



# **Common Security and Defence Policy of the European Union:**

## **Missions and Operations Annual Report 2016**



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**Federica Mogherini**

High Representative of the Union for  
Foreign Affairs and Security Policy /  
Vice-President of the Commission

## ► Foreword by High Representative

The European Union's Missions and Operations lie at the heart of our foreign policy. I could not imagine our external action without Operation Sophia, fighting against human traffickers and saving lives in the Mediterranean; or without Operation Atalanta, which has successfully contained piracy off the Horn of Africa; or the EUCAP Sahel Missions, supporting local security forces in one of the most strategically important regions in our wider neighbourhood.

Our men and women in uniform – currently 2,600 civilian and 4,000 military staff, from all 28 member States – are deployed all around the world to serve the security of our Union and our citizens. Instability outside our borders has a direct impact on our daily lives: the spread of a terrorist group, or the existence of ungoverned spaces in our region represent a clear risk for our citizens. Conversely, security and prosperity in our broader region can spark new opportunities – to trade, to travel, to invest. Our civilian and military personnel may be posted far from home, but their service does matter to all Europeans.

And it matters to our partners, too. Our Missions and Operations are helping them fight organised crime and piracy, are strengthening their criminal justice systems and police forces, are spreading a culture of human rights while training their armed forces. Our military is supporting countries that are recovering from conflict, where security is essential to let the local economy restart. We always act in close cooperation with the United Nations and with other regional organisations. More and more, non-European countries are asking to contribute directly to our operations. We are a cooperative power, a responsible actor, and a strong supporter of the multilateral system: for all these reasons, our friends around the world increasingly look at the European Union as a global security provider.

There is a growing need for an outward-looking Union. And there is a growing awareness – inside our continent – that we cannot leave this call unanswered. Last June, I presented a Global Strategy for our foreign and security policy, followed by an Implementation Plan on security and defence. As a consequence, the 28 governments of our Member States have agreed that we need a new level of ambition for our common engagement: we must be able to protect our citizens through our external action; to strengthen our neighbours and partners, preventing new conflicts; and to respond to crises when they arise.

Our Missions and Operations are already delivering on all these three priorities – stabilising our region, contributing to the resilience of partner countries, and enhancing our responsiveness in all phases of the conflict cycle. But we have not yet explored the full potential of our foreign policy tools. In December 2016, I have proposed a number of measures to strengthen our common security and defence: for instance, we must remove the obstacles to the deployment of our rapid reaction force, the Battlegroups; and we can ensure more coordination among our civilian and military Missions.

It is time for our defence to take a substantive step forward. This first Annual Report provides an overview of ten civilian Missions (Kosovo, Ukraine, Georgia, Niger, Mali, the Occupied Palestinian Territories, Afghanistan, Somalia and Libya) and six military Missions and Operations (Bosnia and Herzegovina, Central Mediterranean, Somalia – on land and off the coast – Mali and the Central African Republic) active in 2016. It describes our achievements with data and detailed information.

Only if we understand our strength – what we do best and what we could do better – will we be able to reform our Union. In a moment when the very essence of the European project is being questioned, we need to demonstrate that our Union can truly deliver on our citizens' needs. Heading towards a real European Union of security and defence has never been so important.



**Federica Mogherini**

High Representative of the Union for Foreign Affairs and Security Policy /  
Vice-President of the Commission



## ► Overview by Civilian Operations Commander and Director General, EU Military Staff

### What did we do in 2016?

From **the civilian perspective**, to strengthen the resilience and stabilisation of partner countries recovering from or threatened by conflict and instability, we conducted around **700 training events for almost 9,000 people** (of whom at least 1,300 were women) on topics such as human rights in policing, forensic techniques, crime scene management, human resources management, recruitment, legislative drafting, public order policing, community policing, public communication, combatting corruption, identifying document fraud, the application of local laws on irregular migration, civil registration, integrated border management, maritime security, human rights and gender, and interview techniques.

We **mentored some 800 middle and senior leadership level staff** from police services, judicial bodies, and senior officials of Ministries of Interior and Justice, including Ministers themselves.

We **prosecuted or adjudicated over 200 criminal trials** on serious and organised crime.

We **influenced the drafting of 110 laws** and governmental policies by advising and providing text on subjects such as criminal procedure codes, public procurement, money laundering, evaluation of judges, serious crimes, domestic violence, forensic expert accreditation, and cyber-crime.

We **supplied €2.5m worth of equipment** to local partners and local NGOs, ranging from all-terrain motorcycles for desert use, to mobile garages, to evidence kits, to traffic safety kits, and shipping containers for use as mobile police stations.

From the military perspective, to counter terrorism, irregular migration, piracy and to support capacity building of armed forces, we conducted both executive and non-executive Missions and Operations holding **multiple long-term training events** (up to 14 weeks at a time) **for around 2,000 people** on topics such as mortar firing, infantry skills, force organisation, sniper skills, engineering, logistics, tactical air control party, and intelligence gathering. The human rights dimension is systematically embedded in our training.

We **mentored multiple senior military officials** on Security Sector Reform (SSR), and supported them not only on SSR, but also on Disarmament, Demobilisation and Reintegration.

We **continued to operate our two naval Operations**, in the Mediterranean and in the Western Indian Ocean with a total fleet of around 30 ships and helicopters which intervened as necessary to counter piracy and disrupt human trafficking and smuggling.

Moreover, EU CSDP Missions and Operations have a **regional dimension**. In most cases the EU has developed regional comprehensive strategies, where Security, Governance, Rule of Law (RoL) and Development are addressed concurrently. In mid-2016, a Strategic Review led to the three EU CSDP Missions and Operations operating in the Horn of Africa – EUTM SOMALIA, EUNAVFOR ATALANTA and EUCAP Nestor – to realign their actions in order to ensure as comprehensive an EU effort in the region as possible. In the Sahel, the future of the Missions were considered in a wider Sahel security context, taking into account the regional dimension.

## What did we achieve in 2016?

In **Kosovo** we implemented EU-facilitated Dialogue agreements on integrated border management, vehicles and licence plates, civil protection, police and judicial integration, thus promoting normalisation between Kosovo and Serbia, as well as arresting high-profile public figures, demonstrating that no-one is above the law, and that everyone is subject to it. To support this further, we set up a court in The Hague, to hear allegations of grave violations of humanitarian law during the conflict in Kosovo.

In **Ukraine** we saw the Minister of Interior direct the roll-out of a nation-wide community policing programme, based on our successful pilot programme in one police station.

In **Georgia** we reduced tension and facilitated agreements between the conflict parties through our Hotline and our ability to deploy quickly to remote locations where incidents occurred.

In **Niger**, we completed a revision of the training manual for the police force, and facilitated the operationalisation of the 'PC Mixte' Command post concept – something that will enhance the co-ordination among the various internal security forces.

In **Mali** we supported the complete overhaul of the national training curriculum for police, thus ensuring a sustainable standardised and high-quality training for all new recruits and seasoned officers alike, that will in the future include modules on human rights and gender as standard. We also supported the preparation of the Defence Programming Law, and trained members of the Malian Armed Forces.

In the **Occupied Palestinian Territories** we supported further capacity of the key institution on border management, and we saw progress on forensic skills and community policing within the Palestinian Civil Police.

In **Afghanistan** we saw the signatures of two key agreements, on a Police Ombudsman, which will offer protection to citizens against human rights abuses by the police, and on Police-Prosecutor Cooperation, which will be key to efficient detection and investigation of crimes.

In **Somalia** we saw the production of a new National Security Policy, facilitated meetings of the Somali Maritime Security Coordination Committee, and, with partners, supported the opening of an Operations Room for the Somaliland Coast Guard. We also transitioned from providing training to individuals, to collective unit training of the military.

For **Libya**, despite a challenging political and security situation, we were able to engage the Government of National Accord, and locate ourselves as a key player for future security sector reform, in part by facilitating the renewal of the National Team for Security and Border Management.

In the **Mediterranean**, we saved 20,980 lives, handed over 55 smugglers to the Italian authorities, and decommissioned 256 smugglers' vessels.

In the **Indian Ocean**, we made a significant contribution to the reduction in piracy. At the height of Somali-based piracy in January 2011, 736 hostages and 32 vessels were being held by Somali pirates. None of these vessels or hostages are currently being held by pirates.

In the **Central African Republic**, we supported the drafting of a National Security Policy, and moved to training CAR soldiers after attaining Full Operational Capability of our main camp, Camp Kassai.

In **Bosnia and Herzegovina**, we continued to provide support to the Armed Forces of Bosnia and Herzegovina.

In **Moldova**, we helped to operationalise mixed mobile units of Border Police and Customs Service, and supported the drafting of a new Code of Ethics and Conduct for the Customs Service.

Finally, at our **civilian headquarters in Brussels** we standardised our approaches to a number of core functions in order to increase efficiency and effectiveness of mandate delivery. We reviewed all of our job descriptions, and our recruitment practices, in order to speed up deployment. We updated our internal evaluation instrument, in order to measure Mission outputs better. For the first time we drafted a number of Operational Guidelines, on Maritime Security, Public Order Policing, Border Management and Legislative Drafting, in order to give Missions advice on best practice – and so that they don't spend time reinventing the wheel! We drafted a new standard Code of Conduct and Discipline for all Mission staff that underscores our zero tolerance approach to inappropriate conduct in our Missions, a Code that was endorsed by the Council of the European Union. Furthermore, we drafted a new Field Security Handbook to define the guidelines for the organisation and management of security for all our Missions.

And, for the first time ever, we achieved a 50:50 gender balance of our civilian Heads of Mission, with 5 women and 5 men leading the 10 civilian Missions.

## Who did we work with?

In 2016 we worked with over 150 national counterparts (local Ministries of Interior, of Security, of Justice, of Foreign Affairs, and law enforcement associations such as Judicial Councils and Policing Boards, as well as local civil society organisations), and almost 180 international partners (for example EU Delegations in-theatre, EU agencies such as FRONTEX and EUROPOL, the United Nations, OSCE, INTERPOL, the African Union, Non-Government Organisations, like the International Organisation for Migration, and other country development agencies both EU & non-EU, like Japan, the US, and Canada).

## What did we learn?

We have continued to learn the value of an integrated EU approach as the only means to tackle complex crises. The need to look beyond the EU and work with others – in particular the UN – on a similar agenda was also underlined.

As part of a continuum of EU action, we learned of the need to ensure realism is continually injected into roadmaps for engagement. We recognised that for our Missions and Operations, the desired end-state can take years of work and may often be based on conditions outside the Mission's control, like the security situation.

Operationally, we learned that mainstreaming gender aspects in activities such as training has a disproportionately large and positive effect. Practically, we learned that the provision of small low-cost, but to our partners, essential, items can really make a positive difference.

Furthermore, we learned that the real added value of EU engagement is often best expressed in the words of local institutions and host countries that receive the support of our CSDP Missions and Operations. In the words of the Police Academy Director in Mali, *"If EUCAP didn't exist, it would have to be created."*

Finally, as the EEAS secretary General, Helga Schmid has noted, *"The best way to show our citizens the added value of the EU is to be united and to take forward concrete actions in the common objective of promoting peace and providing security. The CSDP Missions and Operations are a real manifestation of our commitment to that."*



**Kenneth Deane**

Civilian Operations Commander/  
Director CPCC

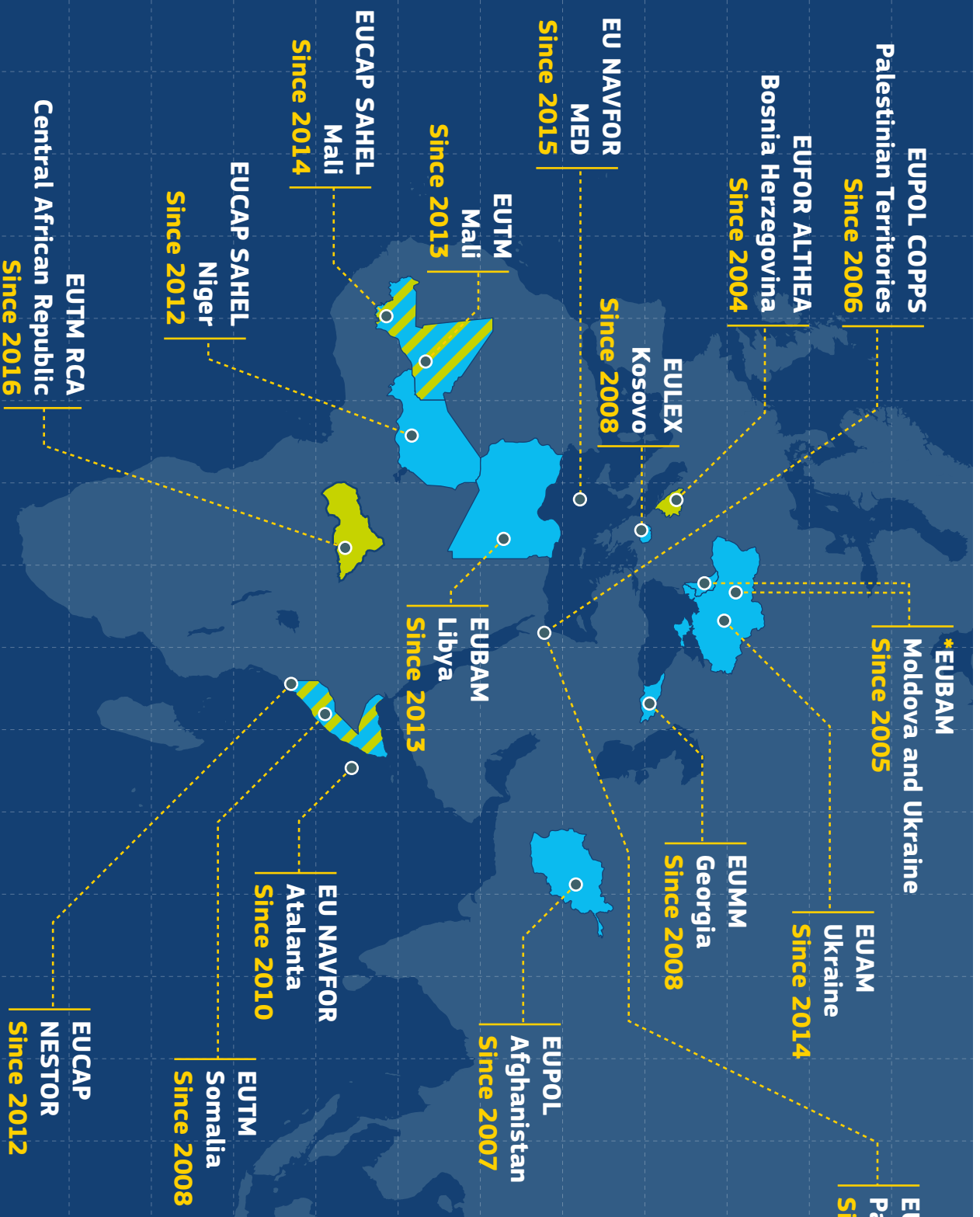


**Esa Pulkkinen**

Director General, EU Military Staff



# EUROPEAN UNION MISSIONS AND OPERATIONS IN 2016



\*This Mission is not managed within CSDP structures and hence is strictly speaking not a "CSDP Mission". However, its objectives are very similar to the other CSDP Missions and so we include it here.

 Military Operations / Missions  
 Civilian Missions

 **6** Military Operations / Missions

**11** Civilian Missions in 2016

More than **6,600** people currently deployed

 **Objectives:**

Keeping the peace, preventing conflicts strengthening international security, supporting the rule of law, preventing human trafficking and piracy.



## EU Rule of Law Mission (EULEX) KOSOVO

Worked with over 1000 staff on developing rule of law capacity in the fight against organised crime and corruption through mentoring and advising, as well as using executive powers to investigate, prosecute and adjudicate on criminal and civil matters.

### ACHIEVEMENTS

Arrest and sentencing of high-profile figures; the revocation of suspended prison sentences in sensitive cases; better use of the high security prison, demonstrating that no-one is above the law.

Formal establishment of a Kosovo Specialist Chambers, and Specialist Prosecutor's Office in The Hague to adjudicate allegations of serious violations of humanitarian international law during the Kosovo conflict.

Under the auspices of the EU-facilitated Dialogue, implemented agreements between Kosovo and Serbia. For example, the integration of 32 former Serbian Ministry of Interior personnel into the Kosovo police and the selection of over 200 Kosovo Serb Judges, Prosecutors and judicial staff into the Kosovo system, as well as the facilitation of the first ever bilateral meetings between Kosovo and Serbia on Border Police, Customs, and Phytosanitary/Veterinary Inspectorates.

Under the auspices of the EU-facilitated Dialogue, helped negotiate new arrangements concerning Freedom of Movement, including preparing the way for residents in Serbia and in Kosovo to travel in both Serbia and Kosovo without changing car license plates.

Organisation of the first ever regional chiefs of police conference. This strategic partnership building conference attended by chiefs and thematic heads of crime focused on information sharing relating to transnational strategic regional threats like irregular migration, and transnational crime.

### ACTIVITIES

Prosecuted or adjudicated 219 criminal trials on serious and organised crime at all levels (Basic Courts, Appeals Court, Supreme Court).

Mentored and advised 469 people on civil registry (especially the digitalisation of certified copies of civil registry books), asylum, migration and citizenship, police internal inspection, public order policing, prison staff, integrated border management, at both strategic and operational levels.

Organised 20 training events for 757 people (154 ♀) on subjects like the prosecution of gender based violence, unification of jurisprudence, document fraud detection, industrial property rights, handling electronic evidence, border management, improving traffic safety, women in the Kosovo police.

### INFLUENCING LAWS AND POLICIES

Reviewed and advised on 37 laws, including laws on identity cards, public procurement, prevention of money laundering, juvenile justice, strategic investments, recruitment of judges, on publication of final court judgements and on the codes of ethics for judges and for prosecutors.

### PRACTICAL SUPPORT

€203,700 worth of equipment no longer in use by the Mission (ambulances, first aid kits, vehicles) was donated to Kosovo Police and Corrections Service, and the Kosovo Red Cross.

### OUR PARTNERS SAY

*"The Mission and the government will continue to improve the rule of law, but the government does not want the Mission to take a back seat; rather it should sit in the seat to the side as joint results are central to the work ahead."*  
Isa Mustafa, Prime Minister of Kosovo

### WHAT WE LEARNED

Having a strong and credible presence on the ground helped shape and implement agreements of the EU-facilitated Dialogue process on the technical level.

<http://www.eulex-kosovo.eu/>





## EU Advisory Mission (EUAM) UKRAINE

Worked with 235 staff on civilian security sector reform assisting the Ukrainian authorities with strategic advice and hands-on advice, and support at operational level.

### ACHIEVEMENTS

Supported the establishment of the National Police of Ukraine (NPU) with our strategic advice incorporated in a range of concept papers and strategies, such as the Reform of the Internal Affairs Agencies Strategy, the National Police Reform Concept 2016-2017, and in legislation such as the Law on the National Police of Ukraine, and the draft Law on Freedom of Assembly.

The concept of community policing (new to Ukraine) has been established and is being implemented, most notably in the rollout of nationwide training programme in community policing (in 11 regions), following EUAM's pilot programming in 2015.

Successfully coordinated the comprehensive EU approach on policing in Ukraine, vis-à-vis the EU Commission's Support Group for Ukraine (SGUA) and Instrument contributing to Stability and Peace, the EU Delegation, as the EU Commission's Special Measure for Ukraine - unprecedented for a CSDP Mission.

Opened regional presences in Lviv and Kharkiv, as mandated.

### ACTIVITIES

Strategic advice is given on a regular basis to the National Police of Ukraine, for instance on how to increase efficiency of investigations and implementation of the "dialogue policing" model for public order. EUAM provides strategic planning support to establish action plans with the National Security and Defence Council (NSDC), civilian security sector institutions and law enforcement agencies.

EUAM organised 62 training events for 2,149 persons on subjects such as strategic communication, community policing, criminal investigation, forensic techniques, anti-corruption practices, dialogue policing, traffic safety control, human rights, domestic and gender based violence.

### INFLUENCING LAWS AND POLICIES

Reviewed and advised on 42 laws and policies such as the *Law on National Police*, draft *Law on Freedom of Assembly*, *Law on State Bureau of Investigation*, and draft *Law on National Security*, and the *National Human Rights Strategy and Action Plan*.

Supported the establishment of new anti-corruption bodies, including the National Agency for Prevention of Corruption (NAPC), the National Anti-Corruption Bureau of Ukraine (NABU), as well as Specialised Anti-Corruption Prosecutor's Office (SAPO).

### PRACTICAL SUPPORT

Provision of equipment to the value of €550,000, including for example, desktop computers, printers, cameras and video equipment; forensic equipment kits (crime scene investigation, bullet trajectory, dust print lifters, light kits); 255 dashboard cameras with relevant software and other items for rapid reaction police forces; refurbishment of a police station, provision of interview rooms.

### OUR PARTNERS SAY

*"EUAM is providing the Supreme Court with a unique opportunity to constructively study the international experience, the means of communication and cooperation between courts and the media. I want to thank EUAM experts for this cooperation."* President of the Supreme Court of Ukraine

### WHAT WE LEARNED

The combined mandate of strategic advice, operational support and coordination and cooperation of international actors has increased Ukrainian buy-in and improved the effectiveness of EUAM in achieving durable civilian security sector reform.

<http://www.euam-ukraine.eu/>





## EU Monitoring Mission (EUMM) GEORGIA

Worked with 324 staff on the implementation of Six-Point Ceasefire Agreement between Georgia and Russia to stabilise and normalise the situation on the ground, reduce tension and build confidence, and to inform EU policy. EUMM is the only international presence permanently on the ground.

### ACHIEVEMENTS

Through daily patrols and numerous confidence-building activities EUMM contributed to the creation of a peaceful environment and supported the Geneva International Discussions Co-Chairs in their work on conflict resolution.

By immediately increasing its presence after a Georgian civilian was shot dead by an Abkhaz de facto border guard along the Administrative Boundary Line (ABL) in May, the Mission reduced tension and prevented escalation.

Contributed to the resumption of the Incident Prevention and Response Mechanism (IPRM) in Gali with Abkhazia after four years of disruption, and with the OSCE co-facilitated 10 IPRM meetings with South Ossetia. All IPRM meetings provide for resolution of practical security issues, prevention of destabilisation and informal contacts, for example in encouraging an understanding between Georgians and South Ossetians to rehabilitate the Tiriponi irrigation canal (poorly maintained and deliberately damaged in the conflict), bringing concrete benefits to communities on both sides.

The phone Hotline improved its connectivity and saw increasing usability in theatre as the main instrument for information exchange between parties to the conflict. This has increased its importance as a mechanism for immediate communication between the conflict parties to inform about or query activities that could impact the security situation or daily lives of people living along the Administrative Boundary Lines. Reasons for this include the increased willingness on all sides to meet in situ to discuss issues, with the Hotline used to make arrangements.

### ACTIVITIES

Conducted 3,880 patrols between January and October and spoke with 12,301 people (3,718 ♀).

Operated the information Hotline with 1,371 activations from January to October 2016 (30% more than last year).

### CONFIDENCE BUILDING

In close cooperation with EUSR and EUDEL, the Mission spent €150,000 on various projects that build cross-ABL community contacts and foster understanding, for example through the organisation of a workshop for Georgian, Abkhaz and South Ossetian Journalists in Brussels.

### OUR PARTNERS SAY

*"Meetings organised by EUMM are the only platform for us to find out about civil society activities and share updates about our organisation in Gali."* NGO SDA Abkhazia

*"As you can see, I am really open to sharing our experiences with you, I am doing so because I trust EUMM."*

Representative from local NGO in Zugdidi

*"By establishing the EUMM Special Prize for Peace Journalism, the Mission promotes ethical, fair and prejudice-free reporting in and from Georgia. The prize sends a strong signal of European values and builds confidence between conflict affected communities rather than further dividing them."* Caucasus Regional Director of the Institute for War & Peace Reporting

*"Never mind, this fence will come down one day just like it did in Germany."* Elderly Ossetian male speaking to a patrol

### WHAT WE LEARNED

The importance of planning and preparing. Our quick response to the deadly shooting in May successfully put in practice an internal contingency planning concept developed in 2015 which allows for surge capacity within the Mission in areas where stability is at risk.

<https://www.eumm.eu/>





## EU Police Mission (EUPOL) AFGHANISTAN

Worked with 243 staff on reform of the Ministry of Interior and professionalisation of the Afghan National Police, through the provision of strategic level advice and training.

### ACHIEVEMENTS

A Memorandum of Understanding on the Police Ombudsman was finally formalised and signed in May 2016 (after 7 years' work!). This is essential for dealing with any human rights abuses by the Afghan National Police.

Standard Operating Procedures for Police-Prosecutor Cooperation were signed by both the Minister of the Interior as well as the Attorney General (after 5 years' work!). This arrangement lays the foundation for formal cooperation between the Attorney General's Office and the Afghan National Police and is key to proper detection and investigation of crimes.

Ministerial approval of a community policing policy and the subsequent roll-out of community policing units began in all 34 provinces. The community policing policy also strengthens the further development and expansion of the '119 emergency call' centres and the police service desks, which lead to better linkages between the citizens and police.

The Interpol National Central Bureau in Kabul strengthened the cooperation between the key Afghan law enforcement bodies responsible for public security, aiming to address efficiently the challenges of global security such as terrorism, narcotics, money laundering and human trafficking. This improved cooperation had been supported by EUPOL for several years, and will have a positive impact not only on Afghanistan itself but also on neighbouring countries and regional cooperation.

EUPOL support also resulted in linking the databases of Interpol and the Afghan Border Police through the Afghan Interpol office, which will enable better detection of persons on the Interpol wanted list who try to cross Afghanistan's borders.

### ACTIVITIES

Mentored 20 senior leaders of the Ministry of Interior and Afghan National Police, as well as their support teams on community policing.

Organised 19 training events for 225 people (45 ♀), focusing on strategic leadership skills development, crisis management awareness, capacity building on monitoring and evaluation, peace building and collaboration with Interpol for mainly senior MoI and ANP positions.

Organised a two-day conference on the Future of the Afghan Police, which showcased the progress made in civilian policing, community policing, the development of female police, and produced recommendations for Afghan and international partners to take forward.

### PRACTICAL SUPPORT

In 2016 we donated equipment worth €253,713, covering items such as computers, a media awareness campaign for the ANP, as well as seminars for the police and armoured cars for the Court.

### OUR PARTNERS SAY

*"Thanks to the prolonged technical support from EUPOL and specifically the commitment and professionalism of its advisors, the Afghan National Police is increasingly becoming a more capable, more professional and more sustainable police service."* Minister of Interior, Taj Mohammad Jahed

*"Police work can only be fully implemented through the presence of women in the police force. I thank EUPOL for its long term efforts in this area."* First Lady Ms. Rula Ghani

*"There was no civilian policing in Afghanistan before EUPOL."* former Acting Minister of Interior Salangi

### WHAT WE LEARNED

Time, and local ownership are key to deep and hopefully sustainable achievements. It can take years of effort to implement important reforms.

<http://www.eupol-afg.eu/>



EUPOL COPPS

## EU Co-ordinating Office for Palestinian Police Support (EUPOL COPPS) RAMALLAH

Worked with 114 staff on reform and development of the Ministry of Interior, the Palestinian Civil Police and the Criminal Justice Institutions, with a focus on Police-Prosecution Cooperation through training, mentoring and strategic level advice.

### ACHIEVEMENTS

Supported the establishment of the Ministry of Justice committee which reviews legislative drafting manuals, bringing together all major stakeholders of the legislative process (in the absence of a sitting parliament).

Produced 72 recommendations on fair trial proceedings.

Advanced the community policing concept as evidenced by the Palestinian Chief of Police's approval of the development of a concept of community policing as advocated by EUPOL COPPS.

### ACTIVITIES

Mentored 50 senior Palestinian police and judicial officials including the forensic, cyber and IT units of the Palestinian Civil Police.

Organised 24 training events for 518 people (179 ♀) on subjects like gender based violence, traffic safety, public relations and media.

Organised a series of workshops in the West Bank on coordination among all stakeholders involved in domestic violence cases.

Advocated for best international principles to be integrated in the Police Law.

Advocated through high level meetings for the amendment of the Judicial Authority Law defining the respective roles and responsibilities of the Criminal Justice Institutions.

### INFLUENCING LAWS AND POLICIES

Reviewed and advised on 11 laws, including the draft Law on Police, on the Serious Crimes Court, on Family Protection against Violence, on Accreditation of Forensic Experts, on

Cyber Crime, on International Cooperation in Criminal Matters, on a Medical Forensic Center, on Judicial Authority, on Judicial Inspection, and on Data Processing by Police. Since these laws are still in draft, we await to see if the Mission advice will be taken on board.

### PRACTICAL SUPPORT

Equipment to the value of €190,000 was donated, including crime scene management equipment, high resolution cameras, handheld radios, high-visibility vests, first aid kits and megaphones.

In addition to these, an IT software program for traffic accidents was delivered, as well as interface connectivity and cabling for the international police and justice cooperation unit at the Ministry of Interior, equipment for OPS room (including air-conditioning units and paper shredders).

Furthermore, equipment for first responders, High Visibility Uniforms & School Safety Patrols for the traffic police, and hardware and video and photographic software programs for the Palestinian Civil Police media and public relations department were also made available.

### OUR PARTNERS SAY

*"With the support of EUPOL COPPS, we have improved our skills in forensics, especially ballistic expertise."* Lt. Col. Samara, Palestinian Civil Police

### WHAT WE LEARNED

Local ownership is key to our support to Palestinian counterparts despite challenging security and political conditions, and support to strategic level reforms requires sustained political involvement and a comprehensive approach.

<http://www.eupolcopps.eu/>





## EU Border Assistance Mission for the Rafah Crossing Point (Tel Aviv)

Worked with 12 staff on developing an efficient and accountable Borders and Crossings administration with a view to the redeployment of the Palestinian Authority to the Rafah Crossing Point when political and security conditions allow for a regular reopening.

### ACHIEVEMENTS

Increased capacity of the General Authority on Border and Crossings (GABC) staff to carry out border controls at the Rafah Crossing Point (RCP) in case of redeployment.

Designed strategies for GABC to become an efficient and modern administration able to manage the RCP in an effective way in line with international standards and able to prevent and fight illicit traffic and border crimes at such a sensitive crossing point.

Increased awareness of GABC staff on gender balance principles and in respecting human rights while performing border checks on passengers.

### ACTIVITIES

Mentored 25 GABC senior staff members, with a particular focus on the implementation of a joint roadmap and risk analysis management.

Organised 10 training events for 180 people (28 ♀) on border management, leadership and management.

### INFLUENCING LAWS AND POLICIES

Supported the design and drafting of 3 strategic plans – the *Joint GABC-EUBAM Rafah Redeployment Plan* to the Rafah Crossing Point, the *Integrated Border Management Strategy* and the *GABC Business Strategy*. All three documents were endorsed by the GABC.

### OUR PARTNERS SAY

*"There is a strong need for more EUBAM support on Equipment and on-the-job training at Al Karama Terminal aiming at providing the Palestinian Authority/GABC with all necessary knowledge for a rapid and effective redeployment to the Rafah Crossing Point."* General Director of GABC

*EUBAM has done an excellent job in creating the conditions for building an accountable border administration able to guarantee the security and the economic development of the Palestinian territory. There is a need to increase its operational capability."* Office of the Quartet

### WHAT WE LEARNED

The discussion and signing of a Joint Road Map with our Palestinian counterparts has really increased ownership and given impetus to our capacity-building project.

The Mission is mandated to provide a third party presence at the Rafah crossing point to contribute to building confidence between Israel and the Palestinian Authority, including through building up the Palestinian capacity on all aspects of border management at Rafah.

The Mission maintains readiness to redeploy to the Rafah crossing point once the political and security situation allows – we learned that these matters take time, and that constant engagement is necessary.

We also learned that we need to work with our partners both local (GABC, Customs, Border Police, Ministry of Finance, the Palestinian Ministry of Interior, President's Office, Prime Minister's Office, Palestinian Anticorruption Commission) and international (EU DEL in Tel Aviv, EU Representative's Office to the West Bank and Gaza Strip, Member States, World Bank, United Nations, International Monetary Fund, Ministry of Foreign Affairs, Egyptian Embassy in Ramallah, and the Swiss cooperation office).

<http://www.eubam-rafah.eu/>





## EU Border Advisory Mission (EUBAM) Libya

(Temporarily located in Tunis due to security situation)

Worked with 21 staff on engagement with the Government of National Accord, mapping the security sector in the fields of police and criminal justice, including on counter-terrorism, border management, countering irregular migration and establishment of relationships in the Libyan security sector

### ACHIEVEMENTS

Facilitated decree issued by the Government of Libya renewing the validity of the National Team for Security and Border Management, and hosted its first session.

Relaunched the Border Management Working Group, a bilateral body with all Libyan competent stakeholders (17 representatives from Ministry of Interior, Ministry of Defence, Ministry of Finance, Eastern, Southern, Western border).

Completed all the logistics work necessary for the Mission to travel to Tripoli independently, and thus laid the first step in a return to Tripoli permanently, security situation permitting.

### ACTIVITIES

This year the Mission's focus was mainly planning for the future, so together with international partners, it engaged relevant stakeholders within the Government of Libya (Ministries of Interior, Defence, Finance, Foreign Affairs and their related agencies) by holding working sessions in Tunis on law-enforcement, criminal justice and border management. Linked to this, the Mission developed new terms of reference for the International Coordination Working Group on police and law enforcement, stemming from the format and work of the ad hoc training working group with the United Nations Mission in Libya.

Organised a workshop on training needs of the Libyan security forces that led to a request of support from the Minister of Interior to establish a body on training needs. We then co-led the exercise to do this (with the United Nations Mission in Libya) and we chair the working group in charge of the coordination of Member States proposals.

Hosted a workshop of Libyan experts from their Criminal Investigation Directorate, Training Directorate, Internal Security, Illegal Migration, Border Police, Public Relation and Central Security.

Compiled and reviewed relevant security sector legislation, and identified Libyan mechanisms to guarantee independence, impartiality and integrity of the judiciary. This was especially difficult given the extremely limited access to Libyan laws and decrees, and a lack of knowledge about existing law.

In Border Management and Migration, the Mission contributed to the Tunis-based EU-UN coordination committee on migration and helped develop joint initiatives with international agencies, particularly through FRONTEX.

On Criminal Justice, the Mission identified the key variables across criminal justice and penal institutions, particularly the Prosecutor's Office, the courts in Tripoli, and detention and correction centres, with due attention to mechanisms to guarantee independence, impartiality and integrity of the judiciary.

### INFLUENCING LAWS AND POLICIES

Reviewed and advised on the 2014 *A Concept Note towards a White Paper on Integrated Border Management for Libya*, feeding in comments to the Government.

### OUR PARTNERS SAY

*"We welcome the re-launch of EUBAM Libya!"* Senior Minister of Interior Official

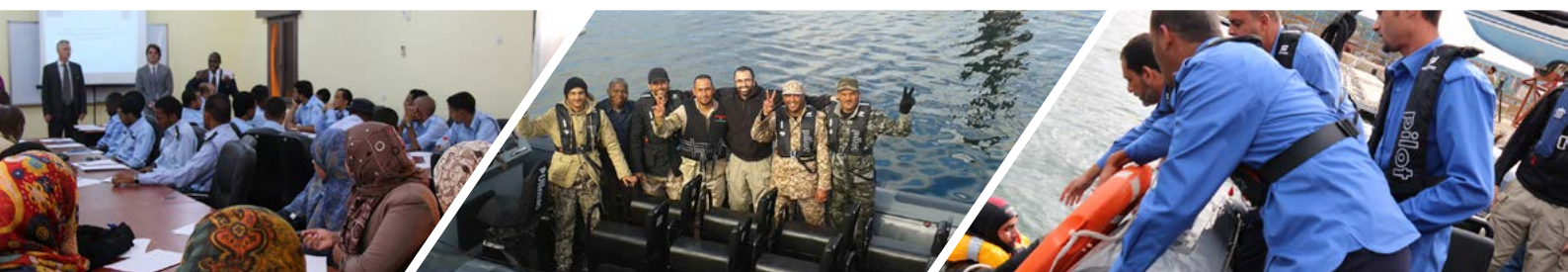
### WHAT WE LEARNED

We need to plan for high turnover of key personnel on the Libyan side.

That a focus on training institutions is worthwhile.

We need to work closely with all our international and local partners, both in Tunis and in Tripoli.

<http://eeas.europa.eu/csdp/missions-and-operations/eubam-libya/>





## EU Capacity Building Mission (EUCAP) Sahel NIGER

Worked with 105 staff supporting Nigerien security institutions to increase their capacity on anti-terrorism, organised crime, and irregular migration, delivered through advice and training.

### ACHIEVEMENTS

Due to the success of its earlier Train-the-Trainers programme, there was a move from direct delivery of training in a number of key sectors including forensic, tactical and technical intervention, to a monitor, mentor and advise (MMA) phase of engagement, as Nigerien security forces were assessed to be able to do the training themselves, thus marking significant progress in sustainability.

Reviewed and revised the police training curriculum for all new recruits, and printed multiple copies for the police services.

Opened a new office in Agadez, one of the first western agencies to open there since 2008, and delivered its first trainings to local security institutions there, overcoming logistical and security challenges in the process.

Facilitated operationalisation of mixed-command posts (PC Mixte) in Diffa through provision of equipment and training support. The PC Mixte command posts are a key element in future interoperability and coordination between the Nigerien internal security forces. This progress was noted during their participation in a counter terrorist exercise in Niamey, which was highly commended by the Minister of Interior.

### ACTIVITIES

Mentored and advised 140 persons across 3 police services.

Organised 102 training events for 1398 people on themes like irregular migration, arrest techniques, forensic evidence analysis, crime scene management, and criminal investigation.

### PRACTICAL SUPPORT

Provided €1,022,166 worth of equipment, ranging from printing detailed maps for remote areas to software for archiving police human resources databases, to all-terrain vehicles and police forensic kits. In addition we pioneered

the design and sourced a manufacturer for mobile garages, and secure mobile police stations, to ensure that the police can travel to remote regions.

### INFLUENCING LAWS AND POLICIES

Reviewed the Nigerien policy on irregular migration and associated organised crime, with the Mission's comments incorporated in the final draft.

### OUR PARTNERS SAY

*"You play a systemic role in the resilience of our security – we need you! /.../ We appreciate the partnership with EUCAP Sahel Niger, which allows us to better manage the security challenges at our border. We should continue to work together to improve our security forces."* Brigi Rafini, Prime Minister of Niger

*"The National Guard is highly satisfied with the professional support of the Missions' experts and are happy to continue our collaboration in the fight against organised crime and terrorism, which are serious threats to our citizens."* General of the Gendarmerie

### WHAT WE LEARNED

It's important to regularly visit the regions outside the capital, in order to maintain good relationships and ensure that the training is utilised.

A key to a durable transition is to conduct Train-the-Trainers programmes and to develop teaching methods and techniques that are transferrable and context specific.

CSDP can't carry the EU flag alone – we need the help of other EU instruments to supplement our work, especially in isolated field offices.

[https://eeas.europa.eu/csdp-missions-operations/eucap-sahel-niger\\_en](https://eeas.europa.eu/csdp-missions-operations/eucap-sahel-niger_en)





## EU Capacity building (EUCAP) Sahel MALI

Worked with 128 staff on human resources management, the fight against terrorism and organised crime, and border management through training and strategic level advice.

### ACHIEVEMENTS

Supported the drafting of a National Policy on Border Management and the preparatory work of the Border Police reform, including increasing its capacity through reinforcing its border management skills.

Completely revised the Gendarmerie training curricula for basic, intermediate and advanced training of new recruits, mid-ranked officers and officers at staff college diploma level.

In addition, the initial training of 2200 new recruits of the National Police now includes modules on human rights and gender for the first time, on the Mission's recommendation.

Launched Mobile Training and Assessment Teams to cover remote regions of Mali, such as Sikasso, Ségou and Kayes, and travelled to deliver the mandate there for the first time.

### ACTIVITIES

Organised 109 training events for 877 persons (63 ♀) on subjects such as operational management, human resources management, professional ethics, border management, public order, intelligence techniques, professional intervention, criminal policing, counter-terrorism and human rights and gender. An additional 9 training events were held jointly with MINUSMA, the UN's Mission in Mali.

The advisers of the Mission were strongly involved in the joint development of the EU Commission's PARSEC (Programme of support for enhanced security in the Mopti and Gao regions and for the management of border areas (a Valletta Trust Fund project) with the EU Delegation and EU Training Mission in Mali.

### INFLUENCING LAWS AND POLICIES

We advised on 12 laws or policies, including on the recruitment of the gendarmerie (particularly the gender

considerations), the organisation of the training directorate within the security forces, institutional reform of the Border Police Directorate (in the process of being approved by Ministerial decree) and the establishment of border posts.

### PRACTICAL SUPPORT

We donated equipment to the value of €156,819. This included a digital camera, printer cartridges, latex gloves for forensics, as well as basic office equipment such as desks and chairs, as well as stationery, and evidence kits.

### OUR PARTNERS SAY

*"We are the intermediaries between the command and the ground. These trainings, especially on human resources management, allow us to better manage our units and to have better behaviour in our brigades".* Participant on community policing training.

*"We have also, Madame Merkel, had the benefit of working with EUCAP Sahel Mali, which has helped us fabulously in our efforts in the security sector in Mali."* Ibrahim Boubacar Keita, President of Mali

*"If EUCAP Sahel Mali didn't exist, it would have to be created!"* Director of the Police Academy

*"No knowledge is useful unless it is shared. Aw ni cé!"* ("Thank you!" in Bambara) Participant at Forensics Training

### WHAT WE LEARNED

By adding a human rights and gender training in its "Train-the-Trainer" modules, the Mission created a multiplier effect and ensured a horizontal application of human rights and gender to all training provided by Malian instructors.

<http://eucap-sahel-mali.eu/>





## EU TRAINING MISSION MALI (EUTM MALI)

Worked with 571 staff on the training and advice of the Malian Armed Forces on improving its military capacity in order to provide for the restoration of full territorial integrity under civilian authority.

### OBJECTIVES

In line with the “EU Strategy for Development and Security in the SAHEL”, EUTM Mali supports the training and reorganisation of the Malian Armed Forces (MaAF) and to help improve its military capacity.

This is in order to allow, under civilian authority, the restoration of the country's territorial integrity.

The Malian Armed Forces face very demanding operational engagements, resulting in limited human and material resources for training the 4,000 new recruits of 2016.

### ACHIEVEMENTS

Successfully implemented its third mandate, reaching Operational Capability on 1 October 2016, as foreseen in the Mission plan. This has allowed the Mission to broaden the scope of its activities towards decentralisation of its activities in different military regions by organising Combined Mobile Advisory Training Team (CMATT) events.

We saw our Malian counterparts start to take ownership of the training processes, by providing trainers alongside the Mission trainers, giving them the ability to conduct most training activities in a sustainable manner.

Supported the preparation of the Malian Defence Programming Law (Loi de programmation militaire - LOPM).

### ACTIVITIES

Advised Malian counterparts on different aspects of running an armed forces such as logistics management, human resources management, health service provision to the armed forces, security, force organisation, international humanitarian law, and gender-based violence.

Trained 1262 MaAF personnel in 2016, through central and regional training events on courses such as Train-the-

Trainers, Company Commander, Mortar, Infantry, Sniper courses, as well as Tactical Air Control Party, and Intelligence courses. Leadership and the human rights dimension is systematically embedded in all of our training.

Two Liaison Officers courses were conducted for the armies of the G5 Sahel (Burkina Faso, Chad, Mali, Mauritania and Niger) with the support of some of their own trainers and integration of all internal key actors in the region.

These were the first involving representatives from the G5 countries, allowing them to be more efficient when conducting cross-border military operations.

### PARTNERS

MaAF, French Operation Barkhane, EUCAP Sahel Mali, United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA), EU Delegation in Mali, EU Special Representative, G5 Sahel countries, EU institutions and agencies, EU and non-EU Member States, International Committee of the Red Cross (ICRC).

### COMMITMENT

The annual budget is €17m in common costs, €8m in bilateral costs and €2m from third party contributors. There are 571 personnel from 29 countries in the Mission.

<http://www.eutmmali.eu>





## EUCAP NESTOR (SOMALIA)

Worked with 48 staff on supporting Somalia in rebuilding, after 25 years of conflict, their security sector institutions and related legislation for improved maritime security and the maritime sector.

### ACHIEVEMENTS

Contributed to progress towards a Somali Maritime Security Architecture within the New Policing Model and through supporting (with other partners) the implementation of a Somali National Security Policy and a New Policing Model.

Facilitated inclusive meetings of the Somali Maritime Security Coordination Committee (MSCC), gathering the Federal Somali government and Somali Regional States (including Somaliland) together with international partners like the UN in Somalia and the NGO Oceans Beyond Piracy.

Jointly with the NGO Oceans Beyond Piracy, the UN Office on Drugs and Crime, and Operation Atalanta, supported the opening of the Interim Operations Room for the Somaliland Coast Guard in May. This will improve maritime situational awareness and the ability to manage and coordinate interagency responses to maritime safety and security situations with a view to linking to similar services in Djibouti and Puntland.

This was also a planning year for the Mission, as we shifted direction towards a Somalia-only focus, establishing a permanent presence in Puntland, expanding the Field Office in Hargeisa (Somaliland) in October, and expanding space at our Main HQ in Mogadishu.

### ACTIVITIES

Mentored and advised 81 people (4 ♀) in the prosecution service and police, especially those on the Somalia Police Force (SPF) Police Professional Development Board (PPDB), which is tasked with writing, reviewing and evaluating the SPF training curricula contributing to the development and institutionalisation of police education within the Police Academy, and Somaliland Coast Guard personnel assigned to the Interim Operations Room.

Organised 4 training events for 54 people (6 ♀) including a workshop in Mogadishu gathering SPF officers and Somali prosecutors, as well as a maritime skills training course in Mogadishu bay and other courses on maritime legislation, criminal procedure code, police functions tackling maritime crimes (as set out in the 1972 Somali law) to support the Ministry of Internal Security in strengthening Somalia's internal security.

Supported the Deputy Prime Minister on Federal Government strategic coordination with the Regional States within the MSCC and maritime security policy.

Supported the Ministry of Internal Security on Somalia's INTERPOL statutory contribution payment arrears with the aim of clearing of the arrears along with a possible temporary exemption from upcoming payments.

### INFLUENCING LAWS AND POLICIES

Reviewed and advised on 3 laws to be approved by the Parliament: in Somalia on the Coast Guard and in Somaliland on the Coast Guard and on Anti-Piracy.

### PRACTICAL SUPPORT

Printed and distributed copies of the 1962 Somali penal code (none existed before).

### OUR PARTNERS SAY

*"We are grateful and we must support this Mission to the best of our ability as it is in our own interest to invest in our future,"* Puntland Director General Ministry of Security, Disarmament, Demobilisation and Reintegration, Mr. Yaasin Ali Yuusuf

### WHAT WE LEARNED

The need to work in partnership with other partners in the maritime security fields and utilising other EU Instruments to deliver on practical change particularly after such a long period of conflict.

<https://www.eucap-nestor.eu/>





## European Union Training Mission SOMALIA

Worked on contributing to the training, mentoring and advice of the Somali National Army (SNA) and the Ministry of Defence, as a military Mission, with a focus on training Non-Commissioned Officers.

### OBJECTIVES

To provide political and strategic level military advice and mentoring to Somali authorities within the Defence Institutions, mainly in specialised training as well as specific mentoring, advice and capacity building in the training domain, in order to contribute to the development of Somali National Security Forces.

### ACHIEVEMENTS

The signing of the Somali Ministry of Defence (MoD) Guide, by the Minister of Defence, which establishes the reference for the internal organisation of the Ministry by setting out an End State for MoD.

The signing of a MOU for the EU Project for the MoD, signed by MoD, EUDEL and EUTM. It provides funds for infrastructure in Villa Gashandiga (VG) and also for selecting and training civil servants. When completed, it will mean a MoD Initial Operating Capability, a MoD with a minimum of capacities to be operational in Villa Gashandiga.

In respect of training, the transition from individual to collective unit training has been an achievement. The Pilot Light Infantry Company (PLIC) has been designed to produce a disciplined, ethnically regionally balanced, motivated and physically fit Company to take their place in the field for the Somalia National Army.

The PLIC project has been held up as a successful model (by both the SNA and international partners) to follow for the development of an efficient SNA – evidenced by the fact that the African Union Mission in Somalia (AMISOM) has recognised its importance and will jointly implement it with EUTM Somalia, in the form of a new parallel training model, to be implemented in 2017.

It has resulted in the capacity to train a further 300 SNA soliders in two separate Light Infantry Companies which

will then be capable of conducting joint operations with the African Union in Somalia, contributing to the fight against the insurgency and the general provision of security for the Somali people.

### ACTIVITIES

From the beginning of 2016 the training calendar has been performed as agreed with SNA, carrying out several courses which involved so far almost 500 trainees, 14 of them female trainees. European Union Training Mission in Somalia has conducted in total 15 training events.

### PARTNERS

At the local level European Union Training Mission in Somalia works with SNA and MoD. International partners are the United Nations Support Office for Somalia (UNSOS), the United Nations Support Office for AMISOM (UNSOA), EUDEL, AMISOM, EUNAVFOR, EUCAP Nestor, the US Military Coordination Cell, the Italian, United Kingdom and Turkish Embassies in Somalia, and Ambassadors/Military attachés (mainly by EU Member States who have appointed personnel at EUTM HQ).

### COMMITMENT

The Mission comprises 186 personnel from 11 Member States and 1 participating third state, plus 17 local staff.

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.

[https://eeas.europa.eu/csdp-missions-operations/eutm-somalia\\_en](https://eeas.europa.eu/csdp-missions-operations/eutm-somalia_en)





## EU NAVAL FORCE (EU NAVFOR) Somalia Operation ATALANTA

Worked on Counter-Piracy off the Somali coast as the first EU maritime operation actively participating in the fight against piracy through deployment of naval vessels to protect World Food Programme aid delivery, and to deter, prevent and repress acts of piracy in the Gulf of Aden and the Indian Ocean.

### OBJECTIVES

In support of UN Security Council Resolutions, worked to protect vulnerable shipping; to protect World Food Programme (WFP) vessels delivering food aid to Somalia; deterrence, prevention and repression of acts of piracy and armed robbery; to monitor fishing activity off the coast of Somalia. In addition, EU NAVFOR Somalia supports, within means and capabilities, other EU Missions, institutions and instruments working within Somalia or EU regional programmes addressing maritime security (MASE, CRIMARIO).

### ACHIEVEMENTS

EU NAVFOR ATALANTA has made a significant contribution to the reduction in piracy. At the height of Somali-based piracy in January 2011, 736 hostages and 32 vessels were being held by Somali pirates. Currently no vessels are being held by pirates, no crew of IMO-registered vessels are held hostage, and only one, unsuccessful, attack took place in the past two years.

EU NAVFOR ATALANTA has maintained a 100% success rate in protecting WFP vessels delivering aid to Somalia, with 79,784 metric tonnes of food aid delivered between 1 July 2016 and 30 December 2016.

The legal finish, the prosecution of pirates caught by EU NAVFOR ATALANTA and transferred to regional states for trial, remains essential in the credible deterrence of would-be pirates from acting. In total, 160 suspected pirates have been transferred by EU NAVFOR over the years, with 145 convictions and 15 acquittals.

### ACTIVITIES

EU NAVFOR ATALANTA, together with other international counter-piracy operations and the maritime industry applying Best Management Practices (BMP4) and with Private Armed Security Teams (PAST), suppressed the ability for pirate groups to successfully conduct acts of piracy in

the Gulf of Aden and the Somali basin. However, the attack on chemical tanker CPO Korea in October 2016, the first Somali pirate attack since February 2014, shows that the intent and capability to commit piracy remains, and the international community must maintain vigilance.

ATALANTA continued to protect WFP ships delivering food aid to the people of Somalia through escorts, monitoring, and the use of Autonomous Vessel Protection Detachments (AVPDs) on board WFP-chartered vessels. AVPDs are a vital contribution to the Force Flow and during 2016 have been provided by Lithuania, Serbia and more recently, Croatia.

Engaged with regional states and local actors to build relationships, which in turn facilitated the strengthening of national maritime capabilities. Continued to engage with Member States and other Troop Contributing Nations in order to highlight the continued requirement for counter-piracy efforts off Somalia, especially after the termination of NATO's Operation Ocean Shield in December 2016.

At the request of EUCAP NESTOR, Operation ATALANTA contributed to the strengthening of maritime capabilities in Somalia by supporting the training of a number of Somali maritime actors, including the Somaliland Coast Guard, Bosaso Port Police, and the Mogadishu-based Maritime Police Unit, and has hosted a maritime security seminar in Berbera aboard the flagship during the first Somali port visit by an ATALANTA vessel.

### COMMITMENT

With an average of 800 staff members, from 20 EU contributing states, and Third State contributions, Operation ATALANTA typically consists of between 1 to 3 surface combat vessels and up to 2 Maritime Patrol Aircraft. The common costs for the Operation in 2016 were €6.3m and the mandate has been extended to 31 December 2018.

<http://eunavfor.eu/>





## EU Training Mission Central African Republic (EUTM RCA)

The newest Mission is the EU military Training Mission in the Central African Republic (EUTM RCA). Based in Bangui, the Mission contributes to the EU's comprehensive approach and security sector reform in the country. It has already begun working towards a modernised, and democratically accountable CAR Armed Forces.

### OBJECTIVES

EUTM RCA is part of the EU's comprehensive approach in the Central African Republic (CAR). This approach aims to contribute to the African and wider international efforts to restore stability and support the political transition process in the country, and supports the Central African Republic Armed Forces (FACA) through advice, education and operational training.

### ACHIEVEMENTS

The President of RCA officiated at the launching ceremony of EUTM RCA's, Camp Kassai, on 26 August 2016. Full Operational Capability (FOC) was achieved as planned, on 20 September 2016. The first firing exercise by RCA soldiers in the recently rebuilt Camp Kassai firing range, took place on 24 November 2016.

Supported the drafting of National Security Policy through advice, which was signed by the RCA President.

The Mission is now well known among the national and International officials and agencies in Bangui and Brussels.

### ACTIVITIES

Provided advice at the level of the Ministry of Defence (MoD) and the Joint Army Staff through 8 Working Groups, staffed by the MoD, the armed forces and the Mission. The Working Groups cover the areas of defence policy, education and training, human resources, communications and information systems, logistics, intelligence, public information, and budget and finance.

Provided advice to the President's teams overseeing national security policy and security sector reform, together with the United Nations Multidimensional Integrated Stabilisation Mission in the Central African Republic (MINUSCA).

Provided the secretariat to the Disarmament, Demobilisation, Reintegration and Repatriation (DDRR) process and for the technical coordination committee for security.

Trained the 1<sup>st</sup> Infantry Company of the Infantry Territorial Battalion Number 3 on its basic capacity through a two-week pre-training period covering subjects such as individual and collective tactical movements, shooting, physical training, the basics of international law, body combat and first aid skills.

Furthermore, trained the battalion commander on battalion tasks management, both on daily organisational tasks and combat patterns.

In order to contribute to the Defence Sector Reform in CAR within the Central African Security Sector Reform process coordinated by United Nations Multidimensional Integrated Stabilisation Mission in Central African Republic, EUTM RCA provided strategic advice to CAR's Ministry of Defence and Military Staff, and provided education to FACA's commissioned and non-commissioned officers, specialists, and operational training to FACA.

This contributed to the goal of attaining a modernised, effective and democratically accountable Central African Armed Forces, It also coordinated closely with the EU Delegation in Bangui.

### PARTNERS

MINUSCA, EUDEL, French Embassy, US Embassy, Chinese Embassy, and the African Union.

### COMMITMENT

EUTM RCA staff: 145 personnel. Launched on 16 July 2016, its mandate expires two years after Full Operational Capability (FOC), in September 2018. Budget for 2016 was €7.8m.

[https://eeas.europa.eu/csdp-missions-operations/eutm-rca\\_en](https://eeas.europa.eu/csdp-missions-operations/eutm-rca_en)





## European Union Force Althea (Bosnia and Herzegovina)

EUFOR ALTHEA worked with 600 troops from 20 nations (based mainly in Sarajevo) to develop the capacity of the Armed Forces of BiH (AFBiH) and to increase their professionalism up to international standards, thus contributing to the Safe and Secure Environment (SASE) in BiH.

### ACHIEVEMENTS

Signed a joint agreement with the Armed Forces of BiH (AFBiH) to enable the capability building and evaluation of AFBiH. This event marked the official start of joint working groups to monitor the development of AFBiH towards self-sustaining operational capability.

Organised and conducted Exercise QUICK RESPONSE 16, which involved units from the AFBiH, EUFOR's Multinational Battalion, the KFOR Tactical Reserve and the Intermediate Reserve Force from the UK in a challenging combined field training exercise. This large-scale exercise demonstrated a remarkable level of tactical capability developed within the AFBiH and underlined the ability of committed reserve forces to deploy into BiH, if required.

Contributed to AFBiH being able to declare 11 units at operational readiness, of which 8 units completed NATO Evaluation Level 1 in May.

As a result of EUFOR actions, AFBiH Peace Support Operations-trained personnel have continued to train and deploy to the NATO RESOLUTE SUPPORT Mission in Afghanistan as Force Protection.

Enabled the development of an organic capability within AFBiH, which resulted in the Mine Action and Explosive Ordnance Disposal Training Centre opening in April 2016.

In the framework of the Capacity Building and Training Programme EUFOR continued to support the AFBiH with the safe storage or safe disposal of all surplus weapons and ammunition. This contributes to safety and will free up the many AFBiH soldiers charged with guarding and maintaining the 30 weapon storage sites throughout BiH.

### ACTIVITIES

Provided Mine Risk Education to over 19,000 school children

and workers performing their duties in areas/occupations with an increased threat of mines.

Observed and advised on the inspection of over 6,000 tons of ammunition stores across the country through Ammunition and Weapons Sites Inspections and Disposals.

Enabled a significant range of capability enhancing training events including: road construction, flight operations, flight safety, disaster relief operations, deployability and mobility and communications security alongside military skills and leadership training.

### INFLUENCING DEFENCE REFORM

Developed "Change 25" to the *Instructions to Parties* which requires full disclosure by the Government of BiH of information regarding the export of weapons and explosives. This change enables the Commander of EUFOR to be effective as the only organisation capable of maintaining situational awareness of weapons and ammunition stockpiles in BiH.

### PRACTICAL SUPPORT

Situational awareness support has been provided by EUFOR by deploying Intelligence, Surveillance and Reconnaissance (ISR) assets at the request of the Ministry of Security to assist Law Enforcement Agencies in situations where an air to ground surveillance capability is essential.

### OUR PARTNERS SAY

*"I would like to express my gratitude to your Command, in particular for the help and support you have been providing to the MoD and AFBiH in carrying out our tasks in 2016. EUFOR has together with the AFBiH worked on the process of resolving surplus weapons, ammunition and explosive ordnance, demining /.../ for the purpose of a better and safer future of BiH and the entire region."*  
Marina Pendeš, Minister of Defence, Bosnia and Herzegovina.

<http://www.euforbih.org>





## EUNAVFOR MED – Operation Sophia (Southern Mediterranean)

Operation to contribute to disrupting the business model of human smuggling and trafficking networks in the Southern Central Mediterranean. In 2016, 25 Member States participated in the Operation.

### OBJECTIVES

The Operation is named for Sophia, a baby who was born on 24 August 2015 on board the German frigate Schleswig-Holstein, operating in the Central Mediterranean Sea as part of EUNAVFOR MED Task Force.

She was born to a Somali mother rescued together with 453 other migrants and disembarked on the evening of the same day in the harbour of Taranto. She was named Sophia after the German ship which was dedicated to the Prussian Princess Sophia of Schleswig-Holstein.

The High Representative/Vice President of the Commission proposed to Member States to re-name the Operation:

*“To honour the lives of the people we are saving, the lives of people we want to protect, and to pass the message to the world that fighting the smugglers and the criminal networks is a way of protecting human life.”*

The aim of this military Operation is to undertake systematic efforts to identify, capture and dispose of vessels as well as seizing assets used or suspected of being used by migrant smugglers or traffickers.

This is the first EU maritime military operation aimed to deliver Sea-Based Capacity.

Countering the smuggling and trafficking of migrants is one dimension of ending the human tragedy in the Mediterranean.

On June 2016, the mandate was extended until July 2017 and reinforced with two supporting tasks: training of the Libyan Navy Coast Guard and the Libyan Navy and contributing to the implementation of the UN arms embargo on the high seas off the coast of Libya, following UNSCR 2292 (2016).

### ACHIEVEMENTS

Handed over 55 smugglers to the Italian authorities.

Saved almost twenty-one thousand (20,980) lives.

Decommissioned 256 smugglers' vessels.

Designed and delivered training to the Libyan Navy/Libyan Naval Coast Guard (LN/LNCG) in two phases. Phase 1 took place at sea for 14 weeks. The training was well supported by Member States, through funds and troop contributions. Additionally, UNHCR and FRONTEX are providing training teams on law enforcement, human rights and refugee law.

Building on an extensive network of contacts, EUNAVFOR MED established the Shared Awareness and De-confliction in the Mediterranean (SHADE MED) seminar. The event resulted in a better understanding between civilian and military actors involved in the Mediterranean Sea, enhancing mutual interaction and assisting with the development of an overall framework for coordinating different activities and to identify best practices to deal with common security challenges.

### PARTNERS

Thus far, partnership has been the key word: partner countries, partner organisations, NGOs, international agencies who works together and share their experiences on how to manage – from a humanitarian point of view – something that is difficult to manage, especially people that have gone through a very difficult journey.

### COMMITMENT

The flagship is the Italian light aircraft carrier GARIBALDI. As part of this, 7 surface units and 7 Air Assets are deployed. Military assets and personnel are provided by the contributing states with the running costs and personnel costs being met on a national basis.

[http://www.eeas.europa.eu/csdp/missions-and-operations/eunavfor-med/index\\_en.htm](http://www.eeas.europa.eu/csdp/missions-and-operations/eunavfor-med/index_en.htm)





## \*EU Border Assistance Mission (EUBAM) to Moldova and Ukraine

Worked with 167 staff to promote border controls, customs and trade practices that meet EU standards on the Moldova-Ukraine border. It contributes to cross-border co-operation and confidence-building measures for the peaceful settlement of the Transnistria conflict.

### ACHIEVEMENTS

Mixed mobile units consisting of Moldova's Border Police and Customs Service were operationalised with EUBAM support.

Moldova's Customs Service approved a new Code of Ethics and Conduct. Drafted with EUBAM support, it outlines the fundamental principles of ethics and professional conduct.

Border and customs agencies from Moldova and Ukraine conducted three enforcement operations with EUBAM's support, targeting illegal cross-border transport, counterfeit goods and smuggling.

Moldova's Customs Service adopted the Action Plan of the Anti-Illicit Tobacco Trade Strategy. EUBAM supported the drafting of both documents.

### ACTIVITIES

Combating cross-border crime was at the forefront of EUBAM's work. Ukraine's Anti-Illicit Tobacco Strategy was developed with Government and tobacco industry representatives, whilst field-based experts advised on the identification and investigation of contraband, smuggling, intellectual property rights violations and forged/stolen travel documents. We proposed to both governments' ways to close loopholes aiding smuggling, such as tightening regulations on Duty Free Shops.

Improving cross-border co-operation was strengthened by assistance in establishing an automated exchange of border crossing data system between Moldova and Ukraine. It is expected to become operational in 2017.

The Mission developed confidence-building measures for the peaceful settlement of the Transnistrian conflict, including proposals to revitalise the Odessa-Chisinau passenger train as well as customs and phytosanitary co-operation between Chisinau and Tiraspol. EUBAM monitored the flow of goods and

people crossing the Transnistrian segment of the Moldova-Ukraine border, and advised on freedom of movement.

### INFLUENCING LAWS AND POLICIES

EUBAM provided input to 20 draft laws, policies or procedures in Moldova and Ukraine. These included revisions to the Customs Codes in both countries, draft legislation on the Authorised Economic Operator concept in Ukraine and proposed amendments to Ukraine's Tax Code.

### OUR PARTNERS SAY

*"We appreciate that EUBAM assisted the Border Police in its path toward maturity. Based on the best practices acquired over the years, today the border agency is able to carry out activities with our own resources and to ensure sustainability of the launched processes."*

Head of the Border Police Department, Ministry of Internal Affairs, Moldova

*"We express our deep gratitude to EUBAM for full support in strengthening the Ukrainian-Moldovan border, as well as actively promoting the reform and development of the State Border Guard Service of Ukraine."*

Head of the State Border Guard Service of Ukraine

### WHAT WE LEARNED

Integrated Border Management co-operation is essential. EUBAM's observations from our field presence can inform other EU instruments helping to shape policy in Chisinau and Kiev, and similarly, EUBAM can be utilised to verify policy changes are being implemented at the border.

As a technical body, EUBAM can be utilised to increase the effectiveness of the Transnistria settlement process on a regular basis at the level of expert (working) groups by providing technical solutions to concrete problems between Chisinau and Tiraspol.

\*This Mission is not managed within CSDP structures and hence is strictly speaking not a "CSDP Mission". However its objectives are very similar to the other CSDP Missions and so we include it here.

<http://www.eubam.org/>



## Supporting the civilian Missions

Mission support staff are the backbone of our Missions, ensuring the Missions are able to deliver their mandates with their computers, vehicles, recruitment, medical services, logistics and supply chains, buildings, archives, and accounts being managed professionally, safely and securely.

### ACHIEVEMENTS

Establishing and maintaining Missions in foreign territories, and managing multiple multi-lingual and multi-cultural staff in order for them to deliver on their mandates is an enormous task. Unlike the current arrangements for military Missions and Operations, the civilian Missions have a single operational headquarters, based in Brussels.

That's why Mission Support is a core part of our delivery team for the civilian Missions. In 2016, we've seen some major developments on that front. After agreement from the Council, we progressed plans to establish a common Warehouse for all of our equipment, with view to making it faster and more efficient to deploy.

In the same vein, we strengthened and centralised support functions by recruiting personnel for a new Mission Support Platform which we established in Brussels, and whose staff will be able to respond quickly to support needs in the field.

In order to purchase equipment for ourselves and partners with public money, we adhere to rigorous procurement procedures that take time and effort in order to establish best value for money. Last year we spent around €20m on equipment.

From January-November 2016 we advertised 769 international positions for our Missions, for which we received 4766 applications in 40 rounds of recruitment, which all had to be processed.

Of these applicants, 27% came from women and 73% came from men. Of the successful candidates, 29% were women and 71% were men. At leadership level, of our ten Heads of Mission, 50% are women and 50% are men.

We also support staff by providing trainers from our operational headquarters each month to Pre-Deployment Trainings run by the European Security and Defence College,

as well as responding to training requests from national agencies such as the Folke Bernadotte Academy, Escola de Garda, the European Union Agency for Law Enforcement Training, and the Centre for European Perspective to name but a few.

### HORIZONTAL ISSUES

In 2016 we drafted and consulted on a new Code of Conduct and Discipline for all of our Missions and were pleased that the Council of the EU endorsed it in July.

The new Code standardises our zero tolerance approach to improper conduct across all the Missions, and ensures a fair process for those reporting complaints and those who are the subject of complaints alike.

We also standardised our approaches to Maritime Security, Public Order Policing, Border Management and Legislative Drafting, with the production of Operational Guidelines on these subjects.

And, as our Field Security Handbook had not been updated since 2008, and did not reflect the current security organisation since the creation of the EEAS, we organised a workshop involving all the Senior Mission Security Officers and revised the full document, thus drafting a new Field Security Handbook to define the guidelines for the organisation and management of security for all our Missions.

Finally, we reviewed our procedures for measuring and evaluating our work through the production of pilot standard Mission Implementation Plans that we are currently testing so as to be able to best capture the outcomes and impact of our work.

[https://eeas.europa.eu/topics/common-security-and-defence-policy-csdp/5438\\_en](https://eeas.europa.eu/topics/common-security-and-defence-policy-csdp/5438_en)





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