

IMPETOS



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...deliver an overarching military perspective...

...capability development... is well underway...

...making a significant contribution to peace and security...



Impetus Magazine Interviews

Lt Gen W. Wosolsobe

An Interview with Director General, EU Military Staff, Lt Gen Wolfgang Wosolsobe



*Lt Gen W. Wosolsobe (AT) at the Handover
Takeover Ceremony Press Conference, May 2013.*

Lt Gen Wolfgang Wosolsobe has been Director General of the EU Military Staff for almost six months. On request from the Impetus magazine, he has decided to give a brief interview.

After nearly six months as Director General, what are your first impressions?

These were intensive months. In addition to our normal workload we had to deal with developments in Syria and Egypt. In parallel, preparation for the European Council on Security and Defence takes more than just a normal Council preparation. These situations put some strain on the staff, particularly as much of it happened during the summer period when a large proportion of our personnel rotation takes place. As expected, the staff excelled. This proved to me not only the quality of men and women I have the honour to work with, but also the advantages of a multinational and all services mix. We, the EU Military Staff, played our twofold role of support towards the High Representative and the Military

Committee, as well as to its Chairman (Chairman of the EU Military Committee).

As a Director General within the EEAS, and interacting as such with all services I was able to take part in a multidisciplinary work of high professional quality. The wide range of aspects addressed confirmed the value of having consistent military expertise, covering all areas of knowledge and skills. Such work always needs to be organized as teamwork, and can never be the product of individuals alone. Therefore, we need to continuously bring a consistent military contribution to the broader picture of political and strategic analysis.

There have been changes since the EEAS was established. This is, of course, a natural process for any 'young' organisation. More change may come as a result of the EEAS review, and we will all have to be ready to embrace any change and pursue our work and commitments in the usual and appreciated 'can do' attitude of the EU Military Staff. Further developing our close cooperation, particularly with all those dealing with crisis management, will be central for our input to further developing CSDP and Crisis Management.

I am also glad that the real 'value' of a military staff, within and beyond the EEAS, has been more and more acknowledged with our partners in the EU. A Comprehensive Approach means bringing all players to support a common objective: this includes players from both the EEAS and European Commission. Wherever possible, the EU Military Staff will contribute to setting and achieving comprehensive goals. We, the EU Military Staff, are but one aspect of this, but we are an important one.

What are your priorities?

Our priorities are derived from the support to both the High Representative and Chairman of the EU Military Committee. This includes Operations, Missions, Capabilities and Partnerships.

What matters is that we offer our commanders in an Operational HQ (OHQ) and Force HQ (FHQ) levels all the tools and expertise which they need to achieve optimal results while dealing with the specific EU environment. In a well-connected and comprehensive manner, the EU Military Staff is best placed to achieve this. Thanks to our broad array of expertise and network, we can deliver an overarching military perspective. We can do this also for areas where more than one EU/CSDP action is being conducted.

**As expected,
the staff
excelled**



Director of the European Air Group, Général d'Armée Aérienne D. Mercier (FR) and Lt Gen W. Wosolsobe (AT) sign a Letter of Agreement between both organisations in June 2013.

I am well aware to what extent communication becomes ever more important in ensuring that our messages are heard and understood. This is all the more important for our audiences who are not used to military thinking and language. The military message can fit well into the broader narrative on CSDP, developed in the short term for the European Council on Security and Defence, and in the longer term to win Member States' contributions and support. Such messages need continuous refinement. I couldn't highlight more the importance of our Delegations in bringing a comprehensive message to our Partners worldwide. This includes the role of the military in the EU.

Communication goes hand in glove with the development of our Partnerships. Our work with NATO, the UN, the African Union, Strategic Partners and in bilateral relationships, brings the military dimension into the broader picture of the EU's external action.

What challenges do you expect over the coming years?

Life would be dull without challenges and there is no shortage! The interim report of the High Representative on CSDP characterizes well the difficulties ahead. Defence finances are reeling from the crisis and we have not finished in finding ways to spend Member States' scarce money to best advantage. The transatlantic understanding is growing that Europe has to take a larger share of the burden. This is

not only for NATO's Article 5, but also for stability in Europe's closer and further environment.

At the same time, the world is becoming ever more complex. The volatility and variety of risks and threats, increasing difficulty of sound and swift decision-making in an unfavourable communications environment - where impartial analysis often remains unheard, are such examples. Reacting to this requires speed, based on good intelligence, a clearly defined ambition and flexibility. These are keywords for our future. Much of what we are preparing in the context of the European Council goes in this direction.

**we can
deliver an
overarching
military
perspective**

I repeat our common objective when facing these challenges: contribute as military in enabling the EU, and especially the EEAS, to achieve a sustainable impact in a global environment of growing complexity.

How would you describe the role of the military within the EU?

The military is one of the EU's instruments with which to shape external action. To an extent this still has to be explored, possibly to contribute to internal security. The European Union's external action is central to preserve its interests and to ensure future prosperity for its citizens.

Key components of the military dimension of CSDP are: the EU Military Staff as a part the EEAS, the EU Military



Lt Gen W. Wosolsobe (AT) at the EUMS Director General Assembly, September 2013.

Committee as the Council Body and the military capabilities of the Member States. I clearly wish to reiterate at this point that no effective military action can be undertaken without Member States, not without their decision, and not without their contributions. I seize this opportunity to express my deep respect and appreciation for all those serving in EU military Operations and Missions. We plan, they make the change.

EU Military Staff as a part of the EEAS

How do you see the role of the EU Military Staff?

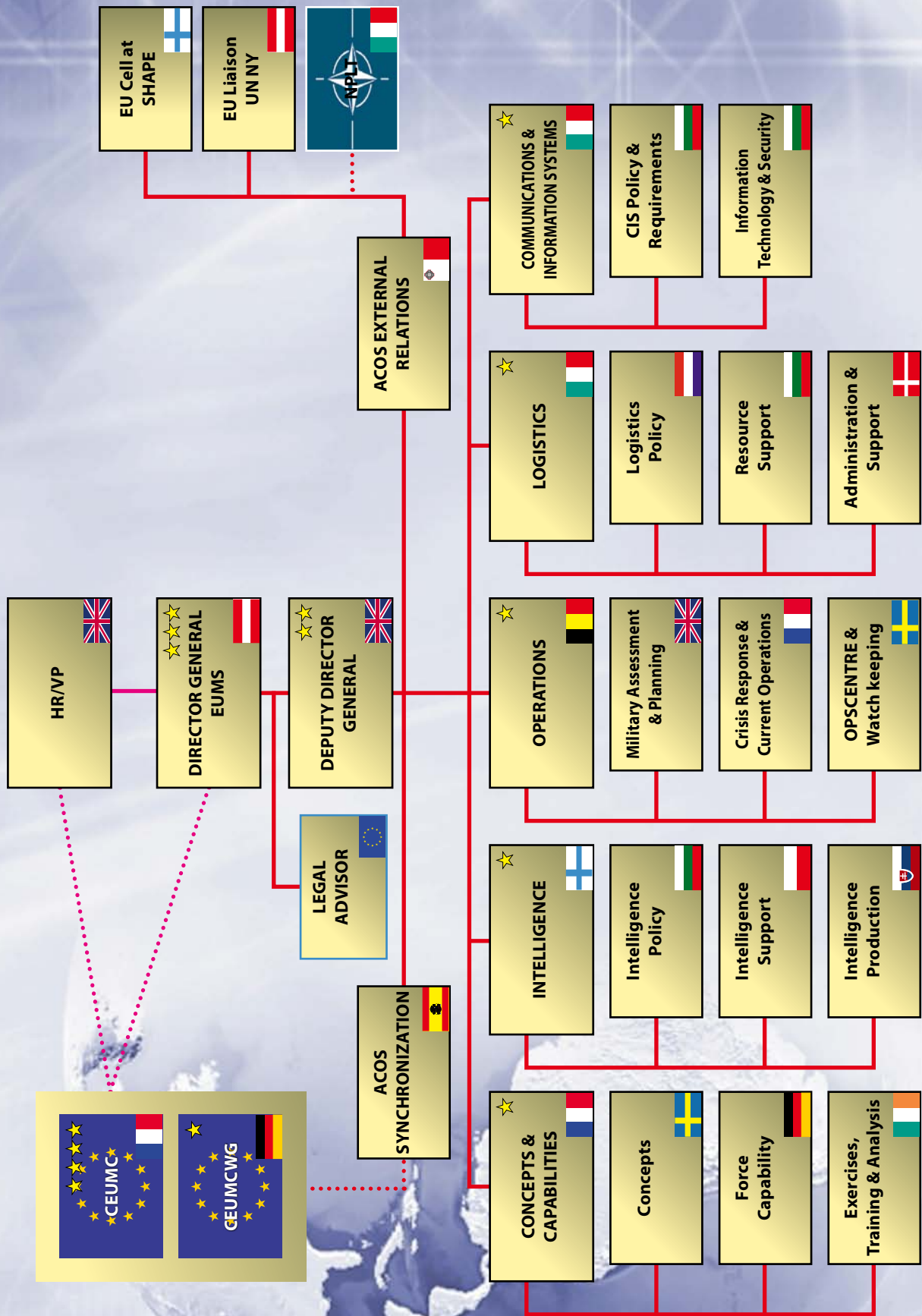
In this concert, the EU Military Staff provides military expertise for EEAS internal considerations on the military

strategic level. It is important to be part of all phases of crisis management analysis and planning, and even to contribute to the conflict prevention as well to the post conflict phases. This requires a new understanding of comprehensiveness: setting common goals, developing a coordinated plan and steering the way with a comprehensive effects analysis. This is the process needed in the EEAS and beyond. We military are part of this process, and we need to refine our own tools to live up to the task. Our quality, to a large extent, is building on clarity: clarity of command structures, clarity of methods and standards, and clearly delineated tasks. This is the contribution we have to shape inside CSDP. ■



Lt Gen W. Wosolsobe (AT) and Brig Gen G. Santomartino (IT) attend the EUMS Logistics Conference in June 2013.

EUROPEAN UNION MILITARY STAFF



EUMS



Turning Political Words into Military Deeds

By Lieutenant Colonel Francois-Regis Dabas (FR), Concepts and Capability Directorate, EU Military Staff



Lt Col François-Régis Dabas (FR) was the EUMS representative for the revision of the EU crisis management procedures.

It is critical to understand properly what lies beyond the term 'Action' within the 'European External Action Service'. In addition to the diplomatic-type activities in the area of Common Foreign and Security Policy and the support to Member States decision-making on the use of the Common Security and Defence Policy lever of power, there are ultimately some intended effects to be delivered on the ground. In this process of enabling political willingness, and of turning political words into military deeds, the recently revised 'suggestions for crisis management procedures for crisis management operations' constitute a capstone document, which will frame the cross-institutional interactions at political-strategic level for some time. In comparison with the former procedures, the new suggestions take into account the lessons and best practices gained over 10 years of ESDP/CSDP missions and operations and reflect the new post-Lisbon institutional setting. It will remain a living document and could be further revised.

Political Framework for Crisis Approach

However, the new suggestions bear the ambition to align the actual challenges to be addressed at ground level, the political commitment and the concrete outcomes. This article examines the role of the military CSDP instrument in the new EU-wide planning process.

Enabling the political willingness

First and foremost, the logical thought process starts with the monitoring of areas of interest, whereby information and knowledge, stemming from all EU Member States Defence and Civilian Intelligence Organisations as well as from all EU and EEAS services, including delegations, is captured and staffed to build a comprehensive picture across all political, military, economic, social, infrastructure and information domains. The analysis is based on a systems perspective, which will end up with a precise understanding of the conditions of the actors in the area. Certain of these conditions could reach an

unacceptable threshold, in the extent that they would impact the EU interests, values or objectives in the area of interest. Here lies the cornerstone of the planning process, as it would lead to the communication of the prioritised risks to the senior management leadership, based on the forecast of the severity and probability of a latent conflict escalating into violence. This could trigger advance planning (understood as the development of generic and/or contingency documents). This could also trigger the development of an EU-wide document, articulating what the crisis is, and what could be the potential EU levers of power to address its root causes (as opposed to its symptoms), namely the Political Framework for Crisis Approach (PFCA). This PFCA would enact the Comprehensive Approach of the EU, as all EU stakeholders are entitled to contribute to it under the coordinating role of the EEAS. Presented to the Political and Security Committee for information purposes, this PFCA would support an orientation debate on the political willingness to utilize the CSDP lever of power, across the wider range of EU levers of power. This political willingness would be materialised by the Crisis Management Concept (CMC), which would depict a CSDP political-strategic option, in concrete terms an *ad-hoc* combination – or recipe, as opposed to a simple juxtaposition – of the CSDP military and the CSDP civilian instruments, precisising *inter alia* the level of ambition (direct or indirect engagement, duration of the CSDP action, volume of personnel) and the synergies (supported-supporting relationship, synchronisation, military and civilian strategic objectives, synergies and lines of engagement). On the military side, the CMC would normally be translated into military direction and guidance through the development of a Military Strategic Option (MSO). This MSO details the military strategic objectives related to the CSDP end-state as well as the military strategic effects, to be understood as the successive intended changes of the unacceptable conditions into acceptable ones. The military strategic tasks would flow from these military strategic effects. The MSO constitutes a key planning stage to match the political words and the military deeds, as the military advisers would present to the political masters the concrete military requirements of the political commitment.

Empowering the Operation Commander

One of the key progresses of the new suggestions is also to identify and appoint at the earliest stage the Operation Commander and his Headquarters. At best case, the EUMS would draw, as appropriate, on planning support from the (pre) identified OHQ, which would further facilitate the smooth and seamless hand-over of planning responsibility. Also, force sensing, to be understood as a non-binding informal dialogue between the EUMS and Member States on potential requirements and contributions, would be initiated during the development of the CMC and

would prepare the formal force generation process under the responsibility of the Operation Commander, once the provisional statement of requirement is developed. Towards the Operation Commander, the Initiating Military Directive (IMD) translates the political guidance contained in the CMC and the MSO into military direction and guidance to commence the planning of the operation, namely the strategic CONOPS and OPLAN. To meet the requirements of the activation of the OHQ, the EUMS would also provide its support, in particular in terms of intelligence and situational awareness deliverables. Ultimately, the Operation Commander would present his CONOPS and OPLAN to the PSC and would stand in a position to advise on the decision of launching the operation, based on the fulfilment of all key preconditions, such as the provision of required assets and means (finance, logistics, manpower, and equipment).

Mettre en œuvre les effets désirés

Enfin, pendant la phase de conduite de l'opération, il s'agit pour le commandant de l'opération de mesurer les progrès accomplis et de vérifier que les effets réellement délivrés correspondent aux effets attendus dans le plan initial et approuvés par les décideurs politiques. En d'autres termes, il s'agit d'évaluer l'atteinte des effets attendus et d'apporter éventuellement des actions complémentaires et/ou correctrices, tout en prenant en compte les effets induits non désirés. Le processus utilisé repose sur l'utilisation d'indicateurs de performance et d'efficacité pour mesurer l'atteinte des effets, ainsi que de critères de succès pour mesurer l'atteinte des objectifs. Si les objectifs sont atteints, il s'agit de terminer l'opération. Le commandant de l'opération a alors la responsabilité de développer un plan global de clôture de l'opération, en lien avec les autres services de l'UE et du SEAE. Si les objectifs ne sont pas atteints, il s'agit alors soit de prolonger la durée de l'opération, soit d'en modifier le mandat afin de prendre en compte la réalité du terrain. Le retour d'expérience est également intégré au tempo opérationnel, afin de traiter les difficultés rencontrées en temps réel et de progresser d'une phase de l'opération à l'autre. Mesure des progrès et retour d'expérience constituent ainsi les deux leviers permettant de réduire la friction naturelle entre la parole politique et l'action militaire.

En conclusion, les nouvelles suggestions apportent un cadre clair et cohérent pour que chacun des acteurs de la gestion de crise joue harmonieusement sa partition, afin d'appuyer la construction d'une volonté politique, de donner les moyens de sa mission au commandant de l'opération et de s'assurer de l'atteinte des effets désirés. Dans ce processus, la fonction connaissance et suivi de situation occupe une place prépondérante, dans la mesure où elle place les conditions des acteurs de la crise au cœur de la réflexion des décideurs et des planificateurs. ■



EUTM Mali, a Military Pillar of EU Strategy for the Sahel

By Lieutenant Colonel Dick Duijn (NL), EU Military Staff, Operations Directorate



'Final parade 2nd Battalion.

As the political, security, humanitarian and human rights situation in the Sahel region has visibly deteriorated in recent years, the EU developed its EU Strategy for Security and Development in the Sahel, adopted in March 2011. The strategy focuses primarily on Mali, Mauritania, Niger and Burkina Faso and identifies four lines of action:

- Development, good governance and internal conflict resolution;
- Political and diplomatic action;
- Security and the rule of law;
- Countering violent extremism and radicalization. The situation in the region and in Mali in particular, worsened following the crisis in Libya, leading the EU to enhance and accelerate the implementation of the Strategy.

As part of the implementation of the third line of action, 'security and the rule of law', the EU has launched a military training mission in Mali to support the Malian Armed Forces (MAF).

Mali

Mali is a young democracy, independent since 1960 and often praised as being a new model for democracy in Africa. However, the political system based on consensus, led to corruption and bad government. The poor economic development of the North has been a longstanding issue and favoured a series of rebellions in the 1990s, notably among the Tuareg communities. The last Tuareg rebellion, launched in early 2011, was complicated by the involvement of Jihadist groups. The latter took control of Northern Mali, representing two thirds of the territory, and imposed the

Sharia rule there for several months. The handling of the Northern territorial crisis by the government triggered a military coup in March 2012, highlighting the weakness of the Malian state.

Following the coup, a UNSCR of 5 July 2012, combined with pressure from the Economic Community of West African States (ECOWAS) and others, led to the creation of a transition government of National Unity and a Road Map leading to the elections in July 2013. A deployment of African troops from ECOWAS (AFISMA), and subsequently an intervention by France (Operation Serval) supported the MAF in their attempt to stop the advance of the rebels to the South of the country. In response to a UN appeal to provide training and mentoring to the MAF and security forces, which are fragmented and in a poor state, the EU Foreign Affairs Council on 17 January 2013 gave the green light for the establishment of the EU Training Mission in Mali (EUTM Mali). The Mission aims to support the training and reorganization of the MAF.

EUTM Mali focuses on the specific situation in Mali.

However, these problems cannot be addressed in isolation. As the EU Strategy recognises, the challenges faced by the Malian state have a significant cross-border dimension and pose a threat to the already fragile situation across the Sahel region as well as to the security of Europe and the world.

the
Mission ... a
significant
success so far

The Mission

EUTM Mali is an integral part of the overall approach of the EU to the situation in Mali and the Sahel. The purpose of the mission is to contribute to improving the military capabilities of the MAF so that they can recover the territorial integrity of the country under civil authority. This will be achieved by providing the MAF with military training and advice in areas such as command and control, logistics and personnel management, as well as training in international humanitarian law and the protection of civilians and human rights. The mission will not be involved in combat operations. The Mission will train four battalions of the MAF.

The Mission was launched on 18 February 2013, at a time when fierce fighting still continued in the North of the country. As a consequence, the Mission had a difficult start-up phase in which it was necessary to add force protection, a Role II medical capability and Air Medevac to the Mission. Late in the planning stages, the decision was taken to move the Mission to a different, more secure, training camp at Koulikoro, closer to the capital Bamako. It was therefore not

surprising that the force generation, and also the determination of the final budget, was a difficult process.

Training and advisory

A long period of weak governance in Mali has inevitably had an impact on the capabilities of the armed forces. Senior officers in the MAF are conscious of the need to improve, but training alone is insufficient to remedy the weaknesses of the MAF. The dysfunctional, or sometimes complete lack of adequate structures and procedures both within the higher military command and the Ministry of Defence, need to be addressed as a matter of urgency. EUTM Mali is based on two pillars: an advisory pillar and training pillar. Advising takes place in the Ministry of Defence in Bamako. The first task for the Advisory and Liaison Task Force (ALTF), the team responsible for providing advice, was to carry out a complete and in depth analysis of the MAF Chain of Command. This provided the basis for the identification and conduct of specific advisory tasks that were deemed as being the most urgent. The audit carried out by the team has resulted in a mature and well-balanced report which forms the basis of proposals to change the Chain of Command in order to create a more effective Command and Control (C2) process. The ALTF has made proposals, amongst others, on the creation of a Human Resources (HR) chain, thus laying the basic foundations of an army as well as the rationalisation of equipment and logistics processes. This is a first step towards the rebuilding of the army.

The other pillar, training, is more conceptually straightforward but no less practically challenging. There are shortages of coherent units, leadership and equipment. The larger units are fragmented and consist of a mix of experienced and newly trained soldiers with a lack of proper equipment, inadequate leadership skills and logistic support. The Mission's primary task is to train four of the eight existing battalions, enhance their military capabilities, the 'esprit de corps', and create coherent battalions capable of conducting battalion-level operations with respect for the rule of law, humanitarian law and human rights.

The training takes place in Koulikoro training camp, which is shared with the Malian military cadre training school. Approximately 200 Mission trainers are dedicated to training activities. In total, the Mission consists of approximately 565 soldiers including the ALTF (19 persons), Force Protection (180 persons) trainers (200), Staff (90) and Air Medevac and a Role II medical capability. 22 EU Member States participate in the Mission.

In carrying out these tasks, the Mission is supported by a cooperative MAF leadership, enthusiastic, pragmatic officers and motivated soldiers.

Outcome so far

Despite the difficult start to the mandate, the Mission commenced its work according to the scheduled timetable, and even though it faces continuing difficulties in providing the trained battalions with the minimum required equipment, the Mission should be considered a significant

success so far. Two battalions have been trained and the third battalion has almost completed its training. Following the completion of the training programme, the battalions are subsequently deployed in the North where they are accompanied by *operational assistance detachments* from the French forces in Mali. This on-going support from the French forces aims at monitoring the proper application of the training being delivered by EUTM Mali. The first reports from the assisting and monitoring teams are rather positive. The battalions operate as coherent units, and there are no indications of bad or inadequate performance of the battalions in operational actions. Following the lessons identified during the training courses in Koulikoro Training Camp and the operational performance of the deployed battalions, the Mission continuously adjusts the training syllabus in order to achieve the best product possible.

In addition, the second pillar of the Mission, the ALTF, managed to prepare a comprehensive audit of the MAF, and a plan of action for the reorganisation of the MAF, which has been well received by the Malian authorities.

The mission also established good relations with the EU Delegation in Bamako, ECOWAS, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and other international stakeholders resulting in mutual respect and close cooperation and cooperation, where possible.

Conclusion

EUTM Mali delivers a significant contribution to the rebuilding of the MAF and implicitly to the restoration of security in the country and ultimately in the Sahel region. Its contribution has been widely recognised and appreciated. However, the sustainability of the progress made by the Malian security forces requires corresponding improvements in governance in Mali as well as continued efforts across the Sahel region. It is encouraging that the July 2013 elections proceeded peacefully and successfully and the new Minister of Defence has expressed his hope that the EU will continue its support for the rebuilding of the MAF.

The EU's commitment to Mali, as expressed through EUTM Mali, should be understood in the framework of its wider engagement in Mali and the Sahel region, as expressed through the four lines of action identified in the EU Strategy for Security and Development in the Sahel. ■

**problems
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Engineer Training.

From Administration to 7th Heaven - A Social History of the EUMS

By Ms. Julie Bloom, Assistant to Deputy Director General, EU Military Staff



Ms. Julie Bloom (UK).

Once upon a summer time, in 2003, I was “sent” to the EU Military Staff (EUMS) from the Council to work in the Admin Office because a secretary with a Security Clearance was required. I had some knowledge of this new Directorate as they had initially set up offices in our Justus Lipsius (JL) building in “The Hangar”. So I set off for the Cortenbergh building looking forward to the challenge. I then accepted a permanent position on 1st January 2004.

Joining the Military Staff felt like a home coming, having had previous experience working with the military at NATO and with the US Army Europe before arriving in Brussels. The Logistics staff were a great bunch to work with and very sociable. I recall our Scottish officer holding a ‘Burns’ celebration and we all dressed up in tartan, I warmed up a haggis in the microwave and we did a bit of dancing. My job was registering confidential documents by hand in a huge book. Since then the Sub Registry was officially set up with a Non-Commissioned Officer (NCO) in charge.

After Admin, I went to work on the 2nd floor for the Communications Information Systems (CIS) Directorate. Here I had my only EUMS mission when I helped organise the Geo Conference at the SATCEN (*Satellite Centre*) in Spain.

When the Irish team left CIS they were replaced by a Finnish team, and we relocated to the 8th floor because the staff, working for the Chairman of the EU Military Committee, moved across the road to the Ecole Royale Militaire.

In 2006 I was requested to work in the Deputy Director General’s (DDG) office with the new Dutch DDG, Rear Admiral van der Berg, and his Belgian NCO. During this period there were some colourful characters in the building including our Slovenian Military Assistant. He was a pilot who had also taken part in the Eurovision Song Contest. Next we had a health conscious Belgian Military Assistant who always kept a box of fresh fruit and vegetables on his desk. A highlight of the Dutch DDG tenure was a teambuilding day spent sailing on board the Dutch Navy training boat, “Urania” on the IJsselmeer.

As a civilian working with Subject National Experts’ I see regular staff rotations, and every 3 years I work with a new DDG. Recently, I have seen an increase in the number of “second-termers” returning to the EUMS. Some are newly promoted and it is always nice for both parties to see familiar faces. There are however some military who rarely leave, as they find themselves appointments in the Crisis Management Planning Department or European Defence Agency!

**a great bunch
to work with**

During my years in the EUMS I have learnt a lot about Common Security and Defence Policy, but equally about the cultures of different Member States by attending “National Day Celebrations”. These are gatherings of staff to recognise a national celebration. Sometimes we are treated to quite elaborate receptions. Others provided military bands or quartets, and some had garden parties in the Cortenbergh garden. We also went over to the Ecole Royale Militaire for Belgian frites and beer, and to the military Museum for St Patrick’s Day with pipers and live music. The objective of these events is to encourage staff to mingle in a more relaxed atmosphere and thus build up the special *esprit de corps* that exists in the EUMS.

Don’t get the wrong impression; life is not one big social whirl in the EUMS! The work comes in thick and fast and we are always ready to lend our support. You can be sure that whatever is in the news, the EUMS is likely to be involved in some way. I have seen people venture to Aceh after the

Tsunami and to such places as Bosnia and Somalia in support of operations.

A highlight of the social calendar is the EUMS Autumn Dinner organised by the Sports & Social Club. This is a formal event usually held at the Club Prince Albert in Brussels. The dress code is mess kit and ballgowns. This year will be my 10th dinner. I think I hold a few "records" at the EUMS for the most attendances at various socials; change of command ceremonies; longest serving Sports & Social Club committee member, and the first civilian to retire.

During the last 10 years there have been 5 Director Generals and 4 Change of Command Ceremonies. In March 2004, on a cold winter's day, the EUMS stood in formation in the cobbled courtyard of the JL building. The next two ceremonies were held indoors in the warm JL Atrium. In 2013, as part of the newly formed EEAS, we held our first ceremony in the central garden of the Capital Building.

I joined the EUMS Sports and Social Club 10 years ago and for the last 7 years have worked voluntarily as the Committee Secretary. I enjoy helping the Committee plan and organise all kinds of events from sports activities to wine tastings and bus trips to our neighbouring countries. We also hold regular 'Hail & Farewell' meetings in the Mezzanine. Here the DDG bids farewell to all our leavers and the newcomers introduce themselves to the staff.

In June 2011 we celebrated the 10th birthday of the formation of the EUMS. The DDG of the time, Rear Admiral Lista, was very interested in theatrical productions so a concert was held to mark the occasion in the Ecole Royale Militaire. Rear Admiral Lista also presided over an in-house Christmas Carol Service, with staff from different nations uniting to sing a carol from their country in their native language. *"The Navy Singers"* whose leader was Commander Phil Sparke, wrote some witty, EU politically inspired, satirical lyrics to popular song tunes.

After the Spanish team left I was looking forward to finally working with a team from my own country, England. At least we would all understand each other!

The new DDG, Rear Admiral Williams, arrived with his own unique British can-do style of management. He was accompanied by a Chief Petty Officer (Writer), Trudi Brough, who became the 3rd female NCO I worked with. This is quite unusual as we don't have many females seconded to the EU Military Staff.

In 2011, we underwent a major change when the EUMS became part of the newly created EEAS and gradually our administrative lives changed. We acquainted ourselves with the different systems used by the Commission. We had never heard of Sysper before. But things are steadily improving and we are becoming more involved with the EEAS. I joined the Welcome Correspondents Network, which gives regular Welcome Presentations in the Capital Building to all newcomers to the EEAS.

Civilians, unlike their military colleagues, do not often get the chance to acquire medals. A personal highlight was being



Presentation of the 'Robert Schuman' Medal to Ms. Julie Bloom (UK) and Mr. Eddy Dehaes (BE, Logistics Directorate), in 2009 to mark 20 years of service as a European Public Servant.

Robert Schuman Medal... 20 years of service

presented with the Robert Schumann Medal to mark 20 years of service as an EU Public Servant. Although it's called a medal you can't wear it as it's more like a paperweight!

Finally, after almost 25 interesting and enjoyable years working in Brussels, for the Council and the EUMS/EEAS, I have taken an early retirement and will leave work at the end of the year. My plan is to travel, starting in Dubai next February. Then eventually I will return to live in the UK. ■



Robert Schuman Medal.

EU Missions and Operations



Since 2003, the EU has conducted, or is conducting, 29 missions and operations under CSDP. 8 are military operations/missions. The remainder are civilian missions. Currently, the EU is undertaking 16 missions and operations under CSDP (4 military and 12 civilian missions).

Missions/Operations	Military	Civilian
MIDDLE EAST		EUPOL-COPPS (Occupied Palestinian Territory), Jan 06 – 30 Jun 14 EUBAM Rafah (Occupied Palestinian Territory), 25 Nov 05 – 30 Jun 14
MIDDLE EAST and EUROPE	<i>CONCORDIA</i> (The former Yugoslav Republic of Macedonia), Mar – Dec 03 EUFOR ALTHEA (Bosnia and Herzegovina), Dec 04 –	EUJUST LEX-Iraq (Iraq), Mar 05 – 31 Dec 13 <i>EUPOL Proxima</i> (The former Yugoslav Republic of Macedonia), Dec 03 – Dec 05 <i>EUPAT</i> (The former Yugoslav Republic of Macedonia) Followed <i>EUPOL Proxima</i> , Dec 05 – Jun 06 <i>EUPM BiH</i> Bosnia and Herzegovina, 01 Jan 03 – 30 Jun 12 <i>EUJUST Themis</i> (Georgia), Jul 04 – Jul 05 <i>EUP T Kosovo</i> , Apr 06 – Feb 08 EULEX Kosovo 16 Feb 08 – 14 Jun 14 EUMM Georgia 01 Oct 08 – 15 Dec 14
ASIA		<i>AMM</i> (Aceh Province, Indonesia), Sept 05 – Dec 06 EUPOL AFGHANISTAN (Afghanistan), 15 Jun 07 – 31 Dec 14
AFRICA	<i>ARTEMIS</i> (Ituri province, Congo RDC), Jun – Sep 03 <i>EUFOR RD Congo</i> (Congo RDC), Jun – Nov 06 <i>EUFOR TCHAD/RCA</i> (Chad-Central African Republic), Jan 08 – Mar 09 EU NAVFOR ATALANTA (Coast of Somalia), Dec 08 – Dec 14 EUTM Somalia (Training Mission, Uganda and Somalia), Apr 10 – Mar 15 EUTM Mali (Training Mission, Mali), Feb 13 – May 14	<i>EUPOL Kinshasa</i> (Congo RDC), Apr 05 – Jun 07 <i>EU SSR Guinea-Bissau</i> , Jun 08 – Sep 10 <i>AMIS 11 Support</i> , Darfur province, Sudan, Jul 05 – Dec 07 EUAVSEC South Sudan, Sep 12 – Apr 14. EUCAP NESTOR Horn of Africa and the Western Indian Ocean, 01 Aug 12 – 31 Jul 14 EUSEC RD Congo (Congo RDC), EUMS provides a POC for all issues related to the execution of the mandate, Jun 05 – 30 Sep 14 EUPOL RD Congo (Congo RDC), 01 Jul 07 – 30 Sep 14 EUCAP SAHEL Niger, 17 Jul 12 – 16 Jul 14 EUBAM Libya May 13 – May 15

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

MIDDLE EAST

MILITARY MISSIONS

CIVILIAN MISSIONS

OCCUPIED PALESTINIAN TERRITORY

EUBAMRAFAH



Type:	EU Border assistance and monitoring mission.
Objectives:	To provide a "Third Party" presence at the Rafah Crossing Point (RCP) on the Gaza-Egypt border, mandated to verify and evaluate the professional conduct of the Palestinian Authority (PA) border police and customs services at the RCP and to contribute to confidence building between the Israel and the PA.
Mandate:	Operational phase began on 25 November 2005. However, operations at the RCP have been suspended since June 2007 due to Hamas' violent takeover of the Gaza Strip. The Mission has maintained its readiness and capacity to redeploy to the RCP once political and security conditions allow. The mission was recently extended until 30 June 2014.
Commitment:	The authorised and actual strength of the Mission is 4 international mission members, currently contributed by 3 EU Member States. The budget for the period of July 2013 to June 2014 is €0.94M.
Head of Mission:	Gerhard Schlaudraff (DE). EUSR for the Middle East Peace Process: Andreas Reinicke (DE).

OCCUPIED PALESTINIAN TERRITORY

EUPOLCOPPS

EU Police Co-ordinating Office for Palestinian Police Support

EUPOL COPPS

Type:	EU Police and rule-of law mission.
Objectives:	To contribute to the establishment of sustainable and effective policing arrangements under Palestinian ownership, in accordance with best international standards, in cooperation with the EU's institution building programmes as well as other international efforts in the wider context of Security Sector, including Criminal Justice Reform.
Mandate:	Launched on 1 January 2006 for an initial duration of 3 years, the current Mission mandate was recently extended from an initial 1 year, until 30 June 2014.
Commitment:	Headquarters in Ramallah, the Mission has an authorised strength of 71 international and 41 local mission members. The current strength is 60 international mission members, including police experts, judges and prosecutors. A total of 19 Member States and the third states of Canada, Norway and Turkey contribute Mission personnel. The budget for the period of July 2013 to June 2014 is €9.570, 000.
Head of Mission:	Assistant Chief Constable Kenneth Deane (UK). EUSR for the Middle East Peace Process: Andreas Reinicke (DE).

MIDDLE EAST AND EUROPE

MILITARY MISSIONS

CIVILIAN MISSIONS

BOSNIA AND HERZGOVINA



EUROPEAN UNION FORCE ALTHEA – EUFOR ALTHEA –

Type:	Military EU-led operation.
Objectives:	Under the authority of the Council and in line with the mandate, EUFOR ALTHEA supports Bosnia and Herzegovina (BiH) efforts to maintain a Safe and Secure Environment (SASE), and in parallel, conducts capacity building and training of the Armed Forces of BiH (AFBiH) in order to contribute to the stability of the state.
Mandate:	In December 2004, EUFOR took over responsibility of maintaining a SASE in BiH from the NATO-led mission Stabilisation Force (SFOR). The EU-led military Operation ALTHEA is under a United Nations (UN) Chapter VII Mission.
Commitment:	In October 2011 the Foreign Affairs Council (FAC) decided to keep the executive role to support BiH's authorities' efforts to maintain the SASE. By September 2012, the operation had been reconfigured with forces which, in addition, will focus on capacity building and training. There are currently nearly 600 troops from 17 EU Member States and 5 Third Contributing States ready to carry out these tasks. EUFOR is backed up by the Intermediate Reserve Forces and stands ready to respond to any security challenge. Common costs for the operation in 2013 are €15.
Command:	The operation is conducted under Berlin+ arrangements, where EU Staff Group in NATO Supreme Headquarters Allied Powers in Europe (SHAPE) acts as an EU Operational HQ. Deputy Supreme Allied Commander Europe (DSACEUR), General Sir Richard Shirreff (UK) is the EU Operation Commander . Major General Dieter Heidecker (AT) is the Commander of EUFOR (COM EUFOR).

GEORGIA



EUMM GEORGIA

Type:	EU monitoring mission under the CSDP framework
Objectives:	Following the armed conflict between Russian and Georgia in August 2008, EUMM Georgia monitors the implementation of the ceasefire agreements brokered by the EU on 12 August. EUMM has the following mandated tasks: <i>Stabilisation, Normalisation, Confidence building and Information.</i>
Mandate:	Launched 15 September 2008, the Mission's mandate has been extended to 15 December 2014.
Commitment:	Headquartered in Tbilisi with 3 Regional Field Offices in Mtskheta, Gori and Zugdidi, the Mission has an authorised strength of 277 international mission members. A budget of €26.065M is allocated for the period up to 15 December 2014.
Head of Mission:	Mr. Toivo Klaar (EE). EUSR: Philippe Lefort (FR), for the South Caucasus and the Crisis in Georgia; Head of Delegation Philip Dimitrov (BG).

KOSOVO



EULEX KOSOVO

Type:	EU Rule of law mission.
Objectives:	As the largest civilian mission launched under the CSDP, EULEX Kosovo's task is to monitor, mentor and advise national authorities with regard to police, justice and customs, while retaining executive responsibilities in specific areas of competence.
Mandate:	Launched on 16 February 2008, the Mission's current mandate runs until 14 June 2014.
Commitment:	Headquartered in Pristina, the Mission has an authorised strength of 1250 international mission members. All EU Member States and the 5 Third State Contributors Norway, Switzerland, Turkey, Canada and USA are supporting the Mission. A budget of €110 M is allocated for the period of 15 June 2013 to 14 June 2014.
Head of Mission:	Ambassador Bernd Borchardt (DE). EUSR and Head of EU Office: Samuel Zbogor (SI).

IRAQ



EUJUST LEX IRAQ

Type:	EU Integrated rule of law mission.
Objectives:	As the first EU Integrated Rule of Law Mission, EUJUST LEX-Iraq addresses needs in the Iraqi criminal justice system through the provision of training for mid and high level officials in senior management and criminal investigation, and provides strategic mentoring and advising.
Mandate:	Launched in March 2005, the final mandate extends until 31 December 2013, but a closing down period is expected until June 2014.
Commitment:	Headquarters in Baghdad, with field offices and operations in Basra and Erbil, the Mission has an authorised strength of 66 staff. A total of 14 EU Member States and Norway contribute Mission personnel. The budget for the period of July 2013 to June 2014 is €15.4M.
Head of Mission:	BG László HUSZÁR (HU). Head of EU Delegation: Jana Hybášková (CZ).

ASIA AND AFRICA

MILITARY MISSIONS

CIVILIAN MISSIONS

DEMOCRATIC REPUBLIC OF CONGO



EUSEC RD CONGO

Type:	Support mission in the field of Security Sector Reform.
Objectives:	Provides advice and assistance on defence reform (as part of SSR) in the DRC with the aim of assisting the Congolese authorities in establishing a defence apparatus capable of guaranteeing the security of the Congolese people.
Mandate:	The SSR mission was launched on the 08 June 2005. In September 2012 the PSC agreed on the need to extend EUSEC RD Congo for 1 year (mandate 7), followed by a final transition phase of 12 months (mandate 8, 2014). During this period EUSEC should strive for a finalization or effective hand over of its tasks to the Congolese authorities, other EU instruments or bilateral or international actors with a view to sustainability of the result.
Commitment:	The mission consists of 43 MS military and civilian personnel from 10MS and one from the USA. The mission is located in Kinshasa and has 1 detachment in Goma. Bukavu detachment was closed on the 12th September 2013. The mission budget for 2012 / 2013 is €11M.
Head of Mission:	Colonel Jean-Louis Nurenberg (LU).

DEMOCRATIC REPUBLIC OF CONGO



EUPOL RD CONGO

Type:	EU Police mission with a justice interface.
Objectives:	Supporting Security Sector Reform in the field of policing and its interface with the wider justice system.
Mandate:	EUPOL RD Congo was launched on 1 July 2007, with a mandate that has been extended, with successive modifications, until 30 September 2014.
Commitment:	Headquarters in Kinshasa with an 'East antenna' deployed in Goma (North Kivu), the Mission has an authorised strength of 40 international mission members. A total of 7 EU Member States contribute Mission personnel. A budget of €5.85M is allocated for the period of October 2013 to September 2014.
Head of Mission:	Chief Superintendent Jean-Paul Rikir (BE).

SOUTH SUDAN



EUAVSEC SOUTH SUDAN

Type:	Aviation security strengthening mission at Juba International Airport.
Objectives:	To raise the security at Juba International Airport to internationally acceptable standards, including those defined by the Chicago Convention on International Civil Aviation, to which South Sudan is a recent party.
Mandate:	EUAVSEC will last for 19 months from 18 June 2012 to 17 January 2014.
Commitment:	Headquarters in Juba, the Mission will have an authorised strength up to 44 international and 21 national mission members. A budget of €12.5M is allocated to cover the planned 19 month mandate.
Head of Mission:	Police Chief Superintendent Lasse Rosenkrands Christensen (DK).

EUCAP SAHEL



NIGER

Type:	EU Capacity building mission.
Objectives:	Through training, mentoring, advising and assisting, the Mission aims to improve the capacities of Nigerien Security Forces (Gendarmerie, Police nationale, Garde nationale) to fight terrorism and organised crime in an effective and coordinated manner, with a view to contribute to enhancing of political stability, security, governance and social cohesion in Niger and in the Sahel region.
Mandate:	The initial mandate will last for 2 years from 17 July 2012 to 16 July 2014.
Commitment:	Headquarters in Niamey, with liaison officers in Bamako (Mali) and Nouakchott (Mauritania), the Mission is staffed with up to 50 international and 26 local mission members. A budget of €8.7M is allocated for the period of 1 August 2012 to 31 October 2013. At time of print the budget from 01 November 2013 was not yet finalised.
Head of Mission:	At time of printing the selection process was on going to choose a new HoM. Head of Delegation: Hans-Peter Schadek (DE).

AFGHANISTAN



EUPOL AFGHANISTAN

Type:	EU Police mission with linkages into wider rule of law.
Objectives:	To support the Afghan Government in moving towards a civilian police system grounded in the rule of law. Objectives are implemented through assistance in policy-level reform of the Ministry of Interior, as well as training and capacity-building of Afghan Police leadership.
Mandate:	Launched on 15 June 2007, the mandate extended until 31 December 2014.
Commitment:	Headquarters in Kabul with 3 provincial offices, the Mission has an authorised strength of 400 international mission members, including police, legal and administrative experts. The current strength is circa 200 national and 330 international mission members. A total of 24 EU Member States and Canada as a Third State contribute Mission personnel. The budget for the period of 1 June 2013 to 31 December 2014 to is €108.5M.
Head of Mission:	District Police Commissioner Karl Åke Roghe (SE). EUSR: Franz-Michael Skjold Mellbin (DK).

MALI



EU TRAINING MISSION MALI – EUTM MALI–

Type:	Military mission to contribute to the training and advice of the Malian Armed Forces (MAF).
Objectives:	EUTM Mali responds to the invitation of the Malian authorities and to the UNSCR 2071 (2012) adopted on 12 October 2012, which expressed its grave concern about the consequences of instability in the North of Mali and stressed the need to respond swiftly in order to preserve stability across the Sahel region. It invited international partners, including the EU, to provide training to the Malian army and security forces, under control of the legitimate civilian political authorities.
Mandate:	The mission is launched on 18 February 2013 by the Council and initially planned for 15 months. During the mandate the Mission will provide military training and advice to the Malian Armed Forces (MAF). 4 Battalions of 650 to 700 personnel each will be trained. EUTM Mali shall not be involved in combat operations and mentoring.
Commitment:	The mission comprises 565 personnel including 200 instructors, mission support staff Force Protection and Air MEDEVAC. The Mission Headquarters is located in Bamako and the Training area is in Koulikoro, 60 km north-east of Bamako. Costs for the mandate are estimated at €23.4 million.
Command:	Brigadier General Bruno Guibert (FR) was appointed EU Mission Commander. The Mission Commander exercises the functions of EU Operation Commander and EU Force Commander.

HORN OF AFRICA AND THE WESTERN INDIAN OCEAN



EUCAP NESTOR

Type:	Capacity building mission.
Objectives:	A civilian regional strengthening mission augmented with military expertise, and aiming at enhancing the maritime capacities of initially five countries in the HoA region. The Mission will work in complement with the EU NAVFOR ATALANTA and the EUTM Somalia to enable a regional approach to address a regional problem.
Mandate:	Initially 2 years from 1 August 2012 to 31 July 2014.
Commitment:	With headquarters in Djibouti and supported by adequate regional presence, the Mission is expected to progressively reach full operational capability during autumn 2013. An initial annual budget of €22.8M is allocated.
Head of Mission:	Mr. Etienne de Poncins (FR). EUSR: Alexander Rondos (EL).

LIBYA



EUBAM LIBYA

Type:	EU Border assistance.
Objectives:	The objectives of EUBAM Libya are, in the short term, to support the Libyan authorities to develop capacity for enhancing the security of Libya's land, sea and air borders and, in the long term, to develop a broader integrated border management strategy.
Mandate:	The mission was launched on 22 May 2013 for an initial period of 2 years.
Commitment:	The Mission operates from its Headquarters in Tripoli although its work is to benefit all the country's borders. The annual budget for the first 12 months is €30.3M. The Mission has an authorised strength of 111 international staff. During the initial phase, until the end of 2013, the actual mission strength is 45 international staff.
Head of Mission:	Antti Hartikainen (FI).

SOMALIA



EU NAVFOR SOMALIA OPERATION ATALANTA

Type:	Anti-piracy maritime operation. First EU maritime operation.
Objectives:	In support of UN Security Council Resolutions calling for active participation in the fight against piracy. The areas of intervention are the Gulf of Aden and the Indian Ocean off the Somali Coast. The mission includes: Protection of vessels of the World Food Programme (WFP) delivering food aid to displaced persons in Somalia; the protection of AMISOM shipping; Deterrence, prevention and repression of acts of piracy and armed robbery off the Somali coast; Protection of vulnerable shipping off the Somali coast on a case by case basis; In addition, ATALANTA shall also contribute to the monitoring of fishing activities off the coast of Somalia.
Mandate:	Launched on 8 December 2008, and initially planned for a period of 12 months, Operation ATALANTA has been extended until December 2014.
Commitment:	EU NAVFOR typically consists of 5 to 10 surface combat vessels, 1 to 2 auxiliary ships and 2 to 4 Maritime Patrol Aircraft. Common costs for the operation in 2013 are €8,01M.
Command:	The EU Operational Headquarters is located at Northwood (UK). Rear Admiral Robert Tarrant (UK) is the EU Operation Commander . Commodore Peter LENSELINK (NL) is the Force Commander of EUNAVFOR .

SOMALIA AND UGANDA



EU TRAINING MISSION SOMALIA – EUTM SOMALIA –

Type:	Military mission to contribute to the training of Somali Security Forces in Uganda.
Objectives:	On 22 January 2013 the Council adopted the decision on the revised mandate with the objective to contribute to building up the Somali National Security Forces accountable to the Somali National Government. In line with Somali needs and priorities EUTM Somalia will provide political and strategic level advice to Somali authorities within the Security Institutions (Ministry of Defence (MoD) and General Staff), support and advise on Sector Security Development as well as specific mentoring, advice and capacity building in the training domain. The new mandate implies a significant change of focus of EUTM activities towards Somalia.
Mandate:	The mission was launched on 07 April 2010. On 22 January 2013, the Council adopted a new decision extending the EUTM Somalia mandate until March 2015.
Commitment:	The mission comprises 126 personnel from 12 Member States and 1 third participating state (Serbia). Estimated common costs for the extended mandate (Jan 2013 - March 2015) are €11.6 M. As of January 2013 EUTM Somalia activities will gradually shift from Uganda to Mogadishu, Somalia when conditions in Mogadishu allow. Some training activities will be conducted in Bihanga Training Camp in Uganda until December 2013.
Command:	The Mission Headquarters is situated in Kampala. Brigadier General Gerald AHERNE (IE) was appointed EU Mission Commander. The Mission Commander exercises the functions of EU Operation Commander and EU Force Commander.

Cyber Defence for EU-LED Military Operations in light of the EU Cyber Strategy

By Wing Commander Rob Smeaton (UK), Communications and Information Systems Directorate, EU Military Staff

The first decade of the 21st Century has seen a revolution in military communications technology to the point where cyber space is now a critical enabler for conventional military activity. The pervasive and flexible nature of internet technology and cyber space underpins intelligence, surveillance and reconnaissance, situational awareness, precision strike, time sensitive targeting, logistics and many, many other capabilities that are essential ingredients for successful conventional military action.

STUXNET was a clear demonstration of the potential for physical damage and destruction propagated through cyber space by those with the capabilities, against those unable to protect themselves in cyber space. The spectre of cyber warfare, and the necessity for cyber defence, has propelled the development of cyber capability to the top of world governments' priority lists, with implications for the civilian authorities as well as the military. There is a huge amount of activity around the globe to ensure cyber security. The EU has been highly proactive and has sought to be one of the global leaders in ensuring our cyber security.

The EU Cyber Security Strategy: An Open, Safe and Secure Cyberspace was published in February 2013, and it states that the EU's core values apply in cyber space as they do in the physical world, protects fundamental rights, provides for access for all, cites democratic and efficient multi-stakeholder governance and a shared responsibility to ensure security in cyber space.

The EU strategy also addresses cyber in the Common Security and Defence Policy (CSDP) area by focusing on:

- The need to develop cyber defence capabilities.
- A policy framework to protect networks used for CSDP missions and operations.
- Increase civil – military cyber dialogue within the EU.
- Ensure dialogue with international partners.

cyber space is now a critical enabler

The European Union Military Staff (EUMS), as part of the European External Action Service (EEAS) works with the European Defence Agency (EDA), European Network Information Security Agency (ENISA) and the Member States to implement the EU Policy....but what does that actually mean? And how will that protect EU Military Operations and our deployed personnel?

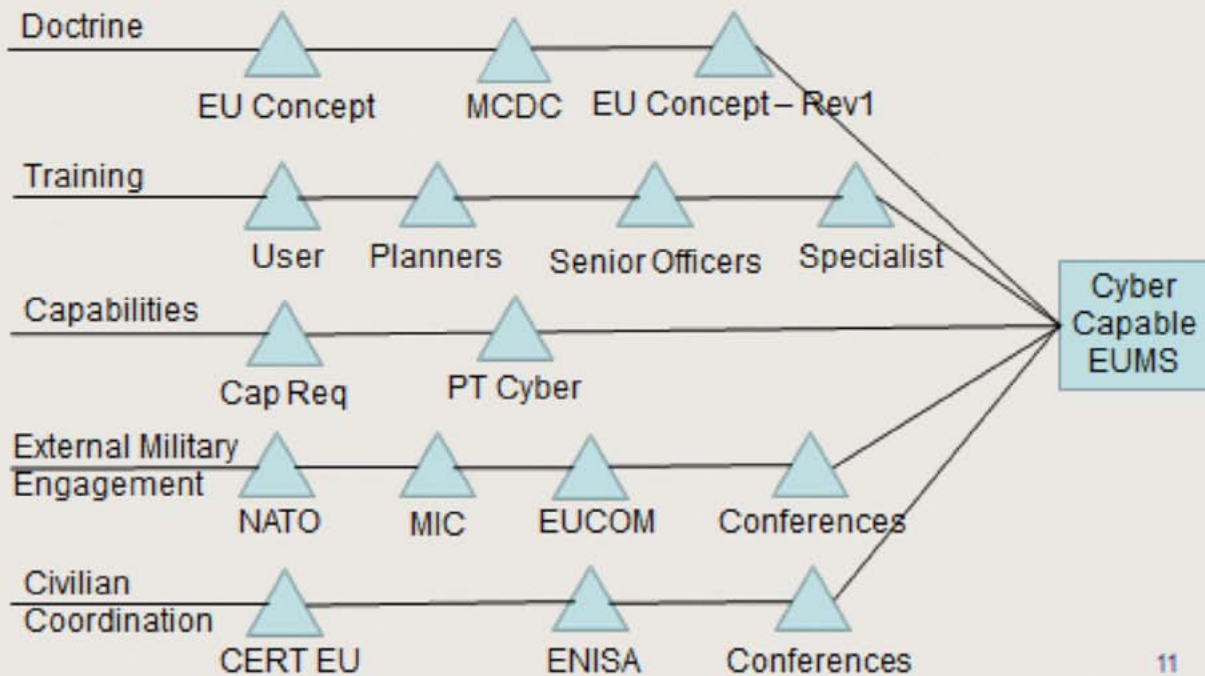
In December 2012 the EUMS produced the EU Concept for Cyber Defence on EU-led Military Operations. The Concept outlines, at high level, why cyber defence is required and the requirement for the force to organise their cyber defence, in order to ensure that the composite nature for the EU force does not increase the cyber vulnerability of that force. The Concept is also the high level document from which the EU Cyber Defence Requirements, published in April 2013, are derived.

Building on the success of the Concept, and following an analysis of the challenges, a number of lines of operation have emerged along which the EUMS must work to ensure that we reach our goal:

- **Mainstream cyber into EUMS doctrine** so that our planning process addresses the threats and opportunities that cyber space represents for military planners.
- **Ensure that the EUMS personnel are aware of the operational implications** of cyber space and understand the nature of military activity enabled by cyber technologies.
- **Enhance EU military cyber defence capabilities** so that any EU force drawn from Member States is cyber defence capable.
- Participate in **external engagement** with military and civilian actors.
- In accordance with the EU Strategy, play our part in **EU civil-military cyber security co-ordination** to ensure that military capabilities are leveraged to enhance EU cyber security.

... An Open, Safe, and Secure Cyberspace ...

Mainstreaming Plan



11

A key ally for the EUMS, and a vital link to the Member States, is the EDA Project Team (PT) Cyber created in 2011. PT Cyber comprises the EU Member States along with Switzerland and Norway. The aim of the PT is to develop the cyber defence capability of Member States by sharing knowledge and understanding and pooling and sharing capabilities and facilities to develop cyber defence capability across the EU.

The EEAS has recently attempted to reinvigorate the EU/NATO cyber relationship to ensure that the full span of EU cyber actors (including the Commission, Council and EEAS) are involved, and share information and understanding with NATO. The EUMS is also participating in the Multi-national Capabilities Development Campaign, working alongside NATO, several EU Member States, Switzerland, USA, Canada and Norway to produce a military planning guide, based on the NATO Comprehensive Operational Planning Directive, which integrates cyber into the military planning process. This activity will have direct 'pull-through' to develop the necessary cyber aspects of the EUMS military planning process.

**develop the
cyber defence
capability of
Member States**

More widely, within the EU and the EEAS, the EUMS cyber 'team' has been involved in the preparation for the EU Council on Security and Defence in December. Several Member States have been working to ensure that cyber is included on the agenda. The EUMS, along with the EEAS, actively supported the work by the Irish presidency, Estonia and the EDA to host a High Level Cyber Conference addressing military and civilian cyber security issues ahead of the EU Council.

Between February and June this year Member States were considering the EU Cyber Security Strategy within the EU Council process and, at the end of June, published their considerations on the Strategy, indicating their views on how the work should be carried forward within the EU. The scope of much of this work is outside the EUMS sphere of influence and includes cyber-crime, infrastructure resilience and the protection of utilities and commercial sectors.

With the continued support of the EEAS and Member States, we will continue to do our best to ensure the support for EU military operations, and to improve our preparation of cyber defence capability. ■

EUMC Chairman on European Military Capabilities: ‘Where are we?’

By General Patrick de Rousiers (FR), Chairman of the EU Military Committee



L to R: Gen P. de Rousiers (FR, Chairman of the EU Military Committee), Catherine Ashton (UK, EU HR for Foreign Affairs and Security Policy), Lt Gen W. Wosolsobe (AT, Director General, EU Military Staff) at the Handover Takeover Ceremony 28 May 2013.

The Heads of State and Government decided to launch a preparatory process of the discussion of the European Council in December 2013 on Common Security and Defence Policy (CSDP). As a matter of fact, this is the direct consequence of the December 2012 European Council¹ who asked for preparatory work on, inter alia, three issues: increasing the effectiveness, visibility and impact of the CSDP, enhancing the development of defence capabilities; and strengthening Europe's defence industry.

A positive outcome of the Council would be a sign of a greater willingness amongst Member States to coordinate their efforts rather than continuing to act mostly in an individual manner. The European Council in December could then reap the rewards of ten years' hard work on strengthening CSDP and improving the availability of the required capabilities, while laying new foundations for the future.

Member States are determined to address major security issues

Global security challenges and threats such as terrorism and organized crime, ballistic missile proliferation, cyber security, piracy and failing states continue to sow instability, demanding the responsibility and solidarity of all Member States and requiring conflict management strategies designed to enhance collective ways to respond to these challenges.

Despite the difficult economic situation, the 28 Member States are determined to address major security issues to ensure security and meet the expectations of their citizens. They are also ready and prepared to do it collectively in order to defend European values and strategic interests. They all joined in this common effort, providing complementary and mutually reinforcing initiatives.

It is true, Defence is at the heart of national sovereignty and the decision to commit its armed forces remains with each Member State. However, none of the European States is in the position to undertake on its own a sustained military intervention in a major crisis. In this light, it is a fact that CSDP provides a capability that enables a response to security challenges that are "common security challenges" and provides responses that individual States cannot provide immediately, or in the long run.

Since 2003, the EU has increasingly made a difference in addressing crisis and conflict when the Member States have proved their willingness to act collectively. Over the last decade, the European Security and Defence Policy, as an integral part of our Common Foreign and Security Policy, evolved in the light of experience from its missions deployed in response to crises. The commitment to them has proven beneficial to enhancing the effectiveness of mutual contribution to peace and security in an "Ambitious solidarity".

Further, EU missions have provided enduring longer-term stability and prosperity in the areas where they were operating. The will of Member States to commit collectively has made possible the deployment of 22 missions/operations. These were not purely military operations, but the expression of an emerging Comprehensive Approach. As a matter of fact, these achievements are the results of a distinctive European approach to foreign and security policy. This has meant becoming more strategic in our

¹ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/ec/134353.pdf

thinking, and more effective and visible around the world as a global actor.

We are most successful when we operate in a timely and coherent manner, backed by the right capabilities and sustained public support. The multifaceted expression of the EU's engagement in major crises spans from political and diplomatic actions to financial initiatives and of course, on occasions, militarily. In crises, the driving forces are Member States, the European Commission and the European External Action Service (EEAS). Together they develop actions enabling the EU to better meet the objectives of EU external action set out in the Lisbon Treaty and include the following: 'promote peace, its values and the well-being of its peoples' (Art. 3.1) and 'preserve peace, prevent conflicts and strengthen international security' (Art. 21.2(c)).

Focusing on the security dimension, the European Union Military Committee (EUMC), comprising the 28 Chiefs of Defence, is the supreme military body within the Council of the European Union, and as such, is the military consultation and cooperation forum between the Member States in the area of conflict prevention and crisis management. The EUMC provides the Political and Security Committee (PSC) with advice and recommendations. The decision process is by consensus.

Further, Europe has a wide range of tools to address defence issues ranging from investment programmes and equipment procurement to preparation of forces. Their interoperability, deployability, and sustainability are at the core of Member States efforts to improve military capabilities.

It is true the Union needs forces which are more flexible, mobile and interoperable, and with an increased level of responsiveness. However, their generation can only be achieved by making better use of available resources and improving the level of interdependence and solidarity accepted by the Heads of State and Government, necessary to implement efficiently the pooling and sharing of military assets. Further, cooperation offers the potential to deliver significant savings in money and human resources. The European Defence Agency (EDA) estimates that savings through grouped procurement could be as high as 20%².

In this framework, the EUMC has a major role in CSDP operations as well as capability development and the improvement of management practices across the full range of tasks listed in the TEU Art.17.2 and those identified in the European Security Strategy. This is particularly true in tasks of combat forces in crisis management. The EUMC, and therefore the Chiefs of Defence together with EDA's main concern, is to deliver the required military capabilities. To this end, the EUMC, valiantly assisted by the European Union Military Staff (EUMS), is involved with the EDA. This is a systematic and comprehensive capability development



EU Engagement in EUTM Somalia - Brig Gen Aherne (IE, Mission Commander) greets Somali soldiers in Mogadishu Airport.

process that looks from today's urgent operational requirements to the longer-term needs. The EDA contribution also ensures the involvement of Armaments, Research and Technology, and Industry and Market in the capability process. A significant step forward on this could be made next December.

This ambitious agenda, supported by intensive dialogue between the Member States, has allowed for a deeper understanding of their respective policies. Furthermore, the EUMC welcomes EUMS's strong involvement with other stakeholders within the EU in order to identify the most appropriate military contribution to the EU's comprehensive response in crises areas.

The on going debate on capabilities is at a critical junction, and EU Council 2013 represents a milestone event for European defence as it will set the stage for increased solidarity among our armed forces. The meeting represents an important opportunity for all EU Heads of State and Government to overcome national concerns about sovereignty and thus contribute to strengthen trust between partners.

The EU's security interests will be on the agenda again at the December 2013 European Council meeting when the Heads of States will discuss how to enhance defence capabilities, strengthen the defence industry and improve the effectiveness, visibility and impact of CSDP.

The journey towards a more relevant capability development process in Europe is well underway. It is a long road, but we really have started that process. Now we need to make it work.

The December Council on Defence is a significant opportunity for the 28 Member States to design a new architecture for European Defence. Further, it would show that there is the political will amongst all concerned to make the military capabilities available, when and where needed, in support of international peacekeeping and crisis management operations. We have to be proactive by promoting and defending the EU's interests. ■



² «EU/CSDP: EDA ideas for doing more in defence with little investment», Europe Diplomatie & Défense 23/03/2012, N°499, p. 5

Meeting Somalia's Needs through Capacity Building- The EU's Training Mission to Somalia Forges Ahead

By Lieutenant Colonel J. McCrann (IE), Chief of Staff, EUTM Somalia



Military Police Training Team.

The European Union's Training Mission (EUTM) in Somalia comes under the umbrella of the EU's strategic framework for the Horn of Africa that seeks to achieve peace, stability, security, prosperity and accountable governance in the region. Under this framework the EU has undertaken to work with countries of the region, in particular with Somalia, and with other international organisations (especially the United Nations and African Union) to resolve current conflicts and try to prevent future potential conflicts. It is from this broad framework that EUTM Somalia, in partnership with the Ugandan People's Defence Forces and others, has developed its own strategic objectives which seek to contribute to sustainable Security Sector Development in Somalia; to

build up a Somali-owned training system, to support Somali capacity building through the conduct of specialist training activities, and to help in building capacity of the Somali National Armed Forces. This includes not just training but also provides mentoring and advice at the strategic and operational levels within the Somali Ministry of Defence and General Staff.

specialist courses

EUTM Somalia started its non-executive training mission based in Bihanga, Western Uganda, in early 2010. To-date EUTM Somalia has trained over 3,600 Somali military personnel there. The Mission is currently in its 3rd Mandate that will end in early 2015. Initially the training was focused on basic military training but this year has progressed to more specialised training based on a



Caption: Shooting Training.



'Riot' Control Training.

training needs analysis conducted by the Somali National Armed Forces. This training needs analysis further highlighted the desire of the Somali authorities for EUTM Somalia to provide advisory support at the highest strategic levels within the Somali Ministry of Defence and at General Staff level. Specialist courses recently completed include instruction on decision making, CIMIC and Military Police topics.

Bihanga Training Camp (BTC), in the western Ugandan district of Ibanda, is located within the Uganda People's Defence Forces Bihanga Training School. Its location is ideally suited to training as there are several square kilometers of undulating terrain intersected with streams and rivers, open ground and wooded areas that is very suitable for outdoor training. Additional training facilities include two large and four medium sized classrooms and a firing range. The training involved is delivered in English with interpreters through a combination of field training and classroom-based instruction. The temperate climate facilitates training all year round.

The first intake of Somali military personnel to undergo specialised training in BTC in 2013 arrived in late April, and has concluded their training since early August. The 15 week courses, undertaken by the Somali National Armed Forces Trainees, included modules in human rights, gender awareness and the law of armed conflict. The courses completed by them were delivered by EU Training Teams from more than 12 nations. In the near future the next intake

**provide
strategic advice**

of Somali National Armed Forces personnel will arrive in Bihanga to commence training until the end of the year.

As well as contributing to the build-up of the Somali National Armed Forces, the Mission of EUTM Somalia is also to advise on Security Sector Development within the Security Institutions in Somalia. The intention is to provide strategic advice in order to assist in the design and build up of the Somali National Armed Forces, and to assist in the implementation of the National Security and Stabilisation Plan for Somalia. EUTM Somalia is also mandated to provide support, within means and capabilities, to its EU partner organisations in the region in the implementation of their respective mandates in the security and defence domain.

As the Mission progresses through its 3rd Mandate it can reflect on notable successes as a crisis management operation, making a significant contributing to peace and security in the region, under the auspices of the EU Common Security and Defence Policy (CSDP). As the mandate continues, EUTM Somalia will continue to engage with its partners in support of its strategic objectives that seek to contribute to sustainable and enduring Security Sector Development in Somalia. ■

EU Somalia: Comprehensive Approach in the Horn of Africa (See UTube video at: <http://www.youtube.com/watch?v=7-bEUWnBjtM&feature=youtu.be>)



Lt Caulfield (IE) presents MP Certificates.



Brig Gen Aherne (MCdr, IE) at a parade on the 2 August, as 'Intake 5a' prepare to return to Mogadishu.

Military History Tours, A Gateway to our own History

By Lieutenant Colonel Stephan Dirr (DE), Concepts and Capability Directorate, EU Military Staff



Lt Col Stephan Dirr (DE).

“History is written by the victors”

The above quotation was attributed to Winston Churchill but is actually of unknown origin; however it still rings true and remains an undisputed fact.

Why are Battlefield tours especially important to us as military personnel? The simple answer has to be that we seek to learn from the past in order to improve and educate our next generation of soldiers for the future.

Battlefields have always served as time markers and as societal watersheds in historical accounts of nations. Churchill called them the ‘punctuation marks of history’ and we still tend to speak of ‘Europe after Waterloo’ or ‘the pre-war era’.

These lessons we learn from battlefield tours vary on all levels of war. The Brecourt Manor Assault from 1st Lt Richard Winters is often cited as a classic example of small-unit tactics and leadership in overcoming a larger enemy force. This was acknowledged

as such, long before it became famous in the mini-series “Band of Brothers”. Indeed this assault is lectured on in the United States Military Academy in West Point.

On the strategic level we try to analyse Napoleon Bonaparte’s genius in the preparation of the Battle of Austerlitz. Military Academies travel to this battlefield to understand how the French Emperor used terrain to defeat the forces of the Third Coalition.

For us soldiers the lesson is based less on the actual fighting but more on the background and the facts. Why did something go wrong, or why did something go unbelievably well? Military History is not limited to battles and parades or military technology. We try to see the complete comprehensive picture. In order to further understand these aspects, the development of the sites is also investigated, including the historical and cultural forces which led to the creation of such ‘attractions’.

Battlefields are suffused with powerful stories of courage, sacrifice, betrayal and even cowardice. Battlefields hold an immense fascination. People are visiting en masse Omaha Beach, Waterloo and Verdun. The knowledge, that these unassuming stretches of ground once bore witness to the scene of immense tragedy and destruction, seems to captivate the minds of anyone interested in history or human drama.

This intense interest has led to the rise of battlefield tourism, a huge industry which specialises in tours of battlefields, cemeteries, memorials and related historic sites all around the world.

It’s a form of travel particularly worth considering in the run-up to Remembrance Day on 11th November annually.

Battlefield tourism is subtly different from war tourism. The latter involves visiting active war zones - often at great personal risk - and usually has a touch of thrill-seeking or voyeurism about it. Battlefield tourism, on the other hand, focuses on historic battlefields, where the fighting is long past, and is much more strongly linked to heritage and commemoration.

Still, it could be argued that battlefield tourism evolved out of war tourism, which was much more common in the 18th and 19th century than it is today. In fact, in the past it was quite fashionable for members of the elite, including ladies, to attend a battle as a fun day out, watching the action unfold from a safe (or not so safe) distance.

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The earliest battlefield tourists were those who did not attend the actual battle, but hastened to view the scene almost as soon as fighting ceased. There is a kind of overlap with war tourism, in that frequently, the battlefields had not yet been cleared of bodies, rubble, and unexploded ammunition. This process could take months or years. The view was pretty grim, and there was still an element of danger to it.

Battlefield visitors (often on organised tours) have been reported following the Battle of Waterloo in 1815, and the battles of the American Civil War in the mid-19th century. Their motivation at this stage seems chiefly to have been curiosity or an interest in souvenir hunting. However, battlefield tourism really gained momentum in the wake of the First World War, at which point the visitors' motivations grew considerably more complex.

The first waves of pilgrims to the battlefields of Northern Europe were mostly relatives who came to search for the grave of a loved one. The purpose of their visit was to mourn, seek closure, and honour their dead. Some paid their own way, while others went through charities such as the St Barnabas Society, which subsidised no-frills visits to overseas war graves, or laid wreaths on behalf of those unable to travel.

By the late 1920s, the St Barnabas Society's tours had been edged out by a range of commercial tour operators catering to the public's intense interest in the battlefields. By this point, bereaved family members had been joined by ex-servicemen coming to pay homage to fallen comrades, or find closure of their own. Members of the public also visited and simply wished to see and experience the atmosphere in the various locations of which they'd heard so much.

Finally the reason we soldiers conduct Military History Tours, is **to commemorate the dead and to act as a sober reminder to the living.** It is not only about fallen military personnel, it's also about the influence of the respective military action on the civilian population in the region. Such

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Mr. Dave Curry (UK) explains elements of the Battle of Britain at the Battle of Britain memorial, Capel-le Ferne, Dover, UK.

an example of tragic consequence was "Operation Market Garden" or the so called "Hongerwinter" (Hungerwinter). During the battle, Dutch railway workers, incited by the Dutch government in London, went on strike in order to aid the Allied assault. In retribution, Germany forbade food transportation, and in the following winter more than twenty thousand Dutch citizens starved to death. Compared with the number of fallen soldiers on the Allied and the German sides, it's a higher number.

In many armies the study of military history benefits not only the individual soldier, but through developing identity, morale and leadership capabilities, it is seen to benefit the whole military organisation. It is through analysis of past events and evaluation of the consequences that mankind, in general, learns from its history. Military history tours will remain an integral and valuable component in the education of personnel. With so many examples of lessons learned in the past, we can embrace our shared histories and endeavour to act with informed caution in the future. ■



Members of the EUMS 'Sports and Social Club' visiting the Somme 1916 Battlefield.

Presentation of 'Letter of Appreciation' (July 2013)



Cdr P. Valin (FR) receives the EUMS 'Letter of Appreciation' from Lt Gen W. Wosolsobe (AT), Director General EUMS.
From L to R: Lt Gen W. Wosolsobe (AT), Capt (N) H. von Schroeter (DE) and Cdr P. Valin (FR).

EU Open Day 2013 (May 2013)



L to R: Rear Admiral B. Williams (UK, EUMS), Col J. L. Nurenberg (LU, EUSEC RD Congo), and Col M. Cauchi-Inglott (MT, EUMS).

'Older' ACOS External Relations (June 2013)



L to R: Lt Col D. Doyle (IE), Col M. Cauchi-Inglott (MT), Lt Col P. Paciotti (IT), Mrs. V. Urb (EE), Cdr B. Dziuba (PL), Staff Sgt A. Galea (MT) and Lt Col C. Weniger (AT).

'Fond Farewells' (July 2013)



L to R: BG H. Geens (BE) and Lt Col 'Manolo' Garcia Ortiz (ES).

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