



IECEU

Improving the Effectiveness of the Capabilities in EU Conflict Prevention

NEWSLETTER VOLUME 2, ISSUE 1, JULY 2016

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- Kosovo and BiH
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Upcoming events



End User Working Groups

- Finland, 13 Sept 2016
- Slovenia, Oct /Nov 2016
- Denmark, Oct/Nov 2016
- Online meeting, Nov 2016

Advisory Board meeting
20 Sept 2016, Brussels

Policy Dialogue on pooling & sharing, Sept 2016

Round Table discussions

- Palestinian territories and Afghanistan, Sept 2016
- Selected African countries, Oct 2016

INTRODUCTION - CASE STUDY EDITION

The IECEU project aims at enhancing the European Union's conflict prevention capabilities by:

- **Analysing** the current situation of on-going and past European Union Common Security and Defence Policy (CSDP) missions and operations in the selected case study regions
- **Learning from lessons** provided by these CSDP missions and operations and assessing how to translate these findings into future planning
- **Providing new solutions, approaches and recommendations** in order to guarantee long-term stability through conflict prevention and peace-building.

This newsletter focuses on the desk studies and conducted field study visits to review CSDP missions. It introduces preliminary findings from the Balkans, selected African countries, Palestinian territories and Afghanistan.

The newsletter also includes updates on the upcoming research on pooling and sharing of EU capabilities and on the development of the IECEU Learning Application. Additionally it introduces the project management handbook published as part of the IECEU project. The final project findings will suggest ways to re-orientate EU policies in the field of crisis prevention and management. The findings seek to define what works and subsequently propose improvements for future crisis interventions.

All new project publications and deliverables of the project will be available on the project website www.ieceu-project.com

Case studies

The IECEU project conducts a total of eight case studies reviewing the CSDP missions in selected conflict and crisis regions. The findings are discussed in expert round tables and published in the upcoming deliverables on the website.



IECEU reviewed EU contribution in the Balkans Expert round table validated the findings on capabilities

The IECEU Balkans case study consists of a desk research phase and field visits where comprehensive interviews were conducted. The objective is to provide a thorough analysis of the existing CSDP missions and operations in the Balkans (EULEX – Kosovo and EUFOR ALTHEA – Bosnia and Herzegovina), based on the methodological framework established as the first major goal of the IECEU.

Round table discussion with focus on capabilities was organised with the aim of reviewing and validating the preliminary findings, with participation of the experts from the EU (EEAS and field missions), research institute representatives, governmental institutes, academia and students. It took place in Ljubljana in May 2016.

The six capabilities, established in 2015 in the methodology of the IECEU project at the level of consortium, are: planning capacity, operational capacity, interoperability, competences, comprehensiveness and technologies. **The success indicators of the mission/operation: internal goal attainment, internal appropriateness, external goal attainment and external appropriateness**, were also researched and discussed at the round table.

A few of the findings are introduced here while a comprehensive discussion report will be published on this exchange of views, which complements the findings of the desk study and field research. Comprehensive articles about findings of the Balkans research will be published by



IECEU "Balkans" Round table discussion experts

the end of the year in the scientific journal *European Perspectives* (<http://www.cep.si/journal>) and at several international events and trainings. Some are nevertheless listed below:

Frequent rotation of personnel is problematic in both cases, in terms of retaining institutional memory, continuity and effectiveness in general. The 'main beneficiaries' of the EU's support that are analysed in the IECEU project – the BiH armed forces, Kosovo customs officials and Kosovo police – have been trained relatively well compared to the state of their professionalism prior to the deployment of missions.

The analysed CSDP mission and operation in the Balkans do not have a comprehensive mandate for doing an overall reform of the country, although both of them share a part of the responsibility for the maintenance of the safe and secure environment. In both cases, there are other actors responsible for one or more aspects of conflict prevention and peacebuilding – NATO being the most important in both Kosovo and BiH. The experts believe that **interoperability**

and cooperation between the EU and NATO is generally good in both cases (KFOR and EULEX in Kosovo; NATO and EUFOR Althea in BiH). It is important to note that a CSDP mission alone cannot have success in the country if it is not supported by other conflict prevention or peacebuilding initiatives undertaken by the international community.

The experts agreed that it **would be wise for both EULEX and EUFOR ALTHEA to have a clear and exact exit strategy** (or the so called phasing out of the mission envisaged), which would significantly help the planning of the mission/operation.

Centre for European Perspective (CEP), University of Ljubljana (Faculty of Social Sciences) and the Finnish Defence Forces International Center (FINCENT) were responsible for conducting IECEU Balkans case study and organised the Balkans IECEU round table discussions.

[Watch a video of the roundtable here.](#)



BALKANS

IECEU capabilities

Planning capacity
Operational capacity
Interoperability
Competences
Comprehensiveness
Technologies



IECEU reviewed EU contribution in selected African countries Need for new comprehensive EU approach in South Sudan

In April 2016, the research team of the Austrian Institute for European and Security Policy (AIES) conducted a field trip to South Sudan in the framework of the IECEU project aiming at analysing the role of the European Union Aviation Security Mission (EUAVSEC) to Juba International Airport deployed between June 2012 and January 2014.

The field trip focused on EUAVSEC activities in assisting and advising South Sudan in establishing the aviation security organisation at the Ministry of

Transport and strengthening aviation security at Juba International Airport.

The results of the mission can be considered positive as one of the core aims of EUAVSEC was strengthening aviation security by an efficient transfer of EU expertise based on productive cooperation with the local institutions.

However, it also became obvious that the mission lacked local ownership and could not entirely fulfil its mandate due to the incompleteness of the new terminal at Juba Airport. It also be-

came obvious that due to the changing political situation in South Sudan after the civil war, **South Sudan expects the EU to play a stronger role, especially in security sector reform as well as conducting training in various areas.**

As part of the research the IECEU team was pleased to meet with EU and non-EU officials and government representatives in South Sudan. They all very constructively shared their opinions related to the complexity of the EU's engagement in South Sudan.

CAR EU Force reduced violence in capital despite capability shortfalls

The European Union Force in the Central African Republic (EUFOR RCA) was established in February 2014 initially for a period of six months to contribute to a more secure environment in the Central African Republic (CAR) after major violence erupted in the country as a result of a coup d'état against President Bozizé. EUFOR RCA was mandated to provide temporary support in achieving a safe and secure environment in the capital Bangui area, with a view to handing over to African partners.

In terms of external goal attainment, the study indicated that EUFOR RCA was well received by the locals. EUFOR RCA succeeded in building a good relationship with local citizens for which it was appreciated and respected. The greatest shortfall from the local perspective was

the operation's short mandate as EUFOR RCA was terminated already in March 2015. Another great shortfall identified both from the internal and external perspectives was due to significant delay in deployment and the refusal to use battle groups.

One objective of the study was to identify the elements that have facilitated successes of the operation. Based on the interviews the following elements are highlighted. Firstly, EUFOR benefited in general from a good cooperation and coordination with other international organisations and non-governmental organisations. Secondly, EUFOR had Special Forces, military, gendarmerie, Civil Military Cooperation (CIMIC) and military engineering components that were a useful and complementary mix as part of the operation context. The gen-

darmerie and the CIMIC unit played a significant role in terms of dialogue and trust building with citizens, which contributed to the Force's popularity. **Alongside successes EUFOR faced several capability shortfalls that impacted the effectiveness of its operations.** These included shortages of intelligence capabilities, troops, equipment, language skills, information or intelligences sharing within the Force, funds for the CIMIC component and Quick Impact Projects, training and leadership, which hampered EUFOR's impact on the ground.

Despite these shortfalls the EUFOR can be considered efficient and cost-effective. The operation's limited objectives made it easier to achieve internal goals.



SOUTH SUDAN



“ A key issue for the EU is how to improve its conflict intervention capabilities and create more enduring impact on the ground.

IECEU

proposes new approaches and solutions to long-term peacebuilding in EU external actions.

Analysing and assessing the ongoing and past CSDP missions and operations.

Learning from lessons provided by CSDP missions and assessing how to translate these findings into future planning.

Providing new approaches and recommendations for the EU to improve long-term stability.

IECEU reviewed EU contribution in selected African countries

However, the shortfalls also prevented EUFOR from making significant contribution to conflict prevention and transformation at the country level.

One of the study conclusions is that the Europe-

an Force made a significant contribution to violence prevention and conflict transformation within its limited area of operation measured against its restricted mandate.

Despite the successes in the area of the capital Bangui the impact of the mission at country level was much more limited. The study was conducted by Finnish Defence Forces International Center.

The fragmentation of the Libyan state complicated the EU mission

The Libya desk review conducted by Crisis Management Centre (CMC) Finland discusses the European Union Border Assistance Mission in Libya (EUBAM Libya), launched in May 2013 and assesses its contribution to the overall security of the state of Libya. The objective of the mission was to support the Libyan authorities in developing capacity to enhance the security of their land, sea and air borders in the short term and to develop a broader Integrated Border Management (IBM) strategy in the long term.

The review maps out the overall conflict trajectory in Libya, contextualizing the mission with the political divisions within Libya, as well as with the post-Qaddafi international framework, which greatly affected the goal setting of the mission. Within this framework, the review anal-

yses the processes that led to the evacuation of the mission from Libya in July 2014.

Through analysis of the research literature, backed by the interviews of the mission members, the review concludes, that the minimal impact that the mission accomplished for the overall security in Libya, is fundamentally due to the fragmented nature of the Libyan state and its **low ability, in the present state of conflict, to absorb especially the strategic level advice that the mission tried to convey.** It is even debatable if Libya ever existed as a unitary state, with a state-like bureaucratic administration, that would have made a sustained strategic level cooperation possible. Therefore the strategic ambitions of the mission seem misplaced. Nevertheless, the direct reason behind

the evacuation of the mission and the interruption of its work, was the escalation of the Libyan conflict, which the international community, even as a whole, was not able to prevent.

The mission was more successful in following its second line of operation, which focused on developing capabilities of the Libyan border management authorities through workshops, training and mentoring. These were reportedly very well received by the Libyan counterparts, but due to the since escalated conflict, verifying the effect of these tasks is not possible.

The reviews from selected African countries will be followed by a jointly written field study report, discussing the CSDP missions in Africa.

EU urged to push for Israel-Palestine peace using full potential

The desk review examines two CSDP missions in the occupied Palestinian territories: The European Union Co-ordinating Office for Palestinian Police Support (EUPOL COPPS) and the European Union Border Assistance Mission of the Rafah Crossing Point

(EUBAM Rafah).

The review provides a brief outline of the complex and protracted Israeli - Palestinian conflict, including the key conflict issues: the right to return of Palestinian refugees, the withdrawal of Israeli armed

forces from the territories it has occupied, and the guarantee of territorial inviolability and political independence of every state in the region. There have been several internationally supported efforts to find a sustainable



IECEU reviewed EU contribution in selected case study regions



The Headquarters of EUPOL COPPS

solution to the conflict. However, instead of a negotiated solution to the Palestinian-Israeli conflict, the developments within the last decade have led into intra-Palestinian conflict.

The material and technical assistance that EUPOL COPPS and EUBAM Rafah have provided to the Palestinian security and justice sectors has received positive assessments from aid recipients, Israel, other international donors and outside observers alike. The Palestinian Civil Police performance nowadays compares positively with other Palestinian security forces,

and the security situation in the West Bank has improved remarkably during the last decade. But observers have also criticised the EU for its abundant support to the Palestinian Authority (PA), the rule of which over the West Bank lacks democratic and legal base. The Palestinian Authority is seen to have grown increasingly authoritarian in recent years. Critics also point out that the EU's decision not to engage with Hamas while providing assistance to the Fatah-led PA in the West Bank has contributed to the deepening intra-Palestinian division.

The review shows that **Palestinians and outside observers are asking what are the limitations of technical assistance in the situation of occupation** that prevents the Palestinian authorities from controlling its territorial borders. The Palestinian sovereignty is undermined by Israel's control over economic resources, the Israeli Defence Forces frequently interfere in security matters, and Palestinian authorities have no judicial power to act on crimes committed by Israeli citizens against Palestinians.

The review will be followed by a study report that analyses the primary research material gathered during spring 2016 in the West Bank, Israel and Europe. Preliminary research results will be discussed at a roundtable in Finland in autumn 2016. The research was conducted by CMC Finland.

Deterioration of security situation in Afghanistan hampers EU police mission

There is a sense of enthusiasm about the European Union Police Mission (EUPOL) concept in the relevant literature but also frustration that the mission in Afghanistan has underachieved, mostly due to reasons outside the control of those on the ground. From the specific assessments of the EUPOL in Afghanistan and that of extant literature, one can see there are serious misgivings about EUPOL Afghanistan and the EU policy that instructs it. The EUPOL mission

was expected to perform well in contributing to effective and sustainable policing. The problem was that it had no means to assess its impact. This tends to explain the latest review of EUPOL having headlined "mixed results" (European Court of Auditors, 2015).

The deterioration of the security situation since spring 2015 and high level of terrorist activity are major barriers for a small civilian-centric police mission with strict secu-

rity protocols and little time, and which falls outside NATO's protective umbrella. This, and the fact EUPOL came to the police reconstruction effort late, has made it extremely challenging for EU policymakers in Brussels to devise an appropriate policy plan for EUPOL, and the EUPOL mission in Afghanistan to devise and implement an appropriate plan.

The EU

that has over decades introduced important issues and concepts to the peace agenda, is urged to use its full potential to push forward the dormant peace process, to address the continuing Israeli occupation as well as the intra-Palestinian divisions.

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The Palestinian Civil Police performance nowadays compares positively with other Palestinian security forces, and the security situation in the West Bank has improved remarkably during the last decade.



A policy dialogue
on “Potential for pooling and sharing EU capabilities” will be organised in September 2016.

The New Media Based Learning Application
will be used to enrich and maximize the efficiency of various crisis management training

EUPOL Afghanistan operates in a complex intrastate conflict environment and the difficulties it faces are immense and plentiful. Consequently, the mission itself had problems in implementing effective measures on operational level. **Arguably, the real value may not be what the mission actually**

delivers but in a critical analysis of the areas it focused on and the challenges it faced for the benefit of similar missions in the future.

The IECEU field study in Afghanistan, conducted at the end of June, will provide new insights into Europe's

peacebuilding mission in the region. The review and subsequent field research were conducted by the Maynooth University Edward M Kennedy Institute for Conflict Intervention.

Potential for pooling and sharing the EU capabilities

One of the focuses of the IECEU project is mapping out the potential for pooling and sharing in CSDP missions and operations.

The first deliverable concentrating on this is **the standardisation review, which aims to provide an overall picture of current framework and practices of pooling and sharing in CSDP-missions and operations.** It will deliver a baseline that informs subsequent deliverables. It builds on the work done in previously, most notably the *Methodological framework* and *Analysis of the current preventive activities* and draws on the data collected during the specific case studies of EU CSDP missions and operations in

the Balkans, Africa, and Middle East and Asia.

The standardisation review is structured along the building blocks of the political risk pyramid developed by to Kuijpers/Faleg, identifying the risks when member states engage in pooling and sharing.

The first chapter will concentrate on methodology, the introductions and conclusions. The second chapter on training looks at pooling and sharing in the framework of training for CSDP missions and operations. The chapter on procurement looks at the role of the European Defense Agency (EDA) in facilitating pooling and sharing as well as the pooling and sharing of medical capabilities

(M3U module). Further chapter reviews and analyses the case study findings on pooling and sharing in ten CSDP missions and operations. The final chapter looks at the strategic level of P&S and analyses what the current state of affair is.

After finalising this deliverable, **the next step is to start on the work on the overlap of resources and interoperability as well as planning policy dialogue in September 2016.**

This work package is led by Enquirya with contributions from all other project partners.

IECEU Learning Application for crisis prevention training

The IECEU project has started working on a comparative analysis of all the case studies that will be conducted against the co-created methodological framework. In the course of the case studies, the consortium partners have inter-

viewed numerous actors both on head quarter level as well as in the field generating a lot of new information. IECEU will review all the case study findings and then assess the effectiveness of the studied EU missions/operations.

Furthermore, **a learning application using new state of the art technology, will be developed.** This **New Media based Learning Application (NMLA)** has multiple objectives.



Firstly, it serves to present and illustrate the findings of the IECEU project in a comprehensive and interactive way. Secondly, it will offer an innovative complementary tool to be used in various educational institutions or training centers to teach crisis prevention and crisis management. Thirdly, the NMLA will create an effective tool for dissemination of project findings.

The developed application will be used to enrich and maximize the efficiency of various crisis management trainings. The application will use game-based interactive learning elements which will

motivate the learner to actively engage in the learning process.

The idea of using modern technology in crisis management related training is not new. Several e-learning applications have been created in the past, for instance, in the field of security training and humanitarian aid. The IECEU project will review how the new media based applications have been utilized so far in the field of crisis prevention/management training and it will discuss how the NMLA can boost crisis prevention and crisis management training in the future.

In order to address the real existing needs, various end-users (EU and national civil servants, researchers, teaching staff, students etc.) will be consulted along the development process.

Laurea University of Applied Sciences is the responsible partner for overall management of the NMLA with contributions from other project partners.



TRAINING

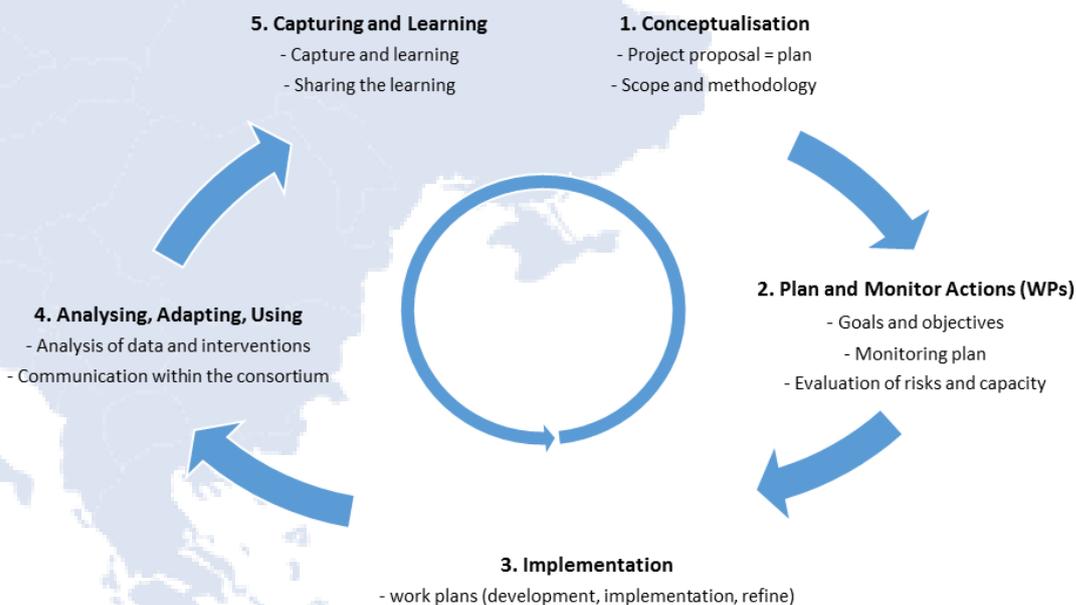


Project Management Handbook

The Project Management Handbook provides a practical toolbox with a theoretical background for experts working with international projects.

The tailoring of project methodology provides an adequate level of control to guarantee the achievement of a successful project. Following the project management approach,

detailed work breakdown structures, resource plans and delivery timeline schedules will be covered with the proposed methodology.



The IECEU –project follows the above Project Management Cycle



Consortium:



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This project has received funding from the EU Framework Programme for Research and Innovation HORIZON 2020 under grant agreement no 653371. The content of this document reflects the authors' view and the European Commission is not responsible for any use that may be made of the information it contains.

