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*Check against delivery*

*Thank you for the introduction.*

*In the face of complex, multi-faceted threats, and taking account of the increasing blurred lines between internal and external security on the one hand, and civil and defence technology on the other, it is clear that we need a new approach to military capabilities.*

*Primarily what is required is a plan that connects the following:*

* *Strategy including political level of ambition;*
* *Identification of capabilities required to deliver that level of ambition; and then*
* *Mobilisation of all instruments and resources which could contribute to the development of these capabilities.*

*This will require an approach that is comprehensive, realistic, innovative, efficient and cost-effective.*

*This year is of special significance in Europe. This morning you hear about the upcoming Global Strategy, which should set out the vision and political level of ambition as regards the role of Europe as a security provider, and not just a security consumer.*

*As this audience will know all too well, any Strategy needs to be implemented. So this will require the EU Global Strategy to be operationalised through a series of concrete actions. This crucially, applies to defence.*

*So the Strategy will need to be translated into defence capabilities, the research & technology, and the industrial base, all of which, together, will be required to underpin it.*

*The European Commission, for its part, is planning to produce a European Defence Action Plan and a Space Strategy for Europe, both by the end of the year.*

*The purpose of the Action Plan is to mobilize all relevant EU instruments in support of the development of capabilities.*

*The EU can be difficult for our US friends to understand. What we are looking at, for the future, is using EU funding to support defence, something which as recently as two years’ ago was simply unthinkable.*

*Thus, for example, the European Commission is working on something they call Preparatory Action for defence-related research, to be carried out by the European Defence Agency staring from next year. This would then lead to a fully-fledged EU defence research programme in the next Multiannual Financial Framework covering the period 2021-2027.*

*This is not only novel: it is revolutionary. It should help to bridge the gap between ambition and resources.*

*You may all agree that in times where the threats are of Hybrid nature and that defence and deterrence demand more civilian resources, EU with its civ/mil synergies has the strategic advantage to address such challenges.*

*The role of the European Defence Agency is crucial:*

* *First through its mandate to support capability development in a through-life approach: from harmonizing requirements to delivery capabilities, from research and innovation to developing technology demonstrators and from training and exercises to maintenance and support to operations.*
* *Second through acting as the interface with wider EU policies, making sure that these policies will not have a negative impact on defence. But also that defence can avail itself of all available instruments and tools to complement Defence Ministries’ efforts and resources.*
* *Last but certainly not least, acting to ensure that the necessary technological and industrial capabilities are available now and in the future, including key competences, skills and know-how. What this means is a robust, innovative and globally competitive EDTIB. This is not about protectionism, or creating a Fortress Europe.*

*Unlike the United States, there is no single European country that is able to develop, acquire and maintain the full suite of military capabilities single-handedly. That is why cooperation is so crucial.*

*Cooperation is easy to say but hard to achieve. So we need to make it easier, for example by identifying effective enablers, incentives, supported by adequate funding invested properly. Now that Member States are beginning to increase their defence budgets I always make the case to put cooperation first.*

*The way forward entails also one more important dimension, the need to escape from fragmentations stemming from the past. We can’t build the future with old material or dated theologies. To highlight some:*

* *First and foremost we need the EU-NATO and the transatlantic relations in defence to be geared to the future, not the past; this is an objective I have set as priority since the beginning of my tenure at the Agency;*
* *Cooperation between MS and cooperation with partners should become the first not the ultimate solution; and to address all types of capabilities not just low TRL technology programmes or some common training; but to do so we need first to change mindsets in order to make that happen.*
* *We need to turn declarations into action; you may be surprised to hear that, although I am a lawyer I don’t think need more laws or new legislation;*

*What we need to do is exploit and implement what we already have, in a flexible and imaginative way. This also applies to defence; the European citizens need to feel secure and this can only happen with actions not just by expressing more and more intentions;*

* *Also, we can’t afford a new renationalization in defence; it would be disastrous. The threats we face ignore borders. There is no longer any distinction between internal and external security. Threats transcend individual countries. So there is no longer such a thing as a purely national response: collective security should become a cornerstone. For example more should be done in intelligence, border management and cyber-security;*
* *We need to bring innovation into defence, and from any source; the US 3OS is aiming to address this objective. My plea is to do it working closely with your European partners in order to be a real partnership not only in the doctrinal or operational matters but also in technological and industrial issues, to ensure a robust EDTIB. However this will also require the EU to do something similar, otherwise we will just get left further behind;*
* *Related to that is to introduce also modern methods in defence such as development of financial engineering to facilitate cooperation or innovative ways of funding;*
* *Last, we need to enhance trust amongst us; this is the most decisive step to establish a Security of Supply regime which facilitates also acceptance of interdependencies.*

*That brings me back to the start, about Europe’s level of ambition in the global security context, which in my view:*

* *First, we need an EU that is able to protect its citizens;*
* *Second, an EU that is able to secure its direct neighbourhood which means an EU capable of acting alone, or alongside strategic partners such as NATO or the US;*
* *Third, an EU that enables and supports its partners to become security providers themselves.*

*In times where challenges and threats to the EU are complex and interrelated, coming from inside just as much as from outside and from state or non-state actors, Europe needs to be capable to respond proactively, collectively and effectively; for the shake of its own citizens and for the benefit of its partners and allies.*

*Thank you for your attention.*