

Speech 20<sup>th</sup> Anniversary; COM JALLC: Approx: 8 minutes

Welcome to everyone: TO

Your Excellency, the President of the Portuguese Republic and Supreme Commander of the Portuguese Armed Forces, Marcelo Rebelo de Sousa,

Supreme Allied Commander Transformation, General Philippe Lavigne, Sir

Your Excellency, the Portuguese Minister Of National Defence, Helena Carreiras,

Portuguese Army Chief of Staff, General Nunes da Fonseca, representing the Chief of the General Staff of the Portuguese Armed Forces,

Portuguese Air Force Chief of Staff, General Cartaxo Alves,

Head of the Military House of the Presidency of the Portuguese Republic, Vice-admiral Sousa Pereira

Your excellencies the ambassadors and embassy representatives of so many of NATO's Nations who are present with us today, in particular the ambassadors of Finland and Sweden as future members of the Alliance, I wish to welcome you to this special day.

I would also like to welcome the Commander of the Joint Warfare Centre, the Commander of the Joint Force Training Centre, the Representative of STRIKFORNATO, the Director of the NATO Communications and Information Agency Academy, the representative of the Allied Command Counterintelligence, and the director of the MGEOMETOC COE.

Distinguished guests, Admirals, Generals, former JALLC Commanders, JALLC staff members and families, Ladies and gentlemen.

To your Excellency the President of the Portuguese Republic Marcelo Rebelo de Sousa, thank you very much for honouring us with your presence, giving this ceremony a distinctive meaning and highlighting the importance of the Portuguese contribution to NATO, especially as the JALLC's Host Nation, for the past 20 years.

To Supreme Allied Commander Transformation, General Philippe Lavigne, thank you for honouring us with your presence, which is an opportunity to celebrate the past with our strategic commander and to reflect on the JALLC's future.

To the Portuguese authorities' both military and civilian, thank you for the excellent support to the NATO community in Portugal.

To the Portuguese Air Force, through the Air Command our local host in Monsanto, to the Portuguese Armed Forces General Staff, and the Support Unit in Oeiras, thank you very much for the excellent support on a day-to-day basis. I would also like to include the NATO Communications and Information Agency, STRIKFORNATO, the Allied Commander Counter-Intelligence, and all National Support Elements present in Oeiras, I thank you all.

It is my great pleasure to welcome your excellencies, honoured guests, ladies and gentlemen and of course past and present members of the JALLC, to this ceremony commemorating 20 years since the JALLC opened its doors.

First, I offer my sincere congratulations to the JALLC staff members who received commendations, the Military Member of the Year 2021 award, and certificates recognizing

twenty years of service to the JALLC. You have deserved this recognition of your contribution to our Team.

(PAUSE)

An anniversary is always an important milestone. But, two decades of the JALLC's activity offers a particular opportunity to look back at how far we have come and to look forward to where we are going. We have come a long way since 2002, and we are now paving the way for the future of the JALLC and its continued support to NATO.

For 20 years, the JALLC has helped NATO to understand complex and enduring problems, through the provision of independent and evidence-based analysis, and has recommended ways in which NATO can transform to improve its support to the Allies, overcoming challenges and optimizing the performance, saving time and resources.

For 20 years the JALLC has been monitoring and supporting NATO's Lessons Learned Process:

- managing and maintaining the NATO Lessons Learned Portal, NATO's hub for all matters related to learning from and sharing past experiences;
- Organizing the NATO Lessons Learned Conference; and
- reaching out to NATO bodies, Members, and Partners in order to improve Lessons Learned capabilities and provide guidance and advice on the NATO Lessons Learned Process.

For 20 years the JALLC has provided support to NATO exercises and operations, guiding Lessons collection and analysis at NATO exercise and training events and analysing lessons from operations to ensure efficient and effective transformation throughout NATO.

Over the past Twenty Years, following SACT's directions, the JALLC has executed ambitious Programmes of Work with a workforce of subject matter experts comprising NATO nations' military staff and NATO international civilians. The JALLC's staff currently represents more than half of all of the Allied nations, 16 in fact, with just 50 people working in this building.

This commitment and contribution deserves to be recognized....

As it is only through this commitment and contribution that the JALLC can accomplish its mission.

BUT, I would also like to recognize and thank all of the staff who have ever served at the JALLC for their commitment and contribution. The hundreds of people who have passed through the JALLC's doors over the past twenty years have ensured the success of the JALLC in the past and that it can continue to serve the Alliance in the future.

(PAUSE)

Today, the threats that the Alliance faces are increasingly diverse: from global pandemics and climate change to flashbacks from the Cold War era and even Second World War type invasions, such as we have seen in Ukraine. The Alliance has never been more relevant than it is now to global security, for defence and deterrence, and it must learn lessons from its past to ensure it is capable of addressing the challenges of the future, mainly by anticipating problems and adapting to new contexts and environments.

This is where the JALLC plays its part and remains key to the evolution of the Alliance. The JALLC stands for progress and therefore for change and innovation.

The future of Lessons Learned should encompass strong leadership and mindset, fostering the NATO Lessons Learned Process as part of the daily routine throughout NATO. This future will be enabled by a New Lessons Learned Toolset, harmonized and interoperable with NATO's IT tools, as well as using innovative and leading-edge technology to allow fast management and exploitation of Lessons to improve the Alliance as a true learning organization, and promoting wider information sharing.

As I stand here today with all of you, with NATO's Supreme Allied Commander Transformation, General Philippe Lavigne, and his Excellency the President of the Portuguese Republic, Marcelo Rebelo de Sousa representing respectively the Alliance and one of its long-standing Allies, Portugal, I am convinced that together we contribute to the future of NATO; standing strong together.

To conclude, I wish the JALLC a very Happy Birthday and for many happy returns of the day!!

Thank you very much for your attention.