



Defence and Security Policies in Europe

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Outline

- I. Session 6 – Questions and feedback on the round table discussion
- II. Session 7 – Defence industry – Integration, fragmentation, competition
 - Andrea and Fabio's oral presentation
- III. Sessions 8 to 11 – Some tips and requirements regarding your policy paper

I. Session 6 – Questions and feedback on the round table discussion

1) A professional quality
to develop in order to
work in an effective way ?

1) Professional qualities

- Everything goes fast, so be really organized
- Never procrastinate
- Read, be creative
- Always check sources ; you need to rely on solid sources
- Adaptability to circumstances and people : strongly reactive
- To be well prepared in order to answer questions for which you don't have the answers
- Understand the question behind the question (*why* this question)
- Learn to speak in public
- Listening the others
- Historical trends and background
- Intuition
- Being wrong is not a problem

Sources

- Gentle reminder: Sometimes the main difficulty is not finding information or resources, but knowing how to use them

➤ Books

Balzacq, Thierry, Dombrowski, Peter, Reich, Simon (eds.), 2019, *Comparative Grand Strategy. A Framework and Cases*. Oxford: Oxford University Press.

Calcara, Antonio, 2020, *European defence decision-making. Dilemmas of collaborative arms procurement*, London, Routledge.

Faure, Samuel B. H., Smith, Andy (eds.), 2019, Differentiated Integrations. Lessons from political economies of European defence, *European Review of International Studies*, 6 (2).

Faure, Samuel B. H., Lequesne, Christian (eds.), 2023, *The Elgar Companion to the European Union*, London, Edward Elgar.

Fiott, Daniel, *Defence industrial cooperation in the European Union. The State, the Firm and Europe*, London, Routledge, 2019.

Gheciu, Alexandra, Wohlforth, William C. (eds), 2018, *The Oxford Handbook of International Security*, Oxford, Oxford University Press.

Haaland Matlary, Janne, Johnson Rob (eds.), 2020, *Military Strategy in the 21st Century. The Challenge for NATO*, London, Hurst.

Hartley, Keith, Belin, Jean (eds.), 2019, *The Economics of the Global Defence Industry*, London, Routledge.

Howorth, Jolyon, 2014, *Security and Defence Policy in the European Union*, Basingstoke, Palgrave Macmillan, 2nd edition.

Meijer, Hugo, Wyss, Marco, 2018, *The Handbook of European Defence Policies and Armed Forces*, Oxford, Oxford University Press.

➤ Scientific journals

In English	En français
European Journal of International Relations	Critique internationale
European Journal of Political Research	Cultures et Conflits
European Review of International Studies	Études internationales
European Security	Hérodote
European Union Politics	Gouvernement et action publique
International Security	Les Champs de Mars
International Organization	Négociations
Journal of Common Market Studies	Politique étrangère
Journal of European Public Policy	Politique européenne
Review of International Political Economy	Revue internationale de politique comparée
West European Politics	Revue internationale et stratégique

➤ Think tanks

Name	Website
Brussels Institute for Geopolitics (BIG)	https://big-europe.eu/
Brookings Institution	http://www.brookings.edu/
Bruegel	http://www.bruegel.org
Carnegie	http://www.carnegieendowment.org/
Centre for European Policy Studies (CEPS)	https://www.ceps.eu/
Centre for European Reform (CER)	http://www.cer.org.uk
Chatham House	https://www.chathamhouse.org/
Center for Strategic and International Studies (CSIS)	http://csis.org/
Deutsche Gesellschaft für Auswärtige Politik (DGAP)	http://www.dgap.org
European Council on Foreign Relations (ECFR)	http://www.ecfr.eu/
European Policy Centre (EPC)	http://www.epc.eu
Fondation Robert Schuman	http://www.robert-schuman.eu
Fondation pour la recherche stratégique (FRS)	http://www.frstrategie.org/
German Marshall Fund of the United States	http://www.gmfus.org
Groupe de recherche et d'information sur la paix et la sécurité (GRIP)	https://www.grip.org/
Institut français des relations internationales (IFRI)	http://www.ifri.org
International Institute for Strategic Studies (IISS)	http://www.iiss.org/
Institut Jacques Delors	https://institutdelors.eu/
Institut de relations internationales et stratégiques (IRIS)	https://www.iris-france.org/
Institut de recherche stratégique de l'École militaire (IRSEM)	https://www.irsem.fr/index.html
European Union Institute for Security Studies (EUISS)	https://www.iss.europa.eu/
RAND Corporation	http://www.rand.org/
Stockholm International Peace Research Institute (SIPRI)	http://www.sipri.org/
Stiftung Wissenschaft und Politik (SWP)	https://www.swp-berlin.org/
Woodrow Wilson Center	https://www.wilsoncenter.org/

2) A policy recommendation that could be a game-changer for Europe to become a strategic power ?

2) Policy recommendations

- People don't show up in meetings: management and instructions in each national capital matter
- Normative and economic power of the EU matter
- The US defence industry cannot produce what Europe needs
- NATO defence production action plan
- The EU doesn't have yet a 'trade bazooka' (article 209)
- Stop wishful thinking : data based policy-making ; fact based discussion
- Cognitive biases; confirmation biases
- Accept to look at the other side; understand the opposition position/preference
- Honest conversation about European cooperation : it costs most, it is longer but... it's the worst instrument except for all the others
- Recognised to be biased ; diversify teams
- Expend qualified majority
- Help the Commission to be more autonomous

3) A piece of advice for
entering the job
market ?

3) Tips

- To be very specialized (M. Albright) ; key words ; I was identified (as an expert)
- Building your network ; you will see there is a community
- Seizing opportunities (because the job market is competitive)
- Thinking about the next step but also the one(s) the will follow
- Take risks
- Knowing the rules
- Passion



II. Session 7 – Defence industry – Integration, fragmentation, competition

III. Some tips and requirements regarding your policy paper

What did you understand about
the main expectations for the
drafting and presentation of the
policy paper?

1) Format

- Your policy paper must not exceed 2,500 words (excluding the bibliography and appendices)
 - > 5ish pages
 - You must use the following font: Times New Romance, size 12, line spacing 1.15
- The titles of your sections must be in bold, and the titles of your subsections in italics
 - Do not use any colours
 - You must include your first name and surname at the top left of page 1

2) Rules of the game (sessions 8 to 11)

- **For students presenting their policy paper:**
 - Send your policy paper to the professor and all students the day before your presentation
 - 15-minute presentation without PowerPoint: do not speak too quickly, be educational, and clarify the structure of your presentation
 - If people do not understand you, it is primarily your responsibility
- **For students listening to the presentation:**
 - Read the policy paper carefully (before the session)
 - Prepare questions with a specific actor in mind (how would a particular institution or stakeholder react?)
 - It is important to take the issues discussed seriously while also taking a step back > opposite role
 - Be active in class!

3) Benefits of this exercise?

- Improve your writing skills
- Provide a summary analysis
- Formulate original recommendations
- Work on the oral presentation of your arguments
- Last but not least: Stakeholders need original ideas (they have more questions than answers...)

4) Common Pitfalls to Avoid

- Common Pitfalls
 - Overly broad or vague recommendations
 - Neither theories, nor concepts
 - Lack of clear structure or logical flow
 - Ignoring opposing viewpoints
 - Excessive length or unnecessary detail
- Definition (gentle reminder)
 - A “policy paper” (or “policy brief / position paper”) is a document meant to inform decision-makers (governments, international organisations, senior officials) about a specific issue, offering analysis, evidence and clear recommendations
 - A good policy paper is concise, evidence-based, solution-oriented, and tailored to its audience

5.1) Structure and content

- **Executive summary** (or short summary) > one paragraph
 - Summarising the issue, the main argument, the main findings, and key recommendations
 - Should be able to stand alone: someone can read it and grasp the policy proposal without reading the whole paper
- **Introduction / problem statement**
 - Define the issue: Why does it matter now? Use recent data, events, or policy developments
 - Scope & definitions: Clarify key terms (e.g. “strategic autonomy”, “defence industrial base”, “national strategic culture”, “democratization”)
 - Be critical: Highlight gaps in current policy and explain why change is needed
- **Background / context**
 - Relevant facts: geopolitical trends; recent policies & proposals; legal / institutional / historical background
 - Avoid excessive detail. Focus on what is necessary to understand your argument
 - Stakeholders: who matters (national governments; EU institutions; defence industry; militaries; citizens; parliaments; civil society)

5.2) Structure and content

- **Analysis**
 - Identification of drivers (what is pushing the problem or opportunity) and obstacles (what hinders)
 - Implications: political, economic, security, societal > not necessary all of them
 - Present evidence: Use data, case studies, or expert opinions to support your argument
 - Address counterarguments: Acknowledge opposing views and explain why your approach is superior
- **Policy recommendations**
 - Clear options (usually 2-4) with pros & cons, feasibility, costs, risks
 - Prioritize: If you have multiple recommendations, rank them
 - Be specific: Propose concrete, feasible actions
 - Consider unintended consequences
 - Implementation suggestions: who does what, timeline, resources needed

5.3) Structure and content

- **Conclusion**
 - Short recap of why the recommended policy path is best
 - Emphasis on urgency or what happens if nothing is done
- **Annexes (optional) / references**
 - Data tables, more detailed case study, legal text, etc.
 - **Full list of sources**: use credible, up-to-date, diverse sources

