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MAGAZINE OF THE EU MILITARY STAFF, EEAS, BRUSSELS AUTUMN/WINTER 2015 ISSUE #20

EUNAVFOR MED OP SOPHIA



EU MILITARY STAFF CONTRIBUTING TO EU FOREIGN POLICY

THE MILITARY CONTINUES
TO SERVE THE EU P.2

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OUR LATEST CSDP
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Dear Readers,

We hope that you find IMPETUS 20 useful in increasing your situational awareness of what the EU Military Staff are doing, including EU Operations and Missions. If you have any comments on any of the articles, or indeed any suggestions in how IMPETUS could be improved, we would be very happy to receive both at the below email address.

Thanks,
the Editor.

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Overview of the Operations and Missions of the European Union

2015



7 on-going military operations/missions

10 on-going civilian missions

More than **5,000** people currently deployed.

15 completed missions since 2003.

80,000 people deployed since 2003: soldiers, policemen and rule of law experts.

Objectives: keeping the peace, preventing conflicts strengthening international security, supporting the rule of law and prevention of piracy.



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01 October 2015

The Military Continues to Serve the EU

BY LT GEN WOLFGANG WOSOLSOBE, DIRECTOR GENERAL EU MILITARY STAFF

REFLECTIONS ON THE CONTEXT BETWEEN A GLOBAL STRATEGY AND THE MILITARY DIMENSION OF THE EU.

Before setting out for a brief description of my expectations for the coming months, allow me to wish all our readers best, and to thank them for their interest in EU related military matters. I would also take this opportunity to express my high appreciation for the performance and dedication of all our personnel, civilian and military, in missions and operations. It is only the close cooperation towards common objectives which makes our action effective.

Briefing to the
Security & Defence
Committee
(SEDE), European
Parliament, with
the Chairperson
Madame FOTYGA



The operational tempo has further accelerated with the launch of operation EUNAVFOR MED (Operation SOFIA), during the summer. Given the situation of our environment, the operational portfolio is likely to grow further. In this context, “Defence matters”, the motto of the European Council on Defence in December 2013, becomes even more significant.

The follow-on summit in June 2015 was supposed to strengthen this message. Against the backdrop of the broader political context at that moment, the message did not come out very loudly. However, Head of States and Governments endorsed conclusions which keep the momentum alive.

In fact, the military in the EU matter more than ever. Large parts of our environment, the “arc of instability” is ablaze or at risk of becoming so. The need – and herewith the opportunities – to apply the Union’s comprehensive approach have multiplied. Implicitly, the demand for military contributions is growing. At the same time, it

remains clear that only a combination of instruments can solve problems. The large set of measures to address the recent migration crisis is an illustrative example for comprehensiveness.

This issue of IMPETUS is broadly dedicated to operations and the support to operations. Our operations and missions are the strongest contribution the military can make to the wider set of EU instruments. Real progress has been made to shorten the timelines necessary to put operations and missions in place. The achievements of our operations and missions are widely recognised and prove that it is possible to achieve sustainable effects in the broad spectrum of actions we apply to countries and regions where security needs to be strengthened in order to create a solid basis for political and economic development. Sustainable effects take time, however, and a well-coordinated and continuous flow of resources.

The summit in June has acknowledged these challenges, confirmed the need for a Global Strategy for the EU and tasked the HRVP to produce it. This strategy is intended to reflect on the global and regional role the EU should play in the coming years in order to ensure peace and prosperity for its citizens also for the years and decades to come. This will build on values, partnerships and on promoting the model of peace the EU has implemented on its own territory since its creations. In doing so, the strategy will have to deal with the expected environment of the EU, but also with the response to developments which could put at risk European interests. The strategy will therefore provide an essential political framework for the future development of our comprehensive action, and for shaping its instruments, including its military components.

There is no doubt that comprehensive action needs to be strengthened, across institutions. Inside EEAS, established actors have created a very good network and set of mechanisms to overcome institutional boundaries and to create a common set of objectives for external action. Further work here should focus on an even more efficient use of the existing structures, rather than risk duplication in building new bodies. The strategy and the thematic subsets derived from it should not only indicate where and how to act, but also how much the EU is prepared to invest, in terms of resources and in terms of risk. This, particularly for the military side, depends on Member States’ preparedness to contribute.

It remains likely that most Member States will continue to draw the determining criteria for planning their forces and capabilities rather from NATO and national requirements than from those derived from CSDP. However, following the current tendency, the share of forces dedicated to EU-led military action is bound to increase. We currently stand at 3200 which in fact means a multiple of this figure, taking into account national support elements and forces in preparation and after-mission re-training. We have to add preparation, readiness and post-readiness phases of Battle Groups which, taken all together, makes that a considerable number of EU MS forces are, at a given moment, linked to CSDP. This is particularly true when set against the overall number of deployable forces.

Although this volume of forces is smaller than the perimeter defined by the current ambition, the so called Headline Goal, it represents a sizeable share of Member States Armed Forces strength and defence expenditure. For the time being, within the range of operations and missions we are conducting, Member States remain able to provide forces. However, limits start to appear. The increasing number of cases where we have to outsource the provision of capabilities is one illustration of these limits.

For virtually all Member States, the principle of “single set of forces” applies and the strain on this set of forces is growing. As mentioned, the EU tends to increase the volume of its military action. In parallel, NATO is considerably reinforcing its rapid response instrument, in addition to the traditional objectives of defence. We must not forget the increasing demand coming from the United Nations to support UN-Operations with high value assets. And finally, there remains of course considerable national and multinational engagements, not directly linked to frameworks offered by international institutions.

Against this background of both growing complexity of the framework of planning and scarcity of resources, the Global Strategy, in order to operationalise its objectives, should provide the framework to answer the following questions:

- Based on the Global Strategy’s identification of the EU’s external action’s added value, how can we augment the added value of the military instrument inside the EU’s action?
- Which type of operations the EU is likely to conduct in the coming decade?
- What will be the environment for these operations?
- What is the set of EU-specific rules and concepts necessary to make Member States’ contributions interoperable in an EU context, where necessary embedded in a wider international action?
- What are the type and quantity of forces and necessity?



Brigadier General Abdirizak ELMI, Deputy Chief of Somali Defense Forces, DGEUMS, Col. SIVERSTEDT, Deputy Mission Commander of EUTM-S, Col. CICCARELLA EUTMS-S J3. MOGADISHU.

► How can the EU best support military ambitions outside the framework of CSDP, but enabling Member States to act in the other frameworks in the interest of the EU?

These are some of the lead questions which should find initial and general answers in the Global Strategy’s description of security related objectives. These kind of questions, the list is by far not exhaustive, can also offer starting points for the production of a more detailed security and defence strategy, whatever its name and scope will be at the end of the process.

Even before undertaking an in-depth analysis, we can conclude that the EU-NATO as well as the EU-UN contexts will play roles of increasing importance. In our relationship with NATO, and wherever the decision-making autonomy allows for it – which leaves much room, in my view – standards, training, exercises, rapid response rosters should be harmonised to the highest possible degree. NATO should well understand what EU can perform and vice-versa. The information flow should therefore be reciprocal.

We can also conclude that increased task-sharing between MS will be necessary to make the most effective use of the scarce resources. Also in the foreseeable future, money for defence will not flow with abundance. Even if “pooling and sharing” has not shown the full effect which was expected, its philosophy remains entirely valid. For EU-Member-states, planning on EU and NATO side should be much more connected. What counts in the end, is the common effect EU-Member States can produce, in NATO, in the EU and the UN context.

This is why it will be important that the Global Strategy lays the groundwork for this clarification, on the EU-side. From mid-2016 on, a common reading with the results of the Warsaw summit will be possible. Comparing notes early would hugely facilitate a common understanding of the strategic outlooks on both sides, on the level of institutions as well as on that of individual Member States. In the end, it is all about Member State’s acceptance and their willingness to take on board elements of the EU’s strategy in their respective national lead documents. ■

The EU Security and Defence Policy the state of play

BY GENERAL PATRICK DE ROUSIERS, CHAIRMAN EU MILITARY COMMITTEE

INTRODUCTION

The European Union (EU) Common Security and Defence Policy (CSDP) continues to experience a major evolution as a result of the changing post-Lisbon institutional architecture. Additionally there is a requirement to speed up decision-making within the EU institutions and to strengthen its planning and rapid response structures due to the growing instability both within and beyond Europe.

Taking stock of my three years as Chairman of the EU Chiefs of Defence and as Military Advisor to the High Representative for Foreign Affairs and Security policy, I can say that the European External Action Service (EEAS) and the European Union Military Staff (EUMS) have allowed CSDP to further significantly enhance its role.

Crisis management procedures have improved, embedding the Comprehensive approach and reducing the length of procedures. Further, efforts to foster strategic partnerships and improve the effectiveness of military operations and missions are bearing fruit.

It is a decisive moment for the military in the Member States (MS) of the EU and taking advantage of all the potential envisaged in the Lisbon Treaty, to continue to implement the CSDP for which the foundations had been laid in the last ten years.

In 2009, the Lisbon Treaty made the High Representative's profile more powerful by giving the incumbent the additional hats of Vice President of the European Commission and chair of the EU Foreign Affairs Council meetings. At the same time, the MS supported the creation of an administration dedicated exclusively to foreign and security policy, the EEAS, and emphasized a comprehensive approach to external conflicts and crises that represented a clear evolution of the Union's external action.

The EEAS, which continues to grow in importance and is present globally with its 141 delegations, brings real added value.

In the space of 15 years, since the CSDP was put in place, the European Union has progressively acquired a decision-making chain, planning capability and practical experience of managing international crises.

A great effort has been dedicated by the EEAS to producing a new security strategy.

All this has given it a legitimacy based on tangible results. The Lisbon Treaty has brought many changes and the EU has made substantial progress on implementing its provisions.

In this respect, I have witnessed the role of the EEAS Crisis Response and Operational Coordination Department, which is responsible for the activation of the EEAS Crisis Response System (Crisis Platform, EU Situation Room, Crisis Management Board), in ensuring both swift and effective mobilisation of actors and instruments across the EU system as well as coherence of policies and actions throughout the various phases of the crisis life cycle.

As Crisis response especially requires a timely, visible and coordinated action, bringing together of representatives of the EEAS, the Council, the Commission, civil and military experts and the representatives of the EU in the various international bodies, is now a tried and tested practice that helps decision-making.

HRVP Federica
MOGHERINI and
Gen Patrick DE
ROUSIERS at a
video conference
with CSDP
Operations &
Missions



THE LISBON TREATY

Most of the institutional architecture for developing and managing the Security and Defence Policy had been agreed in the year 2000, with the creation of the Political and Security Committee (PSC) and the EU Military Committee (EUMC).

But six years ago the Lisbon Treaty reviewed the Union's whole set of institutional arrangements for Foreign Policy and consequently for CSDP.

A COMPREHENSIVE POLITICAL VISION

In 2012, the report "Preparing for complexity – The European Parliament in 2025" enhanced the debate on CSDP.

A further step forward has been the European Council meeting devoted to Defence that took place in December 2013, the first since 2008, followed by a second meeting in June 2015.



*Chiefs of Defence meeting.
Brussels,
19 May 2015.*

At the same time, an unprecedented wave of CSDP operations and missions, launched in 2012 and 2013 to respond to the crises in Libya, the Horn of Africa and the Sahel, have raised the EU's profile on the global scene. Similarly, in the Central African Republic, EU leaders launched an operation at the end of 2013 to restore order in the conflict-ridden country allowing its strategic partner, the United Nations, to set up a peacekeeping mission on a larger scale. In 2014 they decided to pursue their support to the Central African Republic with an advisory and training mission (EUMAM).

Many good reasons could be given to explain such decisions but all missions and operations have confirmed that EU can speak with one voice and offer a wide array of solutions taking into consideration its unique comprehensive approach and the growing commitment of MS on military matters.

From a procedural point of view the Director General and the EUMS support, with his 200 personnel spread across Operations, Intelligence, Logistics, CIS, Concepts & Capabilities Directorate, have made possible the quick decision making process (fast track). The latter has shown flexibility and overcoming the pressure that the Union faces today to achieve constant consensus among all 28 MS.

In this respect, the Central African Republic crisis and EUNAVFOR Med operation (2015) have been a telling illustration of a valiant effort of all actors involved to boost the timing of the planning cycle.

On the ground, the efforts of the 7000 civilian and military personnel mobilized under the EU flag are tangible. Namely, the EU and its MS undertake a dynamic mosaic of activities in the regions from humanitarian operations to capacity building of regional institutions, anti-piracy operations and military training, providing stability and offering a productive driver to promote more progress on governance objectives.

This coordinated effort is streamlined by the EEAS, supported by the military expertise provided by the EUMS, and has been an opportunity to play an active role in promoting a comprehensive understanding of both the Horn of Africa's and the Sahel region's complexities and develop a medium to long term approach that will be much greater than the sum of its parts.

STRATEGIC PARTNERSHIP

The role of the EU is linked - to a greater or lesser extent - to the action, resources and expertise of others. As a matter of fact, in facing complex global challenges, the EU engages and works together with other international and regional actors.

In its overall position as a multinational administration, the EEAS has the benefit of a global vision. Further afield, from Washington to Singapore, Beijing to Islamabad, I can testify that the European Union is considered a credible player, which is listened to and closely observed. CSDP operations and missions have proved their effectiveness and are attracting increasing interest.

While there is still much progress to be made, the various MS are gradually gaining collective confidence in the effectiveness of these mechanisms.

And CSDP operations and missions can make key impacts in certain critical contexts, when actively supported by longer-term mechanisms.

With respect to security and defence, the need to involve all partners at the strategic and operational levels is now a recognised principle.

The EU has introduced Agreements establishing a framework for Third Countries participation in EU-led crisis management operations in 2004. This process has experienced acceleration in 2010 and a further increase in the last three years.

So far, 26 partner countries (inter alia Colombia, Georgia and Serbia) contributed to CSDP operations and missions. The EU also intends to further engage in CSDP co-operation with Eastern and Southern partners, thus contributing to enhancing regional security and stability.

Further, the EU-UN co-operation in crisis management is highly important and beneficial to both organisations, since the EU benefits from the political legitimacy conferred by the United Nations Security Council mandate, while the UN benefits from the credibility and the operational capability brought by the EU, especially when it comes to the EU leading complex operations.

The EU is also a unique and essential partner for North Atlantic Treaty Organisation (NATO). The two organisations share a majority of members (22) plus 5 PfP, with common values. Sharing strategic interests, NATO and the EU cooperate on issues of common interest and are increasingly working side by side in crisis management, capability development and political consultations.

CONCLUSION

European Defence is both active and committed! It offers a very unique method with its comprehensive approach to global security and governance. However, taking into consideration the complexity and tempo of the threats challenging our security, we need more than ever a proactive, coherent and situationally aware CSDP. ■

EUNAVFOR MED OP SOPHIA

A contribution towards disrupting the business model of human smuggling and trafficking networks in the Central Mediterranean

BY LIEUTENANT (IT NAVY) RINO GENTILE, PUBLIC INFORMATION OFFICER

“Today’s decision takes the EU naval operation from its intelligence-gathering phase to its operational and active phase against human smugglers on the high seas”.

With these words, on 28th September, only 4 months following the establishment of the Operational Headquarters, Federica Mogherini, EU High Representative for Foreign Affairs and Security Policy, announced Operation EUNAVFOR MED’s transition to its Phase 2.

Following a rapid Council decision (which appointed Rear Admiral (UH) Enrico Credendino of the Italian Navy as Operation Commander), lights were turned on in the EU Operation Headquarters in Rome for the first time on the 18th of May. From this date, Operation EUNAVFOR MED began its record breaking establishment, swiftly moving from the Council Decision to launch the Operation on the 22nd of June, to the Task Force achieving Full Operational Capability (FOC) on the 27th of July.

“At the highest political level saving the lives of innocent people is the number one priority for us but, saving lives is not just about rescuing people at sea it is also about stopping the smugglers and addressing illegal migration.” Donald TUSK, President of the European Council.

The EUNAVFOR MED operation is but one element of a broader EU comprehensive response to the migration issue, which seeks to address not only its physical component, but also its root causes as well including conflict, poverty, climate change and persecution. The EUNAVFOR MED operation is designed around 4 phases. The first consists of the deployment of forces to build a comprehensive understanding of smuggling activity and methods, and this phase is now complete. Phase two foresees the boarding, search, seizure and diversion of smugglers’ vessels on the high seas under the conditions provided for by applicable international law. This activity will be extended into Territorial Waters upon the release of any applicable United Nations Security Council Resolution (UNSCR) and/or the concerned coastal State consent. The third phase expands this activity further; up to and including taking operational measures against vessels and related assets suspected of being used for hu-

man smuggling or trafficking inside the coastal states territory. Once again, this is subject to the necessary legal framework established by UNSCR and/or following coastal state consent. Finally, the fourth and last phase will consist of withdrawal of forces and completion of the operation. All of the activities undertaken in each phase adhere to and respect international law, including humanitarian and refugee law and human rights, while the European Council is responsible for assessing whether the conditions for transition between the operation phases have been met.

Last, but not least, whilst contributing to the disruption of the business model of human smuggling and trafficking networks in the Central Mediterranean, the mission is also aimed at preventing the further loss of life at sea.

The route of death

In these days, many International Institutions, governmental and non-governmental organizations (NGO) have honored, with various initiatives, the two year anniversary of the tragedy in which at least 366 persons lost their lives at the shore off Lampedusa. Since then, October the 3rd 2013, migration flow has been unceasing, requiring a restless commitment firstly of the Italian Navy and Institutions, under the framework of Operation Mare Nostrum and Mare Sicuro, and then of NGOs and the European Union through FRONTEX’s Operation TRITON and EUNAVFOR MED.

“The Mediterranean Sea has always been known as peaceful and tranquil. Unfortunately, recently, due to political instability, in some parts of Africa, particularly North Africa, this sea has sadly become a sea of tears, a sea of misery.[...] So many thousands of people have lost their lives in their pursuit for a better future.” UN Secretary-General Ban Ki-moon

Numbers indicate the scale of the problem: since the beginning of 2015, almost 522,000 refugees and migrants have landed in Europe and whilst the eastern/Balkan route (considered a land route) has seen an eightfold increase, the flow on the central route is still slightly higher

EUNAVFOR MED - OP SOPHIA

than last year, but it remains without doubt, the riskiest. Despite the international effort to save lives at sea, 2,2% of transiting migrants died on the central Mediterranean route, while on the other eastern route, that rate drops to 0,06%. EUNAVFOR MED therefore is also focused on decreasing the number of people dying through efforts to discourage and restrict would be refugees and migrants undertaking this most dangerous of journeys. Notwithstanding this, to date in 2015, more than 130,000 have chosen the central Mediterranean route, of which 2703 have sadly perished during the trip.

1st Phase: Deployment, Assessment and Information gathering

With the contribution of 22 EU member States (Italy, Belgium, Bulgaria, Cyprus, Czech Republic, Estonia, Finland, France, Germany, Greece, Hungary, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Romania, Slovenia, Spain, Sweden and UK), Phase 1 of Operation EUNAVFOR MED started on the 26th of June. Embarked in the flagship, Italian Aircraft Carrier CAVOUR, the appointed EUNAVFOR MED Force Commander, Rear Admiral (LH) Andrea GUEGLIO (Italian Navy) led his force into their Joint Operation Area of 525,000 NM2 (wider than 6 times the extension of Italy) in the Central Mediterranean Sea.

The Force reached FOC a month later following integration of Germany's frigate FGS SCHLESWIG-HOLSTEIN and Auxiliary ship FGS WERRA, and the UK's Hydrographic ship HMS ENTERPRISE. Additionally, the surface units were supported by airborne surveillance assets, including 2 Italian EH101 and one UK Merlin MK 2 MPRA helicopters, and a French Falcon 50, Luxembourg SW3 Merlin III and Spanish P3B Orion MPAs. Since then, in 5 weeks, EUNAVFOR MED assets have sighted suspected smugglers and traffickers on the high sea in 20 occasions,



Key to success for the 1st phase has certainly been the close cooperation established by EUNAVFOR MED with all governmental and non-governmental regional and international actors including the Italian Operation Mare Sicuro, FRONTEX Operation TRITON and also with EUROPOL and EUROJUST.

"Fighting the smugglers and the criminal networks is a way of protecting human life." EU High Representative, Federica Mogherini

Road to the 2nd Phase

On September the 3rd, following a Mission Update briefing granted to the EU Political and Security Committee by Admiral Credendino on 26th of August, the EU High Representative, Federica Mogherini, announced that: "The operation has fulfilled all the military objectives of Phase one, that were related to the collection of information and intelligence. That is why I have proposed to EU Defence ministers today to discuss the

"[...]this part of our strategy (EUNAVFOR MED) is up and running, it's operational, it's producing results, and it's something on which Europe is united, not only in decision making but also in operational terms." EU High Representative, Federica Mogherini

transition to Phase Two of the operation - that would mean going to the capture and disposal of vessels, including those escorting the migrants and refugees."

With this Statement, the process for the transition of the Operation to its second phase officially started. With the full support of the EU towards combating this crisis, in only 25 days, the Council has made a positive assessment on the transition (14 September) and MS have pledged additional assets to the EUNAVFOR MED force, enabling this more active phase. Finally, on 28th September, the EU Political and Security Committee approved the necessary new set of Rules of Engagement and announced the decision to move to the second stage of the Operation on the 7th of October. ■



sions, which during Phase 2 will be the subject of interception and detention efforts. Following EUNAVFOR MED activities, 16 suspected smugglers and traffickers have so far been prosecuted by the Italian authorities with 16 boats seized. Last but not least, 3076 lives have been saved at sea including 2273 men, 635 women, 164 children and 4 babies.

La mission de conseil et d'assistance de l'Union européenne en matière de réforme du secteur de sécurité **EN RÉPUBLIQUE DÉMOCRATIQUE DU CONGO DANS LE DOMAINE DE LA DÉFENSE.**

BY COL JL NURENBERG, ANCIEN CHEF DE MISSION

Séance de travail entre le Chef d'Etat-Major Général, le Général d'Armée D. Etumba et le Chef de Mission EUSEC RD Congo, le Colonel JL. Nurenberg, Kinshasa, mars 2015.



Historique et mandat

La mission EUSEC RD Congo, déployée en République Démocratique du Congo (RDC) depuis juin 2005, témoigne de l'engagement continu de l'Union européenne aux côtés des autorités Congolaises pour la réforme de l'armée congolaise. Depuis le mandat initial qui prévoyait le soutien au processus d'intégration dans les Forces Armées de la RDC (FARDC) et le projet « Chaîne de paiement » pour sécuriser le paiement des militaires, la mission a élargi son activité dans ce domaine en vue d'une modernisation de l'administration et de la gestion des ressources humaines. Son action s'est également diversifiée dans les domaines de l'appui à la logistique et à la formation des cadres militaires. En étroite collaboration avec les autres acteurs de la communauté internationale, EUSEC RD Congo apporte un soutien concret à la réforme des FARDC. Elle est la seule organisation entièrement dédiée à la réforme du secteur de sécurité dans sa composante militaire en RDC. Des conseillers travaillent avec les autorités militaires à Kinshasa ainsi que dans les Etats-majors des Régions Militaires. EUSEC vise à assurer la cohésion de l'action de l'UE dans la réforme

du secteur de la sécurité en RDC, en coordination avec la Délégation de l'UE et les Ambassades des Etats Membres. *The table above shows the EU exercises history since the creation of the EUMS.*

Au cours du dernier mandat EUSEC RD Congo a assisté les autorités congolaises dans l'appropriation du processus de réforme de la sécurité à travers une politique respectueuse des normes démocratiques, des droits de l'Homme et du droit humanitaire international ainsi que de la bonne gouvernance. Les domaines d'activité de la mission étaient : 1. le conseil au Ministère de la Défense, à l'Etat-Major Général des FARDC, à l'Inspectorat Général à la Force Terrestre et au Service d'Education Civique, Patriotique et d'Action Sociale (SECAS); 2. l'appui à la consolidation de l'Administration, et 3. l'appui à la pérennisation du système de formation militaire. **A partir du 1er juillet 2015, il est prévu de continuer l'appui avec une mission réduite dans les domaines du conseil stratégique et de la formation militaire et de transférer le reste de ses activités vers le programme d'appui à la réforme de la défense en RDC dans le cadre du 11ème Fond Européen de Développement (FED).**

Acquis de la mission

Ces 10 dernières années, EUSEC RD Congo a contribué à la rédaction de divers textes législatifs. La mission a aidé les autorités congolaises à améliorer le respect des droits de l'Homme et à mettre en place des mécanismes financiers plus transparents. Elle a contribué à l'amélioration des conditions de gestion et de stockage des armes et munitions, en construisant 11 armureries et dépôts de munitions sur l'ensemble du pays.

EUSEC RD Congo a appuyé le recensement biométrique des militaires, pierre angulaire de la réforme de l'administration des ressources humaines. La distribution des cartes d'identité militaire a été menée à bien. Le Système Informatique pour la Gestion et l'Administration des militaires, SINGAMIL, et le contrôle biométrique des personnels, CBP, ont été mis en place. Actuellement, la maîtrise des effectifs sert principalement à la bancarisation individuelle de la paie des militaires, mise en place par les autorités nationales. Ceci a permis la séparation de la chaîne de paiement de celle du commandement. EUSEC RD Congo a développé le réseau informatique territorial des FARDC, avec la mise en place de 400 ordinateurs à Kinshasa et de 400 autres dans les régions militaires.

Côté formation militaire, EUSEC a appuyé le Commandement Général des Ecoles Militaires (CGEM). Le Concours national de recrutement des futurs élèves des écoles militaires a lieu annuellement sur toute l'étendue du territoire avec le soutien de la mission. EUSEC RDC a réhabilité les infrastructures et fourni le mobilier, matériel informatique et didactique pour sept écoles militaires. La mission a installé au CGEM une imprimante performante pour l'impression des syllabus.

Etat de lieux de la réforme des FARDC

La promulgation des deux lois cadres nécessaires à la mise en œuvre de la réforme des FARDC, portant organisation et statut des militaires, suivie de la mise en place du personnel clef dans les nouvelles structures, permet d'affirmer que la réforme des FARDC est en bonne voie. Les militaires sont régulièrement sensibilisés au respect des droits de l'Homme, y inclus le respect des enfants et de la femme. La séparation de la chaîne de commandement de celle du paiement des salaires est en voie d'optimisation, avec la constitution et la mise à jour régulière de la base de données, le recensement biométrique, la distribution des cartes d'identité militaires, le contrôle biométrique régulier dans les unités, et la bancarisation. Les principales écoles militaires pour la formation des futurs cadres des FARDC cheminent et le Concours national de recrutement est organisé annuellement.



Recensement des militaires au Camp Mudja, Goma.

Les défis restants de la réforme des FARDC

Maintenant il reste à continuer de mettre en place du personnel qualifié au sein des différentes nouvelles structures (Etats-Majors, corps, grandes unités) et en particulier dans les écoles et les centres de formation des FARDC. Le rajeunissement des forces armées devra se poursuivre par un recrutement permanent et une mise à la pension progressive, combinée avec la réinsertion dans la vie civile. D'autres grandes entités comme le corps du génie militaire, le corps logistique, le corps de santé militaire et la justice militaire devront rejoindre le train de la réforme déjà pris par d'autres. Finalement, le gouvernement devra mettre à la disposition des FARDC le budget nécessaire à son bon fonctionnement, y compris celui pour la mise en œuvre de leur réforme. Dans ce cadre, l'actualisation du plan de réforme de l'armée de 2009 est une nécessité en vue de la promulgation d'une loi de programmation militaire.

Après presque trois ans à la tête de la mission, mon bilan personnel

D'abord je voulais dire que devenir Chef de Mission d'une mission PSDC a été pour moi une opportunité unique en tant qu'officier de l'Armée luxembourgeoise. Je disposais de l'expérience nécessaire à Bruxelles, mais aussi en RDC, ayant participé à l'opération militaire EUFOR RDC à Kinshasa en 2006. Je dispose aussi de liens familiaux avec la RDC, à travers trois générations.

Mon bilan personnel: je dois dire que les deux années et 9 mois auront été pour moi un défi permanent; d'un côté, pour gérer un groupe multinational d'experts internationaux et pour coordonner les relations avec les institutions européennes à Bruxelles et en RDC - à l'idéal on parle de l'approche globale; de l'autre côté, pour conseiller les autorités civiles et militaires congolaises dans le cadre du plan de réforme des forces armées, ceci au rythme congolais et avec les moyens financiers et humains disponibles.

J'espère cependant que j'aurai contribué de façon constructive au processus de réforme des forces armées de la République démocratique du Congo, qui est sur la bonne voie, mais dont le chemin à parcourir est encore long. ■

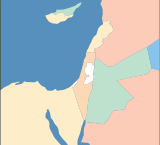



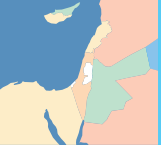

Note: Missions/Operations in **bold** are ongoing. Dates refer to agreed mandates and do not mean that missions/operations will necessarily close on dates indicated. Information correct at time of printing in October 2015.

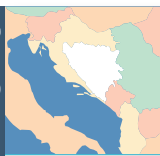

EU Missions and Operations

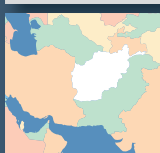

Since 2003, the EU has conducted, or is conducting, 30 missions and operations under CSDP. 9 are military operations/missions. The remainder are civilian missions. Currently, the EU is undertaking 17 missions and operations under CSDP (7 military missions and operations and 10 civilian missions).

Operations	MILITARY MISSIONS	CIVILIAN MISSIONS
MIDDLE EAST	-	EUJUST LEX-Iraq (Iraq), Mar 05 - 31 Dec 13 EUPOL - COPPS (occupied Palestinian territories), Jan 06 - 30 Jun 16 EUBAM Rafah (occupied Palestinian territories), 25 Nov 05 - 30 Jun 16
EUROPE	CONCORDIA (former Yugoslav Republic of Macedonia), Mar - Dec 03 EUFOR ALTHEA (Bosnia and Herzegovina), Dec 04 - Nov 06 Operation SOPHIA – EUNAVFOR MED Operation to contribute to disrupt the business model of human smuggling and trafficking networks in the Southern Central Mediterranean, Jul 15 - Jul 16	EUPOL Proxima (former Yugoslav Republic of Macedonia), Dec 03 - Dec 05 EUPAT (former Yugoslav Republic of Macedonia) followed EUPOL Proxima, Dec 05 – Jun 06 EUPM BiH Bosnia and Herzegovina, 1 Jan 03 - 30 Jun 12 EUJUST Themis (Georgia), Jul 04 - Jul 05 EUPT Kosovo, Apr 06 - Feb 08 EULEX Kosovo , 16 Feb 08 - 14 Jun 16 EUMM Georgia , 01 Oct 08 - 14 Dec 16 EUAM Ukraine , 2014 - 2016
ASIA	-	AMM (Aceh Province, Indonesia), Sep 05 - Dec 06 EUPOL AFGHANISTAN (Afghanistan), 15 Jun 07 - 31 Dec 16
AFRICA	ARTEMIS (Ituri province, Congo RDC), Jun – Sep 03 EUFOR RD Congo (Congo RDC), Jun – Nov 06 EUFOR TCHAD/RCA (Chad-Central African Republic), Jan 08 – Mar 09 Operation ATALANTA (EUNAVFOR Somalia Operation to counter piracy off the coast of Somalia) Dec 08 – Dec 16 EUTM Somalia (Training Mission, Somalia), Apr 10 - April 16 EUTM Mali (Training Mission, Mali), 18 Feb 13 - 18 May 16 EUMAM RCA (Central African Republic, Africa) March 15 - March 16 EUSEC RD Congo (RDC), EUMS provides a POC for all issues related to the execution of the mandate, Jun 05 - Jun 16.	EUPOL Kinshasa (Congo RDC), Apr 05 - Jun 07 EU SSR (Guinea-Bissau), Jun 08 - Sep 10 AMIS 11 Support, Darfur Province (Sudan), Jul 05 - Dec 07 EUVASEC South Sudan, Sep 12 - Jan 14 EUCAP NESTOR , Horn of Africa and the Western Indian Ocean, 01 Aug 12 – 12 Dec 16 EUPOL RD Congo (Congo RDC), 01 Jul 07 - 30 Sep 14 EUCAP Sahel Niger 16 Jul 14 - 15 Jul 16 EUCAP Sahel Mali 2014 - 2016 EUBAM LIBYA 22 May 13 - 21 Nov 15

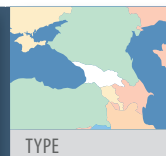

 OCCUPIED PALESTINIAN TERRITORIES EU BAM RAFAH 	
TYPE	EU Border assistance and monitoring mission.
OBJECTIVES	To provide a "Third Party" presence at the Rafah Crossing Point (RCP) on the Gaza-Egypt border, mandated to monitor, verify and evaluate the performance of the Palestinian Authority (PA) border police and customs services at the RCP and to contribute to confidence building between 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. It supports capacity building of the PA's border agency to enhance their preparedness to return to the RCP. The Mission was extended until 30 June 2016.
COMMITMENT	The authorised strength of the Mission is 4 international Mission members and 7 local staff, as well as 4 visiting experts. The budget for the period of July 2015 to June 2016 is EUR 1.270 million.
HEAD OF MISSION	Natalina Cea (IT). EUSR for the Middle East Peace Process: Fernando Gentilini (IT). Head of EU Representation: Ralph Tarraf (DE).

 OCCUPIED PALESTINIAN TERRITORIES EUPOL COPPS 	
TYPE	EU Police and rule of Law mission.
OBJECTIVES	To contribute to the establishment of sustainable and effective policing and wider criminal justice 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 and Criminal Justice Reform.
MANDATE	Launched on 1 January 2006 for an initial duration of 3 years, the current Mission mandate was extended from an initial 1 year, until 30 June 2016.
COMMITMENT	Headquartered in Ramallah, the Mission has an authorised strength of 71 international staff and 41 local staff. Mission members include police experts, judges, and prosecutors. A total of 19 Member States as well as third States (Canada and Norway) contribute Mission personnel. The budget for the period of July 2015 to June 2016 is EUR 9.175 million.
HEAD OF MISSION	Rodolphe MAUGET (FR). EUSR for the Middle East Peace Process: Fernando Gentilini (IT). Head of EU Representation: JRalph Tarraf (DE).



 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 Stabilisation Force (SFOR). The EU-led military Operation EUFOR ALTHEA is 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 631 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.
HEAD OF MISSION	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 Adrian Bradshaw (UK) is the EU Operation Commander. Major General Johann Luif (AT) is the Force Commander (COM EUFOR) of EUFOR ALTHEA.

 AFGHANISTAN EUPOL AFGHANISTAN 	
TYPE	EU Police mission with linkages into wider rule of law.
OBJECTIVES	EUPOL Afghanistan supports the building of a civilian police force operating under an improved rule of law framework and in respect of human rights. The Mission engages in three main areas focusing in particular on strategic level: 1) Institutional reform of the Ministry of Interior (MoI), 2) professionalisation of the Afghan National Police (ANP) and 3) developing justice-police linkages, with a strong emphasis on mainstreaming anti-corruption, human rights and gender throughout all its actions.
MANDATE	Launched on 15 June 2007, the mandate expires on 31 December 2016.
COMMITMENT	EUPOL Afghanistan's support is delivered by its police and rule of law experts from EU Member States in Kabul. The Mission's activities within justice institutions will cease at the end of 2015 while it will continue to stay engaged with the ANP and MoI throughout 2016. The Mission has an authorised strength of 250 international staff. (Actual as of July 2015: 182 international and 164 local staff). The budget for the period of 1 January to 31 December 2015 is EUR 58.5 million.
HEAD OF MISSION	Pia Stjernvall (FI). EUSR: Franz-Michael Skjold Mellbin (DK).



 UKRAINE EUAM UKRAINE 	
TYPE	EU Advisory Mission for civilian security sector reform
OBJECTIVES	To contribute to the development of effective, sustainable and accountable civilian security services that contributes to strengthening the rule of law in Ukraine, for the benefit of all Ukrainian citizens throughout the country.
MANDATE	The Mission has a two years mandate from 1 December 2014 till 30 November 2016.
COMMITMENT	Headquartered in Kyiv with a mobile regional outreach team. The Mission has an authorised strength of 101 international and 73 nationals. The Mission is open for third state contribution, and have initially selected from Norway and Canada. A budget of €13.1 mio is allocated in the period 01.12.2014-30.11.2015.
HEAD OF MISSION	Kalman Mizsei (HU) was appointed on 24 July 2014. Head of Delegation: Jan Tombinski (PL).


 GEORGIA EUMM GEORGIA 	
TYPE	EU civilian monitoring mission under the CSDP framework
OBJECTIVES	Following the August 2008 armed conflict in Georgia, EUMM provides civilian monitoring of parties' actions, including full compliance with the Six Point Agreement and subsequent implementing measures on a countrywide basis throughout Georgia, including South-Ossetia and Abkhazia, working in close coordination with partners particularly the UN/OSCE and coherent with other EU activity, in order to contribute to stabilization, normalization and confidence building whilst also contributing to informing European policy in support of a durable political solution for Georgia.
MANDATE	Launched 15 September 2008, the Mission's mandate has been extended to 14 December 2016.
COMMITMENT	Headquarters in Tbilisi with 3 Regional Field Offices in Mtskheta, Gori and Zugdidi. Currently 23 EU Member States are contributing to the mission.
HEAD OF MISSION	Kestutis Jankauskas (LT). EUSR for the South Caucasus and the Crisis in Georgia: Herbert Salber (DE); Head of Delegation: Janos Herman (HU).

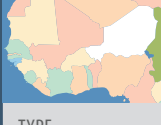

 KOSOVO EULEX KOSOVO 	
TYPE	EU Rule of law mission.
OBJECTIVES	As the largest civilian mission launched under the CSDP, EULEX Kosovo's task is to monitor, mentor and advise local authorities with regard to police, justice and customs, while retaining executive responsibilities in specific areas of competence.
MANDATE	Launched on 16 February 2008, the Mission's current mandate runs until 14 June 2016.
COMMITMENT	Headquartered in Pristina, the Mission has an authorised strength of 800 international mission members (Currently 722 + 753 local staff). EU Member States and five Third State contributors Norway, Switzerland, Turkey, USA and Canada are supporting the Mission. A budget of €77 million is allocated for the annual budget period of 15 June 2015 to 14 June 2016.
HEAD OF MISSION	Gabriele Meucci (IT) DHoM: Joëlle Vachter (FR) EUSR and Head of EU Office: Samuel Žbogar (SI)

 CENTRAL SOUTHERN MEDITERRANEAN EUNAVFOR MED 	
TYPE	Operation SOPHIA – EUNAVFOR MED. Operation to contribute to disrupt the business model of human smuggling and trafficking networks in the Southern Central Mediterranean.
OBJECTIVES	The aim of this military operation is to undertake systematic efforts to identify, capture and dispose of vessels as well as enabling assets used or suspected of being used by migrant smugglers or traffickers. Countering the smuggling and trafficking of migrants is one dimension of ending the human tragedy that we see in the Mediterranean sea. Currently 21 Member States (BEL, CYP, CZE, ESP, EST, FIN, FRA, GER, GRE, HUN, ITA, LAT, LIT, LUX, MAL, NED, POL, ROM, SLO, SWE, UK) are participating to the operation
MANDATE	EUNAVFOR Med will operate in accordance with the political, strategic and politico-military objectives set out in order to: <ul style="list-style-type: none"> • contribute disrupt the business model of human smuggling and trafficking networks in the Mediterranean; • contribute to prevent the further loss of life at sea. In accordance with the Council Decision dated 18 May 2015 the operation shall end no later than 12 months after having reached Full Operational Capability (FOC). Jul 15 - Jul 16
COMMITMENT	The flagship is the Italian Aircraft carrier CAVOUR, 3 surface units and 6 Air Assets will be deployed during the first phase of the operation. In addition, there is a common budget of EURO 11.82 million for a 12 months period, after the Full Operational Capability has been reached, agreed and monitored by the Athena Committee of Member States.
HEAD OF MISSION	The EU Operation Headquarters is located at Rome (Italy), Rear Admiral (UH) Enrico Credendino (IT Navy) is the Operation Commander and Rear Admiral (LH) Andrea Gueglio (IT Navy) is the Force Commander.

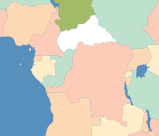
 DEMOCRATIC REPUBLIC OF CONGO (DRC) EUSEC RD CONGO 	
TYPE	Support mission in the field of Security Sector Reform (SSR).
OBJECTIVES	Provides advice and assistance on defence reform (as part of SSR) in the DRC with the aim of assisting the Congolese authorities in establishing a defence apparatus capable of guaranteeing the security of the Congolese people.
MANDATE	The SSR mission was launched on the 08 June 2005. As from 1 July 2015 has started its closing mandate (mandate 9), which will expire on 30 June 2016. During this period EUSEC should strive for a finalization or effective handover of its tasks to the Congolese authorities, other EU instruments or bilateral or international actors with a view to sustainability of the result. Tasks related with the management of the Congolese Armed forces (FARDC) are being handed over to EU's PROGRESS program, within the 11 th EDF.
COMMITMENT	The mission consists of 10 military and civilian personnel from 4 EU Member States + 17 local staff. The mission is located in Kinshasa. The mission budget for this final mandate is €2.9M million.
HEAD OF MISSION	Colonel Johan DE LAERE (BE).

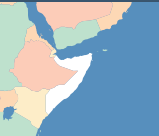

 MALI EUCAP SAHEL 	
TYPE	EU Capacity building mission
OBJECTIVES	The objectives of EUCAP Sahel Mali is to assist and advise the ISF in the implementation of the security reform set out by the new Government, with a view to: (a) improving their operational efficiency; (b) re-establishing their respective hierarchical chains; (c) reinforcing the role of judicial and administrative authorities with regard to the management and supervision of their missions; (d) facilitating their redeployment to the north of the country.
MANDATE	the Mission is to comprise a maximum of 80 international experts, including advisors and trainers on police, judiciary and human rights related matters, as well as mission support staff. The headquarters of the Mission is in Bamako. The budget for the first year is Eur 11.4 million.
COMMITMENT	The European Council established the Mission in 2014 and officially launched it in January 2015 for 2 years.
HEAD OF MISSION	Ambassador Albrecht Conze (DE) was appointed on 26 May 2014. Head of EU Delegation: Ambassador Richard Zink (DE). EUSR for the Sahel: Michel Dominique Reveyard-de Menthon (FR).



 LIBYA EU INTEGRATED BORDER MANAGEMENT ASSISTANCE MISSION IN 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 and has an extended mandate until 21 November 2015. (The mission has been temporary relocated out of Libya on 31st July 2014 and since April 2015 downsized to 3 international staff).
COMMITMENT	The Mission operates from its Headquarters in Tripoli although its work is to benefit all the country's borders. The budget for the Mission's until the end of the extended mandate is €26.2 million.
HEAD OF MISSION	David RAMOS PEINADO (ES), until 21 November 2015



 NIGER EUCAP SAHEL 	
TYPE	EU Capacity building mission.
OBJECTIVES	Through training and advising, the Mission aims to improve the capacities of Nigerien Security Forces (Gendarmerie, National Police, National Guard) to fight terrorism and organised crime as well as better control irregular migration flows in an effective and coordinated manner, with a view to contribute to enhancing political stability, security, governance and social cohesion in Niger and in the Sahel region.
MANDATE	The initial two-year mandate starting on 16 July 2012 was extended by a further two years until 15 July 2016.
COMMITMENT	Headquarters in Niamey, the Mission is staffed with 47 International + 31 local staff; 12 EU contributing states. An annual budget of €9.8 million was allocated for the period of 16 July 2015 to 15 July 2016. Additional staff will be recruited in Autumn 2015 to reinforce the Mission in the fields of migrations and border control.
HEAD OF MISSION	Police Commissioner Filip De Ceuninck (BE). Head of Delegation: Raul Mateus Paula (PT). EUSR for the Sahel: Michel Dominique Reveyard-de Menthon (FR).

 HORN OF AFRICA AND THE WESTERN INDIAN OCEAN EUCAP NESTOR 	
TYPE	Capacity building mission.
OBJECTIVES	A civilian mission augmented with military expertise, aiming to assist Somalia in strengthening their maritime security capacity, in order to enable them to fight piracy more effectively. The Mission is complementary to Operation ATALANTA and EUTM Somalia. Currently 63 + 29 local staff; 15 EU contributing states + 2 non EU (Norway + Australia)
MANDATE	Current mandate from 16 July 2012 to 12 December 2016.
COMMITMENT	The mission has its headquarters in Mogadishu with field offices in Somaliland, Puntland and Seychelles (to be closed by the end of 2015). The mission has staff in Nairobi who deploy on a semi-permanent basis to Somalia.
HEAD OF MISSION	Simonetta Silvestri (IT).

 CENTRAL AFRICAN REPUBLIC EUMAM RCA (MILITARY ADVISORY MISSION) 	
TYPE	Military mission to contribute to the training and advice of the CAR Armed Forces (FACA)
OBJECTIVES	RCA is part of the EU's comprehensive approach in the Central Africa Republic. This approach aims to contribute to the African and international efforts to restore stability and support the political transition in the country. The mission is a follow-up to the CSDP military bridging operation in CAR (EUFOR RCA); to contribute to security in the capital Bangui.
MANDATE	Current mandate from March 15 - March 16
COMMITMENT	EUMAM RCA will advise the CAR military authorities on the management of their current resources, on the preparation of the future systemic reform of the CAR armed forces and on the set up of conditions for a proper training programme for their forces. It will provide the EU Delegation in Bangui with military and security expertise and support MINUSCA in the SSR process.
HEAD OF MISSION	Mission Commander – Brigadier General LAUGEL (Fr)

 SOMALIA Operation ATALANTA – EUNAVFOR Operation to counter piracy off the coast of Somalia 	
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; 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, Operation ATALANTA also supports, as a Secondary Task, upon request and within means and capabilities, other EU missions, institutions and instruments within Somalia. Of note, Operation ATALANTA is not a Fishery Protection mission; however, it's role does allow it to contribute to the monitoring of fishing activities off the coast of Somalia and report this activity to DG MARE. Currently 1013 staff members, 20 EU contributing states and 2 non-EU states..
MANDATE	Launched on 8 December 2008, and initially planned for a period of 12 months, the PSC has approved an extension of Operation ATALANTA until December 2016.
COMMITMENT	Subject to Military Force Flow and the Force Generation process, Operation ATALANTA typically consists of between 4 to 8 surface combat vessels and up to 2 Maritime Patrol Aircraft. Common costs for the Operation in 2015 are €7.4 million.
HEAD OF MISSION	The EU Operation Headquarters is located at Northwood (UK). Major General Martin Smith (UK) is the EU Operation Commander. Rear Admiral Stefano Barbieri (ITA Navy) is the Force Commander.

 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 was launched on 18 February 2013 and initially planned for 15 months. During the mandate the Mission had provided military training and advice to the Malian Armed Forces (MAF). 4 Battalions, each consisting of 650 to 700 personnel, have been trained. EUTM Mali shall not be involved in combat operations and mentoring. Following the last Strategic Review (Nov 2013), the Mission is extended until mid-May 2016, with a renewed mandate aimed at strengthening Malian ownership on the rebuilding of Armed Forces, through an increase of the advising role and a Train the Trainer programme.
COMMITMENT	The mission comprises 550 personnel including 200 instructors, mission support staff, Force Protection and Air MEDEVAC (in total 22 EU contributing states + 2 non EU). The Mission Headquarters is located in Bamako and the Training area is in Koulikoro, 60 km north-east of Bamako. Common costs for the mandate are estimated at €27.7 million.
HEAD OF MISSION	Brigadier General Franz Xaver PFRENGLE (DEU). The Mission Commander exercises the functions of EU Operation Commander and EU Force Commander.

 SOMALIA EU TRAINING Mission, Somalia (EUTM Somalia) 	
TYPE	Training, Advising, Mentoring, Somalia National Forces (SNF)
OBJECTIVES	On 22 January 2013 the Council adopted the decision on a new 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 and General Staff), support and advise on Sector Security Development as well as specific mentoring, advice and capacity building in the training domain.
MANDATE	The mission was launched on 07 April 2010. On 17 March 2015, the Council adopted a new decision extending the EUTM Somalia mandate until March 2016.
COMMITMENT	The mission comprises currently 128 personnel from 11 Member States and 1 participating third state (Serbia) + 9 local staff. Estimated common costs for the extended mandate (Jan 2013 - March 2015) are €11.6 million. Since January 2014 all EUTM Somalia activities including advisory, mentoring and training are now carried out in Mogadishu with the support of a Liaison Office in Nairobi and a Support Cell in Brussels. 5000 SNF trained so far.
HEAD OF MISSION	The Mission Headquarters is situated in Mogadishu. Brigadier General Antonio Maggi (IT) was appointed EU Mission Commander. The Mission Commander exercises the functions of EU Operation Commander and EU Force Commander.

A UNIQUE JOINT COOPERATION ON CAPABILITY BUILDING, IN PARTNERSHIP WITH THE AFRICAN UNION.

Strategic Lift Capability Development, no rocket science!

BY MAJOR MICHAEL NUYENS (BE AF), EUMS/LOGISTICS DIRECTORATE

*Logistics
Conference in
Kimberley Republic
of South Africa,
July 2015*



The African continent offers many challenges. The combination of a geographical diverse area - with a maximum North/South distance of approximately 8.000km and an East/West distance of approximately 7.400 km - and a limited transportation infrastructure challenges the logistic planning and execution of any civilian mission or military operation, especially in remote areas. In combination with challenging meteorological conditions, not to mention the rainy season, air transportation remains the prime option for rapid deployment, though these resources are scarce and very expensive at the same time!

One cannot ignore the fact that all crisis management or humanitarian interventions, whether they were organized by the African Union, European Union, United Nations, individual nations and many others, rely heavily on air transportation. The deployment to the Central African Republic for EUFOR RCA was facilitated by strategic airlift directly to Bangui, DG ECHO was assisted by EUMS to provide guaranteed medical evacuation during the Ebola outbreak as does the EUTM in Mali, and different EU member states operate and offer air lift assets on a bilateral basis to different nations and organizations, in support to their missions and operations.

The African Union (AU) has vital responsibilities in Africa as stipulated in Article 3 of the AU Constitutive Act that include ensuring peace, security and stability, guaranteeing sovereignty of Member States and the protection of human and peoples' rights. The African Standby Force (ASF) was established in accordance with Article 52 of the UN Charter, the AU Constitutive Act and the 2002 Protocol relating to the establishment of the Peace and Security Council of the AU, as part of the African Peace and Security Architecture (APSA).

The AU consists of 5 REC/RM (Regional Economic Community/Regional Mechanism) known as the ECOWAS (Economic Community of West African States), ECCAS (Economic Community of Central African States), NARC (North African Regional Capability), EASFCOM (East African Standby Brigade Coordination Mechanism) and SADC (Southern Africa Development Community).

ASF is composed of multi-disciplinary and integrated military, police, and civilian components, located in contributing African Countries, with its Headquarters at the AU Commission (AUC), in Addis Ababa. ASF with its rapid deployment is designed to conduct mandated missions across the African Continent and to provide AU with capabilities to respond to conflicts through the deployment of integrated peace mission and interventions. For that reason there is a requirement to develop a pre-identified, interoperable, multi-modal network that enables these ASF components to be transported, with all necessary equipment, throughout the continent to support these missions.

Out of the African Union (AU) - European Union (EU) Strategic Partnership¹, adopted in Lisbon on 7 December 2007, the European Union AMANI AFRICA (AA) initiative was born. It aims at strengthening the politico-strategic capabilities of the African Union's Peace Support Operations Division (AU/PSOD), by putting in place procedures covering everything from the political decision to the commitment of forces. AA's main goal is to achieve the full operationalisation of the African Standby Forces by the end of 2015. Currently AA is approaching the end of its second (II) Cycle (AA-II) 2- whose overall objective is to "validate the capacity of the

LOGISTICS DIRECTORATE

African Union to mandate, deploy and employ a Rapid Deployment Capability (RDC) of the African Standby Force as a start-up operation in the first phase (known as Scenario 6), and to run a multi-dimensional peace support operation (known as Scenario 5) after. Though this field training exercise focusses on the strategical-operational level, a substantial engagement of a few thousand troops at tactical level is planned, including the ACIRC (African Crisis Immediate Response Capacity). The AA's II cycle is mainly funded through the EU's APSA/APF (African Peace Facility) managed by DEVCO. Simultaneously, the EU is also partnering with African stakeholders to enhance liaison and dialogue between the AU and the RECs having a mandate in peace and security.

Since the Autumn of 2012, the Crisis Management Planning Directorate (CMPD) - Africa Section, as the primary stakeholder on Common Security and Defence Policy (CSDP), requested the EUMS to provide expert support in the field of Logistics and Strategic Lift and Command, Control, Communication and Information Systems (C3IS) to assist the African Union/European Union AMANI AFRICA II Exercise Core Planning Team (CPT). The EUMS assigned Major Belgian Air Force Michaël Nuyens from the Logistics Directorate - Logistics Policy Branch to the CPT, who also initiated the Technical Working Group (TWG) on Strategic Lift (Strat Lift TWG).

The AA-II exercise will be conducted in the Republic of South Africa in the autumn of 2015 and aims at testing the operationalisation of the African Standby Forces, of which the Strategic Lift capability development is an integral part.

The EUMS organised a Strat Lift TWG in partnership with the AU/PSOD, to create a nucleus for their integrated Movement Coordination Centres. The Strat Lift TWG's approach is to elaborate on the best practices of the MCCE (Movement Coordination Centre Europe) and the EATC (European Air transport Command) both located in Eindhoven, the Netherlands), the NATO/AMCC (Allied Movement Coordination Centre located in Mons, Belgium), USAFRICOM Logistics located in Stuttgart, Germany and the UN through their liaison officer at AU/PSOD (Addis Ababa, Ethiopia).

The idea is to develop and integrate one (01) Continental Movement Coordination Centre (CMCC) at AU/PSOD level and five (05) Regional Movement(s) Coordination Centre(s) (RMCC), one at each of the abovementioned REC/RM. Their main task would be dealing with planning, executing and coordinating strategic transportation for the ASF and as part of the long term Capability building on Strategic Lift for the African Union and their REC/RM

These Strategic Lift experts from the EUMS, UN, NATO, EATC, MCCE and USAFRICOM provided a full picture on how they manage Strategic (air) Lift, on the particularities of their organisations and on the interactions with different stakeholders, in particular on the African continent. Also particular attention was drawn on the different mechanisms



*Strategic Airlift
in action*

available to mobilise and optimise the available strategic air lift assets in particular. This was reflected in a Long Term Capability building work plan.

The detailed work plan aims to set up an initial structure for Strategic Lift for the ASF, supported by a concept on Air-lift in particular with standing procedures, job descriptions, supporting documentation and IT-tools in place. Furthermore, it provides an initial training package for AUC/PSOD and REC/RM assigned staff. The collection and sharing of common data on available airlift assets, the main airfields/seaports and lines of communication on the African continent in one database, is a first step in creating transparency and trust to facilitate a rapid deployment capability for the ASF. It will allow all stakeholders to build and reinforce a preferred distribution network on the African continent for the benefit of economic growth and efficiency, both civilian/humanitarian and military, and it will contribute indirectly to the fight against poverty. Particular attention is also given to the development of a strategic lift tool box providing an oversight to all stakeholders of the existing airlift possibilities, from bi-lateral cooperation to outsourced solutions, supported by a trust fund.

This endeavour is also a good example of a coordinated joint effort between CION (Development and Cooperation – DEVCO), EEAS MD II (Pan-African Desk), EUMS and CMPD to the EU's partnership with the African Union. *It's also proof of the key principle linking up security and development as part of the EU's Comprehensive Approach to external conflict and crises management. This was emphasised in the Joint Communication on "Capability building in support to security and development – Enabling partners to prevent and manage crises".³*

With the international community and its organisations continuously being challenged by reduced budgets and logistics, only more thorough coordination and optimised use of local and regional recourses can facilitate a smooth and swift intervention, either humanitarian or military. It only requires a few motivated specialists and an overarching structure to speed up the process and to tailor it to the needs of the main stakeholder. At the same time the pitfalls and short comings from past experiences can be avoided. In the future, improvement of regional capabilities and the optimised use of scarce military-civilian strategic lift resources can be more successful by creating transparency, working together and building trust. ■

1. Read more at: <http://www.africa-eu-partnership.org/about-us/how-it-works/african-peace-facility>
2. The first AMANI AFRICA Cycle (AA-I) took place from 2008 to 2011 and ended with a Command Post Exercise. <http://www.peaceau.org/en/page/82-african-standby-force-asf-amani-africa-1>
3. Joint Communication from EEAS-Commission dated 28 April 2015 and FAC 18 May 2015

Developing European Remotely Piloted Aircraft Systems - RPAS

BY COMMANDER (FR) BENOIT MALEVERGNE AND LIEUTENANT COLONEL (HR) FRANJO HRALA,
EUMS CONCEPT AND CAPABILITY DIRECTORATE

Les drones ou Systèmes d'aéronefs télépilotes (RPAS) sont devenus des acteurs incontournables des opérations militaires. Le développement de capacités RPAS dans le cadre européen est désormais initié: à l'AED, le CST 'MALE RPAS' a été adopté en 2013. Au CMUE, le Concept sur l'utilisation des drones dans les opérations militaires de la PSDC a été adopté en 2014 et cinq scénarios opérationnels 'MALE RPAS' ont été développés:

L'EMUE a été chargé en juillet 2014 par le CMUE d'élaborer des scénarios opérationnels de drones MALE dans le cadre de la PSDC. Ces scénarios sont basés sur des expériences militaires récentes ainsi que les futurs défis de l'UE. Ils contribueront à déterminer le besoin militaire européen.

Ces cinq scénarios ont été développés au sein de la communauté d'experts drones de l'UE:

- Scénario «**Combat Action**»: englobe les missions de forces de combat pour la gestion de crises, y compris les opérations d'appui au sol (CAS).
- Scénario «**Long Range**»: se concentre sur les déploiements lointains et les zones étendues.
- Scénarios «**Force Protection**» et «**Personnel Recovery**»: développés avec le soutien du Groupe aérien européen (GAE).
- Scénario «**Area surveillance**»: axé sur les besoins des autorités politiques et les grands espaces, y compris la surveillance d'infrastructures.

Le succès de cette coopération pourrait en appeler d'autres en matière de drones, selon l'avancée du programme MALE DE-FR-IT, mais aussi dans d'autres domaines comme l'espace ou la cybersécurité.

AGILE
Unmanned
Aerial
Vehicle



Drones, or RPAS for Remotely Piloted Aircraft Systems, have experienced remarkable growth in military operations. They have become indispensable in the conduct of every operation. However, most of the current military RPAS used by the EU Member States were not built in Europe. It is particularly true for larger RPAS. This is why RPAS is one of the major programmes endorsed by the European Council in December 2013 and confirmed during the last European Council in June. In close cooperation with the European Defence Agency (EDA), the EU Military Committee (EUMC) and the EU Military Staff (EUMS) play their facilitating and supporting role in this endeavour led by the Member States.

RPAS NEED FOR EU

Why are RPAS essential and why should they be used during CSDP operations and missions? Firstly, RPAS form part of the wider category of Unmanned Aerial Systems (UAS), which also includes fully Autonomous Systems. Unlike them, RPAS are controlled by a pilot from a distance. We only consider here remotely piloted aircraft. Secondly, the RPAS are the only tools capable of providing, complementarily to Earth Observation satellites, the superiority in terms of Situational Awareness, thanks to their ability to last over the battlefield.

This is particularly true for Medium Altitude Long Endurance (MALE) RPAS. Weighing the equivalent of a small plane (less than five tons), they bring permanence: where a manned aircraft flies around three hours, the MALE RPAS will fly over 20 hours, even above dangerous areas and without any risk for the personnel.

MALE RPAS category is among the big family of different classes of RPAS, ranging from micro, mini, and small (less than 150 kg) to tactical (up to 600 kg) and larger sophisticated systems. They allow performing a wide range of civil and military tasks, especially in the field of Intelligence, Surveillance and Reconnaissance (ISR). In combat situations, they are particularly suitable to perform Target Acquisition (TA). Thanks to their ability to operate up to more than 900 km from their base, i.e. the distance between Paris and Rome, MALE RPAS provide comprehensive information on

CONCAP

all the interventions and guide the decisions at the tactical maneuvers up to the highest level.

FUTURE EUROPEAN RPAS MALE PROGRAMME

In 2013, after further analysis of the capability shortfalls and taking into account lessons learned from operations, Defence Ministers committed to launch four programmes in order to address identified critical shortfalls. This resulted in an increased cooperation in the areas of RPAS, Air-to-Air Refuelling, Governmental Satellite Communication and Cyber Defence. At the same meeting; they endorsed the Common Staff Target (CST) for MALE RPAS. CST aims at providing an agreed basis for a possible subsequent programme by describing the military desired effect at the horizon 2020-2025.

The Concept for the contribution of RPAS to EU-led military operations was agreed by the EUMC in March 2014 with an aim of providing the conceptual framework for the use of RPAS in EU-led military operations and military missions. This was a first step. EUMC, following an EDA proposal, tasked EUMS to develop operational scenarios based on recent military experiences as well as future EU challenges. These scenarios would support EDA's work on MALE RPAS future requirements. The EUMS presented an action plan to the EUMC Working Group / Headline Goal Task Force in July 2014 and led the development of the scenarios among the 'EU RPAS community', gathering national experts and representatives from Member States, EU institutions and the European Air Group. Two workshops were organised by the EUMS in 2014 and 2015, to select, draft and finally refine the detailed scenarios.

EU RPAS OPERATIONAL SCENARIOS

The Operational scenarios were developed within the CSDP framework and are in line with the Headline Goals 2010 and the Requirements Catalogue 05 (RC 05), expressing military requirements needed to fulfil the EU level of ambition. That meant that Strategic Planning Assumptions and Illustrative Scenarios, situations described in the RC 05, were the basis for further work on operational scenarios. Specific RPAS missions came out from RC05 and EU Concept and their characteristics are in line with the EDA CST MALE RPAS.

Being able to operate MALE RPAS within European airspace is paramount for the future system. That is why the RPAS safe Air Traffic Insertion was addressed as well. It is not in direct connection with operational use of RPAS but one of the most important enabler. A lot of other factors, such as Communication and control, geographical environment, threat, constraints, etc. were also taken into account in developing operational scenarios.

Common conclusion in the 'EU RPAS community' was there were more than a dozen possible scenarios, and that concluded list did not cover the full spectrum of possible RPAS use. However, taking into account most demanding and realistic future situations, as well as the given expertise,



More than a dozen possible scenarios for RPAS use

the community focused on the development of five of them:

The first scenario called 'Combat Action' encompasses tasks of Combat forces in crisis management, including strike operations and addressing high density contexts. The primary aim is to provide an ISR support to ground, air and naval troops as well as to higher Command and Control structures in the EU; the RPAS are ready to provide direct support to ground troops, including targeting.

The 'Long Range' scenario is focussed on remote deployments and addresses very large areas. The primary aim is to provide ISR, including Electronic surveillance and identification, at all levels on a large and remote area.

In the 'Force Protection' scenario, the objective is to provide Force protection, including detection of Improvised Explosive Devices (IED) in favour of ground troops, while providing an ISR task, in a severe environment. This can include voice/data transmission relay but also electronic warfare means.

The 'Personnel Recovery' scenario considers the support provided by RPAS within a Personnel Recovery (PR) operation. Main missions are ISR, Communications relay, and support to PR operations (Electronic warfare and Close Air support, in support of the Isolated Personnel and/or the Recovery forces).

The 'Area Surveillance' scenario is linked to Conflict Prevention situation and is more focused on Political authorities' needs and large areas, including infrastructure surveillance. The RPAS have to provide persistent ISR capabilities, worldwide, in a joint and combined environment.

WAY AHEAD

The five RPAS Operational scenarios were agreed by the EUMC in June 2015 and forwarded to EDA as a support to provide sound military requirements for CSDP missions and operations. This is the result of a fruitful cooperation among all European stakeholders and it paves the way for future collaboration in the EU framework, including between military and civil actors. It shall contribute to develop the future European MALE RPAS. At this stage, France, Germany and Italy are preparing the establishment of a programme and it is necessary to align their capability requirements and their timelines. Furthermore, several other EU countries could join the three nations.

Looking more broadly, this type of cooperative work may not remain limited to MALE but extended to all types of RPAS, and it could also be repeated in other major fields of interest such as Space, in particular in SATCOM, or Cyber. ■

EUMAM Has Achieved 'Full Operational Capability'

BY COL JUAN JOSÉ MARTÍN, DCOM AND COS EUMAM AND LTC PETER REINHARDT, PIO EUMAM

Secretariat
course in Camp
Moana-Ucatex



INTRODUCTION

*The second latest Common Security and Defense Policy (CDSP) mission of the European Union (EU) is the **European Union Military Advisory Mission (EUMAM)**, as an output of the COUNCIL DECISION 2015/78 of 19 January 2015, “The Union shall conduct a CSDP Military Advisory Mission in the Central African Republic (EUMAM RCA) to support the CAR authorities in the preparation of the upcoming Security Sector Reform by assisting the “Forces Armées Centre Africaines” (FACA) to manage their existing situation and to build the capacity and quality needed to meet the goal of a future modernised, effective and accountable FACA. It shall concentrate its action in the Bangui area.”*

Starting in mid-March 2015, the advisors of EUMAM RCA have been in daily contact with their counterparts at the Ministry of Defence (MoD) and the Etat-Major des Armées (EMA) of the Central African Republic (CAR). In September, the personnel have grown to 60, and after the Georgian troops arrival, there will be 65 men and women. About half of them are advisors, a quarter as real life support and another quarter in a security role.

EUMAM consists of members from 11 troop contributing nations, i.e. Austria, France, Georgia, Moldova, The Netherlands, Poland, Portugal, Romania, Serbia, Spain and Sweden. With the fixed date of arrival of the last soldiers, the EUMAM Mission Commander Gen Dominique LAUGEL declared “Full Operational Capability” (FOC) on 17 July 2015. According to the council decision, the mission will expire one year after achieving FOC.

WHAT HAS BEEN DONE?

As laid down in the council decision, EUMAM has to provide advice and support to the CAR authorities in order to manage their existing resources and in their preparation for the Security Sector Reform (SSR). In this latest endeavor EUMAM is meant to work in close coordination with MINUSCA. Finally, EUMAM works also in close coordination with EU Delegation at Bangui in the framework of the EU comprehensive approach.

To implement its mission of advice and support to RCA authorities, EUMAM has taken a top-down approach, starting first by the MoD and going then down to the General Staff and subordinated bodies. Working always to achieve mutual trust and

EUMAM RCA

confidence, EUMAM has first worked until June to establish an “état de lieux” of RCA Defense structures, including FACA, to then prepare an action plan in coordination with CAR authorities.

During this period, in May, Bangui has hosted an event that is essential for the further progress of the political transition in CAR: the Bangui Forum, a conference that has gathered the Transition authorities with representatives of all political and military actors in the country, in order to agree on the main parameters of the Transition (development, security, etc.). The outcome of this important conference has provided the political basis for the work EUMAM has developed.

Once the “état de lieux” has been completed, and counting on the political basis provided by the outcomes of the Bangui Forum, EUMAM has prepared with its CAR counterparts the roadmap for their reorganization in view of the incoming SSR process. We have done it through the so called “assises de la defense”, a defense seminar that has gathered for two weeks eight working groups that have worked on domains such as organization, doctrine and legislation, human resources, governance, and education and training. The results, presented in a plenary session in front of all the MoD and FACA key leaders, have taken the form of a roadmap covering the duration of the mission. The “assises de la defense” have been a complete success from all perspectives, and have aligned FACA behind the common goal of reforming themselves into a truly multiethnic, professional, and democratically governed army.

Implementation of the roadmap has seen several important steps. Reorganization of the MoD, and then of the General Staff, have been two key milestones and constitute the prerequisite of the reorganization of the whole army. Equally important, the work done in the domain of human resources will allow knowing the exact numbers of the FACA and will open the door to reconstitute their structures and units.

WHAT COMES NEXT?

As EUMAM enters its sixth month of deployment, we increase our effort on the field of non-operational training as the best way to improve professional skills and therefore preparedness of our partners to better cope with the reform they have to go through in the framework of the SSR process. The courses we deliver cover a broad range of skills, from automation and secretariat to Staff technics and procedures, and allow



EUMAM provides courses to FACA personnel

us to better influence the FACA in order to impress on them the principles and values of a modern army. Here we count on the support of Member states to expand the curricula we can offer. Besides this education, we frame the courses on human rights, international and war law, etc, provided to FACA by different OIs.

TRAINING IS ANOTHER KEY STEP IN THIS REBUILD OF FACA.

Together with non-operational effort, we will work to set up a fully fleshed General Staff, able to really support its Chief of Staff in the command of the FACA. Establishing a functioning chain of

command is a prerequisite for having a disciplined army that follows its leaders.

Training is another key step in this rebuild of FACA. EUMAM does not provide training other than the non-operational one already mentioned, but we advise FACA on the training they do, since this is another key part of FACA whole education.



ICSP Project “Support of the Ministry of Defense”

CONCLUSION

Full implementation of the roadmap will require our equally full engagement as well as that of the FACA. This is a real challenge, but FACA are highly motivated to leave the difficult situation they have suffered and to become a real army proud of what they do and represent. The aim is to have a professional, ethnically balanced and democratically controlled army. While awaiting next elections, EUMAM will continue its work to ensure FACA are best prepared to support CAR to gain its future. ■

"Today and Tomorrow..."

BY BRIG GEN FRANZ PFRENGEL, MISSION COMMANDER

On the 28th July, I had the honour of assuming command of the European Union Training Mission in Mali (EUTM). My truly multinational European team and I had the opportunity to take over this responsibility during an interesting phase of the Mission: the challenge of bringing Mandate 2 to a successful conclusion, whilst also significantly contributing to the preparation for the future. With the majority of the Staff serving in the Mission Headquarters (MHQ), the Advisory Task Force (ATF) and parts of the Training Task Force (TTF), coming from HQ EUROCORPS in Strasbourg, accustomed to working in a multinational environment, facilitated the transition considerably.

Congratulations from the German and Spanish Defence Ministers to the former Mission Commander Brig Gen Alfonso GARCIA-VAQUERO PRADAL (right) and the new Commander Brig Gen Franz Xavier PFRENGLE (left) at the Handover Ceremony 28 July 2005.



The last EUTM contingent had to constantly adapt their training to the changing Malian needs to fill the gaps caused by the missing MaAF BGs, but was able to place a greater focus on Malian trainers and future leaders. Besides the lack of deployable BGs, the MaAF have to further enhance their leadership and command capabilities.

Since assuming command, I saw two main efforts for my own work and for the MHQ: collaborative EUTM – MaAF planning to complete Mandate 2 successfully for both Mali and the European Union and to set the basis for the development of the MaAF post May 2016.

During several meetings, the Chief of Defence, the Minister of Defence and even the President of the Republic of Mali, stated that they would appreciate future EU engagement beyond Mandate 2 in order to achieve an enduring effect on the MaAF. From their perspective, concurrent with the EUTM's assessment, this could be best achieved by simultaneously focusing on command and leadership capabilities and migrating gradually from the current direct to more indirect training support for troops. Notwithstanding the significant progress made by the MaAF, they still need the support of the international community to set the conditions for a sustainable Malian owned training system and a robust operational cycle.

This must be in line with what the second main pillar of EUTM, the ATF, is currently undertaking. The ATF supports different levels of the MaAF with recommendations for the upcoming reform of the security sector. Its two most important projects are the creation of human resources and logistical information systems, which are both crucial for the functioning of the MaAF. The ATF is also supporting the implementation of the Loi d'orientation et de programmation militaire (LOPM) into MaAF structures corresponding with the operational needs, the respective command structures and training systems from the top level of the Ministry of Defence down to unit level, until 2019.

The upcoming challenge for EUTM is to gradually align both pillars in order to achieve a sustainable training system, which focusses principally on command and leadership and the return to a functioning operational cycle for the MaAF, founded on Malian owned robust structures with minimum long term EU support. ■

Since the final signing of the Peace Agreement on the 20th June 2015, the security environment in northern Mali has not improved. The non-signatory groups have either been looking for opportunities to disturb the Peace Process, or to force their integration in the process, throughout Mali. Furthermore, there have even been some violent clashes amongst the signatories themselves. The changing security environment forced the Malian Armed Forces (MaAF) to commit the majority of their forces to the North, e.g. five out of

six EUTM trained Battle Groups (BGs), the central belt as well as to the South, to restore security in close cooperation with international partners. These significant commitments have overstretched the MaAF and significantly impacted their ability to deliver eight BGs for training by the

EUTM before the end of the current mandate; thus inhibiting their ability to achieve a sustainable operational cycle.

Brig Gen Pfrengle meets the European trainers and the Malian soldiers of the GTIA 5 (Groupes Tactiques Interarmees) at their retraining.



PICTURE PARADE

DG EUMS Lt Gen Wolfgang WOSOLSOBE briefs the EU Ambassador Conference, Brussels, 2nd September 2015



EU Military Staff who successfully participated at the Brussels 20km, 31st May 2015



EU Military Staff Sports & Social Committee (SASC) Sports Day held at Duisburg Military Sports Centre. The team winners after the presentation of the trophy by DG EUMS Lt Gen Wolfgang WOSOLSOBE, 26th June 2015



At the **CSDP In Action** drawing exhibition were the artist S/Sgt Amadeo GALEA, (MT) Col Martin CAUCHI INGLOTT, Maltese Ambassador Mr Alan BUGEJA and DG EUMS Lt Gen Wolfgang WOSOLSOBE, 25th June 2015

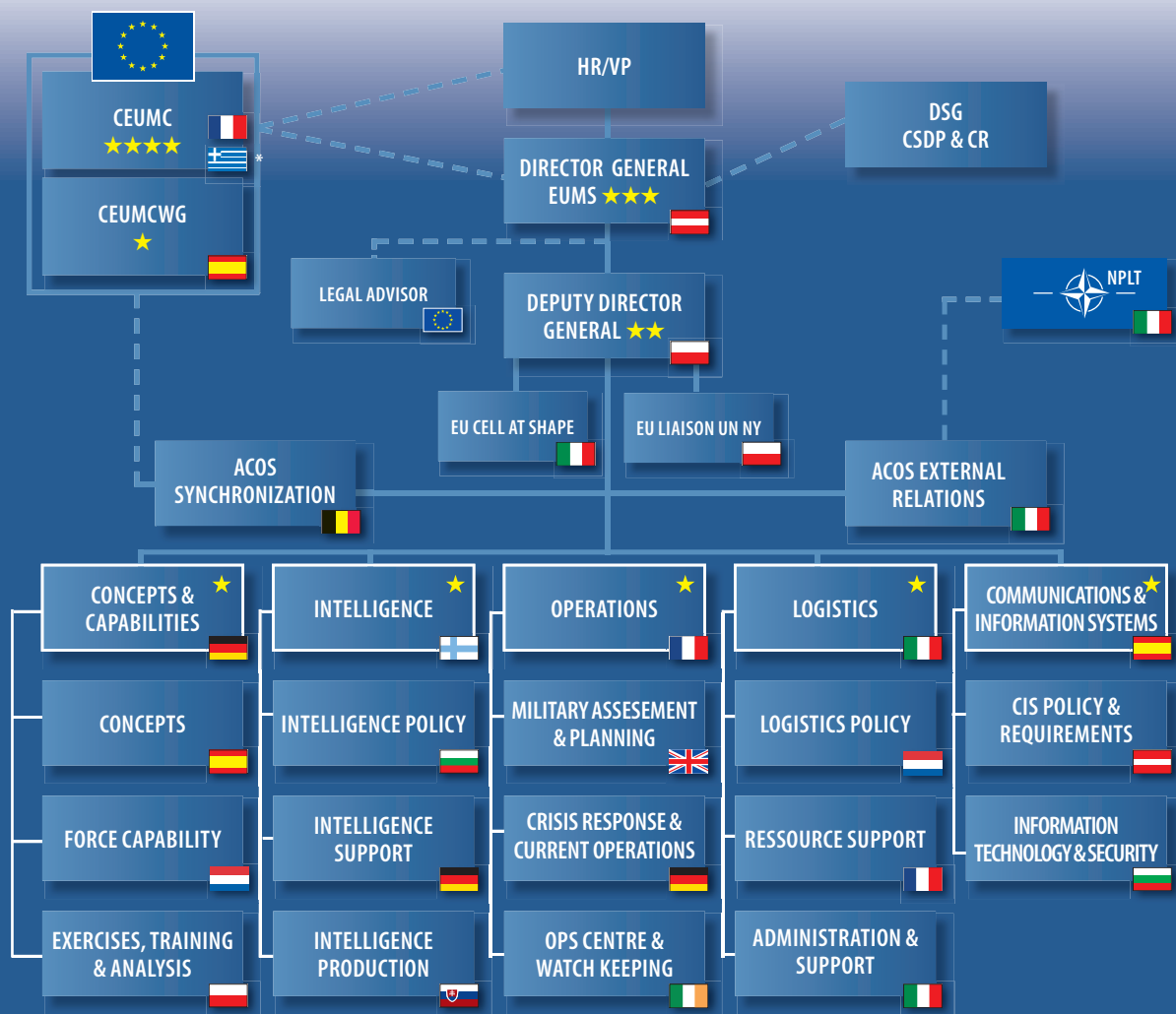


EU Military Staff participants (27) at the **In Flanders Field Triathlon**, IEPER. EUMS were the largest group participating and all finished with excellent times, 19th September 2015.



Secretary General EEAS Mr Alan LE ROY is introduced to EUMS senior personnel by DG EUMS Lt Gen Wolfgang WOSOLSOBE, 2nd July 2015.

EUROPEAN UNION MILITARY STAFF - EUMS STRUCTURE



* AS OF 06 NOV 2015

EU Military Operations and Missions

