



Bulletin of the EU Military Staff

# IMPETUS

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## DECISION MAKING



**Mission Building**  
**Strategic Planning**



## FOREWORD

# The First Eight Months

By Lt. Gen. David Leakey, Director General of the EUMS

*Lt. Gen. David Leakey succeeded Lt. Gen. Jean-Paul Perruche as Director General of the EUMS on 28 February 2007. In this article, he looks at the main developments that have taken place under his stewardship in the ensuing months.*

The progress and accomplishments that I will list hereunder have been achieved in the circumstances of, in many cases, people adapting very quickly to their environment.

## Missions and Operations

The EUMS has contributed to various civilian ESDP missions, in particular in the planning of EUPOL Afghanistan and of the future EU engagement in Kosovo.



## EUFOR TCHAD/RCA Planning

Following the EU decision in July 2007 to help to address the situation in the wider Darfur region, possibly through a military operation in Chad and CAR, the EUMS, with the rest of the CGS, has been deeply involved in this effort.

Following approval by the Political and Security Committee (PSC), I led an **Information Gathering Mission (IGM)** in late August into both Chad and the Central African Republic. This mission was indispensable for the drafting of the subsequent Military Strategic Options.

The Council selected one of the **Military Strategic Options** on 4 October. Meanwhile, EUMS had organised an informal Force Contribution meeting on 24 September, to provide an initial early assessment of potential contributions at this stage.

France was designated as the **planning authority** for this operation. The EUMS immediately engaged in cooperation with the Operation HQ in Mont Valérien, Paris, exchanging liaison officers and having in-depth discussions. The **Operation Commander**, Lt. Gen. Nash (IE), was appointed on 15 October.

The EUMS then prepared the **Initiating Military Directive** to the Operation Commander, in coordination with the Council General Secretariat (CGS), in consultation with United Nations Department of Peacekeeping Operations (UNDPKO) and in coordination with the Operation Commander.

The EUMS also participated in the interim in a number of Fact-Finding Missions, especially in the field of Logistics and Finance, in coordination with the OHQ and the Athena<sup>1</sup> mechanism. Every effort has been

made within EUMS and more generally the CGS to implement lessons drawn from Operation EUFOR RD Congo in this new operation, although the circumstances appear to be somewhat different.

The EUMS contributed to the next steps of the operational planning process at the Brussels level, i.e. the adoption of the **Concept of Operations (CONOPS)**<sup>2</sup> and related Military Advice and the organisation of the Force Generation Conferences.

## Support to African Union in Sudan

Through the Brussels Joint Co-ordination Team, the EUMS has remained in close contact with International Partners and the African Union (AU) in order to co-ordinate and streamline **support to AMIS** in Darfur. The current AMIS mandate expires 31 December 2007 at the latest when the hybrid United Nations - African Union Mission in Darfur (UNAMID) will assume authority over AMIS.

For the future, support to AMIS and to the **build-up of UNAMID** within the framework of AMIS will continue until the Transfer of Authority.

## Evaluation Phase for SSR Guinea Bissau

Following the PSC decision of 14 September, a joint CGS-Commission **Fact-Finding Mission** took place in Guinea Bissau on 7-12 October 2007 to assess with the local authorities the possible modalities for an ESDP engagement in support of **Security Sector Reform (SSR)** that would complement the support provided by the Commission.

A draft General Concept proposing an approach for an ESDP engagement is currently being developed.

The mandate for this mission would be to support further the Security Sector Reform (SSR) strategy to help defining training and equipment needs, to help aligning the needs and budget resources.

It is considered that about 5 military experts would be necessary, to support the general armed forces staff (CHOD) and the three services (Army, Navy and Air force). A similar level of engagement would be necessary on the civilian side, mainly in the police sector, allowing for a deployment, possibly in early spring 2008.

### Activation of the EU OpsCen

Since 1 January 2007, the EU Operations Centre (EU OpsCen) has been ready for activation as an EU operation HQ for the planning and conduct of autonomous EU operations.

The first activation of the EU OpsCen during exercise Milex 07 presented significant Communications and Information Systems (CIS) challenges and the use of new CIS systems. The systems' performance exceeded expectations. Separate details about MILEX 07 are on page 13.

## Concepts and doctrine

### Conceptual Development

Many of the lessons harvested during Operation EUFOR RD Congo address the need to enhance doctrine. We believe that further value can be added to the existing capability through a concept focused parallel action that develops doctrine for the employment of the offered capabilities.

Following progress reporting by the EUMS, the EUMC has agreed priorities and a timeline for improving the **body of military doctrine** with a view to implementing the lessons within the first months of 2008. The

EUMS is devoting considerable resources towards this end.

### Organisation Development

In its conclusions of 14 May 2007, the Council requested the SG/HR to seek ways to improve the EU Military Staff's ability to conduct planning at the **strategic level** for EU-led operations.

The EUMS produced two papers, the second of which identified possible solutions to the shortcomings identified in the initial one. Greater planning granularity is needed to facilitate Member States' decision-making, including an assessment of their potential force contribution, and there is a requirement to fill this strategic level 'planning gap' at an early stage of the planning process. It is expected that the recommendations will be agreed by the end of November 2007.

### Capabilities: the new Headline Goal 2010

The EU decided to set a **new Headline Goal 2010** which envisions that MS *"be able by 2010 to respond with rapid and decisive action applying a fully coherent approach to the whole spectrum of crisis management operations covered by the Treaty on European Union"*.

From the five ESDP scenarios, focused military options were developed as to how best to deal with the relevant crises. These options led to a planning framework from which was deduced a detailed list of required capabilities. **Generic force packages** were compiled and these resulted in a list of reference units. All of this information was fed into a **requirements catalogue** which listed in detail the actual types of units, resources and assets that were required.

The **EU Force Catalogue** describes the capabilities made available by Member States in qualitative and

quantitative terms. It provides a view of the military capabilities available by 2010. It will also be the basis for **EU shortfall identification**. The identified shortfalls and possible operational risks will be reflected in the **Progress Catalogue 2007**.

## Military co-operation with partners

The ESDP agenda of the EU is implemented in close and permanent cooperation with partners.

### EU-NATO

The EUMS participated in a significant number of NATO **Joint Consultation Meetings** that are part of the NATO Force Planning procedures.

A **EUMS-IMS Round Table Workshop** on Comprehensive Approach and Effect Based Approach to Operations is planned for late 2007.

### EU-African Union

The Enhancement of African crisis capacities is a long term objective. The EUMS continues its contribution to the development of the AU concept of the **African Stand-by Forces (ASF)** and **Rapid Deployment Capability (RDC)** and took part in a workshop held in July.

## CONCLUSION

I would like to send good wishes to those who are leaving us, as well as welcoming those who have joined us, in particular from the new Member States, Bulgaria and Romania. We have achieved a lot, but as always there is much more work to be done; so I urge all members of EUMS to keep up the good work. ■

## Notes

<sup>1</sup> Established in 2004, the ATHENA mechanism administers the financing of the common costs of EU operations having military or defence implications, which, by virtue of the TEU, cannot be funded from the Community budget.

<sup>2</sup> Proposed by the Operation Commander.

# Newcomers: Bulgarian Officers

“With a 360° view on global issues, the EUMS offers a better grasp of EU's international action.”



**Lt. Col. Orlin Gergov** is an Air Force (avionics) engineer. He serves in the **Force Capabilities Development branch of Pol/Plans** at the EUMS.

A graduate of the Spanish Staff College, he speaks English, Russian, French, German and Spanish. He comes from Pleven in northern Bulgaria.

Orlin has served with the UN as a military observer in Cambodia (1993) and Tajikistan (1996/97), and was a Liaison officer in Afghanistan to ISAF 3 (DE/NL). For the last four years, he has worked in the Bilateral Department of his MoD, as desk officer for European countries.

Orlin collects classic cars as a hobby and is the proud owner of two Citroen DS from '57 and '63 and a '65 VW Beetle.

He loves the challenge of serving in EUMS. His wife Yuliya, son Georg (16) and daughter Karina (11) like living in Brussels.

“Daily work in a cross-cultural environment is a human and intellectual challenge.”



**Lt. Col. Zdravko Marinov** is an Army officer from Plovdiv, the second largest city in Bulgaria, although he has lived in Sofia since 1994. He works in the **Production Branch of the Intelligence Division in EUMS**.

He served for two tours back-to-back: one year and eight months with the battalion in the UN mission in Cambodia (1992 to 1994). He has also served as Secretary in the Military Attaché's office in Moscow, from 2002 to 2004. He underwent a three-month course in Washington D.C. in 2000. He speaks English, Russian, and some French.

At present, his wife Tsvetanka and son Orlin are at home in Sofia. He feels greatly honoured to be serving in such a highly professional environment as the EUMS. He enjoys travelling and the cultural enrichment that ensues.

“The EUMS provides a proactive support to EU decision-makers. It requires reliability and endurance.”



**Cdr Tsvetan Popov** comes from the third largest city in Bulgaria, Varna on the Black Sea.

He works in the **Exercises, Training and Analysis Branch** at the EUMS.

A Naval officer from the Command Engineering Branch (which deals with navigation, weapons, and tactics) he has served in NATO with JFC Naples (formerly RHQ AFSOUTH) from 2000 to 2002. He speaks English, Russian, (rusty) German, and (gipsy!) Italian.

He is a former tennis and table tennis player until he injured his wrist. His initial impressions working in EUMS are that there is a far more political dimension than he was used to in his former job in Naples, but he is enjoying it very much. He is also enjoying Brussels, as are his wife Zhana and 16-year old son Ivelin.

“Team working provides an outstanding opportunity to value expertise and develop new skills.”



**Major Metodi Metodiev** is a Field Engineer officer who has also "done time" in logistics and J5 Planning. He now works in the newly-formed **EU Movement Planning Cell in Logs/Res Division**.

A native of Kazanlak (the Bulgarian rose valley), living in Sofia, he used to face a 150-km commute to where he was stationed in Karlovo. He has also served twice with SFOR in Bosnia and Herzegovina, in 1999 and 2002. He has undergone courses in the US and the Netherlands.

Major Metodiev finds his job at EUMS very demanding but he is impressed with the tremendous help given to the newcomers by the "veterans".

He enjoys football and volleyball, and plays most Fridays when he can. His wife Ginka and sons Georgi (12) and Nanko (6) are also enjoying life in Brussels.

# Newcomers : Romanian Officers

“Contributing to the collective effort in CIS gives tremendous job satisfaction.”



**Lt. Col. Danut "Dan" Tiganus** comes from Bucharest where he worked in J6 Romanian General Staff/MOD as a CIS expert. He is now in the **Policy and Requirements Branch of CIS** in the EUMS, working closely with the EDA on capabilities development.

He has been a UN Military Observer (Eritrea/Ethiopia in 2002/3); and spent six months with Operation "Enduring Freedom" in Afghanistan in 2005/6. He attended Ex. CWID (Coalition Warrior Interoperability Demonstration) in Lillehammer, Norway, in 2004, 2006 and 2007, the last two times leading Romania's delegation.

He holds a Master's degree from the Romanian Military University and has followed the NATO Senior Executives Masters Course.

He sees the EUMS as interesting and challenging. His wife Liliana and son Andrei (12) also enjoy Brussels. Dan enjoys soccer and fishing, when he has time.

“With my fellow Romanian officers, we are pioneers to help develop a European military culture in Romania.”



A former paratroop officer, **Lt. Col. Silviu Costache** spent the last three years in the Romanian General Staff. At the EUMS, he works in the **Ops/Exe Division**.

A native of Bucharest, he has served for six months with KFOR HQ in Pristina (2005/6). He is a graduate of the French Staff College in Compiègne (1998/99) and is fluent in French and English. He has a degree (through French) in European Politics and International Relations from Bucharest University, and a post-graduate course, also in International Relations; as well as a Master's Degree in Communication, Society and the Mass Media.

Lt. Col. Costache sees himself and his fellow Romanian officers as pioneers. He appreciates the EMS team, and also the variety of challenging work that he's facing. *"I hate the stupidity and the routine of always doing the same thing, and hoping for a different result"*. His wife Anca-Gabriela and his daughter Stefania (nearly 3) are very happy in Brussels.

“We build up ESDP from political concept to military action.”



**Major Daniel Calin** is an engineer officer (topo-geodesist) from the army. He now works at the **Pol/Plans Division** of the EUMS.

From 1997 to 99, while working at the Military Topographical Directorate in Bucharest, he underwent a 2-year post-grad course in International Relations and European Integration in the National School for Political Studies and Public Administration. He also holds an MA in European studies in the College of Europe in Warsaw (linked to the College in Bruges).

He has worked with the Department for Defence Policy and Planning, concentrating on ESDP matters, and was an intern for two tours with the Romanian delegations to the EU and NATO. He was also a visiting Fellow to the EU Institute for Security Studies (ISS) in Paris.

He enjoys the Brussels environment, as do his wife Mihaela and his daughter Eva (7).

“As a first posting abroad, working at the EUMS is optimal to integrate a multinational team.”



**Major Bogdan-Constantin Aldea** works in the **Production Branch of the Intelligence Division** in the EUMS.

Until recently he lived in Bucharest where he worked in the Romanian MOD. He is an Airborne Reconnaissance officer whose training has given him a love of adventure sports such as diving, rock-climbing and skiing.

The EUMS is his first posting outside Romania, although he has undergone military courses both in France (Airborne Course in Pau, Staff Course in Compiègne) and in the US. Fluent in French and English, he graduated from the Military Academy in Sibiu and has a post-graduate qualification in International Relations and European Integration from the National School for Political Studies and Public Administration in Bucharest.

His wife Dana and his son Sergiu (4) are enjoying settling into their new home in Brussels.

## OPERATION BUILDING

# From Strategic Planning to Decision Making

By Lt. Col. John Durnin, EU Military Staff

From a political declaration to action in the field, the EU decision making process is built on clear procedures and continuous dialogue.

The following article briefly describes how the EU decides whether and how to conduct crisis management operations. It does not go into detail but is intended to explain how the system works, in order to better understand what is going on at any point when an operation or mission is being considered.

## The Launching

There are basically four circumstances under which the EU may decide to launch an operation (military) or mission (civilian) under ESDP:

- At the proposal of the Presidency of the Council
- At the proposal of the Secretary-General/High Representative (SG/HR)
- At the proposal of a Member State
- At the request of an organisation such as the United Nations (as was the case in EUFOR RD Congo in 2006).

In each case the proposal must have the full support of the 27 Member States.

Once the Council has decided that EU actions may be required, then the strategic decision-making process is launched in order to decide:

- whether or not the mission or operation should take place;
- what type of mission/operation it might be;
- other factors, such as duration, end state, exit strategy.

## The Actors

The actors involved are:

- **The EU Military Staff (EUMS)**, who prepare the documents in draft form and contribute to the Crisis Management Concept (CMC), which is prepared by DG-E VIII (Defence Aspects) or IX (Civilian Crisis Management).

The **EUMS** is a General Directorate within the Council General Secretariat. It is the only permanent integrated military structure of the European Union. The EUMS receives tasking from the EU Military Committee (see below). The EUMS is composed of military and civilian experts seconded to the Council Secretariat by the Member States.

The EUMS provides in-house military expertise for the Secretary-General/High Representative (SG/HR). The main operational functions of EUMS are: early warning, situation assessment, and strategic planning.

- **The EU Military Committee (EUMC)** examines the drafts and refers them to the capitals

(ministries for Defence and National Headquarters).

The **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 regularly

**The EUMS is the only permanent integrated military structure of the EU**

represented by their permanent military representatives. The EUMC

provides the PSC (see below) with advice and recommendations on all military matters within the EU.

- **The Political and Security Committee** also examines the drafts and refers them to the capitals (ministries for Foreign Affairs).

The **PSC** meets at the ambassadorial level as a preparatory body for the Council of the EU. Its main functions are keeping track of the international situation, and helping to define policies within the Common Foreign and Security Policy (CFSP) including the ESDP. It prepares a coherent EU response to a crisis and exercises its political control and strategic direction.



The launching of an operation under ESDP always proceeds from a **political decision**.

## The Process

This decision making process takes place at the political strategic level in Brussels. It produces a number of documents which allow the **Operation Commander** to prepare his own **Concept of Operations**: that is, how he intends to conduct the operation.

Before the final "boots on the ground" outcome, the EU decision-makers follow a 4-stage procedure:

### What happens?

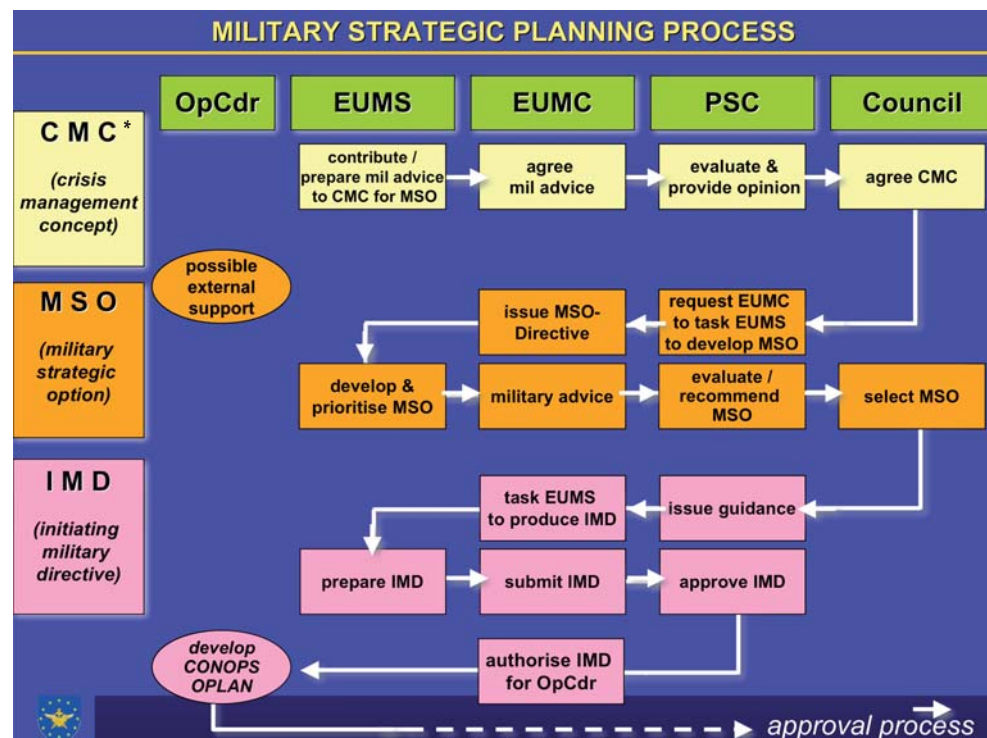
To simplify it as much as possible, once the Council has decided that an operation may take place, the SG/HR will send an **information-gathering** or **fact-finding mission**. This mission normally consists of military and civilian experts and may be organised and led by the EU Military Staff (EUMS). The members of this mission contribute to a comprehensive approach to the crisis with proposals regarding various levels of engagement.

### What should be done?

The EU Military Committee (EUMC) will then consider these proposals 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 (CMC)** is agreed by the Council.

### What options are there?

The EUMS then develops and prioritises **Military Strategic Options (MSOs)** which are passed through the EUMC and the PSC before the Council agrees it. Finally, EUMS prepares an **Initiating Military Directive (IMD)** to be approved by the PSC.



### How can the mission/operation be carried out?

The approved IMD authorises the Operation Commander to prepare his **Concept of Operations (CONOPS) and Operation Plan (OPLAN)**.

## The Planning

As planners, EUMS officers, as a matter of course, prudently concentrate on potential areas where operations may take place. Such prudent planning may influence the

organisation of information-gathering missions in order to provide as valuable information as possible.

For example, prior to the 2006 operation whereby deployment to the RD Congo was envisaged, two such missions were deployed: one to the theatre, including RD Congo itself, and Gabon; and the other to the UN Department of Peacekeeping Operations in New York to establish exactly what the UN required the EU to perform on its behalf. ■

## PLANNING: A CONDITION FOR SUCCESS

Two ongoing preparations highlight the importance of the planning phase:

### • Example 1: Chad

With reference to the forthcoming EU Mission in Chad/RCA, the EUMS has been conducting the appropriate prudent planning, contributing to the CMC, conducting the IGM, and preparing the MSOs and the IMD. Further detail will be developed by the Operation Commander, Lt. Gen Nash, when he plans his Concept of Operations and Operation Plan.

### • Example 2: Afghanistan

The planning process for this civilian mission followed generally the steps outlined above. A Fact-Finding Mission (FFM) was conducted during Nov/Dec 2006, the report of which became the basis for the CMC which was agreed at Council on 12 Feb 07. A CONOPS was subsequently agreed on 3rd May, followed by the OPLAN on 29 May and the Joint Action on 30 May 07.

## FEEDBACK

# Military Adviser: A Key Support on the Ground

By **Colonel Michel Billard**, *Military Adviser of the EUSR for Sudan*

The European Union currently has nine Special Representatives (EUSRs) in different regions of the world. They promote EU actions and play a significant role in the ongoing efforts to consolidate peace, stability and the rule of law.

EUSRs provide the EU with an active political presence and support the work of Javier Solana, EU High Representative for the Common Foreign and Security Policy (CFSP). Each of them is assisted by a number of Advisers, including, in the case of Torben Brylle, **the EUSR for Sudan**, a Military Adviser.

The Military Advisers work within the framework of the Joint Actions of the EU that legally outline the ongoing missions and operations.

Ambassador Torben Brylle was appointed on 19 April 2007. **As the EUSR for Sudan, he carries out his mission under the authority of the**

**EU HR/SG Javier Solana. From his office in Addis Ababa, Ambassador Brylle deals with a complex nexus of issues - humanitarian, political, security - spanning a wide spectrum of issues related to Sudan.**

To support the African Union in the Darfur, I am undertaking for 6 months the job of military adviser to the EUSR. I am assisted by Lt. Col Oliver Barbour and BQMS Danny Mulcahy, both from Ireland.

**Our task is geographically challenging**

## Three Responsibilities

Our task is geographically challenging: it includes Sudan and recently Chad and the Central African Republic. Our mission includes three main responsibilities:

### • Information

We have to be in contact with all

the actors of this crisis, in Addis Ababa or in Darfur.

The daily exchanges of information are conducted with a wide range of interlocutors:

- With the Darfur Integrated Task Force (DITF) which is the strategic HQ for the AMIS force,
- With the representatives of all various partners (EU delegations and other partners involved, such as USA, Canada, and China...)

- With many other EU teams acting in ADDIS such as the EU Civilian Police team and 2<sup>nd</sup> Vice Chairman Cease Fire Commission (this official being located in El Fasher).

Our weekly reports and security assessments are intended to inform the EUSR and the Council General Secretariat / BJCT (Brussels Joint Coordination Team).

### • Support

Our second task is to support all EU officers deployed for this mission, in Ethiopia or Sudan.

In co-operation with the two others officers in charge of the Athena budget, I have to ensure the financing of all travel charges related to our presence here as well as the lodging and others technical costs of this mission.

### • Direction

My third task is to exercise the responsibility as the de facto contingent commander of the EU military personnel deployed in Ethiopia.



**Colonel Michel Billard** with **EUSR Torben Brylle** (right). A Danish diplomat, **Ambassador Torben Brylle** has in-depth expertise and a wide experience of Africa.

At least 18 EU officers are working in Africa, supporting this African Union Peace Keeping Operation in Darfur:

- There are currently 6 officers integrated within the DITF in Addis Ababa. 2 are in Khartoum within the Main HQ;

- In El Fasher, 3 are active within the Field HQ and 2 are working within the Cease Fire Commission;

- In addition, 2 military observers (MILOBS) are deployed in Abeche (Chad).

## A New Mission to Prepare

The situation in Darfur is far from being stabilized. The African Force AMIS, working with the Cease Fire Commission since 2004, did not fully succeed in protecting the refugees, nor stopping the excesses made by the various parts.

### PROFILE IN ACTION

**Colonel Michel Billard** served in the French Army since 1978 and mainly made a career as a tank officer. After a 2-year command of a tank battalion in Verdun, he is currently stationed in HQ Bordeaux, in charge of instruction and training of soldiers from the south-western quarter of France.

He carried out a 4-month mission in Bosnia in 2003, as chief of the Operation Centre of the Multinational Brigade South-East in MOSTAR (NATO OPS). He also served from October 2004 to February 2005 in Chad, as a battalion commanding officer in N'Djamena (FR OPS).

During this period, he ensured the security of the refugee and IDP camps and ONGs personnel between Abeche and the volatile Chad/Sudan border, a mission that will be assigned to the future new European Force.



Visit of EU Military Staff Director **General David Leakey**. (Photo Council of the European Union, June 2007)

This AU force (African Union) of almost 7 000 men (soldiers and police officers) will be replaced by a UN force (UNAMID) of almost 23 000 troops at its highest. The TOA (Transfer of Authority) is fixed by the UN Security Council for December 31<sup>st</sup>, 2007.

More to the west, the EU will carry out a military operation in Eastern Chad and in the North-East of the Central African Republic, named "EUFOR Tchad-RCA".

This mission was approved on September 25<sup>th</sup> by resolution 1778 of the UNSC, and should be staffed with up to 4,000 soldiers. The objective will be to cooperate with the 300 police officers sent by the UN, to protect the refugees and to support their return on their premises.

It is a very interesting mission which enables me to work in a different environment from the field, with a new overview of the level of operational decision-making. ■

### THE 9 EUSRS

The 9 EUSRs currently in office cover the following regions:

- Afghanistan
- African Great Lakes Region
- Bosnia and Herzegovina
- Central Asia
- Former Yugoslav Republic of Macedonia
- Middle East
- Moldova
- South Caucasus
- Sudan

In addition, the EU is preparing to appoint a EUSR to Kosovo as part of the post-status arrangements.

Some EUSRs are resident in their country/region of activity while others are working on a travelling basis from Brussels.

# EUROPE

### Bosnia



#### EUPM

Type: **Police mission.**

Objective: Support the **reform and modernisation** of police forces. Provide assistance in the fight against organised crime and corruption.

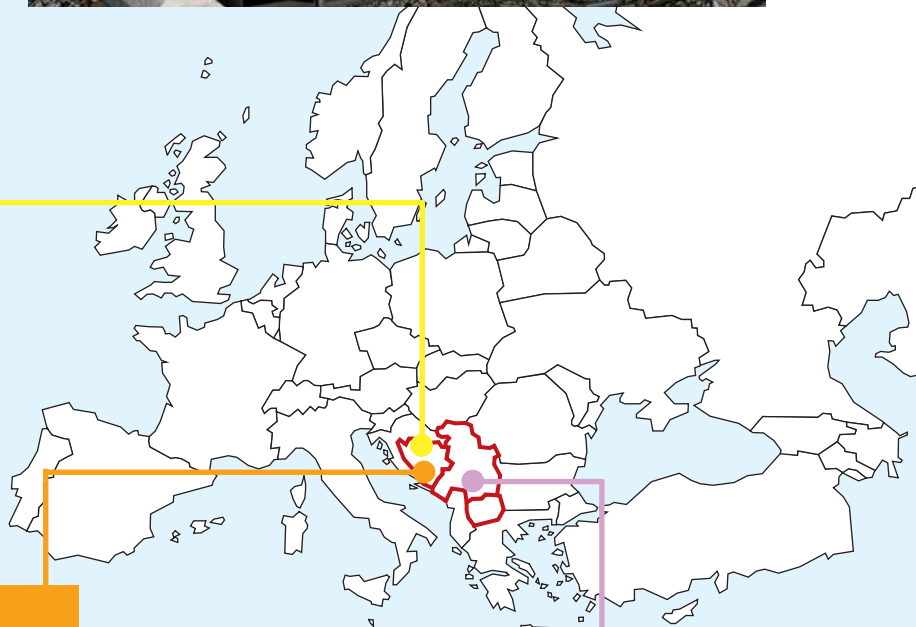
Mandate: Initiated in January 2003. EUPM I extended into EUPM II (Jan 2006-31 Dec 2007) with a refocused mandate on the above mentioned objectives. EUPM II will be **extended into EUPM III** from 1 Jan 2008 to 31 Dec 2010, pending Council approval, with the same mandate and same strength initially.

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

Senior Officers: **Miroslav Lajcak** (SK) is the EUSR in BiH.  
**Brig. Gen. Vincenzo Coppola** (IT) is Head of Mission.

### Rule of Law:

*EUPM 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 Some **2,500 troops** from **33 countries** including 24 Member States. The EU has reduced EUFOR's size but kept an appropriate robust military presence. EUFOR has **reconfigured successfully** and continues to provide reassurance. EUFOR troops are backed up by **over-the-horizon reserves** and remain ready to respond to possible security challenges.

Command: **Gen. John McColl** was appointed EUFOR Operation Commander in Oct 2007.  
**Rear Admiral Hans-Jochen Witthauer** (GE) is the EU Force Commander.

### Kosovo



#### EUPM KOSOVO

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

Objective: Initiate planning regarding a possible EU crisis management operation in Kosovo in the broader field of Rule of Law.

Commitment: **40 personnel** structured in 4 teams: Head of EUPM Kosovo, Police, Justice and Administration. The headquarters is located in Pristina.

Mandate: The Planning Team has been operational since May 2006, with an initial mandate extended to 31 May 2007.  
EUPM Kosovo has been prolonged until 30 Nov 2007. An extension again **until March 2008** (agreed in principle) is to be confirmed.

Senior Officer: **Casper Klyng** (DK) is Head of the EU Planning Team (preparing for the future ESDP mission).  
There is no EUSR in Kosovo.

## AFRICA

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

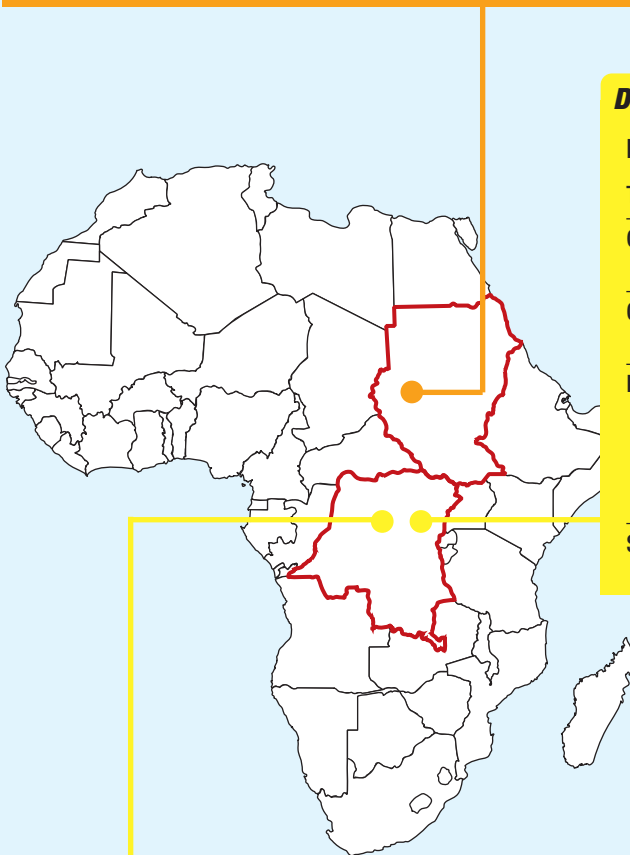
Type: **Civilian-military supporting action.**

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, 12 EU operational and logistic planners, 3 military advisors for EUSR, 2<sup>nd</sup> Vice Chairman for CFC... Several MSs have supported through contributions in kind, providing transport for African troops, etc.

Mandate: Request of the African Union. Support provided since Jan 2004, with a Council Joint Action taken in July 2005. AMIS is in transition to UNAMID and its mandate will expire 31 Dec 07 on the ToA to UNAMID. EU Supporting Action will terminate at the same date.

Senior Officers: **Troben Brylle** (DK) is the EUSR for Sudan. Vice Chairman of the Ceasefire Commission is **BGen Pierre Roques** (FR). Head of Police Team is **Åke Roghe** (SW).

**Democratic Republic of Congo****EUPOL RD CONGO (ex- EUPOL Kinshasa)**

Type: **Police mission** with a justice interface.

Objective: Contribute to the coordination of actions in support of the **Security Sector Reform (SSR)**.

Commitment: **39 internationals**, including 25 police officers, from 8 MS, and most likely 2 Third States (being processed).

Mandate: Launched in April 2005. EUPOL RD Congo took over from EUPOL Kinshasa on 1 July 2007. 1 year mandate, as of 01 July 2007, likely to be extended. SGC will report on March 2008 on possible integration with EUSEC RD Congo.

Senior Officers: **Superintendent Aldo Custodio** (PT) leads the mission.

**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. Focus on restructuring and reconstructing of the armed forces.

Commitment: Initially a dozen military experts, augmented by approximately **50 military and civilian** experts in particular in the financial field.

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

Senior Officers: **General Pierre Michel Joana** (FR) leads the mission.

**Chad / Central African Republic****EUFOR TCHAD/RCA**

Type: Bridging **military operation** in the framework of ESDP.

Objective: **Support to the UN presence** with a special task establishing a safe and secure environment.

Commitment: Operation HQ is located at Mont Valérien (France). Third States may be invited to participate. The financial reference budget shall be >€99 million with a 50% Athena funding.

Mandate: According to **the UNSC Resolution 1778** (2007) of 25 Sep 2007 establishing **MINURCAT**, the EU is authorised to deploy forces. The operation shall end no later than 12 months from the declaration of Initial Operating Capability. The **Council Joint Action 2007/677/CFSP** was adopted on 15 Oct 2007.

Senior Officers: **L. Gen. Patrick Nash** (IE) is the Operation Commander. **Brig. Gen. Jean-Philippe Ganascia** (FR) is the EU Force Commander.

## 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**. Coordinate 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 COPPS has now 29 officers.
- Mandate:** Began on 1 January 2006 for an initial duration of **3 years**. COPPS runs to 31 Dec 2008.
- Senior Officers:** **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 50 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**. Extended after 24 May 2007, EUBAM runs till 24 May 2008.
- Senior Officers:** **Marc Otte** (BE) is the EUSR for the Middle East Peace Process. **Major-General Pietro Pistolese** (IT) is Head of Mission.



**Police Mission:** EUPOL Afghanistan.  
(Photo EUPOL Afghanistan)

## Afghanistan

## EUPOL Afghanistan

- Type:** 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:** Builds on the efforts of the GPPD (German Police Project Office) and other international actions. It will bring together individual national efforts under an EU guidance. Some 160 European police officers will be deployed. The estimated cost for the ESDP police mission is **€40 million** in 2007.
- Mandate:** Launched in mid-June 2007 and established for a period of at least 3 years.
- Senior Officers:** **Francesc Vendrell** (SP) is the EUSR for Afghanistan. **Br. Gen. Juergen Scholz** (DE) is Head of Mission.

## 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**. The Mission has been extended for 18 months starting 01 Jan 08.
- Senior Officers:** **Stephen White** (UK) is Head of Mission.

## MILEX 2007



Visit of the **HR/SG Javier Solana** during MILEX 07.  
(Photo Council of the European Union, June 2007)

Organised since 2005, MILEX is a **major annual exercise** that focuses on key military aspects.

The objective of the MILEX 07 military exercise organised in June 2007 was to evaluate military aspects of **crisis management** at the military strategic and operational level.

The exercise focussed on the **interaction** between the EU OHQ and its Commander Major General Bengt Andersson (SE), located in the EU OpsCen in Brussels, and a Force Headquarters provided by Sweden, and located in Enköping, in an EU-led crisis management operation. It proved to be an important opportunity to exercise and evaluate the EU OpsCen capacity, infrastructure, manning, functions and procedures.

Currently EUMS is implementing the **lessons learned** from MILEX 07 and from operations in order to revise concepts and Standing Operating Procedures, as necessary.

## EUPOL AFGHANISTAN



**Francesc Vendrell** has been the EU Special Representative for Afghanistan since July 2002. (Photo Council of the European Union)

EUPOL AFGHANISTAN, the new **EU Police mission** was launched mid-June 2007.

The mission aims at contributing to the establishment of sustainable and effective civilian policing arrangements under Afghan ownership and in accordance with international standards.

The mission is established for a period of at least 3 years. The objective is to monitor, advise and train Afghan personal at the level of the Afghan Ministry of Interior, regions and provinces.

EUPOL AFGHANISTAN will bring together the ongoing efforts undertaken by EU members under one single EU guiding authority. With a broad scope of activities, this mission aims at covering the whole territory of Afghanistan.

## CIVIL OPERATIONS



**Pieter Feith** has been appointed **Civil Operations Commander** (acting). He has direct control of all the EUMS civilian missions.

The EU has undertaken **10 civilian missions since 2003**. Currently, **6 are undertaken** in Bosnia and Herzegovina (1), RD Congo (2), Kosovo (1) and Palestinian Territories (2). Two additional missions in Afghanistan and TCHAD/RCA are under planning process.

Pieter Feith is from the Netherlands. He was the AMM Head of Mission on Aceh (Indonesia). He was also the Personal Representative of Mr. Javier Solana for Sudan/Darfur (2003-2004). In 2001, as Deputy Director General in the EU Council Secretariat with special responsibilities for developing the ESDP, Mr. Feith contributed significantly to achieving the EU's initial operationality in crisis management.

## OUTLOOK



The AU is working to improve a new "jointness" with international partners. (Photo AP /Mohamed Sheikh Nor)

**Colonel Reinhard Linz,**  
EUMS Liaison Officer to the AU

Given the continuing prevalence of conflict in Africa and its potentially global impact, effective international partner support for the continent remains of high importance. In particular, the continent's ever more complex crises necessitate joint and determined efforts by Africa's evolving peace and security architecture and its international partners.

As one answer to the increasing challenges, 53 African States founded the African Union (AU) in July 2002<sup>1</sup>. The organisation succeeded the Organisation for African Unity (OAU), which was founded in 1963, but could neither prevent increasing tensions and crises on the continent nor react to them with adequate means. For the first time, partners are now closely involved both with the continental organisation and the sub-regional organisations.

The legal framework and structures of the AU are similar to those of the EU with a President, a troika mechanism and a Commission structure with 8 Commissions. Its objectives are: the promotion of

democracy, good governance, human rights, education, infrastructure and economic development.

In addition to enormous advances in establishing a viable institutional structure, capacity-building and dealing with the prevention, management and resolution of conflicts, the AU has already created a sound platform for cooperation with regional and international partners.

### Learning Experience

Both sides quickly recognised that without proper cooperative structures the young organisation would be overwhelmed with bi-lateral meetings and agendas. The crisis in Darfur and the resultant deployment of an African Union mission to Sudan (AMIS) certainly challenged the AU at too early a stage in its evolution. Nonetheless, it has been, and continues to be, an important learning experience for both the AU and its partners.

**The AU has already created a sound platform for cooperation.**

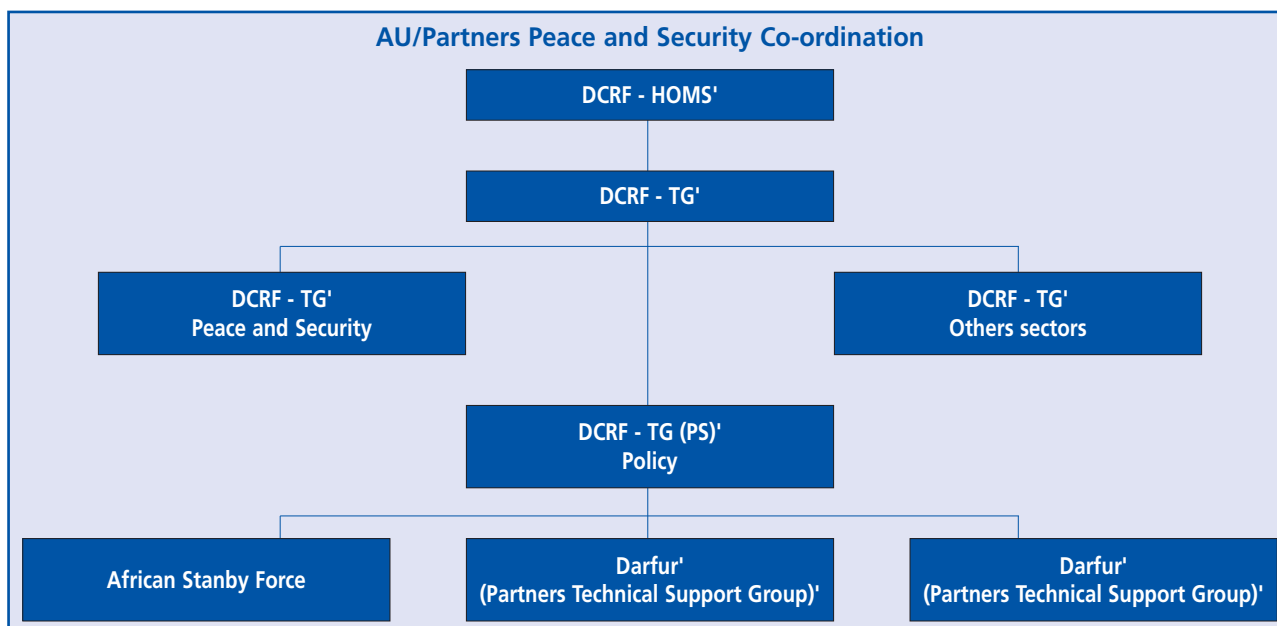
In 2004, the EC Delegation to Ethiopia began to take the lead in developing a comprehensive partner structure in Addis Ababa. This involves a weekly Partners Technical Support Group (PTSG) meeting where all partners coordinate their efforts towards the AU through their local representatives. The results of this are communicated in a weekly Liaison Group (LG) meeting to which AU representatives of the Darfur Integrated Task Force (DITF) invite nominated PTSG representatives for the exchange of mission related issues.

Furthermore, partners assist African peacekeeping missions directly with funds and personnel, and even, in the case of AMIS, with experts who are integrated directly into the mission (Military Observers, Civil Police, and in particular logistics and communications experts at all levels).

Since the establishment of the DITF was endorsed by the AU's Peace and Security Council (PSC) in 2004, new missions like the AU engagements in Burundi (AMIB II) and Somalia (AMISOM) have increased the need for a reform of partnership structures and procedures.

However, such a reform is particularly difficult as it would have to be executed in parallel with the enormous amount of day-to-day work (information analysis and operations management) and the ongoing efforts to establish an African Standby Force (ASF) and a Continental Early Warning System (CEWS).

As partners, most notably the UN and the EU are closely involved in all of these efforts, the Heads of Missions in Addis Ababa decided together with the AU Commissioner for Peace and Security, Ambassador



Abbreviations: DCRF - Development Co-ordination Review Forum (initiated by the AU Commission in May 2005), HOMS - Heads of Missions, TG - Technical Group .

Said Djinnit to establish a new, more closely coordinated structure for partners' support in order to improve both ongoing and future efforts (see diagram above).

### Better Understanding

Organisational responses to challenges for cooperation and partnership are on one side of the coin; human relations are the other very important side. Personnel within

the AU and representatives of partners both need to have an understanding of mutual cultural backgrounds and differences, as well as respect for each

others capabilities, constraints and experiences. Even if not always apparent during daily work, historical issues can sometimes flare up when partners call impatiently for rapid improvements in procedures, technical investments, provision of

manpower, training, and systematic, rational approaches for the timely success of a project - in particular at the working level.

**New missions have increased the need for a reform of partnership**

Only five years after its foundation, the AU and its members are faced with staffing and managing security related projects and missions in a new "jointness", binding together on the one hand representatives of different African nations (with different cultural and ethnic backgrounds, diverging capabilities and experiences), and on the other hand, the international partners used to high-tech and strictly rational decision-making processes.

In this light, a common understanding of each others challenges and expectations is needed in order to enhance further cooperation between the African Union and its international partners. ■



HR/SG Javier Solana with Alpha Oumar Konare, Chairman of the African Union Commission. (Photo Council of the European Union)

### Notes

<sup>1</sup> Morocco declined participation due to the fact that Western Sahara was given a quasi autonomous status in accepting the POLISARIO political committee as member state representatives with an observer status in the AU.

AFRICA

# Green Light for TCHAD/RCA



Based in eastern Chad and in the north of the Central African Republic, EU troops will help ensure a **safe and secure environment**. (Photo Scott Nelson)

By Peter Winkler, *Neue Zürcher Zeitung*

The "EUFOR DR Congo" operation, whose mandate was to ensure peace and order in the Congolese capital, Kinshasa, during the presidential elections last autumn, was an example of a true ESDP operation. On that occasion, the UN asked the EU for assistance, fearing that its own troops, who are stationed primarily in troubled areas of that huge country, might be taken unawares and overstretched by rioting in the capital far to the west.

At present, the EUMS's work revolves around a comparable military operation which will be launched if the combined military intervention by the UN and the African Union (AU) gets off the ground in the war-torn Sudanese region of Darfur. The UN (more precisely, the Security Council) has already given EU troops the formal green light.

Specifically, the EU Mission would be based in eastern Chad and in the north of the Central African Republic (CAR), on the border with Darfur. The task of EU troops there would be to ensure a safe and secure environment in an area where tens of thousands of Sudanese refugees and indigenous displaced persons are

starving in camps. At the same time, the Mission should provide cover for the planned Darfur military intervention by the UN and the AU. A police force under the UN flag would be responsible for maintaining order in the camps. The official name of the mission is EUFOR Tchad/RCA.

## A Breathtaking Pace

To those familiar with the EU's long decision-making processes, whereby laws have an average "incubation period" of around four years, the pace of the military planning processes seems nothing short of breathtaking. However, in the view of the military staff, which have the final say in that regard, it is of course still too slow. *"The military aspects of planning are quick", says the EUMS's press spokesman. "However, the Member States have to be consulted at every major stage, which means that the drafts also have to be examined in the capitals. It can take a good two or three days before we get an answer."*

True, the Member States have set up "advance" advisory and decision-

making bodies in Brussels. On the military side, this takes the form of the Military Committee (EUMC), which is made up of representatives of Member States' armed forces and thus provides the military expertise. The EUMC's political supervisory body is the Political and Security Committee (PSC, also known by its more usual French acronym, COPS), comprising Member States' ambassadors. But important decisions are approved not just there, but also (and, in some cases, exclusively) in Member States' capitals.

## Informal Preparation

As the EUMS cannot afford to hold up the overall planning process while the results of the individual planning stages are being examined and approved by the Member States, they

work in accordance with the principle of planning the various decision-making stages in parallel. The principles

of Prudent Military Planning, whereby as much of the groundwork as possible should be carried out proactively in advance by means of informal steps, also come into play. This is the only solution to the

**The principles of Prudent Military Planning are carried out proactively.**

dilemma created by the fact that, in the absence of formal decisions by the PSC or the Council of Ministers, the EUMS's hands are tied.

In the case of the forthcoming Mission to Chad and the Central African Republic as well, substantial progress was made on clearing of most points at an informal level (e.g. in the UN's Department of Peacekeeping Operations, the military leadership in France or the potential areas of deployment in Central Africa) before any formal decisions were taken. Only in this way was it possible to define the essential features of an operation within the space of just a few months, with due regard for the formal channels and official decision-making procedures. The EUMS had to follow the established procedure whereby the initial crisis management plans are gradually developed into increasingly specific scenarios and options, with the Military Committee and the PSC or the Member States becoming involved on six occasions in consultations, tasking or interim decisions.

### Short Time

The "military strategic options" drafted by the EUMS in respect of various deployment scenarios were examined by the military and political supervisory bodies. Those options were then submitted to the Council of Ministers for a decision, as only the Council decides which of the options will be pursued further. On the basis of that decision, the EUMS then drew up the "Initiating Military Directive"



EU HR **Javier Solana** with the Joint AU-UN Special Representative for Darfur **Rodolphe Adada**. (Photo EU Council, July 2007)

(IMD) for the operation. With this document, responsibility for further planning of the operation is transferred to the Operation Commander, who will then also draw up such documents as the rules of engagement. This planning stage (the transfer of planning to the Operation Commander) was completed within two weeks.

With regard to the EU's Chad/Central African Republic operation, the EU is planning to deploy some 4000 troops, following

on the strategic option that was chosen. French troops, some of whom are already stationed in Chad, will probably account for slightly over half that number.

**The EU is planning to deploy some 4,000 troops.**

In addition, according to the plans, the operational headquarters will be established in Paris, but will be headed by an Irish officer, Lt. Gen. Pat Nash while the Force Headquarters in N'Djamena will be commanded by the French Br. Gen. Jean-Philippe Ganascia.

In principle, time is pressing, as ideally the foreign troops would have to be ready to be moved during November, when the rainy season in the area of operations ends and the parties to the conflict will again have more freedom to move. However, it is unlikely that such a deadline is attainable. The EUMS expect that EUFOR troops will be deployed by the end of the year. ■

### DARFUR REFUGEES

Since 2003, it is estimated that between 180,000 and 300,000 people have died as a result of the conflict in Darfur. About 2,5 million people are affected by the crisis, 1,8 million people have been displaced inside Darfur.

More than 200,000 people have fled across the border into Chad and neighbouring countries.

Source: EU Commission

## MONT-VALERIEN - OHQ FOR THE SPANISH-LED BG 2008-I



*Bird's view of the OHQ, near Paris*

At the beginning of 2006, the EU-OHQ in Mont-Valérien (Paris) was identified as the preferred OHQ for the Spanish-led BG in stand-by for the 1<sup>st</sup> semester 2008.

The main part of the preparation was to get an agreement between the OHQ and the FHQ on numerous subjects such as training, manning of the OHQ, CIS, Command and Control, command of the potential operation, support, logistics...

A first meeting occurred in Paris in October 2006 between Spanish and French strategic staffs in order to organise the preparation, to confirm the contents of the discussion and to set an agenda for the work to conduct. The work of the Headquarters went on during the 1<sup>st</sup> semester 2007 and was coordinated during two meetings, one in Paris in March 2007 and the other one in Madrid in June 2007.

In the same time, the communications links were prepared and tested between the OHQ and the FHQ in Saragossa. Also, the OHQ takes part in the BG preparation with the activation of an **OHQ response cell** in the BG Spanish certification exercise "Dragon Temido".

Of course, the current activation of the OHQ in Mont-Valérien for the EUFOR TCHAD-RCA operation moves the agenda. A key leader seminar planned at the end of September in Paris in order to conclude the preparation has been cancelled. It will be replaced by a meeting in Mont Valérien at the end of November where Spanish FHQ leaders and the OHQ authorities will discuss how the EUOHQ for EUFOR TCHAD-RCA may be adapted to lead a potential operation of the Spanish Battle Group.



*The OHQ building*

## SPANISH BATTLEGROUP - SUCCESSFUL TRAINING



*A logistic working area during exercise.*

Last June the Spanish Cavalry Brigade "CASTILLEJOS II" received the mission to establish an EU Battlegroup Force HQ, Spain being the framework nation for one of the two EU Battlegroups on stand-by for the first semester in 2008.

Subsequent MAPEX, CPX and LIVEX exercises will result in **official certification** in order to fulfil its role.

**Brigadier General Juan Carlos Medina Fernandez**, is the Force Commander. The key nucleus come from the Spanish Cavalry Brigade. A significant staff input comes from Germany, Portugal, and France. Along with the necessary Air component contribution, they form the FHQ.

This BG is one of the two EU HQs which may be activated during the 1<sup>st</sup> semester 2008. It consists of nine divisions (personnel, intelligence, operations, plans, air plans, logistics, administration and CIMIC). A

special staff (LEGAD, POLAD, provost marshal, cultural advisor, and PIO office) provides advice to Force Commander.

The BG is deployed under FHQ command. It is based on the Spanish Mountain Brigade "ARAGÓN I". The BG Package (HQ plus Battle Group) is currently involved in "Dragón Temido" exercise in order to obtain Full Operational Capability. The aim of the exercise is to fully integrate the elements and to train them as a high readiness expeditionary joint force.

To reach all these objectives in the Zaragoza training area with the manning of the Battle Group Package, the BG needs its own procedures and technical preparations, with links between an OHQ response cell and the FHQ. Both of them have been successfully trained to the required standards.

## NORTHWOOD - BECOMING THE OHQ FOR THE NORDIC BATTLEGROUP (NBG)

The Multinational Headquarters (MNHQ) is the UK contribution to ESDP and is located at the Permanent Joint Headquarters (UK), Northwood (PJHQ).

The development of the MNHQ was governed by the desire to be able to exploit this facility both nationally and multinationally. To that end, the building's infrastructure has remained **entirely flexible** to meet any operational requirements and emerging EU doctrine.

Whilst PJHQ staff developed the ability to activate and populate the MNHQ in accordance with EU principles, much of their recent efforts have been taken up with the preparation of the MNHQ as the preferred OHQ for the Nordic Battlegroup (NBG).



*An artist's view of the future facility.*



*Briefing session at Northwood.*

Together with Sweden as the Framework Nation, PJHQ has brought together a number of CJ staff to assist them with the development of the OHQ's facilities and staff functions. All this was achieved during a period of high national operational tempo whilst raising the profile of EU operations within the headquarters' divisional staffs.

The future of the MNHQ remains buoyant; preparation for the UK and UK/Netherlands BG is developing positively. Under a redevelopment plan at PJHQ the current MNHQ building is to be replaced by a two storey open-plan facility, specifically developed to high-tech specifications in order to meet the challenges of multinational operations.

## SWEDISH BATTLEGROUP - TOWARDS FULL OPERATIONAL READINESS



**Major General Bengt Andersson** is the Operation Commander for the Nordic Battlegroup

Preparations for the EU OHQ for the Nordic Battlegroup (NBG) are now moving at an ever accelerating pace. The **near term objective** is reporting full operational readiness to the EU on the 1<sup>st</sup> of December. After that, the stand by period for the Nordic Battlegroup as well for its EU OHQ begins on the first of January 2008.

Currently, the staff members of the EU OHQ for the NBG are divided, between an Activation and Preparation Team in the OHQ's predetermined location at the UK PJHQ in Northwood, just outside London.

The remainder, including the designated OpCdr, **Major General Bengt Andersson**, is located as a planning cell within the Swedish Armed Forces Headquarters in Stockholm.

In case the EU decides to activate this particular OHQ, all its personnel will come together in Northwood.

Sweden is the **framework nation** for the EU OHQ for the Nordic Battlegroup, but the UK is the provider of the OHQ to the EU. This means that as well as providing the building and other facilities, the UK also provides various support functions, for instance CIS and geo support, and some 20 staff officers, including the chief of staff.

*"I am delighted at and impressed by the level of support and cooperation we are getting from the staff of the PJHQ",* says the designated Operation Commander, Major General

Bengt Andersson, who, although based in Stockholm, makes frequent visits to Northwood and the PJHQ.

Since conducting a major command post exercise this summer, exercise **Illuminated Summer 07**, which eventually led to initial operational readiness, the EU OHQ for the NBG staff members have been continually busy with finalising a host of technical, practical and conceptual arrangements.

Work on standard operating procedures for an activated OHQ with its projected 130 staff members is ongoing and expected to be completed early December and smaller planning- and command post training events are run on a regular basis.

*"We will be ready and functional by the time we go in to our stand by period, and, more importantly, we will use the stand by period to continue to exercise and develop our capabilities",* says Major General Bengt Andersson.

## Visit of Members of the European Parliament

On 11 Sept 2007, Members of the European Parliament visited the EU Operation Centre in the Kortenbergh building.

Led by the President of the Parliament, **Hans-Gert Pöttering**, they were met by **Gen. Henri Bentégeat**, Chairman of the EU Military Committee. They

were escorted by **Br. Gen. Heinrich Brauss**, Head of the Civ-Mil Cell, and **Col. Hans Folmer**.

At the European Parliament, the **Subcommittee on Security and Defence** is one of two subcommittees of the Committee on Foreign Affairs. This Subcommittee assists the Committee in the context of CFSP and the ESDP. It was created in 2004 and brings together a total of 36 Members. The Subcommittee is chaired by Karl von Wogau.



**Hans-Gert Pöttering, MEP,**  
*President of the European Parliament*

WO1 **Doina Bârar** was unfortunately unavailable for interview due to returning to Romania following the death of her husband Ioan. All members of EUMS offer their sincere condolences to Doina and her family.

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## Exercise with Paratroopers

DGEUMS, **Lt. Gen David Leakey**, was delighted to take advantage of an invitation to make a parachute jump with 1<sup>er</sup> Regiment de Hussards Parachutistes in Tarbes on 24 May 2007.

This regiment has a wide scope experience in **far-reaching operations** and has been engaged in areas where the EU is undertaking or preparing missions (Bosnia, DR Congo, Afghanistan, Kosovo, and Chad).



## Open Day 2007

As in previous years, on Saturday 5 May 2007, staff from the EUMS participated in the EU Open Day which again saw a huge number of citizens, young and old, visiting the EUMS stand in the Justus Lipsius building.

Questions ranged from deep interest in the development of EU military capabilities and the planning and conduct of EU operations, to the usual "may I have a T-shirt?" All the visitors were warmly welcomed in many languages including English, French, Dutch, German, Spanish, Finnish, Slovenian, Slovakian, Greek, and Irish!



*EUMS stand in the "Salle Bleue"*



*Spanish Officers welcoming visitors to the EUMS stand*

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