



EUROPEAN UNION MILITARY COMMITTEE

Chairman's E - Newsletter
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Interview at page 2: Mr. Jorge DOMECQ (Chief Executive EDA)

Message from the Chairman



I had the privilege, this month, to travel to Singapore to attend the 15th Shangri-La Dialogue 2016 Summit organized by the International Institute for Strategic Studies (IISS) and immediately after paid an official visit to Myanmar.

On the sidelines of the summit, I had an office call with Major General Perry Lim Cheng Yeow, Chief of Defence Force (CDF) of Singapore Armed Forces (SAF), and held bilateral meetings with the Senior Lieutenant General Vo Van Tuan, Deputy Chief of the General Staff of the Vietnam People's Army and Admiral of the People's Liberation Army Navy (PLAN) of China Sun Jianguo, Deputy Chief, Joint State Department, Central Military Commission.

These meetings are my contribution to the EU genuine strategic interest in strengthening its relationship with the Association of South East Asian Nations (ASEAN), the major contributor for stability in the Asia-Pacific region.

After the end of the summit, I travelled to Myanmar, where I met with the State Counsellor Daw Aung San Suu Kyi, the Minister of Defence Lieutenant General Sein Win and the Commander in Chief of the Myanmar Armed Forces Senior General Min Aung Hlaing.

The engagement in Myanmar supports the EU's Joint Communication on Myanmar adopted by the High Representative for Foreign Affairs and Security Policy and the European Commission, on 1 June this year.

General Mikhail Kostarakos

particularly relevant to military missions and operations. Equipment and infrastructure projects in the fields of security and development have shown that they can be of real value for the implementation of CSDP mission mandates. Furthermore, the association of third States to CSDP missions and operations is very beneficial but requires timely and effective communication, also in the case of classified information. Finally, CSDP operations have identified the need for intelligence software that would allow them to process and analyse intelligence data locally, which is currently not possible.

The key lessons should be endorsed by the Political and Security, which asked for the advice of the Committee for Civilian Aspects of Crisis Management, of the Politico-Military Group and of the EU Military Committee. The lessons are accompanied by recommendations for action, addressed to the EEAS. These recommendations will be further fine-tuned based on the advice provided by Member States.

Hopefully the next CSDP annual lessons report will be able to report good progress in the implementation of the lessons

An effective lessons process plays a crucial role for organisational learning and improvement. And as military people know, lessons are only really learnt if they are implemented.

Giovanni Cremonini
Chair of the CSDP Lessons Working Group

Learning our lessons

Recently, the European Union Military Committee has been discussing the annual CSDP lessons report. Produced by an inter-service working group, the report identifies the five key lessons from the previous year and suggests some concrete measures to address them.

Why is this report important? How does it help improve work under the CSDP?

The report is important because it contributes to organisational learning. It identifies difficulties and best practice, and it suggests ways to improve the planning and conduct of missions and operations in the future. It is the result of a long process of observation and analysis.



CSDP missions and operations observe and process lessons, implement them locally as far as possible, and report to Brussels HQ. At Brussels HQ, each of the three CSDP structures (CMPD, CPCC and EUMS) has its own lesson system to collect, analyse and implement lessons. Yet certain lessons identified by CMPD, CPCC or EUMS cannot be implemented at the level of any of these structures alone because they require support from other EU services. Here is where the inter-service lessons system kicks in.

A two-level CSDP Lessons Management Group (senior management level)/Lessons Working Group (expert level) includes not only CMPD, CPCC and EUMS but also all other CSDP stakeholders in the EEAS, as well as the Commission's DG DEVCO, ECHO, NEAR and FPI. The EU Institute of Security Studies and the European Security and Defence College are also associated to this work. In addition, EU Delegations are consulted, because EU Delegations are mainly responsible for putting into practice the EU Comprehensive Approach on the ground, which includes CSDP missions and operations as well as EU development projects and other EU tools.

Crucially, the CSDP Lessons Management Group/Lessons Working Group not only identifies up to five key lessons every year but also follows up on previous key lessons and monitors their implementation. For example, previous lessons included important aspects of EU coordination and cooperation as well as pre-deployment training. The LMG/LWG promoted best practice guidelines on coordination among EU actors on the ground and regular pre-deployment training sessions.

The key lessons identified this year concern: 1. Equipment and infrastructure projects; 2. Mission support issues; 3. The association of third States; 4. An EU civilian-military intelligence analysis tool; 5. Mission security.

Lessons 1 (equipment and infrastructure projects), 3 (association of Third States) and 4 (EU civilian-military intelligence analysis tool) are part

In this issue:

1. The cover story takes us to the lessons learned from CSDP Operations and Missions.
2. The newsletter also presents the EDA's improvement of capabilities.



COMMON SECURITY AND DEFENCE POLICY STRUCTURES: European Defence Agency (EDA)



In this issue, Mr. **Jorge Domecq**, Chief Executive of the European Defence Agency, shared with us some interesting thoughts on EDA and how the Agency is improving defence capabilities.

Analysis by the European Defence Agency suggests that Member States have increased their defence expenditure in 2014 and 2015 after six years of continuous decline. While this is good news, it remains clear that Member States cannot face current and future threats alone. The European Defence Agency (EDA) is set out to foster defence co-operation and to support the Member States in improving their capabilities.

Established in 2004, the Agency has been entrusted with three core objectives: support the development of structuring capabilities and military cooperation; stimulate defence research and technology to prepare the capabilities of tomorrow and support the European Defence Technological and Industrial Base; and ensure that the interests and specificities of defence are taken into account in wider EU policies such as SESAR, the EU's air traffic management modernisation programme. The impact of this – originally civilian – initiative for the European militaries is huge. With more than 11,000 military aircraft stationed in Europe, the air forces combined can be considered as Europe's biggest airline.

The European Defence Agency has been recognised as the place to coordinate military inputs for SESAR. In order to ensure that this feedback reflects the interests of all military stakeholders a three-step consultation mechanism with NATO and Eurocontrol has been established, so that a consolidated position can be provided to the Commission. Co-operation with the EUMC on this topic is also especially fruitful.

Additionally, the EDA has over the last years continuously increased its support to CSDP missions and operations. For instance, the Agency installed energy management equipment at camp Koulikoro of EUTM Mali as a pilot project to potentially help operations to maximise their energy efficiency. Several EU missions and operations also participate in the EDA's successful EU SatCom Market initiative which provides flexible and cost-effective commercial satellite communication solutions to its participating members.

But let me focus here on our work in the area of capability development. Most prominently, Heads of State and Government entrusted the Agency with the implementation of four flagship capability programmes in December 2013. Air-to-air refuelling, cyber defence, governmental satellite communications and Remotely Piloted Aircraft Systems were identified as critical capability gaps which could only be filled through cooperation. The four programmes have already yielded first tangible results and we're expecting further milestones to be reached this year.

Apart from many other concrete capability projects developed with and in support of Member States, the Agency is devoted to fostering systematic and long-term co-operation in defence. In this respect, we additionally deploy solutions and instruments on the policy level to ensure the necessary political commitment; on the planning level, the Agency develops the regularly updated Capability Development Plan with the aim that core priorities are reflected in national defence planning.

Certainly, these priorities change over time. Recent events in and around Europe for example have sharpened our awareness for the blurred lines between internal and external security on the one hand, and civil and defence technology on the other. As a consequence and based on a mandate by Defence Ministers, the Agency has already held a first table top exercise to identify and analyse implications of hybrid threats for European military capability development. The follow on exercise will take place in June. Important for us is the broad range of actors involved in both events including representatives of European armed forces, administrations, the EU institutions but also NATO, Europol and of course the EUMC.



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The forthcoming EU Global Strategy which is expected to be published in the coming weeks will set out the vision and political level of ambition as regards the EU's role as a relevant global actor and security provider. It will however be necessary to translate these political ambitions into action. In the area of defence, this means concrete capability requirements.

Clearly, the availability of tomorrow's capabilities largely depends on investment in research & technology (R&T). At the same time, this investment is necessary to boost the European defence industry and to ensure Europe's strategic autonomy. Since the Agency's creation in 2004, Member States have allocated more than €1 billion for over 160 R&T projects run by the EDA. With the Preparatory Action for defence-related research, the Union will have an additional instrument, not only to inject money in defence R&T but also to foster more systematic co-operation. The Agency's role in the process is crucial upstream in the preparation as well as downstream regarding its implementation.

To conclude, the Agency's objective is to facilitate defence co-operation. We apply a through-lifecycle approach: from harmonising requirements to delivery capabilities, from research and innovation to developing technology demonstrators and from training and exercises to maintenance and support to operations. The Agency is a powerful instrument at the service of Member States and the armed forces, ready to be used to its full potential.

Jorge Domecq
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