



2026 EEAS Counter FIMI Conference FROM INSIGHT TO IMPACT

BRUSSELS
17-18 March 2026



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and speakers' bio



DAY 1 – 17 MARCH

8h30 – 9h55

Registration and welcome coffee

9h55 – 10h00

Welcome remarks

Olivier Bailly, Managing Director for Global Issues and Communication, European External Action Service

About the Speaker:



Olivier Bailly is working as Managing Director for Global Issues and Communications in the European External Action Service (EEAS) since 1 February 2025. Prior to that he was Deputy Managing Director and Director for Global Issues (2021-2025). Since February 2021, he was also Head of the EEAS Vaccine strategy.

Prior to joining the EEAS, he was Head of Unit in the European Commission Secretariat General (2020-2021) responsible for Covid19 vaccines, Head of Cabinet to Commissioner Moscovici, in charge of Economy and Taxation (2014-2019) and Head of Unit and Deputy Spokesman of the European Commission (2010-2014).

Olivier Bailly joined the European Commission in 2001 and had various positions in the Secretariat General before taking up the post as Political Assistant to the Secretary General (2005-2010).

He holds a degree in Political Sciences and History from Sorbonne University in Paris and a Master in Political Sciences and EU Law from Institut d'études politiques de Strasbourg.

10h20 – 11h00

Moderated discussion (high-level programme)

About the Moderator:

Matthew Reece has worked in the EU for the last twenty years, working primarily on the strategic, policy and operational dimensions of the EU's efforts to international peace and security. His early experience includes operational tours in the British Army, an adviser to the High Representative in Bosnia and to the UN Special Representative and his deputy in Kosovo.

In the first ten years, he helped establish the EU's crisis management capability, leading the political-military planning for the EU's first military operations, designing the crisis management decision-making processes, concepts such as for military rapid response and the reform of the crisis management structures. He established the headquarters to run all EU civilian missions, led the planning and launch of the EU missions in Kosovo and Georgia and was responsible for the management of nine EU missions worldwide.

In 2010, he established a strategic planning cell that prepared the forward agenda of the regular summits of EU leaders to support the office of the first permanent President of the European Council. From 2015-2021, he ran the policy team in the Council Secretariat that covers Russia, the Eastern Partnership, Central Asia, the Western Balkans, Turkey and relations with EEA/EFTA partners. From 2021 to 2025, he acted as the representative of the Council Secretariat to the Political and Security Committee. Currently he is the Director of Policy Planning and Strategic Communications for the EU's High Representative/Vice President Kaja Kallas.



11h30 – 11h40

Introduction: The Sword complementing the Shield

About the Speaker:



Filip Grzegorzewski, Head of Information Integrity and Countering Foreign Information Manipulation and Interference (FIMI), is a senior diplomat in the European External Action Service – a diplomatic service of the European Union.

He held key positions in both the Polish Ministry of Foreign Affairs and the EEAS. From 2019 until August 2024 he represented the European Union in Taiwan as the Head of the European Economic and Trade Office. From 2015 until 2019, Filip Grzegorzewski was Chair of the Council of the European Union Working Group on Asia - Oceania (COASI). The group brings together delegates from each EU member state Ministry of Foreign Affairs and meets weekly to prepare the decisions of the Council of the European Union on all matters pertaining to the two continents. From 2013 to mid-2015 he was Director of Asia-Pacific Department at the Polish Ministry of Foreign Affairs. Between 2011 and 2013 he was Head of the Policy Unit and Deputy Head of Cabinet (Minister's Secretariat) in the MFA. Grzegorzewski was Political Counsellor at the EU Delegation to China and Mongolia between 2008 -2011. This came after he served as COASI Representative at the Permanent Representation of Poland to the European Union (2005 - 2008).

He graduated from the Polish Diplomatic Academy and the University of Warsaw with a specialisation in Chinese studies and international relations. He also studied at Nanjing Normal University in China and at Hanoi University in Vietnam. He is a certified Positive Psychology Coach.

11h40 – 12h00

Presentation of the 4th EEAS Report on FIMI Threats and FIMI Explorer

About the Speaker:



Beatriz Marin Garcia is a data analyst in the FIMI and Information Integrity division in the EEAS. She leads digital investigations and develops strategies for detecting and responding to Foreign Information Manipulation and Interference. Prior to the EEAS, she has worked in DG Communication and DG CONNECT in the European Commission. She has a background in Sociology and Communication Analysis.

12h00 – 13h00

Panel 1: Trends and emerging issues: Designing European responses in an evolving threat landscape

About the Speakers:



Virginia Mahieu is the Neurotechnology Director at the Centre for Future Generations (CFG), an independent Brussels-based think tank. She leads work analysing emerging trends in neurotechnologies, their ethical, societal, and legal implications, and how to ensure that neurotech develops responsibly and in line with European values. She previously worked in the Policy Foresight Unit of the European Parliamentary Research Service (EPRS) as a strategic foresight practitioner, with a focus on emerging technologies, behavioural insights, and scenario planning. Virginia holds a PhD in sensory neuroscience from the University of Sussex, and a PGC in EU Policymaking from the Vrije Universiteit Brussel.

David Salvo is ISD-US's Managing Director for Transatlantic Policy and Programming, with a particular focus on countering FIMI, hybrid threats, and authoritarianism. He previously directed the Alliance for Securing Democracy (ASD) at the German Marshall Fund, prior to ASD's merger with ISD. An expert in Russian affairs, David has been analyzing the Kremlin's authoritarian toolkit to undermine democracy at home and abroad throughout his career. David spent ten years at the US Department of State, where he advised senior-level department officials and negotiators and served overseas in Russia and Bosnia and Herzegovina. He speaks Russian and Serbo-Croatian, and has working knowledge of French.



Margot Fulde-Hardy is an investigator on Graphika's intelligence team, researching Chinese online influence operations targeting global audiences and state influence actors targeting electoral contexts. She recently published a Graphika report, "Glass Onion", uncovering a network of domains pushing pro-China messaging while posing as legitimate media outlets. She has experience in both industry and government, including at the French government agency Viginum, where she previously led analysts' investigations and supported the agency's development since its inception in 2021. Margot is also a FIMI-ISAC member and co-chair of OASIS Open source project DAD-CDM technical steering committee, where she supports the research on creating a common data model for FIMI campaigns, drawing on her expertise on STIX, TTPs, and OpenCTI.

Mykola Balaban is Deputy Head at the Centre for Strategic Communications (Ukraine) He specializes in countering foreign information manipulation and interference (FIMI), strategic communications, and information resilience. His work focuses on analysing Russian information operations and developing whole-of-society responses to hybrid threats. Mykola collaborates with international partners including the EU, NATO, and civil society networks to strengthen democratic resilience against information threats.



Jacob Tamm is an EEAS official who joined the Strategic Communication and Foresight Directorate in September 2023. He is the Deputy Head of the Information Integrity and FIMI Division. Prior to joining the division, Jacob served in different services at EEAS HQ, including as Deputy Head of the US and Canada and Regional Affairs Divisions. He has done several postings abroad, including in the EU Delegation in Nigeria, where he led the democratic governance/counter-terrorism team, and also served as a political advisor in the EU Delegation in Bolivia.

Before joining the EU institutions, Jacob was posted in Swedish Embassies in Bolivia and Guatemala, where he was engaged on Sweden's bilateral cooperation on issues related to peace, security and democratic governance, and was also working for the UNDP/UNV in Brazil and various civil society organisations. Jacob is a graduate from London School of Economics and Political Science and the University of Sussex.

13h00 – 13h15

Spotlight 1: Ukraine and the EU in action

About the Speaker:



Kyrylo Viktorov is the Head of the Department for Countering Information Threats to National Security at the Center for Countering Disinformation under the National Security and Defense Council of Ukraine. He graduated from Taras Shevchenko National University of Kyiv, holding Master's degrees in Law and in International Relations, Public Communications and Regional Studies.

Following the full-scale invasion of Ukraine by the Russian Federation in 2022, he joined the Center for Countering Disinformation. During his service, he advanced from Analyst to the Head of the Department. He specialises in strategic communications, information analysis and countering disinformation. Currently, he leads the Center's monitoring and analytical work on identifying and assessing information threats and developing strategies to counter

them.

14h30 – 14h45

Spotlight 2: Chinese transnational information suppression

About the Speaker:



Tauno Tõhk is a Research Fellow at the International Centre for Defence and Security (ICDS) in Estonia, specializing in China and Chinese foreign interference. Prior to joining ICDS, he led the team addressing Chinese Foreign Information Manipulation and Interference (FIMI) at the European External Action Service (EEAS). Previously, he has served as a member of the Cabinet for the European Commission Vice-President for the Digital Single Market, and as a media adviser to the Estonian Government and the Prime Minister.

14h45 – 15h45

Panel 2: Beyond FIMI: Tracking FIMI in cyber and criminal activities

About the Speakers:



Rodolphe Roques-Couchot currently serves at Europol within the EU Internet Referral Unit (EU IRU), working at the intersection of operational coordination, digital investigations, and emerging technologies. In his current role, he is closely involved in strengthening law enforcement capabilities in the digital domain, with a particular focus on innovation, data-driven investigations, and the operational implications of artificial intelligence.

He brings extensive national and international experience in counter-terrorism (CT), having worked on complex, cross-border investigations and strategic projects aimed at enhancing cooperation between Member States and international partners. His expertise covers online investigations, electronic evidence frameworks, operational analytics, and the integration of advanced technologies into law enforcement workflows.

Jamila Boutemeur, Head of the Threat Analysis Team, Operations and Situational Awareness Unit, EU Agency for Cybersecurity (ENISA).

Having been in the defence and security community for 15 years, Jamila is now the Head of the Threat Analysis team at the European Cybersecurity Agency (ENISA).



Inês Narciso is Head of Information Integrity and Resilience at the CyberPeace Institute, where she works on projects exploring the nexus between cyber operations and information manipulation. As an OSINT and FIMI expert, she has contributed to several European initiatives on information integrity, including the Code of Practice for Disinformation and the FIMI-ISAC, where she served on the board. She was a special advisor to former Portuguese prime minister António Costa, is Vice-President of OBSINT and a researcher at ISCTE – University Institute of Lisbon.

Harrys Puusepp, Head of Bureau, Estonian Internal Security Service
Estonian Internal Security Service (KAPO) has been a pathfinder for European intelligence community to start sharing with the public both threats to national security and how to mitigate them using Annual Reviews. KAPO is a vocal advocate for a pressing need to counter Kremlin Malign influence operations and has showcased effective possibilities to do so.



Harrys Puusepp (42) has 20 years of experience in public sector of Estonia, law enforcement and national security community. Started his professional career in police and led Police and Border Guard board comms team. Past 15 years has served Estonia and its people in Estonian Internal Security Service (KAPO) as a press officer and past 5 years as Head of Bureau.

Educated in University of Tartu for 10 years, holds a master's degree in both communication management(2010) and at law (2020).



Siim Kumpas, Team Lead, Policy Strategy and Partnerships Team, Information Integrity and Countering FIMI Division, European External Action Service.

Before joining the EEAS, Kumpas worked at the Government Office of Estonia, designing and implementing Estonia's approach to building resilience to foreign information manipulation. He is also a guest lecturer at the Estonian Academy of Security Sciences, delivering a course on Strategic Communication and Psychological Defence. Kumpas holds a MA degree in Communication Management from the University of Tartu.

Panel 3: Disruptive action: How to raise the costs for FIMI perpetrators

About the Speakers:



Alexandre Alaphilippe is the Executive director and co-founder of the EU DisinfoLab. Since 2017, he has coordinated work on some of the organisation’s largest investigations into Information Operations linked to Russia, India and China. In 2022, he led the exposure of Doppelganger, which has been labeled as one of the largest information operation from Russia in the past years. He is a member of a number of working groups in Brussels linked to platform regulation and hybrid threats, where he emphasises the role of civil society in maintaining democratic values. He has published papers for the Brookings Institution and his work has been featured on CNN, BBC, Le Monde and Politico.

Konrad Adamowicz is the Deputy Director of the Department for Strategic Communications and Countering Foreign Disinformation at the Polish Ministry of Foreign Affairs. A career diplomat since 2014, he previously served as Consular Crisis Coordinator and was posted to Erbil and Beirut. He holds degrees in Arabic Studies from the University of Warsaw and International Public Policy from University College London. His work focuses on strategic communication, crisis management, and combating foreign disinformation.



Dirk Schuebel, Head of the Russia Division, European External Action Service.

(Bio not available).



Guillaume Kuster is Deputy Director at the Directorate of Communication and Press of the French Ministry for Europe and Foreign Affairs, where he oversees strategic communications (StratCom). A former journalist with more than two decades of experience in media and public communication, he works at the intersection of information integrity, public communication, and emerging information threats. He is the co-founder and former president of Check First, a company focused on open-source intelligence and investigation technologies.



Mattia Caniglia is Senior Intelligence and Policy Analyst at the Global Disinformation Index (GDI), Affiliate Lecturer at the University of Glasgow and Co-Chair of the FIMI Information Sharing and Analysis Center (FIMI-ISAC). His work focuses on hybrid threats, researching how disinformation and FIMI interact with other instruments of hybrid competition across digital, political, and economic domains, reshaping international security dynamics. He previously worked with the Atlantic Council's Digital Forensic Research Lab. He regularly engages with policymakers, researchers, private companies and civil society organisations across Europe on counter-disinformation and resilience to hybrid threats.

17h15 – 17h30

Concluding remarks: FIMI: Keeping the focus on the external threat

About the Speaker:



Born on 16 February 1978 in Gävle, Sweden, **Tomas Tobé** is the Head of the Swedish national delegation. He was elected as a Member of the European Parliament in 2019 and is the Chairman of the Committee on Development and Member of the Committee on Civil Liberties, Justice and Home Affairs. He is a Substitute Member of the Committee on Industry, Research and Energy.

Prior to being elected to the European Parliament, he held various positions in the Swedish Riksdag since his first election in 2006. These include positions as Chairman of the Committee on Justice, Committee on Education and

Committee on the Labour Market.

He was the Secretary General of the Moderate Party between 2015 and 2017. MEP since 2019.

Welcome remarks**About the Speaker:**

Filip Grzegorzewski, Head of Information Integrity and Countering Foreign Information Manipulation and Interference (FIMI), is a senior diplomat in the European External Action Service – a diplomatic service of the European Union.

He held key positions in both the Polish Ministry of Foreign Affairs and the EEAS. From 2019 until August 2024 he represented the European Union in Taiwan as the Head of the European Economic and Trade Office. From 2015 until 2019, Filip Grzegorzewski was Chair of the Council of the European Union Working Group on Asia - Oceania (COASI). The group brings together delegates from each EU member state Ministry of Foreign Affairs and meets weekly to prepare the decisions of the Council of the European Union on all matters pertaining to the two continents. From 2013 to mid-2015 he was Director of Asia-Pacific

Department at the Polish Ministry of Foreign Affairs. Between 2011 and 2013 he was Head of the Policy Unit and Deputy Head of Cabinet (Minister's Secretariat) in the MFA. Grzegorzewski was Political Counsellor at the EU Delegation to China and Mongolia between 2008 -2011. This came after he served as COASI Representative at the Permanent Representation of Poland to the European Union (2005 - 2008).

He graduated from the Polish Diplomatic Academy and the University of Warsaw with a specialisation in Chinese studies and international relations. He also studied at Nanjing Normal University in China and at Hanoi University in Vietnam. He is a certified Positive Psychology Coach.

Panel 4: Approaches to upholding freedom of expression: Lessons learnt from the regulators and platforms**About the Speakers:**

Krisztina Stump is Head of Unit at the European Commission, in charge of social media policy and the Commission's policy work on information integrity. Her responsibilities include working with the signatories of the Code of Conduct on Disinformation, supporting media literacy as well as research projects focussing on information integrity. Krisztina holds Master of Laws degrees with a focus on Media Law from Columbia Law School (New York) and from Humboldt University (Berlin) as well as a Master's degree in Communication and Media Studies.

Suzy Wild leads Anthropic's External Affairs in the EU. She has worked in EU politics for nearly 20 years, including as an adviser to MEPs on justice & home affairs, security, digital policy, and transatlantic relations. She's negotiated hundreds of pieces of legislation including The EU Chips Act, the GDPR, international data flows, cybersecurity, and counter-terror agreements.





Michele has a Law background and he holds a postgraduate Master in European Political Studies. He currently works at Wikimedia Europe as Lead EU Law and Policy where he advocates for the protection of the Wikimedia projects and the Wikimedia community. Previously, he worked as EU Affairs Advisor at the Conseil supérieur de l'audiovisuel (CSA), the Belgian French-speaking media Authority, where he contributed running the 2022 ERGA Chairmanship. From 2014 to 2019, he worked at the European Parliament as Legal and Political advisor dealing with a plethora of subjects ranging from EU copyright rules, media law, to cultural and constitutional issues.

Carl Vander Maelen, Legal Officer, DG for Communications Networks, Content and Technology, European Commission

(Bio not available).



11h45 – 12h45

Panel 5: FIMI in Crisis Regions: From manipulated local grievances to operational responses

About the Speakers:



Marcela Luchita, Acting Head of the Resilience Building Directorate Moldovan Centre for Strategic Communication and Countering Disinformation.

(Bio not available)

Valdez Onanina (Africa Check, Head of the Francophone Africa Office). Valdez is a Cameroonian journalist based in Senegal. Since September 2022, he has been heading Africa Check's Francophone office, which he joined in 2016. A former reporter for the Senegalese Press Agency and Côte d'Ivoire's Alerte Info, he also worked at the United Nations Information Center in Dakar. He holds a Master's degree in Media and Communication and an MBA in Political Communication and Influence Strategies. He's an Associate Researcher at the GIRMEC laboratory of Cheikh Anta Diop University in Dakar where his work focuses on disinformation in the Sahel and examines the mechanisms by which algorithms shape narratives in Africa within the broader context of information warfare.





Jerzy Pomianowski has worked in international affairs for almost 30 years, serving as Deputy Foreign Minister of Poland, Director of the OECD-UNDP's Partnership for Democratic Governance, and Poland's Ambassador to Japan. In 2013, he led the establishment of the European Endowment for Democracy (EED) and has since served as its Executive Director. Pomianowski began his career as a civil servant in 1990, just after the fall of communism, first at the Ministry of Education and then at the Ministry of Foreign Affairs. He oversaw the launch of Poland Aid (2006-2008) and served as Director General of the Polish Foreign Service (2005-2006). Before 1989, Pomianowski was an active member of the democratic opposition in Poland. He was Chief-Editor of the Independent Publishing House at the Warsaw University, his Alma Mater. In his free time, he serves as president of the European and Polish Aikido Federations.

Artur Papyan is the co-founder of CyberHUB-AM, a digital security help desk for journalists and human rights defenders. Artur's work over the past 8 years focuses on cyber threats, information manipulation, data protection, and censorship circumvention. Artur also has a substantial media experience. He is the President of the Yerevan Press Club and previously worked for more than a decade as a journalist and multimedia editor with the Armenian Service of Radio Free Europe/Radio Liberty, co-founded "Azatutyun" TV channel, worked as a researcher, producer, anchor and journalist with various other outlets and organizations.



As head of EU Affairs, **Lisa Musiol** manages Crisis Group's relations with the European Union and leads the organisation's European advocacy, liaising with EU and member state policymakers in Brussels and EU capitals. She closely follows developments in EU foreign policy and analyses the implications for the conflicts and crises covered by Crisis Group. Lisa has more than ten years of professional experience in EU-focused research and advocacy. Prior to that she worked with Human Rights Watch in Brussels, the EU Delegation in Tunisia and the Open Society European Policy Institute in Brussels.

Panel 6: The future of FIMI: Towards AI-driven solutions to FIMI

About the speakers:



Dr. Halyna Padalko is a multidisciplinary researcher specializing in strategic communication, propaganda, disinformation, and the use of AI in these domains, including policy implications. She is completing a Fulbright fellowship at MIT’s Center for International Studies, where she researches information manipulation and co-teaches an MIT course on AI and propaganda.

She is a Research Fellow at the Balsillie School of International Affairs and previously held a doctoral fellowship at the Centre for International Governance Innovation. Her experience also includes an internship at the European Parliament and a non-residential fellowship with the NATO Strategic Communications Centre of Excellence. Her work has been published in leading computer science and policy-oriented peer-reviewed journals.

Carl Miller is a technologist and writer. He is the founder of the Centre for the Analysis of Social Media at Demos and the information integrity lab CASM Technology, and is the Chief Strategy Officer at the DISARM Foundation. With colleagues, he was one of the winners of the UK Sovereign AI competition, investigating FIMI activity attempting to manipulate LLMs for geopolitical influence. He is also host of the podcast Kill List, which won podcast of the year at the 2025 British Podcast Awards.



Dr Pekka Kallioniemi is an expert on social media and disinformation, who has worked as an independent consultant and a postdoctoral researcher on human technology interaction at Tampere University (Finland). In addition to his academic interest in state-of-the-art technologies, he has also studied Russian online information operations and disinformation. In his current research, he combines these topics, focusing on how online information operations and disinformation may change in the future with the adoption of technologies such as ChatGPT, deep fakes, and generative AI. Dr Kallioniemi has published the popular Vatnik Soup series since October 2022 and has regularly commented to national and international media on these issues. Since January 2023, he has also been a columnist for the British newspaper Byline Times. Dr Kallioniemi’s work has been covered in The Wall Street Journal, The Washington Post, The New York Times, and Die Welt.

Alex Colville is the China Media Project’s lead researcher on AI and its intersection with propaganda and disinformation, and editor of the biweekly newsletter China Chatbot. Alex has written on Chinese affairs for The Economist, The Financial Times, and The Wire China. He has a background in coding from a scholarship with the Lede Program for Data Journalism at Columbia University. He was based in Beijing from 2019 to 2022, where his work as an Editor and Staff Writer for The World of Chinese won two SOPA awards.





Filip Grzegorzewski, Head of Information Integrity and Countering Foreign Information Manipulation and Interference (FIMI), is a senior diplomat in the European External Action Service – a diplomatic service of the European Union.

He held key positions in both the Polish Ministry of Foreign Affairs and the EEAS. From 2019 until August 2024 he represented the European Union in Taiwan as the Head of the European Economic and Trade Office. From 2015 until 2019, Filip Grzegorzewski was Chair of the Council of the European Union Working Group on Asia - Oceania (COASI). The group brings together delegates from each EU member state Ministry of Foreign Affairs and meets weekly to prepare the decisions of the Council of the European Union on all matters pertaining to the two continents. From 2013 to mid-2015 he was Director of Asia-Pacific Department at the Polish Ministry of Foreign Affairs. Between 2011 and 2013 he was Head of the Policy Unit and Deputy Head of Cabinet (Minister's Secretariat) in the MFA. Grzegorzewski was Political Counsellor at the EU Delegation to China and Mongolia between 2008 -2011. This came after he served as COASI Representative at the Permanent Representation of Poland to the European Union (2005 - 2008).

He graduated from the Polish Diplomatic Academy and the University of Warsaw with a specialisation in Chinese studies and international relations. He also studied at Nanjing Normal University in China and at Hanoi University in Vietnam. He is a certified Positive Psychology Coach.

15h15 – 15h30

Spotlight 3: NATO's support to Ukraine – Fighting information threats together

About the Speaker:



Chris Riley is a former British Army Officer with 10 years in the service, including operational tours of duty in Northern Ireland and Bosnia and Herzegovina where he was Media Spokesman for the NATO-led Stabilisation Force. Chris joined NATO HQ in 2005 where he led the Media Operations Centre on Afghanistan in the NATO Press and Media Section. Currently, he leads the Plans and Insights Section in NATO's Office of Strategic Communications. He represents the Division in the development of the NATO Information Environment Assessment capability.

16h00 – 16h15

Spotlight 4: Turning offensive against Russian FIMI



About the Speaker:

Marek Menkiszak, Head of the Russian Department at the Polish Centre for Eastern Studies (OSW). He was faculty member of the Institute of International Relations, University of Warsaw. He was the manager for OSW project "NATO's new role in the NIS area"; co-manager for OSW and CSM research project "Russian-German relations 1998-2005"; manager for OSW Project "Russia's foreign economic activity". He was member of the EU – Russia Task Force at the EU Institute for Security Studies, Paris. He was visiting researcher at the Finnish Institute for International Affairs (FIIA) in Helsinki and OSW Fellow at the Transatlantic Academy at the German Marshall Fund of the United States in Washington DC. He is a contributing author to Poland's "Rocznik Strategiczny" ("Strategic Yearbook"). He was a lecturer at MFA's Diplomatic Academy. He is a lecturer at the Centre for Eastern European Studies at the University of Warsaw.

About the Speaker:

Matthew Reece has worked in the EU for the last twenty years, working primarily on the strategic, policy and operational dimensions of the EU's efforts to international peace and security. His early experience includes operational tours in the British Army, an adviser to the High Representative in Bosnia and to the UN Special Representative and his deputy in Kosovo.

In the first ten years, he helped establish the EU's crisis management capability, leading the political-military planning for the EU's first military operations, designing the crisis management decision-making processes, concepts such as for military rapid response and the reform of the crisis management structures. He established the headquarters to run all EU civilian missions, led the planning and launch of the EU missions in Kosovo and Georgia and was responsible for the management of nine EU missions worldwide.

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