defines the respective roles of the EU Military Committee and of the EU Military Staff :

“The European Union Military Committee (EUMC) is the highest military body established within the Council, composed of the Chiefs of Defence (CHODs) represented by their military representatives (MilReps). This Committee gives military advice and makes recommendations to the Political and Security Committee (PSC), as well as provides military direction to the European Union Military Staff (EUMS). The EUMC is supported by a military Working Group (EUMCWG), by the EUMS, and by other departments and services as appropriate.”

Within the EUMS, CMC SPT’s role is precisely to provide direct support to the EUMC in all its formats : CHODs meetings (once per semester, per Presidency), MilReps weekly meetings and the normal twice weekly Working Group meetings.

CMC SPT can be considered as a link between the EUMS and the EUMC

This is why CMC SPT can actually be considered as a link between the EUMS and the EUMC, and especially its Chairman and Cabinet (CEUMC Office), with daily working contacts with CEUMC’s four Military Assistants¹, and naturally the Chairman of the Working Group.

Tasks and responsibilities

CMC SPT is mainly responsible for the planning and the organization of EUMC and EUMCWG meetings, and of the publication of documents accordingly.

CMC SPT practically organizes EUMC meetings in all their formats (CHODs and MilRep levels, but also EUMC-NATO MC, EUMC+6², EUMC-EDA³ meetings), and assists the Chairman during the meetings.

CMC SPT also prepares and organizes EUMCWG meetings in all its configurations except for the Headline goal Task Force (HTF), for which a permanent Chairman within CEUMC Office has been elected and is in place since July 2010⁴, assisted by an Action Officer and a Warrant Officer. CMC SPT Action Officers fully assist the Chairman of the Working Group (development of Speaking Notes, conduct and practical support of the meetings), in close coordination with his Military Assistant.

This overall support requires the production and distribution of particular relevant documents:

- Official documents are published in relation to meetings (Provisional and Annotated Agendas allowing Member States to be aware of every issue

¹ MA1 Chief of Cabinet; MA2 responsible for EUMC meetings ; MA3 for PSC meetings issues ; MA4 for Capabilities related issues.

² Candidate Countries for accession to the EU and Non-EU European NATO Members.

³ EDA : European Defence Agency

⁴ The HTF gathering Capability experts from Member States used to be chaired by the rotating Presidency until a permanent Chairman was elected, in line with the post-Lisbon Treaty orientations.

to be raised ; Chairman's Information published in advance of the meetings ; and particularly Outcomes of Proceedings⁵ which officially record all decisions made by the Committees and all actions to be taken as agreed by the Member States).

- Besides meetings documentation, CMC SPT also updates and distributes the various tools available on the EUMS Portal website, in order to follow the programming of all future meetings (Workplans of dates, times and foreseen agendas of upcoming EUMC and EUMCWG meetings ; mid-term "Forecast of events" showing a calendar of the main EUMC and NATO MC meetings and events to come in order to de-conflict "dual-hatted" MilRep agendas ; and a "Progress Overview" of all catalogued and published EUMS and EUMC documents⁶.



EUMC at Chiefs of Defence, May 2010.

The key aspect in CMC SPT's role is obviously coordination

Resources

Four Officers and one Warrant Officer perform the duties of CMC SPT:

- One Branch Chief (OF5 – Non Quota Post – currently manned by FR) who oversees the work and personally assists CEUMC during EUMC meetings and provides advice on procedural matters.
- Three Action officers (Quota Posts from ES, HU and LU), one being more dedicated to supporting the EUMC and the other two to the Working Group and its Chairman, all being interoperable and interchangeable.
- One Warrant Officer in charge of all the technical aspects of the meetings (rooms, video and audio equipment, seat plans...) and of the clerical work associated with the updating and publishing of documents, in close cooperation with the EUMS Executive Office (EXO).


CMC SPT role summary, analysis and perspective

The key aspect in CMC SPT's role is obviously coordination:

- Within the EUMS, with all Directors, Branch Chiefs and Action Officers involved, especially Military Assistants to the DG and DDG, and particularly with EXO in order to ensure the coherence between the EUMS work and the requirements of the EUMC (establishing appropriate timelines to deliver, publish and get documents approved by Member States at meetings and/or through silence procedures). A close and permanent relationship must be maintained with all these players in order to sustain coherence.

- And outside the EUMS where CMC SPT remains in close contact naturally with the two Chairmen and the CEUMC Office, but also with the other actors involved (Presidency, CMPD⁷, Commission, EDA, NATO IMS, and naturally Member States Delegations - the ultimate customers and decision makers in the process, for whom CMC SPT remains a primary point of contact on a daily basis).

As one can see, CMC SPT's tasks and responsibilities present both a technical aspect of secretariat and custodian of the rules, ensuring the conduct of all meetings is performed smoothly and according to the agreed procedures, and a coordinating aspect, positioned at the crossroads of all information and in relationship with the main CSDP actors, making sure all preparatory actions are performed in a timely manner to match the calendars of the appropriate meetings.

CMC SPT's position and role are unlikely to change significantly under the new Lisbon Treaty dispositions as the main actors described above are to remain closely linked together under the umbrella of the European External Action Service (EEAS), keeping to the Chairman of the EUMC his role as military advisor to the High Representative, and to the EUMS its supporting role of military expertise to the EUMC. 

⁵ CMC SPT also writes a complementary "EUMC Report" document providing a more detailed description of presentations and interventions at EUMC meetings for EUMS and CEUMC office internal use.

⁶ All issues currently developed at the EUMS are also summarized and updated in APS Fiches which are gathered and released by CMC support before every CHOD meeting.

⁷ CMPD: Crisis Management and Planning Directorate

CIMIC IN EU-LED MILITARY OPERATIONS

By Major Neville Galea Roberts (MT), Crisis Response Planning/Current Ops Branch, Operations Directorate, EUMS.



Major Galea Roberts

Civil-Military Cooperation or CIMIC is a very important aspect of most modern military operations. In this short article, my intent is to give some background history of CIMIC before underlining the importance of Civil-Military Cooperation in the EU's military operations. I will also try to dispose of a myth or two, provide some clarification as well as answer a few commonly-asked questions, before finally offering some personal views of how EU CIMIC could develop positively during the next few years.

Historical Development of CIMIC

Although previous examples in history may be cited, the deliberate attempt to seek civil-military cooperation in military operations has only been a consistent focus of military planning since the latter campaigns of the Second World War. With the increase in tempo brought about by fast manoeuvre warfare and coordinated employment of new and highly destructive weapons, came also the urgent need to cooperate more fully with civilians for the purpose of mutual benefit.

From the military history perspective, the aim of CIMIC, or its equivalent antecedent namesakes, has always been to help a commander accomplish his mission. It is therefore no surprise that with tasks such as 'fix and destroy' or 'seize territory', CIMIC was more or less strictly focused on ensuring freedom of manoeuvre by eliminating civil environment obstacles to the military

operation. Similarly, it is also understandable that the Cold War possibility of total annihilation also led to an inevitable sidelining of early CIMIC thinking. In fact, only with the advent of peace support missions and tasks, and the sudden rise in such operations during the 1990s, did the need for CIMIC fully emerge.

For NATO, this real requirement for CIMIC came about with its venture into out-of-area military operations. Admiral Leighton W. Smith, the first NATO Commander Implementation Force (COMIFOR) between 20 December 1995 and 31 July 1996 later stated that "in November [1995] we had never heard of CIMIC, we had no idea what you did...now we can't live without you."¹ This epitomises the way CIMIC was greeted in military circles back then.

For the EU, the CIMIC story is rather different. Following the establishment of the EU's permanent military structures on 22 January 2001, the EU followed NATO CIMIC doctrine rather slavishly. Whilst this decision would later prove to be sound and beneficial for continuity and interoperability purposes when the EU took over from NATO in the Balkans, by the time the European Security Strategy was published in December 2003, the need for the EU's own distinct doctrine (including CIMIC) was becoming more noticeable and pressing. The EU's revised military-strategic CIMIC Concept which was agreed in July 2008 made a first genuine attempt to reflect the different range of tasks. Even so, the absence of corresponding, lower-level EU CIMIC tactical products remains an obstacle to full implementation.

EU CIMIC Definition

CIMIC in an EU military context refers to the cooperation at all levels between the military components of EU-led military operations and civil actors *external* to the EU, in support of the achievement of the military mission. Some clarification here may be appropriate. Firstly, by civil actors, one means the local population and authorities, as well as international and national Non-Governmental Organisations (NGOs) that are functionally relevant to a particular operation. Very often, such NGOs would also have a physical presence in the Area of Operations (AOO). Secondly, it

¹ Quoted in William R. Phillips, Chief, Civil-Military Cooperation SHAPE, 'Civil-Military Cooperation: Vital to peace implementation in Bosnia' in NATO Review, Vol. 46 - No. 1, Spring 1998, p. 24.

should be flagged that cooperation between the military components of EU-led military operations and the EU's own civilian structures, for the time being, falls under Civil-Military Coordination (CMCO). Thus, as an example, coordination between the military components of EU-led military operations and the Commission, EU Special Representative or a co-located EU civilian mission is currently guided by the conceptual framework of CMCO.

Scope

EU CIMIC functions are grouped into three broad core areas, namely Civil-Military Liaison (CML), Support to the Civil Environment (SCE) and Support To the military Force (STF). These functions are executed at all levels, although their intensity may vary from one level to the other, depending on the scope, scale and nature of the mission. We can therefore dismiss the widely-perceived and incorrect assumption that CIMIC is just concerned with Quick Impact Projects (QIPs)!²

Whilst CIMIC tasking will be different for each military operation, the common denominator is that the purpose of all CIMIC activities should be to ease and accelerate the achievement of the military mission. In fact, any CIMIC activity which deviates from this tenet equates to an ineffective allocation of limited military resources. However, even if CIMIC activity is properly focused, what is also important is that, at all planning levels, objective assessments of the CIMIC requirements are produced regularly, if need be on a semi-initiative basis! Formal CIMIC reviews should also be held periodically within Staffs, and as a consequence, CIMIC positions and directives may be fine-tuned to maximise the desired effect. At critical periods during the course of a military operation, one would be surprised just how much CIMIC can help, but to do so, the groundwork and confidence needs to have already been built in earnest by dedicated and attentive CIMIC teams and like-minded Staff Officers.

Whilst some EU Member States' national CIMIC concepts exhibit a preference for retaining specialised CIMIC assets as a group, others pursue a more lean and integrated CIMIC, choosing instead to mainstream the CIMIC ethic. Recognition of this differentiation is very important for EUMS officers responsible for CIMIC since, for the EU's own CIMIC doctrine, there shall always remain the need to objectively identify the most appropriate formula. Throughout a revision process, the EUMS should not shy away from defending core principles, but a bit of subtle diplomacy and the taking on board of positive ideas from all sources just makes for a better and more representative updated Concept that can be finalised more easily in the EU Military Committee Working Group.


CIMIC contributions to Past and Ongoing Operations

Since 2003, the EU has launched 7 military operations or missions. EUFOR RD Congo and EUFOR Tchad/RCA required different CIMIC inputs to the strategic and operational planning, when compared to, for instance, the current EU naval operation *Atalanta*. Although there is no doubt that land operations bring greater contact with civil actors in the AOO, an operation like *Atalanta* is also heavily dependent on cooperative strategic and operational channels being established with civil society, for instance the commercial shipping industry, authorities at various levels and relevant NGOs. In EUFOR Althea (BiH), the expected downsizing will reduce the CIMIC tasks performed by the Liaison and Observation Teams (LOTs) since December 2004.

Although it is normally the J9 branch that specialises in CIMIC, for most operations, the scale of interaction between the various Headquarters and the civil community requires that CIMIC responsibilities are shared with the Commander's key nucleus staff and liaison personnel. Similarly, at the tactical level, the shortage of CIMIC personnel invariably leads to wider CIMIC tasking. If handled appropriately, a multiplier effect can be achieved through these additional CIMIC 'operatives'. However, regardless of the 'channel' for CIMIC, both guiding principles and best practices still need to be adhered to by all those bridging the military command with that part of civil society that the Commander decides to engage. It is equally important that lessons identified and reasoned departures from past best practices are noted by the EUMS for revision purposes.

Possible Ways Forward

At present, CIMIC projects are not normally considered admissible under the common costs framework known as the Athena Mechanism. A rethink is probably necessary since a Commander should have the possibility of implementing mission-specific CIMIC projects. This is both entirely logical and a lesson from past EU operations. To encourage financial prudence, a particular ceiling on such funds could be applied. Moreover, the frequently-cited argument that NGOs see CIMIC projects as a threat, is often unfounded since such projects are typically small-scale and proximate to the military force where NGOs often have their own resource and engagement limitations.

Finally, due to the particular defining characteristics of current EU military operations and missions, EU operational CIMIC has developed rather unorthodoxly in recent years, especially following the termination of the Chad/CAR operation. Whilst the new width may be considered benign from an experience perspective, there is also an associated risk of losing operational continuity and feel in traditional core CIMIC activities. Thus, it would seem to me that we now have an opportunity to have a useful and timely strategic review regarding the future of EU CIMIC. This, prior to any new major EU peace support operation, where CIMIC, no doubt, would again play a key role. 

² For EU purposes, the term 'CIMIC projects' is preferred since it allows any qualifying adjectives (including quick-impact) to be added according to the assessed need. In the field, distancing from the term 'quick impact' is also advantageous in view of the specific connotations which QIPs raise as a result of the term's origins in other organisations' doctrine.

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DGEUMS handover ceremony



EUMS paraded in the Justus Lipsius atrium on 27 May 2010 on the occasion of the DG handover ceremony from Lt Gen Leakey to Lt Gen Van Osch.

EUMS Logistic Conference 2010



Brig Gen Puri and the staff of the Logistics Directorate held a very successful EUMS Logistic Conference in Brussels between 08-09 June 2010.

EUMS at EUROSATORY 2010



EUMS were once again invited to the EUROSATORY exhibition in Paris (14 - 18 June). Such major defence exhibitions provide the EUMS with an excellent opportunity to promote its role and that of CSDP.

Farewell



Unfortunately, each summer in particular is marked by a turnover of personnel having completed their tour of duty within EUMS. Our photo shows Lt Gen Van Osch (Right) bidding farewell to Lt Col Gianluca Cantini from the Intelligence Directorate.

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