



Bulletin of the EU Military Staff

# IMPETUS

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Issue#3

## Planning for Kosovo

### Taking Charge

### ESDP under Review



THE COUNCIL OF THE EUROPEAN UNION

# Taking Charge: A New DG at the EUMS

**Questions to Lt. Gen David Leakey,**  
*Director-General, EUMS*

**Q: General Leakey, you took over from Lt. Gen. Jean-Paul Perruche, of France, as Director-General of the EUMS on 28 February this year. What are your priorities as DGEUMS?**

**Lt. Gen David Leakey:** As you said, I have only just taken over from Gen. Perruche and I am only six weeks or so in the job. First of all, I would like to thank him for a very professional handover. But as he would be the first to agree, there remains much work to be done. For a start, I believe that we in the EU need to become more agile in how we can respond to crisis situations. This requires, as far as possible, a seamless integration of all of the instruments, civilian and military, so that there are parallel lines of activity working towards a common goal. This demands intensive civil-military cooperation, and our ambition is to improve our capabilities in this area, but not at the expense of purely military capabilities: the essential capability that the military brings to a situation is to set the conditions for stability, so that the civilians are enabled to carry out their roles. And that military capability may include the requirement to fight.

“**Military capability may include the requirement to fight**”

strategic level. While the EUFOR Operation in the RD Congo was a great success, some of the lessons we are learning from it indicate that political/military planning machinery needs to be fine-tuned, and it is vital that the lessons learned are fully taken on board at all relevant levels. The EU has carried out, or is carrying out, sixteen missions so far, and is preparing two more civilian ones, in Afghanistan and Kosovo, under ESDP. While only four of these missions have been purely military ones, most, if not all of the others, require a military contribution to a greater or lesser degree.

**Q: Can you briefly describe the planning and decision making process to which you referred, and to which the EUMS contributes?**

**Lt. Gen David Leakey:** The decision making process that takes place at strategic level in Brussels results in a number of documents being prepared which allow the Operation Commander to prepare his own Concept of Operations. To simplify it as much as possible, once the Council has decided that an operation may take place, then the Secretary-General/High Representative will send a fact-finding mission (consisting, normally, of military and civilian experts), the members of which will contribute to a comprehensive approach to the crisis with proposals regarding various level of engagement.

The EU Military Committee (EUMC) will then consider these before forwarding them to the Political and Security Committee (PSC). These are also considered, of course, by military and civilian members of headquarters and ministries of Defence and Foreign Affairs in the capitals. Upon recommendation, a Crisis Management Concept is agreed by the Council.

The EUMS then develops and prioritises Military Strategic Options which are passed through the EUMC and the PSC before the Council agrees it. Finally, EUMS prepares an Initiating Military Directive to be approved by the PSC, authorising the Operation Commander to prepare his Concept of Operations and Operation Plan.

**Q: It is clear that the EU Military Staff will have a major role in planning military missions. In what way does the EUMS contribute to civilian missions?**

We are progressing well, in terms of military capabilities: The EU's Battlegroup concept reached its Initial Operational Capability in Jan 2005, and its Full Operational Capability on 1<sup>st</sup> January this year. Of course, we still have to deal with shortfalls in terms of developing our Headline Goal 2010, especially with regards to strategic lift; but we are working well in that direction, and are capitalising as far as possible on NATO's experiences.

I believe that we need to improve our planning at the



**Lt. General David Leakey** was appointed Director General of the EUMS on 28 February 2007.

**Lt. Gen David Leakey:** Probably the main military input is in the area of planning; but it is not limited to that. The Military Staff also provides essential military expertise in the preparation of any mission. For a typical mission, once the Council has decided that a fact-finding mission should be sent to the area in question, and depending on the type of mission, a range of experts will be selected to participate. These will include military experts in operations, logistics, communications and medical matters, and also in public information and press. Since its establishment in 2005, the Civ-Mil Cell has been deeply involved in the planning and preparation of many missions, and continues to be involved, for example, with the forthcoming police mission in Afghanistan. Indeed, many of the personnel who participate on civilian missions, such as the Aceh Monitoring Mission and EUSEC DR Congo, are themselves military officers on secondment.

**Q: What is the Civ-Mil Cell and how is it unique?**

**Lt. Gen David Leakey:** The Civ/Mil Cell including its inherent Operations Centre capacity is the first standing EU body that fully integrates military and civilian expertise, including from the European Commission. It has been placed within the EU Military Staff and, consisting of some 30 people, constitutes one of its six Divisions. In conformity with its mandate agreed by the Council in December 2004, the Civ/Mil Cell was established in the second semester of 2005. It consists of two distinct Branches:

- The Strategic Planning Branch, made up of a eight military and seven civilian planners, including two colleagues from the Commission, undertakes Strategic Contingency Planning. Advance planning is developed for possible missions/operations, taking account of the EU's strategic objectives, including strategic options for the various instruments and outline resource requirements. It is undertaken at the initiative of the SG/HR Solana or the Political and Security Committee. The aim of this planning is to enhance the EU's capacity for rapid action. Once the EU has decided to respond to a specific crisis and to launch a mission, the Cell provides assistance to Crisis Response Strategic Planning for single strand operations, civilian or military, carried out under the responsibility of the appropriate Secretariat service, in particular in the context of previously undertaken Strategic Contingency Planning.
- The Operations Centre Permanent Staff is responsible for maintaining the capability to generate the inherent capacity to plan and run an autonomous EU operation - in particular where a joint civilian/military response is required and where no national HQ is identified. The Permanent Staff forms the Key Nucleus of the EU Ops

**“Political/military decision making needs to be fine-tuned”**



So far, the EU has carried **sixteen missions** including **four military operations**. (Photo Council of the EU, Aceh, September 2005)

Centre that will be activated upon a Council decision. An Initial Operating Capability, that is the ability to plan, has to be achieved within 5 days by using the Key Nucleus reinforced by essentially 'double-hatted' staff from the Military Staff. Full Operational Capability, that is the ability to plan and operate, will be reached within 20 days of activation with further reinforcement of pre-identified personnel from our civilian counterparts within the Secretariat and from Member States.

**Q: While the EU and NATO have much in common, is there any concern that both may become competitors in the crisis management market? How do EU member states, who are also NATO members, decide to which organisation to commit its assets in situations where both are providing military forces?**

**Lt. Gen David Leakey:** You are correct in saying that the EU and NATO have much in common. They are similar in that they have the same values, are groupings of western democracies, and share similar strategic interests. They differ in that while NATO is mainly a military force, operates in a collective defence capacity and across the spectrum of military capabilities, the EU, on the other hand, is mainly political, civilian and economic in its use of instruments, and deals mainly with the crisis management tasks mentioned in article 17.2 of the Treaty on European Union and elaborated on in the EU's Security Strategy.

But the EU now also has an effective military arm. With all these instruments it can undertake such tasks as: Humanitarian & rescue operations, Peacekeeping and Combat forces in crisis management, including

peacemaking. In addition, the EU can extend its missions to Support for third countries in combatting terrorism and Institution Building that include Disarmament, Demobilisation, Reintegration (DDR) and Security Sector Reform (SSR).

From the EU Special Representative down, the EU adopts a coherent approach to all of its efforts within a theatre. Real cooperation exists, for example in the meetings that take place regularly between NATO's North Atlantic Council (NAC), the EU's Political and Security Committee (PSC) and between both Military Committees. Through the so-called "Berlin plus" arrangements, the EU may utilise NATO assets, including, as in the case of Operation ALTHEA in Bosnia i Herzegovina, command and control assets such as the Operation Headquarters in SHAPE. Regular staff-to staff talks take place, and we have developed our liaison arrangements to the extent that there is now an EU liaison cell at SHAPE, and a NATO Permanent liaison team in our building in Brussels.

To answer your question directly, then, EU Member States who are also NATO members, coordinate their contributions to each organisation so as to avoid overlap. So, for example, those German soldiers who are part of the German-Dutch-Finnish battlegroup on standby to the EU now may well find themselves on standby to NATO in the future.

**Q: Given your experience, do you really believe that ESDP offers the best way to deal with crisis management conflicts?**

**Lt. Gen David Leakey:** Yes, I have, over the years, participated in operations conducted under the leadership of NATO, the UN, the EU, the OSCE, Coalition, and of course national leadership. All of these were different, with one common denominator being that, apart from



The EU needs to become more reactive for early responses to crisis situations (Photo EUFOR).

**“National caveats and restrictions are always part of multinational operations”**

national operations, national caveats and restrictions are always part of multinational operations, no matter under whose umbrella they take place. The secret is to select the right tool for the job, and that means to choose the most appropriate vehicle for a particular operation. So, what was accomplished last year in the DR Congo, was very successful and was suited to the EU. At present, other, more robust missions and operations, may be better suited to other organisations; but the EU is developing its capabilities, and we are approaching a time when the EU will be able to undertake operations such as the separation of parties by force, which is one of the illustrative scenarios used in the Headline Goal to which I referred earlier.

Certainly, the EU offers a very coherent approach, uniting as it does all of the instruments under a EU banner; this contributes to the confidence of all of the people in theatre. However, other organisations, such as the African Union where appropriate, may be more suitable (with, of course, help, financial and advisory, from the EU). ■

## PROFILE

**Lieutenant General David Leakey** CMG CBE, from the UK Army (Royal Tank regiment) has served in Cyprus, Northern Ireland, Germany, the Balkans and in Canada.

General Leakey has an in-depth experience in crisis management. In 1993, at the MOD, he had responsibility for Operations Planning and Policy covering Eastern and Western Europe, and specifically the **Former Yugoslavia**. Later that year, he was the UK Military Representative in Dayton at the Bosnia peace negotiations. In 1996-1997, he deployed as part of the NATO (IFOR and SFOR) operation in Bosnia. He commanded the **European Force (EUFOR)** responsible for peace and security in **Bosnia and Herzegovina** in 2004-2005.

He has a keen interest in classical music and is a (very) amateur pianist and singer. He remains an enthusiastic and vigorous all round games player having played squash at Army and national level and numerous other sports at lower representative levels. He enjoys tennis, shooting, golf, skiing, board sailing, and chain sawing. He is Colonel Commandant of the Royal Tank Regiment, President of Army Squash, a Governor of the National Children's Orchestra of Great Britain, Honorary Colonel of Army Cadet Force Music, Patron of the Dorset Yeomanry, and Chairman of a small property management company. He is married and has two sons.

# Ready for Activation: The New EU Operations Centre



With effect from 1 January 2007, the EU has had a third option for commanding, from Brussels, missions and operations of Operation "Artemis" size (that is, like that of a battlegroup: some 2,000 troops). From that date, the new EU Operations Centre within the EU Military Staff has been ready for activation. Using some EUMS core staff, as well as some extra "double-hatted" EUMS officers and so-called "augmentees" from the Member States, the EU has an increased capacity to respond to crisis management situations.

So far, the EU has had two options as to how to run a military operation at the Operation Headquarters (OHQ) level. One option is, in a so-called "autonomous" operation, to make use of facilities provided by any of the five OHQs currently available in European Member States: France (used in "Artemis"), Germany (used in EUFOR RD Congo), Greece, Italy, and the UK. A second option is, through recourse to NATO capabilities and common assets (under the so-called "Berlin plus" arrangements), to make use of an OHQ located at Supreme Headquarters, Allied Powers Europe



*A visit by the EU Military Committee to the Operations Centre (21 February 2007).*

(SHAPE) in Mons, Belgium. This is used in the conduct of Operation ALTHEA, where EUFOR BiH operates in Bosnia and Herzegovina.

Like other EU OHQs, the military component of the EU Ops Centre will be organised in divisions - personnel, intelligence, operations, logistics, plans, communications, training, finance, CIMIC (civil-military cooperation) and medical support - that will be led by a senior officer responsible for a particular area of capability. They will conduct the planning under the authority of the Operation Commander. The Ops Centre's civilian component will remain under the control of the Council General Secretariat (DG for External Relations). One of the main

advantages of such an 'integrated' civil-military Ops Centre will be that civilian experts and military officers are co-located and work hand in hand. This should lead to better co-ordination and enhanced civ-mil cooperation in crisis management operations.

The Operations Centre will be equipped with the necessary secure communications links to the military Force Headquarters as well as to the EU political-military structures.

Looking ahead, the military exercise MILEX 07/CPX will be conducted in June 2007. Its objective is to exercise and evaluate military aspects of the EU crisis management at the military strategic and operational level, including the activation of the Operations Centre. The exercise will focus on the interaction between the EU Operations Centre and an EU FHQ provided by Sweden in an EU-led crisis management operation. This exercise will be an important opportunity to exercise and evaluate the Operations Centre capacity, infrastructure, manning, functions, and procedures. ■



*The EU OpsCen provides a new option for commanding missions and operations from Brussels.*



**General Bentégeat, Chairman of the EU Military Committee gives a review of the military aspects of the ESDP**

In less than two years the European Security and Defence Policy will complete its first decade. I should like to commend the quality of these developments, and would like to take stock, honestly, without compromise or false modesty, of our achievements since the Saint-Malo meeting and the Cologne Summit. To take stock but also to look ahead, for if we do not explore the future, we condemn our present to be merely history.

The picture I present is first and foremost that of the Chiefs of Defence of the EU Member States, since, as Chairman of the Military Committee, I am their spokesman. It is a role in which I feel particularly comfortable, having myself been a member of the Committee for the last four years. The overriding concern of a Chief of Defence Staff is to secure in the field the military success that the political authorities

are seeking, at the minimum human cost. For a CHOD there is nothing more precious than the individual soldier's life, for which he takes full responsibility during operations. The operation's overall management, based on exact and detailed planning, military capabilities geared

to the mission and leaders appointed for their abilities and personal commitment, is what will bring success in the best possible conditions.



With an engagement that has reached 7,000 troops, **Operation Althea in Bosnia** is the most important EU military mission to date. (Photo EUFOR)

## The Current State of Play

Over the last four years the Union has conducted four military operations<sup>1</sup>, one of which, Althea, is still ongoing. All have been successful or are well on the way to being so. Admittedly, they were on a modest scale in terms both of volume of troops committed and of objectives. But this does not alter the fact that for each of the three completed operations, the Union set a political goal, which the military instrument achieved within the allotted time. That could be summed up as follows: when the EU uses its military instrument, it says what it does, does what it says, and does it rather well. Clearly, that is a first good reason for satisfaction.

My second comment bears more particularly on the Union's military capabilities, a term which I use to cover all the resources feeding into the action, i.e. planning, equipment and personnel. The planning of operations which the Union conducted alone (Artemis, and more recently EUFOR RD Congo) involved



*EU operations contribute to restoring security in crisis-torn countries. (Photo Antonio Rusevski, FYROM)*

cooperation between the EU Military Staff, Operation Headquarters (OHQ) and, as necessary, at its level, Force Headquarters (FHQ). Such arrangements do not necessarily raise difficulties, but we found that the geographical distance between the political decision-taking centre, in Brussels, the military planners of OHQ, and the planners in the theatre of operations does not facilitate exchange.

Force generation is also a primary concern. If a Member State is to supply troops or major equipment to an EU operation, two conditions must be met: it must consider that it will benefit politically from its participation, and it must have the assets. But, heavy demands are being made on European countries today with the proliferation of crises in the world. We have also to admit that we have well-known shortfalls, in particular as regards strategic lift and joint logistics.

I nevertheless remain strongly optimistic: we have made a significant step forward in terms of organisation, I ought rather to say of transformation, with the battlegroup concept. BGs not only provide the EU with a minimum level of crisis response but also act as an important

means of achieving interoperability, developing a shared culture and of learning about all the military and even political constraints involved in rapid response to emergencies. But that is not all; we are also engaged in the groundwork relating to the Headline Goal 2010 process, an effort which should enable us to identify our shortfalls, limit duplication and find innovative organisational solutions through more efficient sharing of our capabilities.

To sum up, on the military level, the assessment of eight years of European security and defence policy is a positive one.

## The Way Ahead

So do we stop here? Certainly not. My first concern for the future is to demonstrate, operationally, the relevance of the work we have done over the last three years. On 1 January 2007 the battlegroup concept officially reached full operational capability. The concept's credibility depends on our will and our ability to commit all or some of the BGs on standby should a crisis occur in the near future requiring swift use of the military instrument. And the more important of those two words, you will have guessed, is "will", political will but also military will, which is

**The future is to demonstrate, operationally, the relevance of the work we have done**



**General Henri Bentégeat** was appointed Chairman of the EU Military Committee On 6 November 2006.

often more decisive than is believed. The inherent difficulties of launching an operation and the shortfalls referred to earlier will be brakes on our action but they need not to my mind be crucial. If battlegroups are not operationally committed in the next two years, their credibility and that of the EU will be seriously affected.

The Operations Centre, too, has officially reached full operational capability. The Milex/07 military exercise, due in June 2007, is designed to test that, with regard to its main tasks, the Centre functions smoothly when conducting a military operation. Once the test has been validated, the EU OpsCen will provide a third command option for EU operations, after the national OHQs and the use of NATO common assets. The OpsCen should, of course, soon be given strategic operational responsibility. The advantages of such a centre are well known (permanent facility for the European Union, civilian/military synergy, political decision-taking and strategic command located on one

site), as are its limitations, which are linked to its modest size<sup>2</sup>.

This leads me to the second area in which I see scope for very rapid progress, namely the post-Hampton Court organisation measures recently outlined by the Secretary General, Mr Solana, which involve strengthening the chain of command in civilian operations. It barely needs stressing that the crises that we have to deal with today cannot be solved by military force alone. The military instrument, whose task is to restore security in crisis-torn countries, must be supported by civilian instruments, the only ones able to reinstate the rule of law and provide local populations with long-term prospects to keep them from being drawn into violence.

This new approach - military and civilian personnel working in intelligent synergy - must without doubt be the focus of our efforts now. It will involve adapting our structures but also changing our cultures. Henceforward we must be

able to deploy a BG and a Crisis Response Team (CRT) rapidly (and perhaps jointly, depending on circumstances), to direct their operations through clearly defined chains of command, to put in place at each level the means of conducting ongoing, constructive and mutually supportive dialogue between civilian and military players, and to create full synergy between the Union's civilian and military operations.

Lastly, the third strand which I feel to be essential if we truly wish to give the Union the means of ensuring its security is the effort against the various forms of trafficking, in particular the work undertaken on the Union's maritime dimension with regard to Member States having to tackle a common problem of coastal surveillance, drug trafficking, illegal migration and pollution, requiring heavy involvement of military capabilities.

I will end this review of the military aspects of the ESDP with the reminder that four years ago the European security and defence policy did not exist outside its Brussels structures. Since then, the Union can claim to its credit nearly twenty operations and missions which it has led or launched throughout the world. This has been accomplished with the Union's partners, in particular with the UN and NATO, with which close dialogue remains essential.

But European defence is a reality, which must be nurtured if it is to develop its full potential; that potential must be adapted to the security challenges of tomorrow's world.

Like William Shakespeare, I believe that "what's past is prologue". ■

**Constructive and mutually supportive dialogue between civilian and military players is key**

## IN A NUTSHELL

### The EUMC and its Chairman

The **European Union Military Committee (EUMC)** is the **highest military body** set up within the Council. It is composed of the **Chiefs of Defence** of the Member States, who are represented by their permanent military representatives in Brussels.

The EUMC provides the Political and Security Committee of the EU Council with **advice and recommendations** on all military matters within the EU.

The EUMC has a **permanent Chairman**. He is a Four-star flag officer on appointment, preferably a former Chief of Defence of an EU Member State. He is **selected by the CHODS** of the Member States and appointed by the Council. His term of office is in principle three years.

As the Chairman he is the spokesman of the EUMC, participates in the PSC as appropriate and attends Council meetings when decisions with defence implications are to be taken. He performs the function of **military adviser to the SG/HR** on all military matters, in particular, to ensure consistency within the EU crisis management structure.

## Notes

<sup>1</sup> Concordia, Artemis, Althea and EUFOR RD Congo.  
<sup>2</sup> Operations Centre = 89 persons ; OHQ = from 150 to 200 persons; SHAPE = 1000 persons.

# EU Missions and Operations



COUNCIL OF THE EUROPEAN UNION

The EU has undertaken **16 missions and operations** since the ESDP became operational in 2003.

The distinction between military and civilian operations is in many cases rather artificial. Many civilian missions require military support and military missions are often followed by civilian missions.

The **EU is unique in its capability** to combine and co-ordinate both civilian and military instruments in joint and comprehensive response.



*"Last year, the European Union conducted 10 operations with around **10 000 men and women** serving in them. The global reach and the scope of these different operations is striking. [...] And their impact is significant. From Aceh to Rafah, and from Kinshasa to Sarajevo, the EU is providing the **"key enablers" for peace and stability.**"*

Javier Solana, EU High Representative for the Common Foreign and Security Policy,  
Berlin, 29 January 2007

## CIVILIAN MISSIONS

## MILITARY MISSIONS

Missions / Operations	EUROPE	AFRICA	MIDDLE-EAST	ASIA
<b>Military</b>	<b>CONCORDIA</b> Former Yugoslav Republic of Macedonia (FYROM) <i>March-December 2003</i>  <b>EUFOR ALTHEA</b> Bosnia i Herzegovina (Took over from SFOR) <i>December 2004</i>	<b>ARTEMIS</b> Ituri province (Congo RDC) <i>June-September 2003</i>  <b>AMIS II Support</b> (EU Support to the African Union Mission in Sudan) Darfur province (Sudan)  <b>EUFOR RD Congo</b> Congo RDC <i>July - Nov 2006</i>		
<b>Civilian</b>	<b>EUPOL Proxima</b> (FYROM) <i>December 2003 to December 2005</i>  <b>EUPAT</b> (FYROM) Followed EUPOL Proxima <i>December 2005-June 2006</i>  <b>EUPM</b> (EU Police Mission Bosnia i Herzegovina) <i>January 2003</i>  <b>EUJUST Themis</b> Georgia <i>July 2004-July 2005</i>	<b>EUSEC RD Congo</b> Congo RDC <i>June 2005-July 2007</i>  <b>EUPOL Kinshasa</b> Congo RDC <i>April 2005</i>	<b>EUPOL-COPPS</b> (EU Police Mission in the Palestinian Territories) <i>1 Jan 2006</i>  <b>EUJUST LEX</b> Iraq <i>Feb 2005 - Dec 2007</i>  <b>EUBAM Rafah</b> (EU Border Assistance Mission) Palestinian Territories <i>Nov 2005 - May 2007</i>	<b>AMM</b> (Aceh Monitoring Mission) Aceh province (Indonesia) <i>Sept 2005 - Dec 2006</i>
<b>Under Preparation (Civilian Missions)</b>	<b>EUPT</b> (EU Planning Team) Kosovo - <i>May 2006</i>			<b>EUPOL</b> Afghanistan

Note. Missions/Operations in **bold** are ongoing/planned. Missions/Operations in *italics* are completed

## EUROPE

**Bosnia****EUPM**

Type: **Police mission.**

Objective: Support the reform and modernization of police forces. Provide assistance in the fight against organized crime and corruption.

Mandate: Initiated in January 2003. EUPM I extended into EUPM II from 01 January 2006 to 31 December 2007 with a refocused mandate on the above mentioned objectives. No executive mandate nor operational duty.

Commitment: 172 international officers and contracted staff from 32 countries (25 EU and 7 non -EU).

Senior Officer: **Christian Schwarz-Schilling** (GE) is the EUSR in BiH. **Brigadier-General Vincenzo Coppola** (IT) is Head of Mission.

**Rule of Law:**

*EUPT Kosovo is a new mission under planning process. (Photo Chris Hondros)*

**Bosnia****EUFOR ALTHEA**

Type: **Military EU-led operation.**

The largest operation launched by the EU, to date.

Objective: Ensure compliance with the 1995 Dayton Peace Agreement. Contribute to the safe and secure environment in BiH.

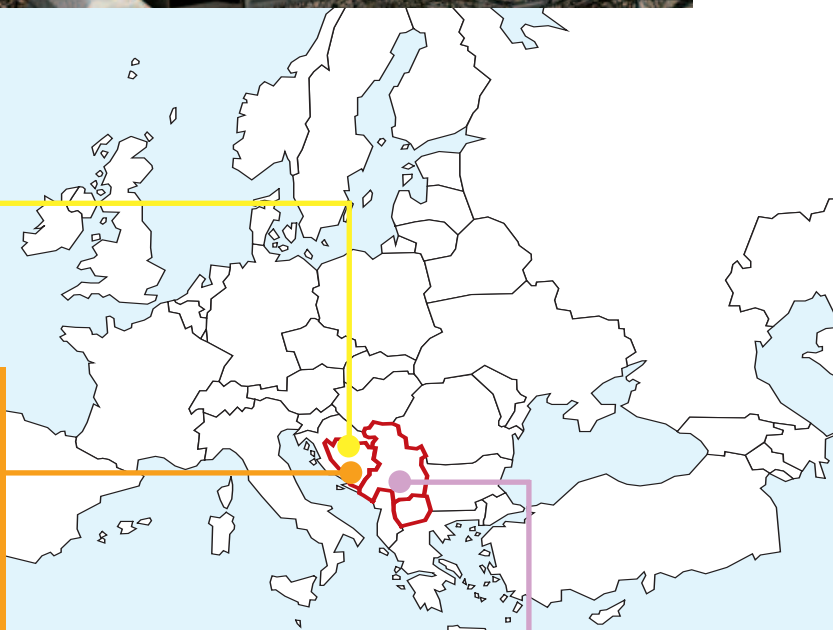
Mandate: In December 2004, ALTHEA took over from SFOR, a NATO-led mission.

Commitment: Following EUFOR's progressive reconfiguration, some 2,600 troops from 34 countries including 24 Member States.

The security situation in BiH has evolved enough to permit the EU to decide on a transition of operation ALTHEA. The EU will reduce EUFOR's size but keep an appropriate robust military presence as part of its overall engagement in BiH, contributing to the maintenance of the safe and secure environment. EUFOR will reconfigure progressively, but will also maintain the capacity to reverse the effects of the force reduction for an initial period of 6 months and to re-establish a more robust military presence if needed.

Under the transition plan, in 2007 the EU force (EUFOR) will retain around 2,500 troops in BiH, able to respond should the security situation require it.

Command: **General John Reith** (UK), NATO Deputy Supreme Allied Commander Europe (DSACEUR) is the EU Operation Commander. **Rear Admiral Hans-Jochen Witthauer** (GE) is the EU Force Commander.

**Kosovo****EUPT KOSOVO**

Type: **Mission under planning process.**  
Crisis management, Rule of Law.

Objective: The EU Planning Team is preparing for a possible crisis management operation in the broader field of Rule of Law in the context of a future Kosovo status settlement.

Commitment: 40 international personnel structured in 4 teams: Head of EUPT Kosovo, Police, Justice and Administration. The headquarters is located in Pristina. The financial reference amounts intended to cover the expenditure are **€3 million** (10 April 2006-31 December 2006) and **€10.5 million** (1 January 2007 to 31 May 2007).

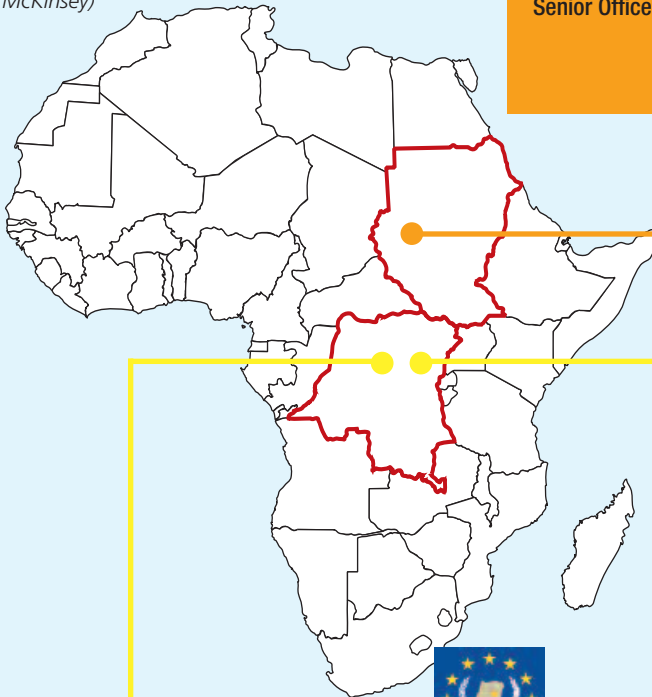
Mandate: The Planning Team has been operational since May 2006, with an initial mandate to the 31<sup>st</sup> December 2006, which has now been extended till the 31<sup>st</sup> of May 2007.

Senior Officer: **Casper Klyng** (DK) is Head of the EU Planning Team (preparing for the future ESDP mission).

## AFRICA



**Civilian-military operation:** Support to African Union In Darfur (Sudan). (Photo UNHCR/K. McKinsey)

**Darfur (Sudan)****EU Support to AMIS II**

Type: **Civilian-military supporting action.**

Objective: Support to the African Union's effort to bring stability to the Darfur. The EU provides logistics, training (military and civilian forces) and troops airlift.

Commitment: 29 EU police officers, 17 EU operational and logistic planners, 2 military observers (Ceasefire commissioners). <€242 million have been pledged by the EU's African Peace Facility. Bilateral contributions to AMIS amount to approximately <€163 million (figure based on information from MSs, from July 2006.) Of these, some 145 million were granted by two MSs. MSs' bilateral contributions are in excess of <€30 millions. Several MSs have supported through contributions in kind, providing transport for African troops, etc.

Mandate: Request of the African Union. The EU Joint Action was adopted on 18 July 05. Launched in January 2004.

Senior Officer: **Pekka Haavisto** (FN) is the EUSR for Sudan. Vice Chairman of the Ceasefire Commission is **BGen Jean-Gilles Sintès** (FR). Head of Police Team is **Åke Roghe** (S).

**Democratic Republic of Congo****EUSEC DR Congo**

Type: **Support mission.** in the field of Security Sector Reform.

Objective: Provide advice and assistance for the reform of the security sector. Assistance to the successful integration of former rebels in the Congolese army. Special programme to improve the chain of payment of the new Brigades. Focus on restructuring and redeveloping of the armed forces.

Commitment: Initially a dozen military experts, augmented by approximately **35 military and civilian** experts in particular in the financial field.

Mandate: Launched in June 2005, extended until 01 July 2007

Commander: **Roeland van de Geer** (NL) is the EU Special Representative for the African Great Lakes Region. **General Pierre Michel Joana** (FR) leads the mission.

**Democratic Republic of Congo****EUPOL Kinshasa**

Type: **Police mission and security sector reform.**

Objective: Provide assistance and guidance to the Congolese Integrated Police Unit (IPU), in support of the transition process in DRC. The IPU is fully operational since March 2005.

Commitment: 25 police officers and 5 civilian staff, augmented by 29 extra police officers from 30 June to 30 Nov **2006**. **7 EU Member states** and **5 Third States** contribute personnel.

Mandate: Officially launched in April 2005 and extended until 30 June 2007.

Commander: **Roeland van de Geer** (NL) is the EU Special Representative for the African Great Lakes Region. **Superintendent Aldo Custodio** (PT) leads the mission.

# MIDDLE-EAST/ASIA

## Palestinian Territories



### EUPOL-COPPS

Type: **Police mission.** Capacity-Building.

Objectives: Provide support to the Palestinian Authority in establishing sustainable and effective policing arrangements. Co-ordinate and facilitate EU Member State assistance, and - where requested - international assistance. Advise on police-related Criminal Justice elements.

Commitments: Approximately 13 unarmed personnel mainly seconded from EU Member States and invited nations. The reference budget intended to cover the expenditure until the end of 2006 will be **>€6.1 million** (common costs).

Mandate: Began on 1 January 2006 for an initial duration of **3 years**.

Senior Officer: **Marc Otte** (BE) is the EUSR for the Middle East Peace Process.

**Colin Smith** (UK) is the Head of Mission.

## Palestinian Territories



### EU BAM RAFAH

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

Objective: Provide border assistance at the Rafah Crossing Point at the **Gaza-Egypt border**, in order to support the "Agreement on Movement and Access" reached between Israel and the Palestinian Authority (PA).

Commitments: Approximately 70 personnel mainly seconded from EU Member States.

Mandate: Operational phase of EU BAM Rafah was launched on 25 November 2005 with duration of **12 months**. May be extended with an additional year after 24 May 2007

Senior Officer: **Marc Otte** (BE) is the EUSR for the Middle East Peace Process. **Major-General Pietro Pistoiese** (IT) is Head of Mission.



**Rule of Law Mission:** EUJUST LEX in Iraq.

## Afghanistan

### EUPOL Afghanistan

Type: **Planning process to be initiated. Police Mission with links into wider Rule of Law.**

Objectives: Support to government of Afghanistan in reforming the **police system** of the country at central, regional and provincial level. European Commission will offer support in reforming the **justice sector** with improving the recruitment process and establishing new standards and a code of ethics.

Commitment: Currently, **Germany** has bilateral lead for police training with just 40 experts dealing with training, mentoring and equipment projects. US also has substantial engagement in training and equipping police. **Italy** has lead on reform of the judicial system. Some 160 European police officers will be deployed. The estimated cost for the ESDP police mission is **€40 million** in 2007.

Mandate: Political agreement in principle by the **General Affairs and External Relations Council** on 12 February 2007. Legal basis with a Council Joint Action will follow. Mission could be launched in June 2007.

Senior Officer: **Francesc Vendrell** (SP) is the EUSR for Afghanistan. Head of Mission is to be designated.

## Iraq



### EUJUST LEX

Type: **Integrated Rule of Law Mission.**

Objective: Provide assistance to **political transition**. Strengthen the Iraqi Criminal Justice System (CJS) through providing training for high and mid-level officials in senior management and criminal investigation. The aim is to improve the capacity, coordination and collaboration of the different components of the Iraqi CJS.

Commitments: **<€10 million** from the EU budget for the first year.

Mandate: Launched in February 2005. Operational by 1 July 2005 for an initial period of 12 months and now **extended to 31 Dec 2007**.

Senior Officer: **Stephen White** (UK) is Head of mission.

## BALKANS

# The Future ESDP-mission in Kosovo

By Karin Limdal,

Political Officer/Public Information Officer of the European Union Planning Team for Kosovo



The International community and the European Union are playing important roles in the status process, and are preparing to play an important role also in post-status Kosovo.

The International community's and EU's future role in Kosovo are closely attached to the post-status arrangements where UNMIK will transfer its authority of Kosovo over to the Kosovo authorities. On the ground the future presence is being prepared by two preparation teams:

- The **ICO-EUSR (International Civilian Office) preparation Team** represents the international community and EU. Its major role will be to safeguard that the provisions set up in the status settlement is fulfilled. This Team is lead by **Torbjorn Sohlstrom**, SG/HR Mr. Javier Solana's, Personal Representative in Kosovo.
- The **European Union Planning Team** (known as EUPT Kosovo), preparing a future civilian ESDP mission in the broader rule of law area (Police, Justice, Border and

Customs officials). **Casper Klynge** is Head of the EUPT.

## Objectives

The purpose of the EUPT is to support the implementation of the status for Kosovo settlement:

- to plan for a future ESDP mission which will support the Kosovo authorities by monitoring, mentoring and advising on all areas related to the rule of law, in particular in the Judiciary, police, border and customs service;
- to prepare for a future ESDP mission which will ensure, in close cooperation with the Kosovo authorities or independently, that serious and sensitive crimes are properly investigated, prosecuted and that any outcome of these procedures is thereafter properly enforced;
- to plan for a future ESDP mission with some clearly defined executive powers in order to ensure the implementation of the above mentioned purposes. These executive powers will be limited and carried out by the ESDP mission under the direction of the EUSR.

The EU is planning its biggest civilian mission to date

political interference and in accordance with internationally recognized standards and European best practices.

## Next Steps

The ESDP mission will become operational on the 121<sup>st</sup> day of the transfer period, which starts up immediately after a new UNSC resolution on Kosovo, replacing the former 1244 one, is in place. On the very same day UNMIK will cease to exist after handing over the administration of Kosovo to the Kosovo authorities.

The ESDP mission in Kosovo will be the biggest civilian EU mission to date.

It will in all likelihood deploy around 1800 police, judges, prosecutors, border and Customs officials from EU Member States as well as from invited third party states.

The mandate of the ESDP mission will be terminated when the Kosovo authorities have implemented the terms of the Status Settlement and developed and gained enough experience to guarantee that all members of society benefit from the Rule of Law. ■



**Building the Future.** The priority is making Kosovo's European perspective a reality (Photo World Bank, Podujeve)

## PROFILE



**Karin Limdal** (Sweden) is working as a Political Officer/Public Information

Officer for the European Union Planning Team for Kosovo (EUPT). Previous to joining the EUPT she worked for the Aceh Monitoring Mission (AMM) as well as for the Temporary International Presence in the city of Hebron (TIPH).

## AFRICA

# Supporting the Peace Effort

*Lieutenant-Colonel Ronald Dorenbos, EUMS*



The African Union Mission in Sudan (AMIS) started in 2004 as a result of the signing of Humanitarian Cease Fire Agreement (HCFA). AMIS role was to monitor the observance of the cease fire by the Parties to the HCFA. EU Member States have provided bilateral support to AMIS from the start of its mission, contributing, inter alia, military planning experts to assist the African Union (AU) in the development of plans and, at the request of the rebel forces, EU Military Observers. AMIS has been enlarged twice since 2004 and the current strength is around 7700, 1300 of which are military observers.

## Commitment

In the spirit of the strategic partnership between the EU and the AU, the support to AMIS by EU Member States became an EU supporting action with the adoption of a Council Joint Action in July 2005. Around 45 EU military and police personnel are currently deployed under direct operational

command of the AU. On the military side, the EU has been allotted 44 military positions at the level of the Darfur Integrated Task Force (DITF) in Addis Ababa, the Mission HQ in Khartoum, the Forward HQ in El Fasher (Darfur) and MilObs in the AMIS Sectors.

An EU Special Representative for the Sudan - Mr. Pekka Haavisto - was also appointed in July 2005. The EUSR is supported by a small team in Addis Ababa which includes a Military Advisor (MA/EUSR) and a Police Advisor. Finally, under the terms of the HCFA, the EU has provided the Vice Chairman of the Cease Fire Commission. The key EU military officers involved with AMIS are the Vice Chairman of the Cease Fire Commission (BGen Jean-Gilles Sintès, FR) and the MA/EUSR (Col Francois Amelineau, FR).

In addition to providing planning and other expert personnel, the EU Member States have provided strategic airlift (on several occasions)

to transport AU military and police personnel, including the rotations of the Senegalese battalion and the Gambian HQ company, and several smaller contingents over the past 2 years. A joint EU/NATO cell has

**The only way ahead for Darfur is a strong UN support to AMIS.**

been established in Addis Ababa to coordinate airlift from EU and NATO members respectively.

The European Airlift Centre based in Eindhoven represents the EU in this cell. Other material support has been provided by EU Member States such as 4x4 vehicles, generators, CIS equipment and rations.

Finally, the European Development Fund has provided €242 million from the African Peace Facility (APF) to AMIS in addition to bilateral donations from several Member States.

## Coordination

In order to provide day to day management and guidance to the MA/EUSR, VC CFC and the Police Advisor/Head of the Police Team, a co-ordination body has been established in Brussels. This Brussels Joint Co-ordination Team (BJCT) is led by BGen Brauss and is comprised of representatives from the various Council General Secretariat bodies, as well as the Commission.

While the AU is responsible for the safety and well-being of EU personnel, the EU has also made considerable efforts to improve their safety and living conditions. The EU has provided satellite telephones to each military officer. The EU has provided computer equipment and modems to all personnel, enabling them to exchange emails and other



*The conflict in Darfur has been raging since 2003. (Photo Scott Nelson)*

information. Nevertheless, for EU personnel in Darfur, the living conditions are not luxurious. The facilities for military personnel are funded out of the so-called ATHENA mechanism, the facilities for EU CIVPOL personnel (including their per diems) are funded out of the CFSP budget.

EU personnel are assisting the AU in the daily conduct of the operation as well as planning for the future. Many EU officers are working in the logistics branches of AMIS as the support of the mission (fuel, food etc) is the Achilles heel of the operation and their expertise in this area is invaluable to AMIS. Others work, inter alia, as Legal Advisors, in the Personnel departments, the Communications departments and as Aviation experts. Many EU officers have reported that they find their work within the AU an interesting experience and frequently rewarding, nevertheless it is a challenge to overcome organisational and cultural differences and therefore get one's best professional advice accepted. The experiences of EU personnel are recorded at the end of their tour and their reports are distributed for information to the EU Military Committee. The EU Military Staff also hosts a Lessons Learned workshop twice a year in order to learn from the experiences of deployed personnel and improve EU support to them where possible. To the present date, more than 100 EU military officers have served in support of AMIS. EU personnel are recognised for their duties in support of AMIS both by the AU (by being awarded the AU medal) and by the EU by being awarded the ESDP medal.

## Resources

The most immediate problem for AMIS is lack of funds. The APF is currently depleted and AMIS is

### The most immediate problem for AMIS is the lack of funds



About 2.5 million people are affected by the **endemic crisis** in Darfur. (Photo Scott Nelson)

surviving at present on bilateral contributions from international partners including some EU Member States. The operating costs for AMIS are currently some USD 23 million per month.

A political solution to the conflict is urgently required; otherwise there will be no peace

to keep. The deployment of the AMIS troops has clearly achieved a significant reduction in the number of deaths and other violence in Darfur, but its continuing effectiveness and efficiency is limited by lack of funds, capabilities and experience. The international community agrees that the only way ahead for Darfur is for the UN to be more closely involved in the AMIS mission, providing in particular, logistic support and finance. An arrangement has been agreed upon between the AU and the UN, in which the UN will initially support AMIS and at a later stage run a Hybrid Operation in Darfur together with the AU. Still many difficulties however need to be overcome before effective UN support in Darfur is in place.

The first phase of the UN support to AMIS (the "Light Support Package") is being implemented right now. It consists of 186 UN experts to augment AMIS' structures, plus limited material support. The next

phase is the "Heavy Support Package". This package will deliver additional medical facilities, 3 engineering companies, a transport company, a signals company, comprising a total of 2,250 military enablers; and some aviation assets, and 300 police advisors. The third phase is the UN/AU Hybrid Mission, the strength of which is now anticipated to reach some 20,000 troops, as well as some 3,800 police officers. The Hybrid Operation is expected to be financed by the UN. EU personnel are working closely with UN and AU officers as the UN support rolls out. ■

## PROFILE



**Lt Col Ronald Dorenbos**  
joined the EUMS in

October 2004 and has been involved in Op ALTHEA and the EU Supporting Action to AMIS. He is by training an air defence officer in the Royal Netherlands Air Force, having served with various air defence missile units whilst being stationed in Germany. Prior to being posted to the EUMS, he served in the NL Defence Operations Centre as the desk officer for the Dutch missions in Bosnia, FYROM, Turkey and Iraq.

# EU in Afghanistan: A Support to Nation Building



**Dr. Franziska Hagedorn, from the CivMil Cell of the EUMS**

*is back from Kabul. She answers questions on the mission building process.*

**Q: The EU is considering an ESDP mission in Afghanistan. Where are we now in the mission building process?**

**Franziska Hagedorn:** On 12 February, Ministers approved the Crisis Management Concept. This amounts to a political decision in principle to plan for a civilian ESDP mission in the field of policing with linkages to the wider rule of law. A Concept of Operations, specifying the mandate and strategic objectives of the mission is currently being considered by Member States. The legal basis for the operation and the Operational Plan are the next steps in the planning process. Envisaged launching date is 15 June.

**“A Concept of Operations is currently being considered by Member States.”**

**Q: When was this new mission initiated and what is the reference mandate?**

**Franziska Hagedorn:** The mission's task will be to support the reform process towards a police service trusted by the citizens, working within the framework of the rule of law and respecting human rights. It

will significantly contribute to the establishment by the Government of Afghanistan of sustainable and effective civilian policing arrangements that will ensure appropriate interaction with the wider criminal justice system in accordance with international standards.

**Q: What are the core objectives of this coming mission?**

**Franziska Hagedorn:** Four strategic objectives are being envisaged. The first objective is to place an emphasis on strategy development and work towards a joint overall strategy of the international community in police reform, taking into account the Afghanistan Compact and the i-ANDS. The second objective is to support the Government of Afghanistan in coherently implementing strategy. The third one is to improve cohesion and coordination among international actors. The last objective is to address linkages to the wider rule of law.

These objectives will be achieved through, amongst other means, monitoring, mentoring, advising and training. The mission will have a non-executive mandate. The mission will also coordinate, facilitate and provide advice on projects



Afghan authorities face the challenges of forging national unity along with a **Democracy-building** process.

implemented by Member States and Third States under their responsibility.

**Q: Afghanistan is still a dangerous place with the characteristics of a failed state. How are those parameters integrated in the mission planning?**

**Franziska Hagedorn:** Utmost care will be taken to ensure the security of personnel in the mission's area of engagement. This concerns both personnel placed in Kabul as well as those deployed throughout the country. Where appropriate, the mission is working with the ISAF (NATO ISAF force) and the PRT (Provincial Reconstruction Teams) lead nations in order to come to suitable arrangements.

**Q: How will the EU manage this mission and what will be the areas of cooperation with the existing ISAF Force?**

**Franziska Hagedorn:** The mission will cooperate with ISAF and PRT lead nations who are supporting the Government of Afghanistan with provision of a safe and secure environment for reconstruction work.

It is envisaged that police experts continue to be located in PRTs. Close cooperation with ISAF/PRT lead nations will be important in order to ensure that the appropriate arrangements are put in place.

**Q: Could you tell us about the EU commitment to this mission (contributing countries, budget, and staff)?**

**Franziska Hagedorn:** The mission will have around 160 police experts placed in Kabul, regions and provinces. EU Member States and a number of third states are going to contribute personnel. Other elements will be decided once the Council has taken the decision.

**Q: Who will be in charge at the EUMS?**

**Franziska Hagedorn:** EUPOL AFGHANISTAN is a civilian ESDP mission directed by the civilian crisis management directorate. The EUMS has supported the planning of this process with its expertise, particularly with regard to contacts with NATO and provided expertise on technical level (medical, logistics, CIS) - and will continue to do so.

**Q: From your perspective, what are the main priorities to focus on?**

**Franziska Hagedorn:** The Afghan National Police needs to be seen as a police force trusted by the citizens. For this, it is necessary to support the Government of Afghanistan in developing and implementing one overall,



*EUPOL will significantly contribute to the establishment of sustainable and effective **civilian policing arrangements**.*

**“The mission's task will be to support the reform process.”**

coherent strategy for police reform in Afghanistan. Areas of particular emphasis should be to further strengthen Afghan education and training capacity in the ANP, criminal investigation capacities and assisting in the development of an effective border-management system.

**Q: What are the expectations of the Afghan authorities regarding the EU involvement?**

**Franziska Hagedorn:** The Afghan authorities have a clear sense of ownership of the police reform process. What they expect from the international community and the EU is continued international support to developing their own capacities.

**Q: Does the EU have a new ambition for the future of Afghanistan?**

**Franziska Hagedorn:** The EU and the Government of Afghanistan together have declared their commitment to a secure, stable, free, prosperous and democratic Afghanistan as laid out in the Afghan Constitution. The ESDP mission complements the existing EU commitment to support the Government of Afghanistan in its reform efforts.

**Q: You have been in Afghanistan recently. Could you tell about this personal experience? What feelings do you bring from this country?**

**Franziska Hagedorn:** Afghanistan grips you. I found it to be a place of extremes. Bold and stunning beauty and friendly and very smart people. But also a place people are willing to get into a fierce strife for. If you watch a buzkashi game, you'll know what I mean...

**Q: Are you going back to Kabul anytime soon?**

**Franziska Hagedorn:** I very much hope so. ■

# The "KO": a Place Apart?

## Civilians from "Kortenbergh" tell about their experiences

Most people within the Council are becoming more and more aware of the European Union Military Staff and their role as a fundamental element underpinning ESDP. They are highly visible in their uniforms, making their way to and from meetings in Justus Lipsius. However, not so many people are familiar with the roles of what some may see as the "unsung heroes" (and heroines): the civilian staff working along with and among the military officers in "the Kortenbergh", "KO" in Eurojargon.

What is it like to be a civilian working in this military environment? Is it strange, dealing with military customs and *modi operandi*? Is the "Kortenbergh" really a place apart?

Telling about their experiences, they may surprise you!

“It's not like what people might think”

Siw Gustafsson



**Siw Gustafsson** comes from Bolmen, Småland, in Sweden. Before arriving in the Council, she had worked in France, Sweden, and Australia. Working in DG E II (Development) with specific responsibility for Africa, the Caribbean and the Pacific (ACP) regions, she continued to travel, going on missions to South Africa, Senegal, Benin and Thailand, among other countries. After an internal competition, she was asked to come to the EUMS and accepted.

*"As the Administrative assistant, I work as a link between the EUMS and DG A (Administration). It's not like what people might think... it's certainly not a case of officers giving orders all the time. In fact, since it's my job to make sure that everyone abides by the Council regulations, I find the military very good at following my orders!!"*

“I felt immediately part of a friendly team”

Magdalena (Magda) Zagorska



**Magdalena (Magda) Zagorska** started working in EUMS in June 2006. From Elblag, a small town near Gdansk in Poland, Magda previously worked in the public relations and marketing areas of the Polish/German Chamber of Commerce in Warsaw. She is now in the Executive Office (EXO) in the EUMS.

*"This is very good for me," she says, "because as a relative newcomer it gives me an overview of all that goes on in the EUMS." Did EUMS meet her expectations? "To be honest, I was a bit apprehensive about working with the military; but in fact they are not at all formal and I felt immediately part of a friendly team. I am looking forward to working here for several years yet!"*

“People are very polite”

Helga Kafiotis



**Helga Kafiotis** is a native of Brussels, although her parents are Dutch and German. Consequently she speaks Dutch and German as well as English, French, and some Greek and Italian. This has helped her in her work of more than 30 years in the Council, where she was in the Dutch pool, the central archives, and Publications, as well as being a visitors' guide, before coming to the EUMS in 2002 as an assistant.

*"I like the environment here...people are very polite, especially the military staff. In fact, I think we are a bit spoiled here, because the military treat their assistants very well. Also, I like working as part of a team, and the team spirit is very evident here, as long as we all respect what I call the 4 R's: Rights, Rules, Respect and Responsibility." Helga likes being kept busy, and says that the time flies. "When I retire," she says, I hope to work somewhere in the charity area, helping others."*

“The general camaraderie adds to the overall ambience”  
Julie Bloom



**Julie Bloom** is a native of Hull in England. She has been in the Council since 1989 and came to work in the EUMS in Jan 2004. She has worked for more or less a year in each of three divisions: Logistics/Resources, CIS (Communications and Information Systems) and presently as assistant to the Chief of Staff, Rear Admiral Van der Burg and so has a good general idea of the work in the EUMS.

*"The EUMS is a totally unique part of the Council and I find the work varied, interesting and challenging. The continual rotation of the military personnel means opportunities to work with different nationalities and branches of the services. I have previous experience working in NATO and in US military bases, so I suppose I knew more or less what to expect when I arrived at the KO building and to me it felt like coming home! The military officers are extremely pleasant to work for as they have a good sense of humour, they are polite and gentlemanly, and give clear direction as to what is expected of you workwise. There is also a social side to working at the KO with regular "Meet and Greets", sports and other annual events and the general camaraderie all add to the overall ambience."*

“I'm learning a lot”  
Theodora Benavidou



**Theodora Benavidou** worked in her native Thessaloniki in Greece managing the interpreting department of a large private translation company, before coming to Brussels in February 2002. She worked for almost four years in DG E-IV, mainly in the Human Rights and UN areas.

*"I found that work very interesting," she says, "and I was with a great team there." But when the chance to join EUMS came along, she took it... "I'm glad I did...I'm here just over a year, and so far it has been a great experience. I'm learning a lot. It's a very friendly and relaxed environment, and the military are great colleagues... I really enjoy working with them."*

“It is very interesting even exotic”  
Adam Gutkind



**Adam Gutkind** a native of Wroclaw in Poland, joined EUMS in April 2005, having previously worked for German Parliamentarians in Berlin, and studied at University there.

*"I came straight into the EUMS on coming to the Council," he says. "I work in administration, and it is very interesting even exotic, to work in this environment and to be part of ESDP as it develops."*

The general feeling of EUMS Civilian Staff is that working with the military is a rewarding and positive learning experience. All of them are dedicated people working away from their home countries and this creates a sort of family atmosphere about the place. As one person (who asked not to be named) said, unlike in the rest of the Council, if you do happen to get a "bad" boss, then don't worry because you know in three or four years they will be gone! ■



Some of the civilian staff working in EUMS. From left to right: Helga Kafiotis (Belgium), Christine Delgado (France), Magda Zagorska (Poland), Theodora Benavidou (Greece), Julie Bloom (UK), Petra Eclerová (Czech Rep.), Manca Turk (Slovenia), Adam Gutkind (Poland), Maija Kaaro (Finland), Siw Gustafsson (Sweden), Maria Malmberg (Sweden), Tiziana Manzoni (Italy), Ingrid De Glas (Belgium).

# Style and Glamour



The pre-Christmas Dinner is an event where EUMS personnel (and their partners) get to show their style. The dinner in 2006 was held on 9th November at the Club Albert, Brussels. About 120 guests attended.

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## Handover Ceremony at the EUMS



The ceremony in the newly redesigned courtyard of the EU Council Building.

A Military Parade and ceremony took place in the Courtyard of the EU Council building, Justus Lipsius, Brussels, on Wednesday 28 February 2007. Nearly 200 personnel, military and civilian, participated in the parade at which the Secretary-General/High Representative, **Javier Solana**, welcomed **Lt General David Leakey** (UK) as Director-General of the EUMS from 1 March 2007.

He has succeeded **Lt. General Jean-Paul Perruche** (France) who served as Director-General of the EUMS from 1 March 2004 for a period of three years.



Back: HR/SG Javier Solana with General Henri Bentégeat, Chairman of the EU Military Committee (behind). Front: Lt General Jean-Paul Perruche (left) and Lt General David Leakey (right).

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