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## New Missions, New Challenges

Post-Wiesbaden Developments

Shaping a Common Military Culture



THE COUNCIL OF THE EUROPEAN UNION

6-MONTHLY REPORT

# Progress and Achievements

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



**Lt. Gen. David Leakey** CMG CBE was appointed DG EUMS in February 2007. He was the Commander of the European Force (EUFOR) responsible for peace and security in Bosnia and Herzegovina in 2004/5.

It is my pleasure, in this report, to give an overview of the EUMS' main activities since the last EU Military Committee (EUMC) meeting at Chiefs of Defence (CHODs) level on 15 November 2007. As always, EUMS activities are directed by and focussed towards the EUMC whose work has been prepared, presented and supported by the EUMS. Additionally, the EUMS is fully engaged in work within the Council General Secretariat in support of the Secretary-General/ High Representative (SG/HR).

EUMS contributions were mainly in two areas: Operations and Organisation Development. Regarding Operations, we were involved in the planning for **EUFOR TCHAD/RCA**; monitoring **EUFOR ALTHEA**; handing over support to the **African Union Mission in Sudan - AMIS** - and contributing, through the Civilian-Military Cell, to the planning and conduct of **various civilian ESDP missions**, in particular **EU SSR** (Security Sector Reform) **Guinea Bissau**, **EULEX Kosovo** and **EUPOL Afghanistan**. With regards to Organisation

Development, the EUMS was restructured on 03 March 2008 in order to improve the military ability to conduct planning at the strategic level for EU-led operations. This has been within the framework of the implementation of the approved reorganisation measures that have been put into effect, following an initiative raised at the Defence Ministers' Conference at Wiesbaden in 2007. Furthermore, a Watchkeeping Capability (WKC) was established and has reached Initial Operational Capability. It assumed watchkeeping responsibilities for EU-military operations on 17 March and is gradually taking over the watchkeeping responsibilities for all ESDP civilian missions.

**We have launched three new missions in Kosovo, Guinea-Bissau and EUFOR TCHAD/RCA.**

to discuss and resolve issues of common interest.

Since the decision to launch the operation, the EUMS has assumed a monitoring role, closely following all aspects of the operation in order to advise the EUMC. Initial planning on the mid-mandate review, which will guide the crafting of follow-on the arrangements after the EUFOR mandate expires, is ongoing with the UN.

## EU Support to AMIS II

When on 31 December 2007 UNAMID assumed authority, the EU military support to the African Union mission in Sudan (Darfur) AMIS II ended. Since 2004, 132 military officers from the EU Member States have assisted the African Union in planning and conducting their operation or participated as Military Observers. All EU officers returned safely.

## SSR Guinea Bissau

The EUMS has been closely involved in the preparatory and planning work of this ESDP mission. The article by Lt. Col. Christophe Deherre on page 20 provides an insight to this new mission.

## Exercises and Training

### MILITARY EXERCISE (MILEX) 08

Spain has declared her willingness to provide a Force Headquarters (FHQ) in Valencia (Spain) after France was

## Operations and Missions

### EUFOR TCHAD/RCA Planning

Once the Operation Headquarters (OHQ) was established in Paris, the EUMS supported the planning at the military strategic level in Brussels. The EUMS also contributed to the EUMC's work prior to the launch of the operation. The EUMS has had, and still has, a constant information exchange with the OHQ through permanent liaison, regular video conferences, and meetings as well as deploying EUMS expertise into theatre. Regular information exchange with the UN Department of Peacekeeping Operations (DPKO) also takes place, where the EUMS together with partners in the Council General Secretariat and the European Commission continue

no longer in a position to provide a FHQ Response Cell due to its own FHQ's deployment to EUFOR TCHAD/RCA, in November 2007. During the Final Planning Meeting (22-23 April 2008) all documents were finalised and the way ahead for the conduct of MILEX 08 agreed. The exercise will take place from 19 to 27 June 2008.

### CIVILIAN MILITARY EXERCISE (CME) 08

This civilian/military exercise (29 September - 10 October 2008) will require the deployment of an ESDP military operation and the reconfiguration of an existing ESDP civilian mission. Participants in CME 08 are the Secretary-General/High Representative, Member States (capitals and delegations), the Council General Secretariat (including the Civilian Operation Commander and the Civilian Planning and Conduct Capability), the Commission, the EU Satellite Centre, the EU Operation Commander, and the EU OHQ at Mont Valérien including Augmentees from Member States.

### Military Co-operation

#### African Capabilities

EUMS personnel have provided expertise in the workshops on the development of the African Stand-by Forces (ASF) Rapid Deployment Capability (RDC) and the Training Plan (the ASF is scheduled to become operational in June 2010). EU Support to African Training Centres will be a cooperative effort between the Council General Secretariat, the Commission and Member States. The intention is to finish the study phase (stocktaking of support currently provided by the EU and its Member States, and

assessment of the support provided by the AU and its needs) before the end of 2008 and start the financial programmes in 2009. The EUMS will continue to provide support, particularly for the implementation of the ASF Logistic Concept with its one continental and five regional depots, and also for the implementation of the RDC.

### Concepts and Doctrine

#### Revision

Progress on the revision of existing concepts is considered most satisfactory. These revisions have taken into account the Lessons from EUFOR RD Congo. Furthermore they recognised and dealt with the changes resulting from internal Council General Secretariat and EUMS restructuring and from developments in ESDP which have occurred since the initial concepts were written.

**A Watchkeeping Capability has reached Initial Operational Capability.**

#### Conceptual Documents

The 'Framework for EU Military Conceptual Documents' (dated 11Mar 2008) describes how conceptual documents relevant to the EUMC are managed and it provides a structure and processes for the orientation of EU Military Concepts as well as conceptual documents from external sources.

### Organisation Development

#### Post Hampton Court

**Watchkeeping Capability (WKC).** In the context of the "Post-Hampton Court" (PHC)-Process the EUMS was tasked to set up a Watchkeeping Capability (WKC).



The EU Maritime Rapid Response (MarRR) Concept will significantly strengthen the EU capability to address overseas crises. (Photo French MOD, Lebanon, July 2006).

The WKC is to take over the operation of the links to civilian and military missions formerly undertaken by the Situation Centre (SITCEN). The Watchkeepers will be headed by the Director of the Operations Directorate, who will report to DGEUMS. However, regarding civilian missions under Civilian Planning and Conduct Capability (CPCC) responsibility, the WKC will work under the functional authority of the CPCC.

The build-up of EU WKC was initiated at the end of last year. It has now reached Initial Operational Capability (IOC) and assumed watchkeeping responsibilities for EU-military operations on 17 March. Full Operational Capability (FOC) is planned for September 2008.

#### Post Wiesbaden

At the Defence Ministers' Conference in Wiesbaden (May 2007), the SG/HR Javier Solana was invited "to address shortcomings in the EU Military Staff's ability to conduct planning at the strategic level for EU-led operations". An article, by Comdt. Claire Nestier, about the subsequent reorganisation of the EUMS, is on page 8.



In the framework of the EU's comprehensive approach towards Afghanistan, a **Police mission** in Afghanistan (EUPOL AFGHANISTAN) was launched in June 2007. (Photo EUPOL Afghanistan, June 2006)

## ► Co-operation with CPCC

The EUMS, in particular since the establishment of the Civ/Mil Cell in June 2005, has established a close working relationship with the Council Secretariat bodies in charge of civilian crisis management: initially with DGE IX and since last September, the Civilian Planning and Conduct Capability (CPCC).

The EUMS contribution to the planning, preparation and deployment of several civilian missions has always been significant (e.g. Aceh Monitoring Mission, EU Border Assistance Mission in Rafah). The EUMS, through its Civ/Mil Cell, is still involved in the planning and conduct of all civilian ESDP operations and, in particular, in the preparation and the deployment of EULEX Kosovo, EU SSR Guinea-Bissau and EUPOL Afghanistan. The emphasis is mainly on operational aspects and planning methodology, as well as in specific fields of expertise such as SSR, Intelligence, Security, Weapons Policy, ROE, CIS, Logistics and Medical Support.

In the broad framework of an EU comprehensive approach to crisis management, therefore, it is expected that, once the build-up of the CPCC is complete, cooperation between the EUMS and the CPCC will further increase.

## ► EU delegation at the African Union

With the establishment of the EU delegation to the African Union under the authority of the double-hatted EU Special Representative (EUSR) and Head of Commission Delegation in December 2008, the military element of the EU delegation has been formally seconded to the EUSR in a Military Adviser role and will be reinforced by additional Military Experts.

## Capabilities Development

### Implementation of the Air Rapid Response Concept

The EU Air Rapid Response Concept (AirRRC) was agreed by the EUMC on 21 December 2007. A concept

validation exercise will be conducted by French Air Defence & Air Ops Command during the Deployment Operating Base Exercise (BAPEX 08) between 1 and 5 December 2008 in France. The creation of the Air Rapid Response Database (ARRD) and the arrangements for Air Rapid Response Information Conferences (ARRIC) will draw from the experiences gained during this exercise.

A further step would be to develop the EUFOR Deployment Operating Base (DOB) implementing doctrine.

### Implementation of the Maritime Rapid Response Concept

The EU Maritime Rapid Response (MarRR) Concept was agreed by the EUMC on 15 November 2007. The Concept currently foresees the implementation of a Maritime Rapid Response Mechanism focused on force generation, and supported by a Maritime Rapid Response Database (MarRRD) updated through a bi-annual Maritime Rapid Response Information Conference (MarRRIC) and/or on Member States' own initiatives.

### Conclusion

These have been among the main activities in which my staff has been involved. I would like to thank and compliment them all for their continuing efforts, and to acknowledge the help and cooperation we receive from our partners in the Council General Secretariat (especially DG VIII, the SITCEN and the CPCC), the EUMC and all the other ESDP bodies. ■

EUROPEAN UNION MILITARY STAFF ( EUMS ) Apr 08



02 Apr 08

EUMS

CEUMC (1)

CEUMCWG (2)

EUROPEAN UNION MILITARY STAFF ( EUMS ) Apr 08



(1) Chairman European Union Military committee  
 (2) Chairman EU Military Committee Working Group

EUMS

## STABILITY

# The New Concert of Europe

**Colonel Dennis Gyllensporre**, former Head of the Doctrine and Concepts Branch at the EU Military Staff  
(until 14 March 2008)

In 1814, key States in Europe established an International Conference to plan and respond to crises threatening security in the region. It became known as the Concert of Europe. This Conference pioneered peacetime multilateral crisis management and its security regime served as an inspiration for the League of Nations and later the United Nations. With the current European Union (EU) comprehensive approach to crisis management operations, the Europeans appear once again to be at the forefront of a security regime.

**The EU accepts responsibilities in all stages of the conflict cycle**

After a long period of discord, a European chorus reemerged as the EU evolved in the aftermath of the Second World War. Only when Yugoslavia was torn apart in a violent civil war, in the 1990s, a reluctance to intervene in international crises was abandoned. At that point it became evident that Europe did not have the capability to respond to this crisis, without significant assistance from the U.S. Since 1999 the European Security and Defence Policy (ESDP) has evolved into a viable crisis management tool for the EU. To date, 21 operations, civil and military, have been launched on three continents.

## Holistic Approach

Jean Monnet, one of the founding fathers of the EU, argued that when you have a problem you cannot solve, enlarge the context.<sup>1</sup>

From this viewpoint it is not surprising that the hallmark of the EU crisis management is its comprehensiveness. This holistic approach has several facets and this article will shed some light on four of them.

## Facing broad threat perception

The threats and challenges defined by the EU include terrorism,

proliferation of weapons of mass destruction, regional conflicts, failed states, and organised crime. Notably, all of these threats may have civilian and military components. Moreover the threats have an increasingly global nature and the EU is assuming the role of a global security actor.<sup>2</sup>

## Providing multi-dimensional responses

Multifaceted threats require the use of a panoply of tailored measures. As a fundamental principle, the EU operates in conformity with the principles of international law. To respond, the EU can engage in trade, diplomacy, humanitarian



The EU operates in **conformity** with the principles of international law.  
(Photo EUFOR, Bosnia)

assistance, and development aid alongside crisis management deployments. In addition to using military forces, pledged by Member States on a case by case basis, the EU deploys civilian missions including police, rule of law, civil administration, civil protection, and monitoring. In particular, the EU emphasises the crucial link between security and development. Together with its Member States' national programmes, the EU is the world's largest aid donor and so, crisis management activities seek to find synergies with aid programmes. To ensure an effective response by the international community, the EU also works closely with its partners in the field.

### Adjusting to regional conditions

Arguably, the EU is the most successful regional institution in the world. In this spirit, the EU supports regional cooperation worldwide as a basis for sustained security and prosperity. Each crisis region requires tailored responses. Currently, twelve crisis management missions are being conducted, each tailored to the relevant regional settings in the Western Balkans, Caucasus, the Middle East, Africa, and Asia.

### Addressing all phases of the conflict cycle

The EU accepts responsibilities in all stages of the conflict cycle. Whilst the EU experience and focus are rooted in a tradition of long-term programmes for fostering a conducive security environment that prevents conflicts and restores

stability in war-torn countries, there is sometimes a need to respond rapidly. The EU has at any given time two military task forces (Battlegroups) on standby at high readiness. Civilian Response Teams can also be dispatched at short notice for assessment missions and to establish an initial presence in the field. To complement these deployments a Rapid Reaction Mechanism is available to fund and kick-start measures to restore stability.

Successful crisis management requires carefully tailored and multifaceted responses. The EU has established a multinational crisis management fabric where diplomatic, economic, humanitarian, civilian and military lines of operations are intertwined and tailored for the regional context and the conflict phase. This fabric can only be woven

with extensive coordination and collaboration amongst EU actors, Member States, and with partners. Indeed a new European Concert is paving the way for comprehensive approach to crisis management operations. ■

*This article first appeared in the 08 Jan 2008 edition of the "Journal of International Peace Operations". The views expressed are those of the author and do not necessarily represent the views of, and should not be attributed to, the Swedish Armed Forces, the EU Military Staff or the Maastricht Graduate School of Governance.*

### Notes

<sup>1</sup> Robert Cooper, *The Breaking of Nations: Order and Chaos in the Twenty-first Century* (London: Atlantic Books, 2004), 138.

<sup>2</sup> European Council, «A Secure Europe in a Better World - The European Security Strategy.» December 12, 2003, 3-5, [http://www.consilium.europa.eu/cms3\\_fo/showPage\\_ASP?id=266&lang=EN&mode=g](http://www.consilium.europa.eu/cms3_fo/showPage_ASP?id=266&lang=EN&mode=g)



*Crisis management activities seek to find synergies with aid programmes. (Photo EUPOL COPS, Palestinian Territories)*

PERSPECTIVES

# Post Wiesbaden: Improving Strategic Planning

Maj Claire Nestier, EUMS/EXO

## Ambitious Decisions

It was acknowledged, at the Wiesbaden Defence Ministers' Conference in May 2007, that the time gap between the decision taken, in principle, by the EU Member States to conduct a military operation, and the designation of the necessary military command structure and assets, was not satisfactory. Corrective measures needed to be taken to improve the EU military strategic level planning capabilities.

This Ministerial decision had a direct impact on the EU Military Staff (EUMS) as it is the EUMS that together with the Directorate on Defence issues, DG-E VIII, is involved in the strategic level planning process, for EU led military operations. Hence, the Secretary - General / High Representative, Javier Solana, was invited to propose ways

**The EUMS improves early planning capabilities.**

*"to address shortcomings in the EU Military Staff's (EUMS) ability to conduct planning at the strategic level for EU-led operations"*<sup>1</sup>.

In practical terms, it was necessary first to identify the shortcomings; and then to propose solutions. The proposals prepared by the EUMS stated that "greater planning granularity was needed to facilitate Member States' decision-making on an envisaged operation, including an assessment of their potential force contribution, and that there is a requirement to fill this strategic level 'planning gap' at the early stage of the planning process". In a nutshell, the EUMS needed to improve its early planning capabilities.

## EUMS at a Glance

Before getting into further detail,

it is first necessary to have a clear view of some EUMS characteristics and constraints:

- The EUMS is one Directorate General within the EU Council;
- The EUMS is small: there are some 200 civilian and military personnel, amongst more than 3,400 other personnel in the EU Council;
- The EUMS has a unique structure: there are no J3 (Current Operations) or J5 (Operations Planning) cells, but an "Operations" directorate and a "Civilian /Military" Cell whose mission is, mainly, to conduct civil-military strategic advance planning, military strategic advance and crisis response planning;
- The Operations Centre is not activated on a permanent basis, although the new "Watchkeeping Capability" now enables a 24/7 monitoring of EU-led ongoing operations, both civilian and military;
- The EUMS' mission is ambitious: "perform early warning, situation assessment and strategic planning for missions and tasks referred to in Article 17 (2) of the TEU, including those identified in the European Security Strategy".<sup>1</sup>



With the development of the Military Assessment and Planning (MAP) branch, preparation for missions and operations can be undertaken more fully. From left to right: Lt. Col. Roman Przekwas (PL), Col Eckart Klink (DE), Sqn Ldr. Dimitrios Giannopoulos (EL) (Photo EUMS)



## Four Measures for Improvement

In order to improve its military strategic level planning capabilities, a set of proposals was presented by the EUMS to the EU Military Committee which is the highest EU military body, representing the Chiefs of Defence of Member States, set up in the Council and referring to Ministries for Defence. Then the military advice had to be approved by the Political and Security Committee (at ambassadorial level, referring to Ministries for Foreign Affairs, and dealing with ESDP/CFSP matters as a preparatory body for the Council of the EU).

**Four measures** were eventually approved by the Council of the EU in November 2007. Three of them aim at improving existing capabilities; while the fourth one increases by five, the number of EUMS planners.

Once these measures are implemented, their effectiveness and efficiency will be assessed starting in the course of autumn 2008. The implementation of these four measures within the EUMS led to a comprehensive set of internal changes such as:

- A revision of the EUMS Terms of Reference for the interim

**The number of EUMS planners has been increased by five.**

period, notably in order to refer more precisely to the early planning tasks and to reflect the organisational changes elsewhere in the General Secretariat of the Council (i.e. establishment of the Civilian Planning and Conduct Capability and the Watchkeeping Capability);

- The redrafting of job specifications, which are now more focused on planning skills and requiring higher language competences;
- The development of training courses for planners;
- The requirement for the improvement of Intelligence capabilities;
- The reallocation of office space within the EUMS building.

Two of these four measures are worth further examination for specific reasons: the measures requiring the increase of EUMS flexibility and the increase in the number of the EUMS Personnel.

### Increase Flexibility

Measure 2 led to a tentative "re-brigading" of the EUMS to better manage the issue of early planning:

- The restructuring of EUMS, notably

**the establishment of a Military Assessment and Planning (MAP) branch** to "conduct military strategic advance and crisis response planning, including early assessment and military planning in support of informed decision-making", while keeping the general balance of the EUMS directorates;

- **The establishment of a new planning method of work**, inspired from matrix management.

Flexible planning teams are established according to the level and phases of (potential) crisis situations, by selecting personnel from several EUMS Directorates to reinforce the initial planning nucleus (mainly from the MAP), as appropriate. As the increase in the number of EUMS personnel is limited, the matrix management would enable the adjustment of the participation of EUMS Action Officers from several directorates into dedicated planning teams on a case by case basis, while still ensuring the EUMS' ability to undertake other current tasks.

### Increase Personnel

Measure 4 focuses on the EUMS Personnel Establishment. The EUMS cannot recruit without the approval of Member States. In fact, as the military assigned at the EUMS are not EU civil servants but Seconded National Experts, special appointment rules have been developed for the military personnel.

Normally, EUMS personnel are seconded to the EUMS for a period not exceeding three years. Most of the posts for Action Officers (Lieutenant-Colonel and Major level) are "**quota**" posts, i.e. dedicated to one Member State

## The Four Post-Wiesbaden Measures

- > Measure 1 - Expand the requirement for language competence, planning skills and experience of EUMS personnel;
- > Measure 2 - Increase the flexibility of the EUMS to manage the issue of early planning from existing EUMS resources;
- > Measure 3 - Enhance Member States' intelligence and information support to the EUMS;
- > Measure 4 - Increase immediately the EUMS Personnel Establishment, which is the agreed size of the EUMS, by five additional planners.

according to an official quota, while others, are **“non-quota”** posts : namely Flag officers and branch chiefs (General and Colonel level); and specific posts, such as inter alia the **five planners posts** in the newly established Military Assessment and Planning Branch.

For those “non-quota” posts, the most important criterion for selection is the ability of the individual to perform the duties identified in the Job specification, based on the candidate’s Curriculum Vitae.

Nominations by the Member States are considered by a selection board composed of the EUMS Director General, his Deputy Director General and three Military Representatives from MS, on a rotation basis.

Concerning the five additional planners to be recruited, the selection procedure is currently ongoing and the selection board is expected to sit within a few weeks, so that **these**

**Further changes and adjustments of EUMS tasks and structure are considered.**

**planners could join the EUMS in September 2008** at the latest.

## Looking Ahead

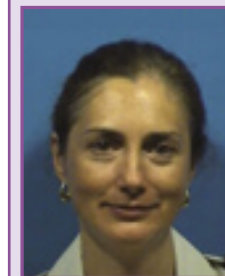
The Post Wiesbaden measures are now being implemented and evaluated within the EUMS. They will be partially assessed by November when DGEUMS reports to the EUMC and may put forward further recommendations.

As the EUMS is operating in an ever changing world, it is possible that further changes and adjustments to its tasks and structure may take place also in the future. Furthermore, it is equally important that the future lessons identified in the context of EU operations will be fully reflected and taken into account. ■

## PROFILE

**Major (promotable) Claire Nestier** (French Army) she has been assigned as Action Officer to the Executive Office of the EMS since August 2007, mainly dealing with planning the restructuring.

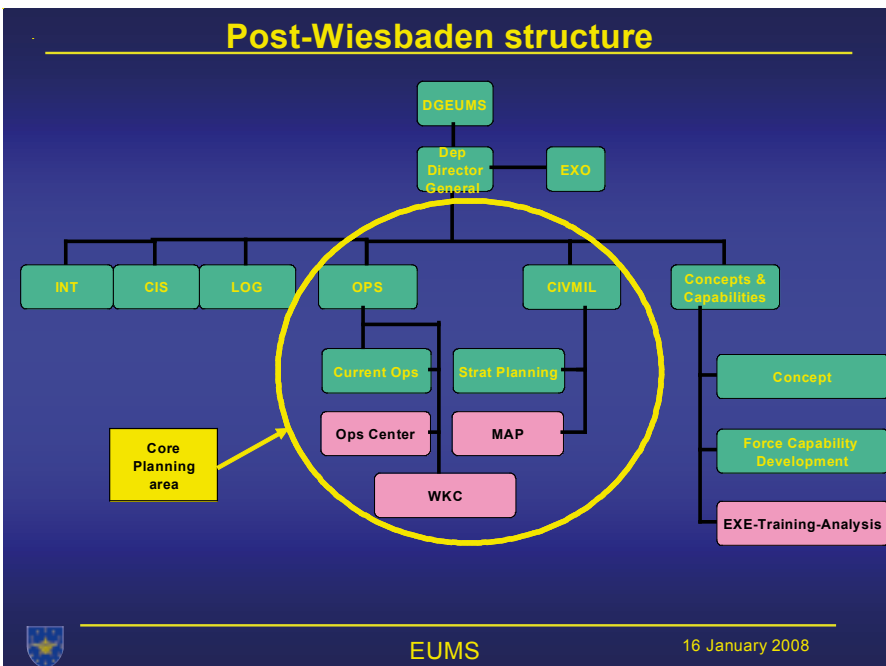
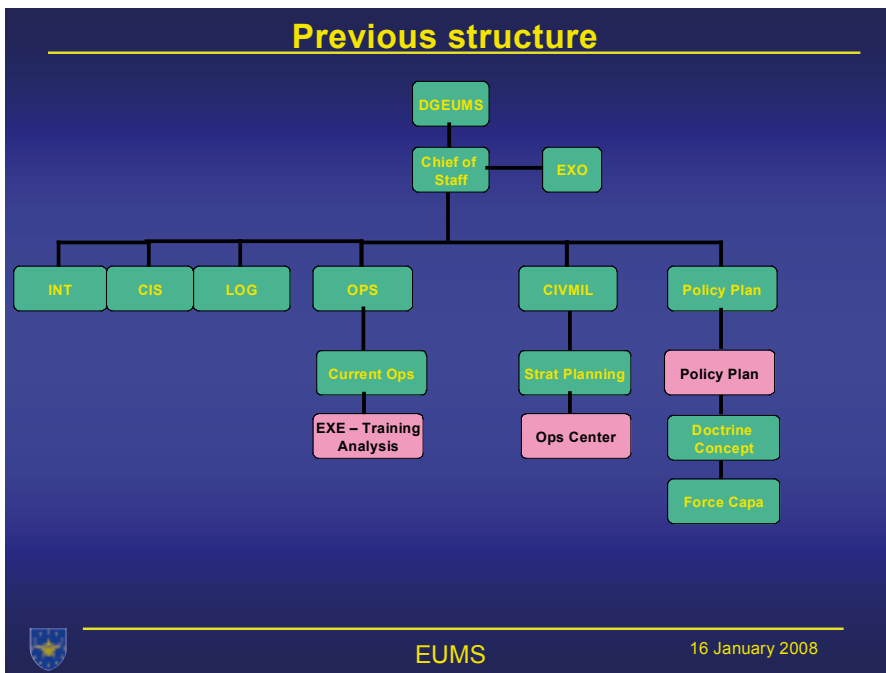
Prior to that, she was at the International Relations division of the French Defence Staff, in charge of military cooperation with countries in Central Asia and the Caucasus.



She has also worked on arms control and proliferation in the categories of nuclear development and space.

## Notes

1 Council conclusion on ESDP, 14 May 2007.



ESDC

# Promoting a European Security Culture

*Hans-Bernhard Weissert and Dan Trifanescu,  
European Security and Defence College*



The European Security and Defence College (ESDC) was established in 2005, following the first larger EU crisis management operations and a growing need for knowledgeable personnel in European Security and Defence Policy (ESDP) matters. The process started in 2003, when the EU Council approved the EU Training Policy in ESDP and subsequently, the EU Training Concept in ESDP. The Training Concept included the definition of the principles for the establishment of the ESDC, which was officially established by the EU Council Joint Action of 18 July 2005.

**The mission is to provide training at strategic level.**

## Common Understanding

The ESDC mission is to provide training in the field of the European Security and Defence Policy at strategic level, in order to develop and promote a common understanding of ESDP among civilian and military personnel, and to identify and disseminate through its activities, best practice in relation to various ESDP issues.

In fulfilling its mission, the ESDC is pursuing the following objectives:

- Provide EU Institutions and Member States with

knowledgeable people familiar with EU policies and procedures, able to work efficiently on all ESDP matters;

- Help to promote professional relations and contacts among training participants;
- Promote a better understanding of ESDP as part of the CFSP among civilian and military personnel;
- Enhance the European security culture within the ESDP community.

The ESDC has a central place in the overall training process at EU level, being the only dedicated provider of ESDP education. It is also an active partner in the management of the EU wider CFSP/ ESDP related training process. On the basis of the approved EU training policy and concept, an annual cycle of needs-assessment, course-programming, training-&-educational-activity and training-&-reporting is in action.

In this management process, the ESDC plays a central role and cooperates closely with relevant institutions from the Member States and with EU institutions

and programmes involved in ESDP, such as the European Diplomatic Programme, the European Police College, the various European Commission programmes for crisis management, etc.

## Network Education

The ESDC is a virtual College, organised as a network between national institutes, colleges, academies and institutions within the EU dealing with security and defence policy issues and the European Union Institute for Security Studies. It also started co-operation with external actors, such as the Geneva Centre for Security Policy. The functioning of the ESDC is based on a three-tier structure, as follows:

- A Steering Committee (SC) is responsible for the overall coordination and direction of the training activities of the ESDC. It is composed by representatives of all Members States, and it is the decision-making body of the College.
- An Executive Academic Board (EAB) ensures the quality and coherence of the training activities. It is composed of senior representatives from the institutes actively engaged in

the ESDC activities, along with invited academic experts and senior officials from national and European institutions. The EAB is the network co-operation and professional competence body that ensures co-ordination, programming, standards, evaluation and general oversight of all training and educational activities.

- A permanent Secretariat of the ESDC assists the Steering Committee and the Executive Academic Board. It carries out the administrative, conceptual and academic work in support of the SC and EAB activities. The Secretariat is manned by Permanent Staff of the General Secretariat of the Council, and Seconded National

**The ESDC is a virtual College, organised as a network.**

Experts. Experts from specialised services within the Council Secretariat (for example defence issues, civilian crisis management, military staff, press service, legal service, etc.) also provide valuable support.

As a network, the ESDC functions in close contact and continuous co-operation with the network member institutes and with the EU Institutions. The General Secretariat of the EU Council, the EU Commission, and the European Parliament provide facilities, lecturers, expertise and support.

### Dedicated Courses

The task of the ESDC is to organise and conduct courses dedicated

to ESDP at the strategic level. The courses are organised by the network member institutes, in turn and more often in co-operation. These are the only ESDP dedicated courses at EU level. Until now, three types of courses were conducted:

The ESDC High Level Seminar is for civilian and military high-ranking staff and decision makers from EU Institutions and Member States. This seminar aims to contribute to the creation of a culture of co-ordination between the EU community of actors. Participants will also have the opportunity to get an update on the extended character of ESDP, its interlocking structures, as well as political guidelines and international engagements.

The High Level Course (ESDP HLC)



Looking towards the future! The November 2007 ESDP Orientation Course. (Courtesy of IHEDN, Paris)

is for senior and key personnel, aims to promote deep understanding of the character, complexity and interlocking structure of the ESDP. One course runs annually, with 5 modules of one week each. The modules include: basic info, crisis management, regional conflicts, capability development, and the future of ESDP. So far, three regular and one pilot course have been conducted, with more than 300 participants.

The Orientation Course (ESDP OC) is for working level personnel, to provide a broad overview on ESDP issues. The OC lasts one week, and 3-5 courses are held annually. Most of the courses are open to third states and international organisations. Until now, one pilot and ten regular courses have been conducted, with more than 650 participants.

The Press and Public Information Staff Course (PPI OC) is for working level press and public information personnel, to provide a broad overview on ESDP issues from a PPI Staff angle. The course lasts for 2-3 days, and one course is held annually. So far, two courses have been held, with more than 90 participants.

Alumni Conferences for the HLC graduates, as well as an increasing number of OCs with a special focus on regional (Western Balkans, Africa), horizontal issues (gender) or dedicated audiences (Mediterranean) complete the picture of diversity in the ESDC training activities.

## Perspective

The demand for ESDP training is increasing and becomes more diverse. This is witnessed by the annual training cycle review, by the competition for attending the present courses, and by the multiple initiatives of national institutions. All these demonstrate the maturity and the success of the ESDC, as well as the need for a new stage in its development.

The increase in need for ESDP training is actually mirroring the increase in the number and complexity of ESDP operational engagements, and this seems to be an enduring trend. An extensive review process is underway to give the ESDC the capabilities needed to meet these new needs. Three directions of effort are being considered:

- More diverse courses, better suited to specific issues and audiences. The planned courses and other educational activities are ESDP strategic level courses, but tailored to an aim, with a focus on the specific audience, subjects, and of adapted duration and format.
- Improved planning and organisation of activities, by process-oriented guidelines for organising courses and a modular approach to curriculum. All these will impact positively on expanding best practices, reducing the

**The College provides the only ESDP dedicated courses at EU level.**

response time for new courses, and improving flexibility.

- Install and run an Internet-based Distance Learning (IDL) system, to provide for on-line ESDP courses, to support and complement the residential (on site) existing and future courses, and an ESDP knowledge base, to provide documentation and technical support for learning and research. The IDL capability is a long term, strategic development that will exponentially multiply the public reach and awareness on ESDP matters. To establish and run such a system on a long term perspective, commensurate resources in funding, personnel, equipment and other enablers should be invested by the Member States.

## Conclusion

The ESDC proved to be a key provider of ESDP training and education. Its central role in the ESDP training management system is confirmed in recent years of implementing the EU training policy and concept. On the solid foundation of today, the European Security and Defence College is looking to fully build on its unique position and experience, in order to meet the increasingly demanding evolutions of the European Security and Defence Policy. ■

Web-site:

<http://esdc.consilium.europa.eu>

# EU Missions and Operations



Since 2003, the EU has conducted, or is conducting, 21 missions and operations under ESDP. Five of these are military operations (six, including the Support Mission to the AU Mission in Sudan). The rest are civilian missions, although in many cases, a high proportion of personnel are also military. **Currently, the EU is undertaking 12 missions and operations under ESDP.**

The recent establishment of a “permanent civilian OHQ” (Civilian Planning and Conduct Capability, or CPCC), and the appointment of a Civilian Operation Commander in charge of all civilian crisis management operations, have increased the opportunity to enhance the visibility of ESDP and of the substantial cooperation between the EUMS and their civilian colleagues in the planning and preparation of civilian crisis management operations.

The EUMS, mainly through its Civ/Mil Cell, is considerably involved in the planning and conduct of all civilian ESDP operations and, in particular, in the preparation and the deployment of **EULEX Kosovo, EU SSR Guinea-Bissau and EUPOL Afghanistan**. The emphasis is mainly on operational aspects and planning methodology, as well as in specific fields of expertise such as Security Sector Reform, Intelligence, Security, Weapons Policy, Rules of Engagement, Communication and Information Services, Logistics and Medical Support.

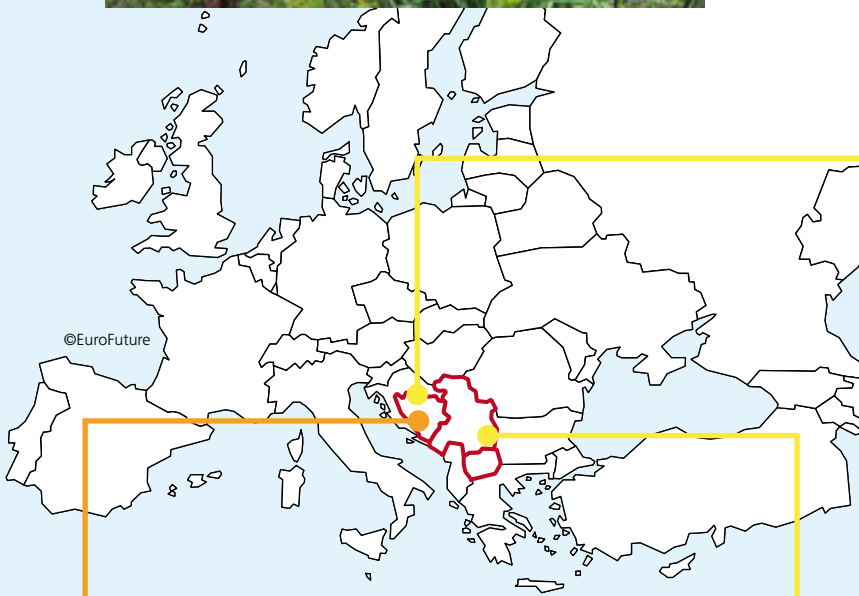
In the broad framework of an EU comprehensive approach to crisis management, therefore, it is expected that, once the build-up of the CPCC is complete, cooperation between the EUMS and the CPCC will further increase.

Missions/Operations	EUROPE	AFRICA	MIDDLE EAST	ASIA
<b>Military</b>	<p><b>CONCORDIA</b> (FYROM) <i>March-December 2003</i></p> <p><b>EUFOR ALTHEA</b> (Bosnia i Herzegovina) <i>December 2004 -</i></p>	<p><b>ARTEMIS</b> (Ituri province, Congo RDC) <i>June-September 2003</i></p> <p><b>AMIS II Support</b> (Darfur province, Sudan) July 05 - December 07. Handed over to the AU/ UN hybrid operation in Darfur (UNAMID).</p> <p><b>EUFOR RD Congo</b> (Congo RDC) June 06 - Nov 06</p> <p><b>EUFOR TCHAD/RCA</b> (Chad-Central African Republic) Launched 28 January 2008 IOC 15 March 2008</p>		
<b>Civilian</b>	<p><b>EUPOL Proxima</b> (FYROM) <i>Dec 03 - Dec 05</i></p> <p><b>EUPAT</b> (FYROM) Followed EUPOL Proxima <i>Dec 05 - June 06</i></p> <p><b>EUPM BiH</b> (Bosnia i Herzegovina) <i>01 Jan 2003 -</i></p> <p><b>EUJUST Themis</b> (Georgia) <i>July 04-July 05</i></p> <p><b>EUPT Kosovo</b> <i>10 April 2006 -</i></p> <p><b>EULEX Kosovo</b> <i>16 February 2008 -</i></p>	<p><b>EUSEC RD Congo</b> (Congo RDC) <i>June 05 - July 07</i></p> <p><b>EUPOL Kinshasa</b> (Congo RDC) <i>April 2005 - 30 June 2007</i></p> <p><b>EUPOL RD Congo</b> (Congo RDC) <i>01 July 2007 - 30 June 2008</i></p> <p><b>EU SSR Guinea-Bissau</b> <i>12 Feb 2008 -</i></p>	<p><b>EUPOL-COPPS</b> (Palestinian Territories) <i>01 January 2006 - 01 January 2009</i></p> <p><b>EUJUST LEX</b> (Iraq) <i>1 July 2005 - 30 June 2009</i></p> <p><b>EUBAM Rafah</b> (Palestinian Territories) <i>30 Nov 2005 - 24 May 2008</i></p>	<p><b>AMM</b> (Aceh province, Indonesia) <i>Sept 05 - Dec 06</i></p> <p><b>EUPOL</b> (Afghanistan) <i>15 June 2007 - 15 June 2010 (at least)</i></p>

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

# EUROPE

EULEX Kosovo is a new EU **Rule of Law Mission**.  
(Photo Michael O'Neal, 2006)



## 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 2009, pending Council approval, with the same mandate and same strength initially.

**Commitment:** **Some 200 personnel** -international officers and contracted staff from **32 countries** (25 EU and 7 non - EU).

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

## 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:** Some **2,500 troops** from 24 EU member states and 6 troop contributing nations. The EU has reduced EUFOR's size but kept an appropriate robust military presence. UFOR 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. The common costs of Operation ALTHEA are paid through contributions by MS to the financial mechanism Athena.

**Command:** **Gen. John McColl** was appointed EUFOR Operation Commander in Oct 2007. **Maj. Gen. Ignacio Martin Villalain** (S) is the EU Force Commander. **Miroslav Lajcak** (SK) is the EUSR\* in BiH.



## Kosovo

### EUPT KOSOVO/EULEX

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

**Objective:** Preparation and build-up of planning regarding a possible EU crisis management operation in Kosovo in the broader field of Rule of Law.

**Commitment:** **172 personnel** structured in 4 teams: Head of EUPT, Police, Justice and Administration. The headquarters is located in Pristina. EULEX: authorised strength is 2200 international staff and the financial reference amount for a 16-month period is **€205 million**.

**Mandate:** A Planning Team was established on 10 April 2006 to prepare the mission (EUPT). On 16 February 2008 EULEX Kosovo was launched. It will become operational after a planned period of at least 120 days. EUPT supervises the **EULEX build-up** to full operational capability.

**Senior Officers:** **Roy Reeve** (UK) is the EUPT Head of Mission **Yves de Kermabon** (FR) is the EULEX Head of Mission. **Pieter Feith** (NL) is the EU Special Representative in Kosovo.

# AFRICA



## Guinea-Bissau

### EU SSR Guinea-Bissau

**Type:** Support to **Security Sector Reform (SSR)**

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**Objective:** Provide **advice and assistance** in partnership with the Guinea-Bissau authorities. Contribute to creating the conditions for implementation of the National Security Sector Reform Strategy.

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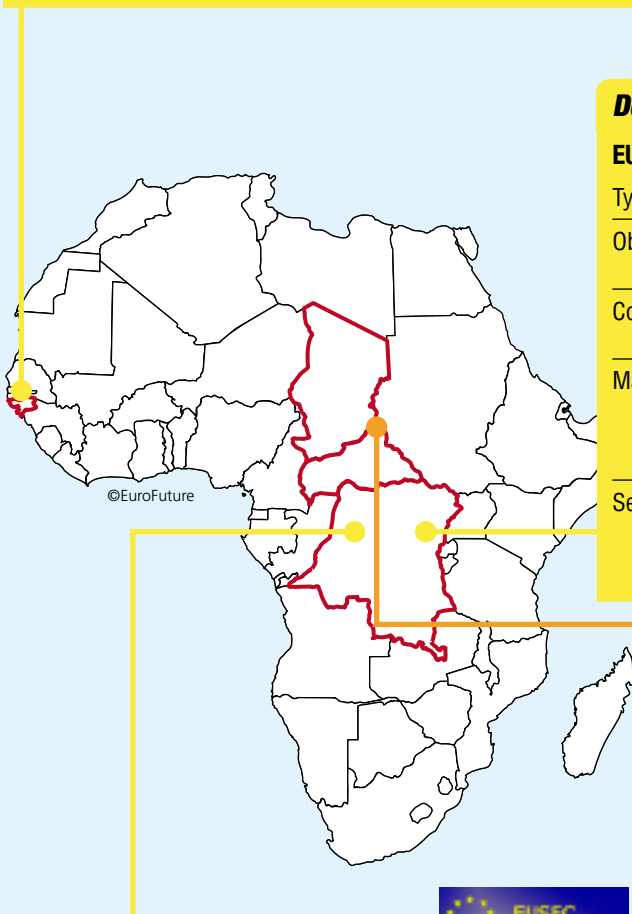
**Commitment:** The mission will consist of around **15** military and civilian advisers in the fields of armed forces, police and justice (plus support staff). The financial reference amount to cover expenditure relating to the Mission will be around **€5.6 million**.

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**Mandate:** The Mission will cover an initial period of **up to 12 months**. It will comprise a preparatory phase beginning in early March 2008 and an implementation phase beginning in May 2008.

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**Command:** **General Juan Esteban Verástegui (S)** is the Head of Mission.



### Democratic Republic of Congo



#### EUPOL RD CONGO (ex- EUPOL Kinshasa)

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

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**Objective:** Support **Security Sector Reform (SSR)** in the field of policing and its interface with justice

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

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**Mandate:** Launched 1 July 2007. EUPOL RD Congo builds on EUPOL Kinshasa (2005-2007). Mission likely to be extended after 30 June 2008. The Force Headquarters is located in Kinshasa.

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**Senior Officer:** **Superintendent Aldo Custodio (PT)** is the Head of Mission. The EUSR\* is **Roeland Van de Geer**.

### Democratic Republic of Congo



#### EUSEC DR Congo

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

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**Objective:** Provide **advice and assistance** for the reform of the security sector. Focus on restructuring and reconstructing of the armed forces.

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

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**Mandate:** Launched in June 2005, extended in July 2007 for a period of twelve months.

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**Senior Officer:** **Col. Michel Sido (FR)** leads the mission. The EUSR\* is **Roeland Van de Geer**.

### Chad / Central African Republic



#### EUFOR TCHAD/RCA

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

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

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**Commitment:** The EU operation includes **around 3,700 troops** with 14 EU MS present in the field (Chad/CAR) and 22 EU MS present at the Operations Headquarters (OHQ) located at Mont Valérien, near Paris. Third States may be invited to participate. The common costs budget for the EU military operation stands at **€119,6 million**.

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**Mandate:** Launched on 28 January 2008 for a period of **12 months** from the declaration of Initial Operating Capability (15 March 2008).

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**Command:** **Lt. Gen. Patrick Nash (IE)** is the Operation Commander. **Brig. Gen. Jean-Philippe Ganascia (FR)** is the EU Force Commander. The EUSR\* is **Torben Brylle (DN)**.



# MIDDLE-EAST/ASIA

## Palestinian Territories



### EUPOL-COPPS

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

**Objective:** 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.

**Commitment:** Approximately 29 unarmed personnel, most of them police experts seconded from EU Member States. The initial 2007 budget amounted to **€8.9 million**.

**Mandate:** Began on 1 January 2006 for an initial duration of **3 years**. EUPOL-COPPS runs to 31 Dec 2008.

**Senior Officer:** **Colin Smith** (UK) is the Head of Mission. **Marc Otte** (BE) is the EUSR\* for the Middle East Peace Process.



## Palestinian Territories

### EU BAM RAFAH

**Type:** **Border Control Assistance mission**. Monitoring. Training under consideration.

**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). Despite the Hamas take over in the Gaza Strip, EUBAM maintains the operational capacity to deploy at short notice.

**Commitment:** Approximately **33 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 in May 2007, EUBAM runs till 24 May 2008.

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



## Afghanistan

### EUPOL Afghanistan

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

**Objective:** **Support to Government of Afghanistan in reforming the police system of the country at central, regional and provincial levels, through advising, mentoring and monitoring. Improvement of cohesion and coordination among international actors.**

**Commitment:** Some **195** police, law enforcement and justice experts are deployed in Kabul, in 5 regional police commands and in provinces, through Provincial Reconstruction Teams (PRTs). The mission should reach its full dimension by spring 2008. The authorized strength of the Mission is **231 international experts**, mainly in police, law enforcement and justice fields. The Mission has a budget of **EUR 43.6 million**.

**Mandate:** Launched in June 2007 and established for a period of at least 3 years.

**Senior Officer:** **Br. Gen. Juergen Scholz** (DE) is Head of Mission. **Francesc Vendrell** (S) is the EUSR\* for Afghanistan.



## Iraq

### EUJUST LEX

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

**Objective:** Strengthen the Iraqi **Criminal Justice System** (CJS) through training in management and criminal investigation for senior officials from the judiciary, the police and the penitentiary. Improve capacity and coordination. To-date, the mission has trained approximately **1450 Iraqi senior criminal justice officials**.

**Commitment:** **€21.2 million** from the EU budget to cover the common costs from July 2005 to June 2008. In addition, MS will continue to contribute training courses, trainers and staff.

**Mandate:** Launched in March 2005. Operational by 1 July 2005 for an initial period of **12 months**. Extended twice up to 30 June 2009.

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

EUSR\*s are mentioned for info only: they are not in any chain of command.



CHAD

# Facing Challenges

**Questions to Lt. Gen. Pat Nash,**  
EUFOR Tchad/RCA Operation Commander

*Impetus: General Nash, you declared Initial Operational Capability (IOC) with effect from 15 March for the operation. Has the experience so far been satisfying, or frustrating?*

**Lt Gen Pat Nash:** In truth it's been both but we have deployed despite the difficulties and we will continue despite the challenges, because this operation has clarity in its end-date. It is a bridging operation for a follow-on force. It is located in Eastern Chad and North Eastern CAR. It is to provide a safe and secure environment (SASE) for Internally Displaced Persons and Refugee

“**Tchad/RCA is a bridging operation for a follow on force.**”

Camps. This operation has not been without its difficulties to date and continues to have its challenges; but we have gained a much sought-after momentum, have a clear

mission and the military means to achieve it. There is an expectation on the ground and we intend to meet it. It has not been without cost in human terms however and as correctly predicted, this is a complex operation in a challenging part of the world. The Chad/CAR/ Sudan region is volatile, unpredictable and extremely hard to assess primarily arising from a complicated long-lasting crisis in Darfur. This day 4 weeks ago I attended the ceremony for « Adjutant » Gilles Polin – a tragic loss of a fine soldier. His untimely death is a huge sacrifice made for others in dire difficulty. Throughout all our efforts this human focus must NOT be forgotten.

*Impetus: What are the main problems that you have overcome?*

**Lt Gen Pat Nash:** There have been difficulties to date, I have no doubt there will be others in the future; but it's the manner in how they have been and are handled that will be the measure of whether or not this operation is to be ultimately successful. Getting a Force was a problem; getting that Force on the ground was the next. Both have been achieved to a very significant degree. For a while we were a « military mission without means » it was not until 11<sup>th</sup> January that we had sufficient capabilities to allow for the recommendation to launch the operation. The « return of the rebels » saw our deployment further delayed. Achieving Initial Operational Capability (IOC) was significant therefore because by the 15<sup>th</sup> March, 5 months to the day since taking the helm, these problems have by and large been surmounted.



Putting enough **boots on the ground** is the first challenge for any European operation planner. (Photo EUFOR Tchad/RCA, April 2008)

*Impetus: What do you see as the main problems yet to be solved?*

**Lt Gen Pat Nash:** There are huge challenges for this deployment to be achieved. Big practical issues lie ahead; ships arriving; moving stores onward into theatre, over 2,000 km away; construction of camps infrastructure is on-going, approach of the rainy season. The operational situation is currently « calm » but requires attention.

*Impetus: After achieving IOC, what is now needed for Full Operational Capability (FOC) and when do you see it being achieved?*

**Lt Gen Pat Nash:** The synchronization of effort involved in the deployment and sustainability of the remainder of the Force into theatre is now the new challenge. That EUFOR Tchad/RCA must be demonstrably seen to be European and impartial is another and then of course dealing day-to-day with unforeseen problems and difficulties will no doubt keep us occupied here in Mount Valérien in the days and months ahead... One thing is sure « The key to success » already exists in that we have a clear mission. For now we must drive ahead with deployment of the Irish-led Battalion in May and the Polish Battalion in June thereby achieving full operational capability, and so putting ourselves in the position to realise our operation's mission.

“**We have gained a much sought-after momentum**”

*Impetus: Are you satisfied that you will be in a position to hand over to the UN on 15 March 2009?*

**Lt Gen Pat Nash:** This is of course an issue on which we are currently reflecting and indeed is an integral

part of our strategic planning. Nevertheless, as you will appreciate, our primary concern to date has been securing the launch of the Operation and getting troops on the ground. As you will be aware, the Operation is scheduled to end no later than 12 months after having reached Initial Operating Capability on 15<sup>th</sup> March last. A mid-mandate review, however, will be carried out in conjunction with the UN before this date next year. This will include an examination of a possible follow-on UN Operation as well as an evaluation of needs. The final decision on the handover to the UN is one

“As correctly predicted, this is a complex operation.”

that we clearly cannot make at this point in time as I cannot pre-empt the outcome of the mid-mandate review. The final decision will depend on several factors including the progress made by EUFOR as well as developments on the ground in both Chad and Darfur/Sudan.

*Impetus: How has your previous experience prepared you for this appointment?*

**Lt Gen Pat Nash:** I have had the opportunity to serve overseas on six separate occasions, in Cyprus, Lebanon and the Balkans. I hope to harness this experience but particularly my command of an Irish Battalion in Lebanon in 1999. Our 23 years in Lebanon from 1978-2001 has given me an insight into how capable peacekeeping soldiers are of operating professionally and safely in very difficult circumstances. I learned also that the ability to combine the humanitarian and military roles without losing focus, while still operating with compassion and competence, is extremely important.

*Impetus: Why is it appropriate that an Irish operation commander was appointed for this operation?*

**Lt Gen Pat Nash:** The Irish Defence Force's almost 50 years peacekeeping experience and my personal experience is probably one reason. Another is that Ireland is seen as an honest broker in international relations. Also, we are making a significant contribution of 400 troops to the overall force, including Special Forces that have been deployed in the vanguard. Finally the reality is that the Irish Defence Force has modernised greatly in recent years and this has gone towards increasing our international credibility.

*Impetus: What particular type of challenges might you face commanding a multinational force?*

**Lt Gen Pat Nash:** My task is to translate diplomatic policy into military action, therefore the challenge I face is to give purpose, direction and motivation to a 3,700 strong multinational force that is deployed to a challenging operational environment into very poor countries in humanitarian crisis. It is a broad, deep, multifaceted challenge that has been and no doubt will continue to be very busy.

*Impetus: What level of force may the operation use in pursuit of its mission?*

**Lt Gen Pat Nash:** The situation in theatre may well deteriorate and we will deal with this if and when it arises. There is international agreement on our presence and we have a strong mandate to carry out our job. The well-trained troops that we are deploying are properly equipped and are robustly mandated to carry out this challenging mission.



An estimated **230,000 refugees from Darfur** have fled into bordering eastern Chad and north-eastern Central African Republic (CAR). (Photo EC/ECHO/Frederic Bonamy, Chad)

## PROFILE



Lt. Gen. Nash (right) with Lt. Gen. Leakey, Director-General of the EU Military Staff (left) and General Bentégeat, Chairman of the EU Military Committee.

**Lieutenant General Patrick Nash** (Ireland) has a wide range of overseas experience, primarily with United Nations Forces, but also with the EU Monitoring Mission in the Western Balkans.

He has served as a Troop Commander in UN Force in Cyprus in 1967. He was a Company Commander with the 54 Irish Infantry Battalion in UNIFIL in Lebanon in 1983 and Operations Officer with the 71 Irish Infantry Battalion UNIFIL in 1992.

In 1996 he served as a Staff Officer at the Headquarters of the EU Monitoring Mission in the Western Balkans. In 1999 he was back in Lebanon to command the 85 Irish Infantry Battalion in UNIFIL.

GUINEA-BISSAU

# From Planning to Action

Colonel Christophe Deherre, Civ-Mil Cell of the EUMS



Guinea Bissau is one of the world's poorest countries, ranking 173 out of 177 in the UNDP's 2006 human development index. Since the Civil War in 1998, the security situation in the country has been unstable. The country however succeeded in 2005 to conduct a democratic Presidential election which brought back João Bernardo Vieira as the President. With the support of the UN Office in Guinea Bissau (UNOGBIS), the authorities started thinking about implementing security sector reform in 2005. Initial support, offered by the UK, enabled the government to draft a national SSR strategy in 2006, which was presented to a donor roundtable in Geneva in November, which unfortunately did not reach the expected level of support.

## Consultations and Preparation

As a follow-up to the UK involvement, the EU decided in early 2007 to send a fact-finding mission to Bissau to assess the country's needs in terms of SSR as well as the national commitment to undertake such a long and complicated reform process. As the SSR-expert body in the General Secretariat of the Council, the Civ-Mil cell of the EUMS led this mission in May, which came back with a proposal to Member States for a potential ESDP support complementing the European

Commission involvement which was already planned under the European Development Fund. Following consultations with the Guinea Bissau authorities, with the UN, the Economic Community of West African

States (ECOWAS) and other potential stakeholders in the Guinea Bissau SSR, the General Secretariat developed a General concept for an ESDP mission in support of Guinea Bissau SSR which was agreed by

**The EUMS has consulted a wide scope of Guinea's security stakeholders.**

the Council in early December. The Civ-Mil Cell, as well as other bodies of the EUMS, has been heavily involved in these consultations and the preparatory work.

The planning authority was then transferred to the Civilian Planning and Conduct Capacity (CPCC), with the support of the Civ-Mil Cell, in charge of bringing military and planning SSR expertise and coordinating the technical expertise brought by other bodies of the EUMS, such as Medical, CIS and Logistics. Key inputs are provided through the SSR expert (Col Christophe Deherre) and the Rule of Law expert (Mr Goetz Brinkmann). In this framework, the EUMS has contributed to the drafting of the job descriptions, has participated in the selection process for the personnel, and will soon support both the drafting of the Operation Plan and the drafting of the technical specifications for the upcoming call for tenders to fully equip the mission and establish the Headquarters in the Capital city.

## Civilian and Military Aspects

This mission, which is named EU SSR Guinea Bissau, is the first ESDP mission in support of SSR which tackles both the civilian and military aspects of reform. Its main objective is to support the authorities in defining implementation and action plans for the national SSR strategy. It is composed of 15 military and civilian advisers, and a little more than 20 personnel in supporting functions. EU SSR Guinea Bissau is headed by General Esteban Verástegui, a Spanish Army Officer,

under the responsibility of the EU Civilian Operation Commander. The mission will also benefit from the Watchkeeping capacity, newly established in the EUMS. This is a joint civ-mil capacity within the EUMS in charge of a 24-hour monitoring of ESDP operations.

The advance team deployed on 14 April and will be soon joined by the remaining experts. The duration of the mission is expected to be 12 months, starting when the mission is fully established and ready to undertake its tasks. Nevertheless, the mission's limited objectives will not solve all the Guinea Bissau problems and further commitment by bilateral partners will be necessary in order to ensure that the plans drafted with the support of the ESDP mission are implemented.



Colonel Deherre with President João Bernardo Vieira during the assessment mission. (Photo EU Council)

## PROFILE



**Colonel Christophe Deherre** (from the French Air Force) was part of the French Delegation to the WEU before joining the French

military delegation to the EU in 2002. He was assigned in 2005 as a strategic planner and the expert matter on SSR in the Civ-Mil Cell of the EUMS. He has participated in Operations in Africa, Ex-Yugoslavia and Middle-East. He has a total of 2800 flight hours which 2000 of them on fighter aircrafts. He is married with Lydia and they have 3 sons.



Since the Civil War ten years ago, the security situation in the country has been unstable. (Photo © EC/ECHO/Pierre Christophe EU ECHO, Kouankan refugee camp)

IRAQ

# Human Rights and Rule of Law

**Stephen White**, Head of the EUJUST LEX Mission for Iraq



**E**UJUST LEX is a very unique civilian crisis management mission implemented under the auspices of the European Security and Defence Policy (ESDP).

## Broad Mandate

Launched in March 2005, EUJUST LEX - The EU Integrated Rule of Law Mission for Iraq - was the first EU integrated rule of law mission. It addresses the criminal justice system in Iraq by focussing on senior police, prosecutors, judges and prison managers with training and development of the most senior and strategic ranks in the Iraqi Criminal Justice System (CJS). The purpose is to introduce European best practice while promoting international instruments.

**The EU brings balance to other interventions in Iraq.**

### Mission Principles

- Security is paramount
- Iraqi involvement at every stage
- Flexibility and responsiveness to Iraqi needs

Iraqi "ownership" is crucial: the Iraqis really appreciate being listened to, consulted with and fully involved. They appreciate this EU intervention and the balance it brings to other interventions in Iraq.

## Clear Objectives

The Mission has designed a series of cross sector training courses and learning opportunities which take place in the EU Member States (MS). Initially the Mission was to run for one year only but the Iraqi Government twice asked for an extension of the Mission's duration and for an expanded series of interventions. The Mission is now approaching its fourth year of operations.

### Mission Objectives

- Promote collaboration within the Iraqi CJS
- Provide professional development opportunities
- Create strategic and technical partnerships
- Complement international efforts for reforms

To respond to requests for even more practical learning experiences, the Mission has designed a series of "Work Experience Secondments" (WES) where Iraqi senior CJS professionals work alongside European counterparts for short periods.

To date, the Mission has successfully facilitated 60 EUJUST LEX courses and 12 WES. So far, the total number of Iraqi students trained is 1450.

During the current, third phase, from January 2008 to June 2009, a total of up to 750 more participants is expected. Behind these numbers are living stories of Iraqi officials and some encouraging results. However, real progress at the leadership levels will take time and this must be understood.

EUJUST LEX is planting seeds for long term change. Strategic change takes time. By enlightening and preparing future policy makers, the mission is complementing efforts of others who are providing equipment and resources in country. The Iraqis understand and appreciate this investment for the future.

## Continuous Contact

The Baghdad Liaison Office provides support and the Brussels Office works alongside MS and their participating professional learning institutions through a small team of Mission Course Coordinators. Head of Mission and Deputy Head of Mission hold frequent meetings in the MS capitals and with the Iraqi Ministers of Interior, of Justice, of Foreign Affairs and Chief of Justice in Iraq. Other key actors in Iraq and in the region involved in training activities are also taken into the regular analysis and re-evaluation process.

In addition, regular Planning Seminars take place at the beginning of each new phase of the Mission's mandate. New Course Curricula

have been developed, based on the recommendations of the Iraqis.

## Dedicated Courses

So far, the Mission has been offered a total of more than 50 courses and WES by the EU MS for the Mission's third phase (2008-2009). Up to now, 25 of the 27 EU MS have contributed by providing courses, WES, lecturers for the courses, seconded staff members, or additional financial support.

All the courses, as well as the programme of WES include a focus on human rights issues. Other key themes include gender mainstreaming and representativeness in the Criminal Justice System. Thankfully, the consensus is that we are making a meaningful and necessary contribution to the promotion of rule of law and human rights in Iraq at this troubled time in its history.

**Stephen White**, a former senior UK police officer, had worked in Iraq during 2003 and 2004 and was appointed Head of the EUJUST LEX Mission in March 2005. He had already served as the senior police expert on the EU's Iraq Expert Team (IET).



Head of Mission **Stephen White** with HR/SG **Javier Solana**. (Photo EU Council)

# Second Time Around

**Brigadier General Reinhard Trischak**, *Director Concepts and Capabilities*, answers questions on his second tour at EUMS.

*Impetus: You were among the first eight officers who joined the EUMS. How did you begin there?*

**BG Reinhard Trischak:** Indeed, I joined what we know today as the EUMS in April 2000. At this time it was merely a small group of officers, ably lead by the British Maj Gen Messervy-Whiting, at this time without any resources, computers, telephones, or indeed offices, but with a lot of expectations and certainly a high degree of dedication. Over the first weeks we managed to get organised. We turned a former storage area in JL into our "office space", wrote the first terms of reference for what was soon to become the interim Military Staff (iMS) - with a small i, in order not to be confused with the International Military Staff (IMS) at NATO ...We also made ourselves familiar with the environment in the Council Secretariat and tried to stake the claims. It was the wish of SG/HR Solana for his military officers to wear uniform, in order to improve our visibility - and it worked.

*Impetus: What were your responsibilities then and how did they evolve?*

**BG Reinhard Trischak:** The most demanding task at this time was capability development. Together with two other officers (Belgium and United Kingdom), I was responsible for translating the political ambitions laid out in the Helsinki Headline Goal into military structures, which would later form the basis for possible contributions by Member States. Over the months the number of officers increased, we created new structures, the iMS was renamed into EUMS, LtGen Schuwirth was appointed the first Director General of the EUMS, and finally the lack of office space drove us out of JL and into a building that nobody else wanted -KO. We went from one construction area into the next one, but at the end managed to get settled. After the restructuring I took over responsibilities as Action Officer in the Force Branch, Policy and Plans Division. The highlight of my first tour in the EUMS was certainly to be appointed as Chairman of the Subgroup Land. In this role I was excellently supported by experts from Member States and NATO. Together we managed to finalize substantial work on land related capabilities.

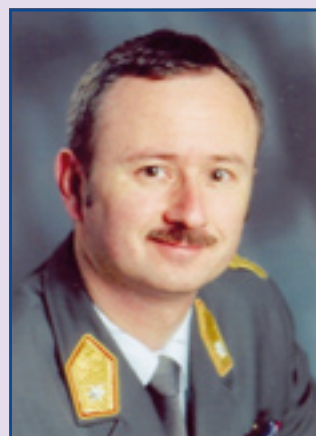
*Impetus: Are there any particular changes that you have noticed from your previous time in EUMS and the ESDP environment generally (including the KO, for example)?*

**BG Reinhard Trischak:** If I were to compare the EUMS of 2002 and 2008, I have to say that the staff has certainly become more professional. This is no criticism of the earlier management. It just shows a normal development of any newly formed organisation. The number of personnel has increased, processes have been streamlined, staff training and exercises are improving the performance of personnel, modern IT equipment and software allow for a more professional use of resources, and networks with other players have been established.

As a consequence, of course, expectations from both Member States and the management of the CGS are higher than before. In order to fulfill these expectations, we need to further improve our performance, especially with a clear focus on the two cornerstones, operations and capability development. It remains to be seen how the recent restructuring and addition of five officers in the framework of Post Wiesbaden (see article on p.8) will increase our planning capabilities.

“I was responsible for translating the political ambitions.”

## PROFILE



Since October 2006, **Br. Gen. Reinhard Trischak** has been responsible for crisis management, doctrine and concepts, military capability development, as well as training, exercises and analysis.

Before this appointment, he was Deputy Head and Chief of Staff at the Austrian Military Representation, coordinating the Austrian contributions to EU and NATO.

In addition to Command and General Staff College training in Austria and the U.S.A., he graduated from the Geneva Centre for Security Policy. His publications mostly focussed on military and security policy.

He is married and lives in Brussels with his wife and daughter.

# Back to the EUMS

**Captain Michael Aarøe**, Branch Chief of the Strategic Planning Branch of the Civilian/Military Planning Cell, is back at the EUMS and answers questions.

*Impetus: What is the daily routine of a Branch Chief of the Civ/Mil Cell?*

At the Strategic Planning Branch of the Civilian/Military Planning Cell, I supervise 5 military and 6 civilian planners of whom two belong partly to the Commission. This makes it easier to enable a coordinated and comprehensive approach to planning within the EU.

My team has been focusing on supporting the establishment of the civilian ESDP operation in Afghanistan and the ESDP operation in Kosovo (EULEX Kosovo) as well as the ESDP operation in CHAD/CAR (EUFOR TCHAD/CAR) and the Security Sector Reform (SSR) operation in Guinea-Bissau.

Furthermore, we have developed innovative EU concepts for SSR and Disarmament Demobilisation and Reintegration (DDR). We are also leading an advanced thinking on enhancing and refining planning concepts both for military, civil and civil-military operations in particular with a view to improving rapid reaction and to better support the political decision-making process.

Within the EU Council General Secretariat, I am also in charge of concept development for the coordination of EU Member States' military capabilities in support of an overall EU (civilian) response to man-made or natural disasters. In this regard, I act as the primary point of contact within the EU Secretariat to enable a coordinated EU support using military means.

*Impetus: Still, you are not a new face at the EUMS?*

No indeed. I have been earlier posted here during the creation of the EUMS between 2001 -2004, as an Action Officer in the LOG/RES directorate. I had the opportunity to arrive at the start of ESDP in 2001. The main bulk of the work at the beginning was to create all necessary concepts and documents for the staff to make it able to work as a staff. It was then a demanding job to get them approved by all the different committees. A great deal was taken from WEU and NATO. Although many of the MSs are members in both organisations, it was not easy. I was also involved in the planning of the first military ESDP operation in FYROM as well as the ALTHEA operation in Bosnia. At that time we worked a very much integrated way between all Directorates and Divisions.

*Impetus: Back for a second time around, what kind of changes do you notice?*

The first thing you come to think of is of course all new Member States and uniforms represented in the Kortenberg building. Then, of course, you notice organisational changes, such as the creation of Civ-

Mil Cell and Operation Centre. There are a lot of new faces amongst the military and a lot of the same faces amongst the civilians. This was a happy reunion, especially with all the very nice and capable secretaries. Otherwise I must say it is pretty much the same.

The very good and positive working atmosphere and the exciting cultural differences within the EUMS are the same. You can notice this early when you visit the cafeteria in the morning.

*Impetus: And what about the "Brussels environment"?*

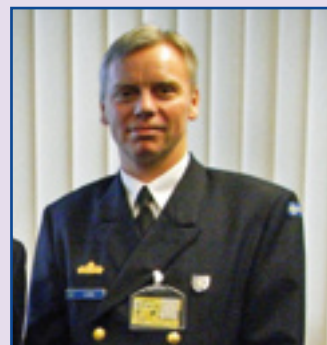
Brussels is Brussels which means that this is the only place in the world where you can gather this amount of different nationalities, to get them smile even if you almost daily try to kill them in the traffic. And this hasn't changed. The police have still an impossible task. I think the most prioritised task today for the Brussels Police is to escort all VIPs around Brussels.

I must say that the speed on Chaussée Waterloo is almost half of what it was three years ago.

Things work anyway and are hopefully getting better. The reason must be that the people working in Brussels believe in what they do: they support the EU ambition. They like Belgian beer, international wine and all those nice restaurants. It is also difficult not to appreciate that a majority of women working in Brussels are dressed and made up as if they were on their way to a discotheque. This nice population you meet when walking in the city probably helps you to feel that you are in a special place.

It's nice to be back!

## PROFILE



**Captain (N) Michael Aarøe** is a career officer of the Royal Swedish Navy. He has been assigned since July 2007 as national military expert to the EU Military Staff. Prior to this assignment, Cpt (N)

Aarøe had a National post at the Swedish Armed Forces HQ (Head of Plans and Policy International Department). He has trained and served in the RSw Navy for 20 years, mainly involved with surface and anti submarine warfare. He reached the peak of his Navy career as a Squadron Leader 1996 in charge of Fast Patrol boats.

## EUMS Sports Day

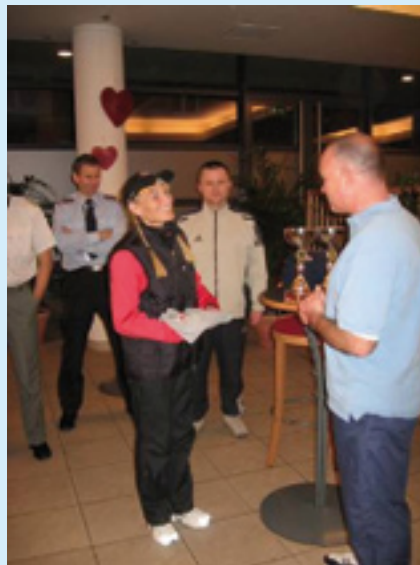
On 31 January 2008, the EU's Military Staff officers, NCOs and civilian personnel dragged themselves away from their desks and computers for a few hours to participate in the sports competition that is held, on average, twice every year. This year, Nordic Walking was introduced, to complement indoor football, volleyball and swimming. Log/Res won the volleyball competition, and the football winners were the morse code addicts from CIS division. The event was organised by Lt. Col. Waldemar Klimczak of EXO.



*Happy spectators!*



*Log/Res get ready.*



*Our "Frisky" instructor, Anita Simola from the Commission receives an award from DDG R. Adm. Jan Van der Burg.*



*And Caesar exhorted his troops...*

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## Photo Trip

On Sunday 20 April 2008, a group of EUMS members and their families and friends visited the beautiful, world famous display of tulips at the the **Keukenhof Gardens** in the Netherlands. Fifty participants in the tour had the opportunity to see millions of bulbs in flower, fantastic flower shows and the largest sculpture park in the Netherlands. Keukenhof is the most photographed place in the world. The trip was organised by the social committee, led by Josephus Cortenbach and Waldemar Kilmczak.



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