

# Foreword to the English Version

“By All Necessary Means” not only describes military operations and the leadership requirements of international peacekeeping operations. It also gives a valuable insight into the need for a comprehensive approach in the field of international diplomacy. This book should be of interest to anybody wishing to learn more about peacekeeping and what is a fascinating period in the history of the Democratic Republic of the Congo (DRC).

The book also gives an insight into MONUC, the UN’s huge, multifunctional mission in the DRC and is recommended reading for civilian officials and military personnel serving, or wishing to serve, in international peacekeeping missions around the world.

My experiences of UN operations strengthen my conviction that peacekeeping efforts must be coordinated and synchronised in several dimensions if positive and lasting results are to be achieved. This is clearly illustrated in this book in Jan-Gunnar Isberg’s account of the Bukavu Crisis. In today’s world there is a great need to use experience from the past in order to better face the future.

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# Foreword to the Swedish Version

Nowadays Swedish military operations are based on the premise that active participation in the international arena has a key role to play in Sweden's national security. Developments in recent years show that the consequences of a particular operation are difficult to foresee. The final outcome is rarely that which was planned for at the outset. This is especially true in the Congo, where experience from the 1960s to the present day bears witness to complex operations with a great degree of unpredictability.

Failed states are singled out in many circles as the major challenge of the future for the international community. Such states are characterised by serious social, political and economic problems. Add to this a lack of respect for human rights, weak, questionable or authoritarian leadership, little if any public sector, poor security, poor if any infrastructure, criminality, displaced persons – and the list goes on.

Since the Crisis States Research Center began publishing its Failing States Index in 2005, the Democratic Republic of the Congo (DRC) has been amongst the top 10 countries, along with the likes of the Sudan, Somalia and Zimbabwe. It is not unrealistic to consider Africa, perhaps even the Congo, as a future operational area for the Swedish Armed Forces.

*Failing states* is a theoretical term, but the calm surface of theory hides the murky depths of reality. The DRC's history is filled with conflict and at the end of the 1990s this history culminated in the Second Congo War – sometimes known as the African World War. The United Nations (UN) estimates that approximately five million people lost their lives between 1998 and 2003. In 1999 the UN intervened and established a mission – the 'Mission de l'Organisation des Nations Unies en République Démocratique du Congo' (MONUC). The Mission was organised on a multifunctional basis with cooperation between the military, politicians, the judiciary, humanitarian organisations and civil police. Today MONUC is the UN's largest and most expensive undertaking.

In 2003 Brigadier General Jan-Gunnar Isberg was sent to MONUC's Headquarters in Kinshasa to take up the appointment of Deputy Force Commander. After a week at the HQ in Kinshasa, he was also appointed Commander of the Ituri Brigade, an appointment the UN was unable to fill, despite requests to a

number of countries. The Ituri Brigade took over responsibility for the Ituri district from the UN Sector Headquarters in Bunia and the European Union Force – Artemis – in Bunia. Within the space of a few weeks, Jan-Gunnar Isberg had taken over an appointment in Bunia, which had not previously existed, with responsibility for the build up of a brigade of about five thousand men in an area where the violence at the time had reached such extreme levels that it was described as “slow, ongoing genocide”. The task included, among other things, taking command of the brigade’s five battalions. One of these had been reprimanded earlier in the spring of 2003 for failing to protect the population of Bunia, the ultimate consequence of which was the massacre of about 600 civilians.

By the time Jan-Gunnar Isberg completed his service with MONUC in February 2005, he had also commanded the Kivu Brigade and served as Acting Force Commander. Consequently, he gained rare experience of commanding brigade sized formations, in combat, under the UN’s strongest mandate – “to use all the necessary means within your capacity”.

What sort of situations does a military commander on overseas operations have to deal with? What are the challenges? In order to support the development of military professionalism, detailed accounts of military activities from overseas missions are required. Personal, authentic and reflective examples of the problems faced are essential. The experiences from the Congo that Jan-Gunnar Isberg shares here are an excellent starting point for those wishing to deepen their understanding of what it takes to lead others in the most testing situations.

*Lotta Victor Tillberg*