

SACT REMARKS to the HIGHER CENTRE FOR NATIONAL DEFENCE STUDIES**Madrid, 24 June 2014**

Ladies and gentlemen, admirals, generals, officers

I am pleased to be able to contribute today to one of the most important investments Spain can make in the training of its new generation of military and civilian leaders and those of others countries represented in this audience. As a matter of fact, with a long standing tradition, Spain set an example within the Alliance in many others ways.

In pursuing the NATO mission in Afghanistan and in participating in NATO's maritime operations - Active Endeavour and Ocean Shield. Very much in line with its motto "plus ultra" –"further beyond" Spain is fully committed to the development of expeditionary forces capable of conducting the full range of NATO missions. And Spain contributes actively to the new NATO Command Structure, through the new Combined Air Operations Centre Torrejón, and supports the Alliance collective defence mission, particularly with the ROTA Naval Base hosting a sea based component of the alliance's ant-missile shield.

It is truly invigorating to see that, Spain continues to invest in its people, in the Alliance to prepare its future. This investment is of crucial importance not only for Spain, but also for the NATO, for its cohesion, for its efficiency and its credibility.

Today, as Catalonia is celebrating Saint John the Baptist, I certainly need to keep in mind one of his famous quotes; *"Take even more care of the education of the young people entrusted to you than if they were the children of a king"*. ...of a new king in such a case, if I may say.

For the short period of time that I have with you, I do not mean to educate you but rather more modestly to advocate a simple yet important message that the Atlantic Alliance which has just celebrated its 65th anniversary, **can be proud of its past, and that, more than ever, it is as relevant to the whole of its members nations as far as defending their sovereignty and ensuring the effectiveness of the whole of their forces, as it was when it was founded and that it will remain an essential part of all our Allies' defence policies**

1-[A successful past]

Born in the wake of 2 world wars, the Alliance has become one of the most successful military stories of the modern age. It has contributed to deterring a major conflict in Europe for almost 7 decades, and has brought peace, security, freedom and prosperity to nearly 900 million people within its now 28 nations.

After the collapse of the Warsaw Pact, some were prompted to question its relevance, since the existential threat seemed to have disappeared. In fact, NATO has constantly and successfully answered to the call of post-Cold War crises when it was asked by the international community – in Bosnia, in Kosovo, in Afghanistan or Libya, and thus demonstrated its military relevance. During the last two decades, the Alliance's forces have been stretched from one crisis to the other; they have learned to cope with asymmetry, with counter-insurgency, and with short notice, long range, enduring deployments.

If the Atlantic Alliance has been so successful, it is not by chance, it is mainly because NATO is not a coalition of circumstantial choices. It is also because it succeeded in adapting and transforming, when some were predicting that it would become militarily irrelevant.

From its inception, the strength of NATO has been to bring together diverse national and regional security concerns and strategic interests, bound by our shared and common values for freedom, democracy, rules of law, the very glue of our Alliance. NATO has been able to cope with the diversity of national interests and of threat perceptions, from the East to the West, from the North to the South, with different regional perspectives, and with the many political and social culture changes. Recently, NATO's foreign ministers stressed their support to what we call the open door policy, while setting demanding criteria for future new members. Obviously, the Alliance presents a great power of attraction that exemplifies its successes.

One important milestone that marked the successful transformation of the Alliance was the Lisbon summit in 2010, where the 28 Heads of states and Government committed to a broadly encompassing and demanding Strategic Concept which assigns three main missions to NATO: Collective Defence, the corner stone of the Alliance; Crisis Management and Cooperative Security, which stresses partnership as the best way to promote defence and security cooperation with non NATO nations.

2-[NATO is taking on its responsibilities...]

With such a broad spectrum of possible tasks ensuing from these three missions, NATO's potential perimeter of action is higher than ever. One of our major challenges is obviously to find the right balance of effort to answer to this demanding Strategic Concept, which reflects the reality of today, and importantly, ensures that addressing effectively the challenges of our future geostrategic environment is anticipated.

The reality is that NATO forces are still committed in Kosovo, in the Mediterranean Sea, off the coast of Africa, and in Afghanistan. The transition in Afghanistan from offensive operations to training, assisting and advising Afghan security Forces is planned for the end of this year. It is very well advanced, thanks to the commitment of the Afghans themselves and to the leadership of NATO's military commanders. Despite the pessimistic forecast of some, Afghan elections are already considered by many as a success. And we are working

hard to prepare the future Resolute Support Mission, while encouraging obviously a quick solution to current political impasse by a new elected Afghan government.

That leads me to another reality; the crisis situation at the eastern borders of our Alliance. First and foremost, I would like to stress that Ukraine, while not a member of NATO, has been a very close and reliable partner Nation for many years, despite internal political changes. Ukrainian forces have been deployed with us in Afghanistan, involved in many NATO exercises and even in the NATO Response Force and our best wish today is to be able to carry forward this fruitful partnership.

As it is known by most of you, the NATO military commanders have been working since the beginning of this crisis to propose sensible and responsible reassurance measures to our Eastern Allies, to improve NATO prevention and deterrence posture, while avoiding any kind of military escalation, or any potential exploitation through a thoroughly crafted communication campaign, as we have seen for weeks in Russian speaking media.

Among those reassurance measures, I can mention the reinforcement of Air policing in the Baltic States, the increase of NATO situational awareness with NATO AWACS flights, the deployment of NATO maritime elements in the Baltic sea, as well as the pre-positioning in the Mediterranean, close to the Black sea and, I must stress, in full respect with existing international treaty as the Montreux Convention on the Black Sea. You must be well aware for instance that Spain contributes to achieve these reassurance measures in supporting four US ships within the European Phased adaptive Approach of the BMD.

Some bi-lateral measures have also been decided, such as the training of US Army companies with Eastern Allies Land forces. As a concrete demonstration of solidarity, many NATO countries have decided to commit forces in the scope of collective contribution to deterrence and reassurance measures.

As far as ACT is concerned and in accordance with ACT's responsibility to ensure that Allied Command Operations has the right capabilities fit for purpose and available to conduct its tasks, ACT is working on reinforcing the NATO's program of exercises, in order to enhance NATO forces preparation and responsiveness to address any potential threat to an Ally.

Obviously the most powerful reassurance measures for Allies are rooted in the Alliance's collective defence and also in NATO's deterrence that relies first and foremost on its nuclear status, reaffirmed two years ago in Chicago. Therefore the renovation of the NATO's airborne nuclear weapons remains for us a key project. But we mustn't forget that our collective defence still relies on credible conventional forces, well equipped and well prepared and the ability to meet new threats, such as Ballistic Missiles, and Cyber.

In summary, NATO is doing its job in deterring and preventing a further extension of the crisis within the borders of NATO, and it's doing it very sensibly in both a responsible and resolute manner.

3[...while preparing the future]

You certainly know Miguel de Cervantes famous saying; "*Forewarned, forearmed; to be prepared is half the victory*",

But, Forewarned, forearmed for what? As we look into the 21st century geostrategic environment, we see clearly the interconnection and interdependency of Nations, international organizations, private sector, and individuals. On the one hand, the traditional borders are still essential to define defence and security strategies, but on the other hand we have as well to develop a coherent and prospective approach to the freedom of access and the security of our global commons, our shared spaces of life for international communication, exchanges, trade, on the seas, in the airspace, in space, and more and more in cyber space. In sum, our ability to address those key challenges will be a key factor for NATO's future, which will rely first and foremost on credible, relevant, military capabilities. Preparing for the victory means maintaining NATO's military relevance in this afore context. This will require two strands of efforts:

- First that Allies keep investing in their defence;
- And second that the Alliance is able to capitalize on its invaluable operational experience, on the vast amount of lessons learned, and is able to reinvest for its people, in their education, training and exercises.

Regarding the first point, -defence investment- it is obvious that, when the economy underperforms, defence budgets are primary targets for cuts, despite the fact that we all also know that defence is a long-term investment and that major budget reductions produce their effects in the long run. This is why, in planning for the decade to come, we have to make realistic financial assumptions and take a permanent cost-to-value assessment approach.

In contrast, there is an impressive defence effort in many 21st century power nations outside of NATO, in Asia, in the Middle East, in Russia, which cannot be ignored when assessing the global future geostrategic balance. It emphasizes, the need for what I would call a better responsibility, a better task sharing between European and non-European Allies in NATO as well as between European Allies. As far as European countries are concerned, fewer and fewer nations are able to achieve the 2 percent of GDP ratio devoted to their defence budgets. The last European Council on defence stressed the need for a more coordinated and ambitious approach within the EU. The success of this endeavour will also be absolutely crucial for NATO.

Defining the capabilities we will need in the future – up to 10 or 20 years from now – requires a real effort to anticipate and to agree on a shared vision of this future. In ACT, as part of our prospective studies, we have already identified some military trends that must be taken into account when re-structuring and re-equipping the Allied Armed Forces. Among them, I could mention the need to reinforce our strategic awareness capabilities, as shown by the Ukraine crisis for instance, with drones and improve information sharing – the Joint Intelligence Surveillance and Reconnaissance (JISR). We must as well foster a greater adaptability in our weapon systems and we must retain sufficiently robust, resilient and highly interoperable forces.

We need as well to leverage technology and innovation considering the exponential pace of technological progress which has created a “Law of Accelerating Returns,” as described by Raymond Kurzweil, American director of engineering at Google. Indeed, in our modern environment we must be able to rapidly and smartly exploit and adapt to existing and emerging technologies such as autonomous systems, nanotechnologies, distributed IT solutions - cloud computing -, new energy production and storage (and many others), for our potential opponents will likely not miss the opportunity. I must also mention standardization; which is from my perspective, one of the most powerful enabling factors of a smarter capability development. I think then, that we must learn to work much closer, more effectively with industry, with University, and with Think Tanks to anticipate the impact of new models, of new sociology and of new technologies on military capabilities.

As a summary of these considerations on equipment perspectives, I would say that we need to better master the trinity of cost, time, and effectiveness. We must do this, through a balanced and innovative approach and with interoperability in mind. Upstream optimization is a must to develop smarter requirements but I do think also that effective, pragmatic, efficient innovation offers us solutions to tackle the cost, time and effectiveness challenges I have just depicted. This is why I put so much emphasis on developing innovation in Allied Command Transformation.

Turning now to my second mentioned strand of effort - the education, training and exercises, it is of vital importance that, the Alliance preserves its high level of operational expertise and availability of forces. This requirement will be addressed by the Connected Forces Initiative-CFI.

With CFI, we have developed an exercise programme which will allow us to test the operational level of the new NATO Command Structure as well as the NATO Force Structure which has now an essential role to play to support our streamlined new NCS, but also the headquarters and forces supplied by nations. Particular emphasis will be put on the NATO Response Force (NRF) which remains the focus of the Alliance’s efforts on ensuring the swift availability and the interoperability of our forces. Our Connected Forces project is both ambitious and realistic; among many planned training activities counting 150 exercises in 2014 and including 50 national exercises offered by nations to NATO, we will, in particular, organize a high-intensity crisis management exercise in November 2015, here in Spain and in Italy and Portugal. It will be a three level-strategic, operational, tactical Command Post

Exercise in a form of Computer Assisted exercise and Livex. This provides me the opportunity to stress my deep appreciation for Spain, as well as Portugal and Italy, full commitment to the preparation of this major NATO Exercise, Trident Juncture 2015.

As far as scenarios for NATO exercises are concerned, we also intend to develop very realistic scenarios that take account new threats, but also the diversity of the Alliance's geostrategic environment in areas like Cyber Defence and Ballistic Missile Defence. These scenarios must also address the challenge of ensuring that the full spectrum of the functional as well as the joint training requirements is met. This is one of the tasks of the Joint Warfare Center in Stavanger, Norway, one of my subordinate commands, besides the Joint Force Training Center in Bydgoszcz, Poland which focuses on the tactical preparation of NATO forces deploying to Afghanistan and the Joint Analysis and Lessons Learned Center in Monsanto, Portugal.

Spain is deeply involved in CFI through the organisation, implementation and participation to this programme of exercises in 2014 and has planned to continue to make a significant contribution over the next three years. This kind of deliberate commitment to NATO main initiatives is essential for their success and is acknowledged by those who have to implement them throughout ACT and ACO as extremely valuable.

I have just mentioned the realism as a key feature for CFI.

Certainly, if the Alliance wants to be realistic, it must also take into account the role of its partners in the future.

After twenty years, Partners have gained a very special place for NATO. Now, it is our responsibility to take forward this joint enterprise, in building upon the lessons we learned in operations. We must engage in new cooperation, for our mutual benefit, to be able to take on new challenges together. And Interoperability is certainly the domain where this cooperation can be, must be, enhanced, as it is in fact the essence of any cooperation.

One positive effect of ISAF is that our forces today are more capable, experienced and interoperable than ever. Our challenge is now to be able to maintain this very high level of interoperability, in the context of possible lower operational tempo post-2014 – lets see.

For this purpose, we need to maximize the existing tools that are offered to to foster interoperability in the fields of capability development, training and assistance.

The cost for developing and procuring capabilities is increasing and might even become a deterrent to the transformation of forces. Smart Defense, Multinational projects can help to mitigate this risk and better prepare the future. But, interest of multinational projects is wider than the issue of costs. They offer as well a large room for improving doctrine, training, logistics and the overall readiness.

This context, within agreed decisions and procedures, calls for an expanded participation of Partners in the CFI implementation Plan. Although, this powerful initiative has been provided to Allies in priority, is meant also to bring opportunities to Partners in all its components. Within the broad context of execution of CFI, it is therefore important that Partners seize the opportunity to connect with Allies.

The most strategic partnership for NATO is certainly the one it shares with the European Union. Today 22 European nations are members of the two organizations and many Non-NATO EU countries enjoy a very close partnership with NATO (Sweden, Finland, Austria). There is a clear interdependency between NATO and EU that we strive to capitalize on in developing coherent capabilities and multinational projects, you have heard maybe about Smart Defence or Pooling and Sharing. EU and NATO are part of the same peace and security equation and they must complement, reinforce each other, and which strengthens our Transatlantic relationship.

[Closing]

My command in Norfolk is the architect of NATO military transformation, a process through which prospective analysis, innovation, research and technology, experimentation, training and education are developed in a proactive manner. If I had to assess, in my position, **all immediate to long-term efforts** that are implemented by the Alliance to **train and exercise its forces, to develop its capabilities, to strengthen its military links with partners**, in short to transform itself for facing the security challenges on the 21st century, **I would say that we are well on track.** I am confident that the NATO's summit will provide a similar appraisal.

It will also likely stress that underpinning our common endeavours and ambitions are our common values. **These values are essential to the Alliance's cohesion and the preservation of consensus.** These values justify the price to be paid to ensure peace and collective security. These values guide the transformation process and are necessary to the definition of a proper balance of responsibilities and duties. These values will allow the Alliance to further the development of capabilities in vital areas such as Cyber Defence, and intelligence, surveillance and reconnaissance. And finally these values will guide the current debate on how to best reinforce our defence capabilities in areas which might threaten our collective security, and our stability. This is why, within transformation, I believe it is essential we discuss the best way to encourage the values which unite us.

My very last words will be words **of encouragement** for the challenging times ahead of you. In a couple of days, you will **be ready to fully contribute in building and inspiring the innovative and versatile forces** that will be essential to the future security of all our nations, Allies and partners. It will be your responsibility – particularly because you have been sent to this course – **to pursue the Alliance's effort in maintaining an efficient strategy.**

A lot will rest on your shoulders, but the greater the challenges, the greater the success. You must have faith in yourself and in your Allies and partners... good luck.