MY FOREIGN POLICY OBJECTIVES:

1. Making the High Representative act like a true European Minister of Foreign Affairs
   **We need a stronger Europe when it comes to foreign policy.** The Ukraine crisis shows how important it is that Europe is united. There is still a long way to go for this. I believe we cannot be satisfied with how our common foreign policy is working at the moment. We need better mechanisms in place to anticipate events early and to swiftly identify common responses. We need to be more effective in bringing together the tools of Europe’s external action: trade policy, development aid, our participation in international financial institutions and our neighbourhood policy must be combined and activated according to one and the same logic. The next High Representative for Europe’s Foreign Affairs and Security Policy will have to be a strong and experienced player to combine national and European tools, and all the tools available in the Commission, in a more effective way than as we have seen it over the past months. He or she must act like a true European Minister of Foreign Affairs, in concert with our European Commissioners for Trade, Development, Humanitarian Aid and Neighbourhood Policy. This will require the High Representative to more fully play his/her role within the Commission College, including other external relations Commissioners acting as deputies for the High Representative in case of a justified absence from College meetings because of foreign policy related institutional obligations or missions abroad. I will only accept a High Representative who is able and has the experience necessary to fill this role to the full.

2. Permanent structured cooperation in defence matters
   I also believe that **we need to work on a stronger Europe when it comes to security and defence matters.** Yes, Europe is chiefly a ‘soft power’. But even the strongest soft powers cannot make do in the long run without at least some integrated defence capacities. The Treaty of Lisbon provides for the possibility that those Member States who want to do so can pool their defence capabilities in the form of a permanent structured cooperation. This means those Member States who want to do so can engage in joint EU missions in crisis zones if needed, as would have been necessary from the start in Mali or in South Sudan. This means Member States can create synergies when it comes to defence procurement. In times of scarce resources, we need to match ambitions and resources to avoid duplication of programmes. **More than 80% of investment in defence equipment is still spent nationally today in the EU. More cooperation in defence procurement is therefore the call of the day, and if only for fiscal reasons.**

3. A pause for enlargement
   When it comes to **enlargement,** this has been a historic success. However, Europe now needs to digest the addition of 13 Member States in the past 10 years. Our citizens need a pause from enlargement so we can consolidate what has been achieved among the 28. This is why, under my Presidency of the Commission, ongoing negotiations will of course continue, and notably the Western Balkans will need to keep a European perspective, but **no further enlargement will take place over the next five years.** As regards Turkey, the country is clearly far away from EU membership. A government that blocks twier is certainly not ready for accession.