

ifri

ifri

The French Institute of International Relations

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THIERRY DE MONTBRIAL

FOUNDER AND EXECUTIVE CHAIRMAN

MEMBER OF THE ACADEMY OF MORAL AND POLITICAL SCIENCES

Ifri is the leading French think tank on two counts. Historically, it was the first to be created in France; when Ifri was founded in 1979, think tanks were a foreign concept. Secondly, it is the only French institution to be ranked top among the most influential think tanks in the world, and it is proud of its French identity.

Specialized in the rational study of international relations in all their aspects, Ifri works on both regional and crosscutting problems affecting the world today and helps to structure the debate on such subjects. Its policy-oriented research focuses primarily on medium-term trends and engages with actors in four major public spheres: politics, economics, the media, and academia. Over time, its relationships with the corporate sector have taken on ever-greater importance.

Ifri is non-partisan and not subject to any government supervision. It strives to diversify its sources of funding and maintain objectivity in its research, while never losing sight of the public interest and the need for independent thought. Ifri's researchers conduct fieldwork and operate within a wide variety of networks. They are regularly featured in traditional media outlets and on social networks. Ifri has strong ties with its Anglo-American counterparts and, like them, it organizes numerous conferences and hosts heads of state and world leaders. Collecting rational, clear information at the beginning of the 21st century, a period dominated by emotional phenomena, is no simple task. As such Ifri strives to maintain an open-minded and positive approach to its research.

The very principle of think tanks sets them apart from other organizations in similar fields, such as economic intelligence, strategic and communication advising, or lobbying. Although they can be complementary, these fields remain different. Therefore, organizations dedicated to ideological constructs or propaganda should never be considered think tanks.

Over nearly four decades, Ifri has developed sound expertise and a solid reputation, which remain its key strengths today. The institute continually strives to strengthen its professionalism and values. In 1995, Ifri demonstrated its desire to establish itself in the long term by acquiring the building it currently occupies. In 2014-2015, after four years of extensive work on its management culture and a thorough renewal of its information-rich website, it has risen to a new level, allowing it to enter the next phase in its history under the best possible conditions. The world has changed radically since the institute's creation, but Ifri will continue to play as important a role as ever.



A FRENCH THINK TANK

DEVELOPING NON-PARTISAN IDEAS,
PARTICIPATING IN FRANCE'S GROWING INFLUENCE
ON THE INTERNATIONAL SCENE

THE CONCEPT OF THINK TANKS

The concept of think tanks was born in the United Kingdom and the United States, where it is understood that civil society contributes to the process of defining the public interest. Working alongside the state, independent analyses help to identify problems and possible responses. The state is not the only organization in need of these non-partisan analyses and information: businesses, which are increasingly active on an international level, must also adapt their expertise to a changing world and help further knowledge.

The influence of think tanks on international debate became more important with every major turning point in the 20th century: following the end of World War I; 1945; 1991, and the end of bipolarity. More recently, the 2008 economic crisis,



poorly managed globalization, and chaos in several key geopolitical areas have led to a rethinking of global governance and the think tanks that analyze it.

Ifri is a think tank dedicated to international issues, which provides contextualized information from top-level researchers. It also benefits from direct access to public and private decision-makers and frequent interaction with them. Moreover, it offers a respected voice in international networks of analysis and an active, esteemed media presence.

IN FRANCE

France, with its long tradition of a strong statist culture, generally attributes less importance to civil society and autonomous voices in debates on policy and strategy. As such, Ifri

is a pioneer in this area, with its commitment to providing non-partisan analyses on all aspects of international relations. It has helped to confirm France's place on the international scene and Europe's presence in worldwide ideological debates.

Think Tank: *"Any open organization, built around a permanent staff of researchers or experts, whose mission is twofold: first, it seeks to develop objective bases for analyses, reports and ideas with an aim to inform public and private strategies, while keeping public interest in mind; second, it actively debates questions within its area of expertise."* (T. de Montbrial, "Qu'est-ce qu'un think tank?", Statement to the Academy of Moral and Political Sciences, 28 February 2011, quoted in: T. de Montbrial, T. Gomart: « *Think tanks à la française* », *Le Débat*, September 2014.

MORE THAN 35 YEARS OF EXPERIENCE

A LEADER IN RESEARCH AND DEBATE

1. Ifri, 27 rue de la Procession.
2. *Hélène Carrère d'Encausse, Mikhail Gorbachev, Raissa Gorbacheva, Thierry de Montbrial* - 1997.
3. *Anders Fogh Rasmussen, Secretary General of NATO, Dominique David, Ifri* - 2010.
4. *Thierry de Montbrial, Prince Albert II of Monaco, Elisabeth Guigou* - 2013.
5. *Kofi Annan, Former Secretary General of United Nations, Nobel Prize of Peace, President of Global Humanitarian Forum* - 2008.



1979: THIERRY DE MONTBRIAL CREATES THE INSTITUT FRANÇAIS DES RELATIONS INTERNATIONALES (Ifri). Ifri was established upon a pre-existing institution, the Centre d'études de politique étrangère (The Center of Foreign Policy Studies), created in 1936. Ifri was officially recognized as a non-profit organization of public interest and established its offices at 6, rue Ferrus in the 14th arrondissement of Paris.

THE 1980S: Ifri created *Ramses*, an annual global report on economic systems and strategies. It has been published every September for over 30 years and is the leading French-language report on global developments.

The major debates of this time included: Euromissiles – Ifri was very influential on this subject; Poland's position in Soviet Europe; the consequences of the Iranian Revolution; and major technological breakthroughs that foreshadowed the revolution in military affairs and later the Internet. Ifri's

international network grew rapidly, as evidenced by the 1981 report by directors of four institutes: Ifri, Chatham House, the Council on Foreign Relations, and Deutsche Gesellschaft für Auswärtige Politik (DGAP), titled *Western Security: What has changed? What should be done?*

THE 1990S: Bipolarity ended, the USSR collapsed and a new world emerged. The historical and geographical dynamics of international relations, once concealed by the Cold War, reasserted themselves with new authority. Ifri endeavored to decipher this new international scene. Reflecting its new dynamism and a further stage in its development, Ifri moved into its current offices at 27, rue de la Procession in the 15th arrondissement of Paris. This building, acquired through a private fundraising drive, allowed Ifri to gain independence and increase its presence in public debate through an expanded team, more high-profile meetings, and events that brought together distinguished guests.



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1999: IFRI CELEBRATES ITS 20TH ANNIVERSARY. As part of the official program of millennial celebrations, this anniversary coincided with several high-profile events: an international symposium at La Villette involving many heads of state and government leaders, and a reception hosted by the French President.

THE 2000S: 11 September 2001, the second Iraq War, the 2008 financial crisis: the start of the 21st century called for ambitious analyses and research. Ifri further developed its research themes, bolstered its permanent team, and launched its multi-year funding programs. Ifri continued to develop and diversify its business partnerships. From this point on, Ifri's funding would come predominantly from private sources.

2005: With the opening of a permanent office in Brussels, Ifri was better able to disseminate its debates and research to

European institutions and to contribute to the global discussion on European construction.

2008: THIERRY DE MONTBRIAL CREATES THE WORLD POLICY CONFERENCE. The fall of Lehman Brothers led to a world financial crisis; the short war in Georgia reminded us that international law does not necessarily guarantee peace; the emergence of new economic powers foreshadowed an upheaval in the global balance of power; threatened increasingly large regional spaces, the dismantling of political structures; and the Euro crisis loomed large. The *World Policy Conference* affirmed the need for a debate between high-level leaders on governing a globalized world facing multiple crises.

2015: IFRI ADOPTS A NEW GOVERNANCE regime to better adapt to current times, in which the need for think tanks is ever greater.

IFRI TODAY

IFRI: A PLATFORM FOR THE CONTINUAL DEVELOPMENT OF FREE, RESPONSIBLE, EFFECTIVE AND FORWARD THINKING

A COMMUNITY UNITED AROUND COMMON VALUES:

- Collective dialogue and a sustainable institution
- A team bonded by a humanistic culture of tolerance and openness
- Informing decision-making, keeping the public interest in mind
- Rigor and a sense of responsibility in both funding and analysis, which defines our credibility

1. Seminar « Internet in China and Russia » - 2011.





2. José Manuel Barroso, President of European Commission, Brussels Think tank Dialogue - 2011.

AN INSTITUTION WITH MANY KEY ASSETS:

- A national and European presence: The only French think tank recognized internationally, Ifri has permanent offices in Brussels, where it follows both the progress and pitfalls of the European construction.
- Field presence: Through their networks and presence in the field, Ifri's researchers are always at the center of international developments.
- Young, well-trained, interactive researchers: Our *think tank* culture, diverse programs, crosscutting research and foreign researchers in residence contribute to the originality of our analyses.
- Business management: Ifri is rigorously managed, with a

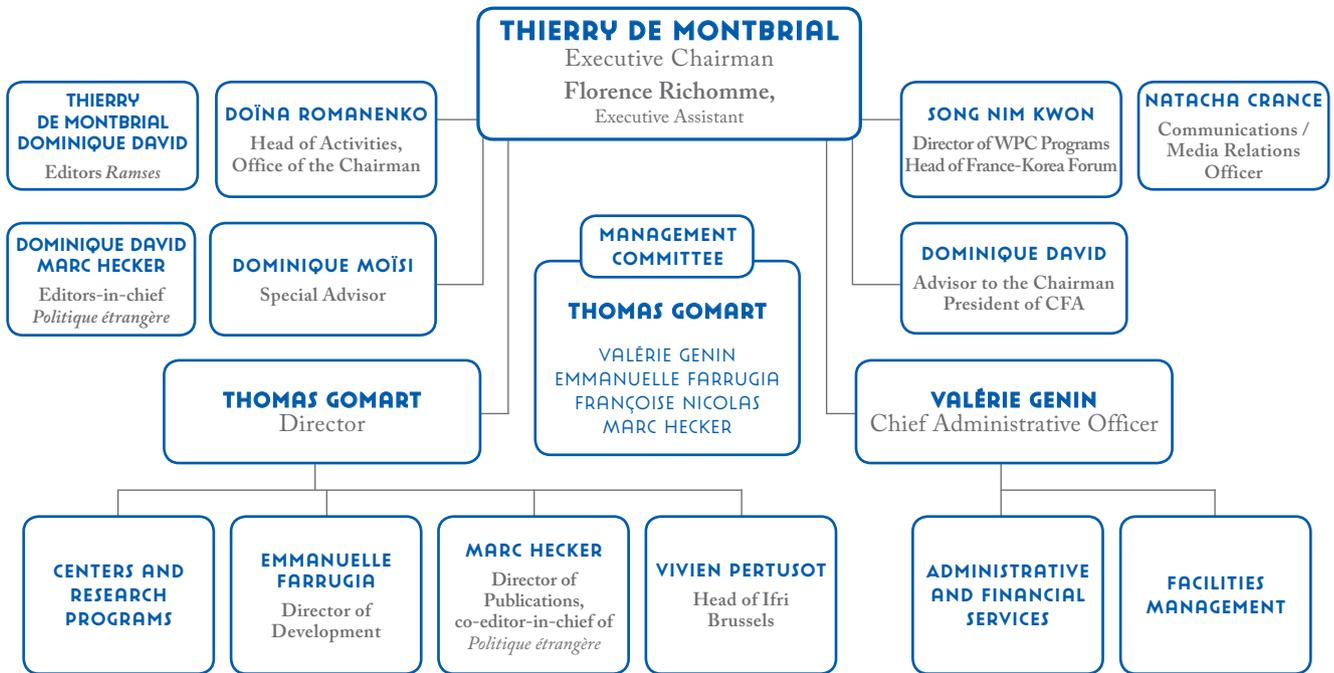
business mindset. Its sound and diversified financial base guarantees its sustainability and independence.

- An international network unique in France: The only French institute to be ranked by independent observers among the world's most influential think tanks, Ifri is highly respected by its peers.

OUR AMBITION:

- Consolidate our expertise and establish a sound financial base.
- Occupy a central role in debates regarding global changes.
- Expand our influence on the development of international governance.

IFRI'S ORGANIZATION





IFRI'S KEY FIGURES

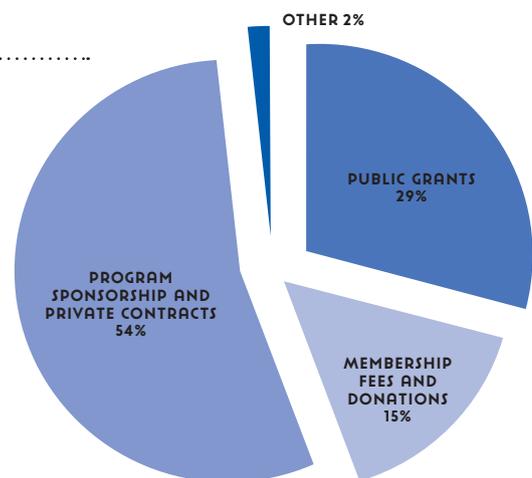
ASSOCIATION STATUS

Ifri is recognized as a non-profit organization of public interest (French law of 1901). It is non-partisan and not subject to any government supervision.

More than 70% of its funding comes from private sources

IFRI'S KEY FIGURES:

- More than 60 partner businesses
- 63 embassies and member institutions
- Over 200 individual members
- 46 researchers and staff; an annual turnover of €6 million in 2014



IFRI'S RESOURCES IN 2014

SUPPORTING IFRI

EXCHANGING, ANALYSING, NETWORKING

OUR PARTNERS COUNT ON US TO INTERPRET THE WORLD BY SHEDDING LIGHT ON POWER BALANCES AND RELATIONSHIPS BETWEEN KEY ACTORS.

1. *Debate with Mario Monti, Former Italian Prime Minister, Former European Commissioner, Senator for life.*
2. *Thomas Gomart, Ifri, Wolfgang Ischinger, President of Munich Security Conference.*
3. *Ambassadors' Table 2013 : Gilles Briatta, Deputy Secretary General, Société Générale, Chi Dung Duong, Ambassador of Socialist Republic of Vietnam, Jean-Paul Bouttes, Chief Economist, EDF, Tomasz Orłowski, Ambassador of Poland.*
4. *Emmanuelle Farrugia, Ifri, Etienne Pinte, President of National Council of policies against poverty and social exclusion (CNLE).*
5. *Hubert Loiseleur des Longchamps, Senior Vice President Public Affairs, TOTAL, Thierry de Montbrial, Lee Hsien Loong, Prime Minister of the Republic of Singapore.*



SUPPORTING IFRI MEANS: CONTRIBUTING TO IN-DEPTH ANALYSIS OF INTERNATIONAL ISSUES...

In its debates and research, Ifri gathers decision-makers, experts, academics, journalists and civil-society representatives. Their expertise allows Ifri to shed light on international issues. To maintain this intellectual community, which is fundamental to its success, Ifri receives funding from the French Government and other national and international public organizations, as well as corporate partners. The diversity and sustainability of its funding ensure that Ifri will be able to continue to carry out high-quality, pertinent work in the future.



... AND BENEFITING FROM DEDICATED INSIGHTS FROM IFRI'S RESEARCHERS.

Supporting Ifri provides the following advantages:

- In-depth analyses of political risk on an operational level
- Privileged access to exclusive events with leading international figures
- Tailored-made briefings

This support allows Ifri's researchers to conduct in-depth substantive studies that are then shared with the Intitute's partners in the form of briefings with corporate executives

and their collaborators, closed-door seminars, conference-calls and debates.

THREE WAYS TO SUPPORT IFRI

- [Become a Member](#)
- [Support one or several research programs](#)
- [Become a Major Corporate Partner](#)

DEBATES

DEBATING AND BROADENING UNDERSTANDING
ON ALL ASPECTS OF INTERNATIONAL RELATIONS

ANALYZE THE REALITY OF TODAY'S WORLD
AS CLOSELY AS POSSIBLE

LISTEN TO THE MULTITUDE OF IDEAS THAT
EXIST IN OUR DIVERSE WORLD AND USE THEM
TO CONFRONT OUR OWN

FORECAST MAJOR INTERNATIONAL TRENDS

STRUCTURE THE THEMES OF NATIONAL,
INTERNATIONAL AND EUROPEAN PUBLIC DEBATE

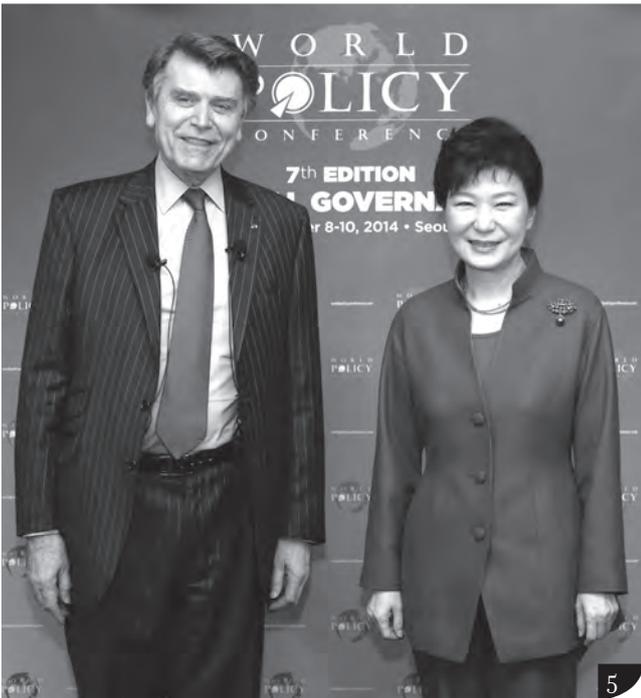
INFORM POLITICAL AND ECONOMIC DECISIONS

1. Brussels Think tank Dialogue - 2012.



IFRI'S MAIN EVENTS:

- **Closed-door seminars:** Focusing on specific issues for our public and private partners, featuring international experts. High-level meetings reserved exclusively for our partners: Business leaders, policy-makers, and ministers meet with key world figures.
- **Ifri's conferences:** Bringing together an informed public with key French and international figures. International conferences: Highly important events highlight Ifri's expansive international network.
- **The World Policy Conference (WPC):** "The mission of the



2. Thierry de Montbrial, Ifri, Robin Niblett, Director of Chatham House, London.
3. Susanne Wasum-Rainer, Ambassador of Germany in Paris, Dominique David, Ifri.
4. Recep Tayyip Erdogan, President of the Republic of Turkey - october 2014.
5. Thierry de Montbrial, Ifri, Park Geun-hye, President of Republic of Korea, Seoul - december 2014.
6. France-Korea Forum, Ifri - 2013.

WPC is to contribute to the improvement of global governance, in all its aspects.”

- **In Brussels**, Ifri organizes the Brussels Think Tank Dialogue. The institute is present anywhere there is a dialogue going on between think tanks: Council of Councils, Global Think Tanks Summit, the annual quadripartite seminar involving Rand, Chatham House, Stiftung Wissenschaft und Politik, Ifri, etc.
- **France-Korea Forum**: For more than two decades, Ifri has organized an annual meeting with the Korea Foundation to follow developments in the Korean peninsula and in Franco-Korean relations. This meeting, which alternates between

Seoul and Paris, brings together experts and decision-makers from the political and economic spheres of both countries.

- **The Franco-Austrian Center**: Created in 1980, the Franco-Austrian Center for European Convergence (FAC) aims to take part in the construction of a peaceful Europe. With the fall of the Berlin Wall, the FAC committed itself to the integration of Central and Eastern European countries in the European Union. Since 2005, the FAC has focused its research on relations between the Western Balkans and EU member states.

IFRI'S DEBATES BRING TOGETHER:

- POLICY-MAKERS
- BUSINESS LEADERS
- ACADEMICS AND INTERNATIONAL EXPERTS
- THE MEDIA
- INFORMED MEMBERS OF THE PUBLIC WISHING TO DEEPEN THEIR UNDERSTANDING OF INTERNATIONAL ISSUES



1. Debate with Mohammad Javad Zarif, Minister of Foreign Affairs of the Islamic Republic of Iran, Thierry de Montbrial, Ifri.

2. Alexey Ouliukaev, Minister for Economic Development of the Russian Federation, Tatiana Kastouéva-Jean and Thomas Gomart, Ifri.

3. Thierry de Montbrial, Ifri, Nguyen Tan Dung, Prime Minister of Socialist Republic of Vietnam.

4. Dominique David, Ifri, John Dramani Mahama, President of Ghana.



Ifri has notably hosted: Hu Jintao, Jalal Talabani, Vladimir Putin, Hamid Karzaï, Nicolas Sarkozy, Dmitry Medvedev, Abdoulaye Wade, Pervez Musharaf, Abdullah Gül, Herman Van Rompuy, Christine Lagarde, José Manuel Barroso, Recep Tayyip

Erdogan, Anders Fogh Rasmussen, Jacob Zuma, John Dramani Mahama, Lee Hsien Loong, Mohammad Javad Zarif, Jakaya Kikwete, David Lidington, Nguyen Tan Dung, Mario Monti, Benigno S. Aquino III...

RESEARCH

A MULTIDISCIPLINARY AND TRANSVERSAL APPROACH



Ifri aims to maintain an active presence in intellectual debates through the work of its renowned researchers, their fieldwork, international networks and continuous analysis.

Ifri also strives to open new pathways, structure debate through standard-setting products, and distribute these products to our public: decision-makers, businesses, academics, the media...

- *A multidisciplinary and transversal approach*: historians, political scientists, geographers, economists, strategists, academics, and public- and private-sector executives all contribute to Ifri's work.

- *A permanent staff of young, internationally renowned researchers*: Ifri trains its researchers to carry out the original

work – both rigorous and policy-oriented – of a think tank.

- *Researchers in the field* and at the heart of key international networks: Council of Councils, quadripartite seminar with Rand, Chatham House, SWP...

Ifri's research covers all aspects of international relations. It is divided into thematic and regional programs, which have earned Ifri a strong reputation over the last 35 years. Asian, American, Russian, African, European and Franco-German subjects are examined, including issues of security, energy, migration, economics and world governance. Ifri continues to build on its renowned expertise, which is the fruit of its experience and ability to adapt to new international dynamics.

REGIONAL PROGRAMS

ASIA IN THE 21ST CENTURY

THE CENTER FOR ASIAN STUDIES

The Center for Asian Studies provides in-depth insight and analysis, and a platform of discussion on economic, political and security issues in Asia, with the aim of supporting decision-makers. The center's research is organized along three major axes: the organization of the region; relations between the region's major powers (China, Japan, India) and the rest of the world and the economic and social dynamics of Asian countries including China, India, Japan, Korea and Southeast Asia. In addition to the permanent collaboration between Ifri

researchers and Asian specialists, the center maintains strong ties with more than 20 regional research institutes (CICIR and CIIS in Beijing, KIEP in Seoul, JIIA in Tokyo, CSIS in Djakarta, ORF in New Delhi, ASPI in Sydney, etc.) The center has organized closed-door roundtables, expert-level seminars and public events in both Paris and Asia. Its researchers regularly participate in international conferences organized in Asia. Their work, as well as that of their foreign partners, is regularly published in the center's electronic journal, *Asie.Visions*

AFRICAN ISSUES

SUB-SAHARAN AFRICA PROGRAM

Created in 2007, the program provides an updated vision of the spectacular transformations underway on the African continent: the emergence of a middle class and urbanization; land access competition; policies of traditional and emerging partners in China, India, Brazil, Turkey, Morocco; geopolitics and governance of extractive industries; the trafficking economy; and security issues.

The program is aimed at decision-makers, but widely distributes up-to-date fieldwork analyses.

A variety of events bring together researchers, economic and

political decision-makers, and journalists. The program has formed numerous partnerships (OECD, Chatham House, South African Institute of International Affairs, World Bank, French Development Agency, Center for Prospective and Strategic Analysis). The program's researchers regularly participate in international debates (Paris, London, Brussels, Berlin, Rabat, Shanghai, Tokyo, Dakar, Abidjan). It publishes many Research Notes and maintains a media presence through the blog *Afrique Décryptages*, highly regarded among African Studies specialists.

WHAT FUTURE FOR RUSSIA AND THE POST-SOVIET SPACE?

RUSSIA/NEWLY INDEPENDENT STATES (NIS) CENTER

An obvious and unavoidable energy partner with a promising market, Russia is plagued by internal conflicts and remains difficult to penetrate. Yet, given its role as a key international player, it is an emerging country like no other. Created in 2004, the Russia/NIS Center anticipates new developments in the region, enriches public debate, and assists in decision-making on issues related to Russia and the NIS, which are central to European debates.

The center regularly publishes papers on priority topics, such as the interaction between foreign and energy policies. The

study of Russian elites and decision-making processes is another major research theme, as is the center's innovative research on the Russian government's attitude toward the Internet and the competitiveness of Russian universities. The center's digital publications are available in three languages (English, French and Russian) and offer access to its analyses, which are widely disseminated via social networks and the media. The Russia/NIS Center maintains strong ties with international businesses in NIS countries and has developed partnerships with research institutes in Europe and beyond.

MIDDLE EAST / NORTH AFRICA: THE NEW CRISES FRONTIER?

MIDDLE EAST/NORTH AFRICA PROGRAM

From Morocco to Saudi Arabia, we are witnessing internal instability, the division of states and the emergence of new regional powers. The destabilization plaguing this region, which is central to all world powers, is threatening to spread far beyond its borders.

Ifri's Middle East/North Africa Program focuses on the evolution of the area's political systems, firms and economies. It examines developments in North Africa (opening of firms and political systems, North Africa's penetration of world economic channels; political and economic relations with Europe;

the US and Sub-Saharan Africa), as well as dynamics within the Middle East in general (spaces and instruments of Turkish or Iranian influence; diplomatic restructuring and the roles of powerful actors; coverage of regional crises; the Israeli-Palestinian conflict; the role of the Gulf countries, etc.) The program regularly organizes international conferences and seminars in Paris and countries of the region, notably in partnership with the OCP Policy Center (Morocco), and publishes its work in the Notes de l'Ifri series.

1. Thomas Gomart, Ifri, Valdai Club - 2014.
2. Djene Bajalan, Dorothee Schmid, Ifri, conference « The new kurdisch dynamics », Institut du Monde Arabe / Ifri - 2013.



TURKEY IN THE MIDST OF CHANGES IN THE MIDDLE EAST

CONTEMPORARY TURKEY PROGRAM

Born out of a constant gap between developments in Turkey and the traditional French understanding of such developments, the Contemporary Turkey Program has three main objectives: to expand the field of observation, encourage dialogue between decision-makers and analysts, and produce proactive, original analyses. Turkey has undergone rapid transformations that are key to economic (an emergence dynamic), diplomatic (influence in the Middle East and beyond), political and social (growth of a post-Kemalist society) plans. Fieldwork is, therefore, essential in creating analytical tools, anticipating paradigm reversals and overcoming the recurrent

tensions in Franco-Turkish relations.

The Contemporary Turkey Program benefits from a solid network of partners in the intellectual sphere (think tanks, academics, journalists), in the business world (employers' organizations, major firms) and in the traditional institutional pool (ministries, economic institutions). The program regularly organizes missions, seminars and conferences in France and Turkey (Istanbul, Ankara, Gaziantep) and publishes its analyses in both French and English. Those engaged in the program are frequently contacted by the media to comment on current events in Turkey.

WHAT RELATIONSHIP FOR FRANCE AND GERMANY?

THE STUDY COMMITTEE FOR FRANCO-GERMAN RELATIONS (CERFA)



Bassma Kodmani, Director, Arab Reform Initiative, Hans Stark, Cerfa, Ifri

Created in 1954 by an intergovernmental agreement between the Federal Republic of Germany and France, the Study Committee for Franco-German Relations (Cerfa) is now part of Ifri. Cerfa promotes Franco-German debate through conferences and seminars that gather experts, policymakers, decision-makers and civil-society representatives from both countries. Its two series of research notes (Notes du Cerfa and Visions franco-allemandes) and its books elucidate political, economic and social developments in contemporary Germany and closely follow the current state of Franco-German relations. Cerfa maintains close relations with a network of German foundations and think tanks, including the German Council on Foreign Relations (DGAP), German Institute for International

and Security Affairs (SWP), Genshagen Foundation, Franco-German Institute (DFI), Konrad Adenauer Foundation (KAS), and Friedrich Ebert Foundation (FES). Since 2007, Ifri and the DGAP have undertaken The Franco-German Dialogue on a Common Future, in collaboration with the Robert Bosch Foundation, which provides young professionals and French and German doctoral candidates with the opportunity to discuss a range of German, French and European policy issues.

EUROPEAN INTEGRATION AND NEIGHBORHOOD POLICY

THE FRENCH-AUSTRIAN CENTER FOR EUROPEAN CONVERGENCE (FAC)

Since its creation over 35 years ago, the French-Austrian Center, of which Ifri is the French partner, has focused on challenges related to EU expansion in Central Europe and the Balkans



and its neighborhood policy in the East. Together, the FAC and Ifri organize meetings and seminars in Vienna, Paris, Brussels and throughout Central Europe and the Balkans (Sarajevo, Zagreb, Tirana, Podgorica) with the aim of reviewing integrations already agreed upon, studying the rapprochement process (pre-adhesion partnerships, etc.) and examining possibilities for future relations between the EU and its neighbors. Reflections on Eastern Europe from European leaders are all the more pertinent given the challenges facing Eastern Europe following the 2014 crises.

E. Bos, Dominique David, Ifri and Peter Jankowsitsch, Secretary General of CFA

THE UNITED STATES, A NEW DEFINITION OF POWER?

UNITED STATES PROGRAM

Contrary to popular belief, the French know very little about the United States. The United States Program aims to rectify this by offering analysis of key elements of American politics and economics, as well as its foreign policy choices. It seeks to maintain a strong transatlantic relationship by shedding light on misunderstandings and Euro-Atlantic opportunities, such as the negotiations for a future transatlantic trade agreement. The program maintains a strong media and social network

presence, and publishes the Potomac Papers, analyses of American political and economic events and their determinants. The program seminars bring together Ifri's researchers and outside figures to discuss economic issues and domestic and foreign policy. The program's annual conference, held in December, reviews American strategies in a debate with guest experts from Europe and the United States.

CROSCUTTING PROGRAMS

SECURITY: NEW FRONTIERS

SECURITY STUDIES CENTER / DEFENSE RESEARCH UNIT (LABORATOIRE DE RECHERCHE SUR LA DÉFENSE, LRD)

The Security Studies Center deals with one of Ifri's oldest research themes: conflict and the actors involved. It looks at types of conflict (conventional forms, terrorism, asymmetrical situations), arms proliferation (doctrines, arsenals, non-proliferation, disarmament); security strategies and policies (world powers, transatlantic relations, European policies), military actions and concepts (doctrines, organization of forces, crises and crisis exit strategies). The center works with a civil-military team – unique in France – the Defense Research Unit

(LRD), which studies strategic and operational questions raised by the proliferation of external interventions.

Covering all aspects of security questions, from international interventions to terrorism and security sector reforms, the Security Studies Center is highly involved in debates on contemporary conflicts. Its analyses are published in the Focus stratégique and Proliferation Papers collections, and its researchers are regularly consulted by French and international decision-makers.



*Seminar « The Terrorism »
with Alain Chouet.*

ENERGY, A MAJOR GEOPOLITICAL ISSUE

THE CENTER FOR ENERGY

The Center for Energy covers subjects such as the geopolitics of hydrocarbons, European energy markets, the energy policies of emerging countries, and the fight against climate change. It follows the evolution of global energy markets and assesses their economic, political and environmental implications for European policies.

Ifri's Energy Breakfast Roundtables and the center's annual conference in Brussels have become major European events. With its E-Notes and closed-door seminars, the Center for Energy works at the forefront of research, benefiting from the dialogue between international experts and stakeholders.

The Center maintains close ties with numerous prestigious organizations: the US Department of Energy, International Energy Agency, Clingendael International Energy Program, International Gas Union, French Institute for Petroleum, and the Center of Geopolitics of Energy and Raw Materials at the University of Paris Dauphine. In 2014, the center joined with 11 partners from nine European countries in the multi-disciplinary consortium INSIGHT_E, which delivers advice on European energy policy to the European Commission and market players.

EUROPE AT A TIME OF MIGRATIONS

CENTER FOR MIGRATIONS AND CITIZENSHIP

The Center for Migrations and Citizenship seeks to stimulate the European debate on migration policies and multiculturalism. To achieve this, the center runs several programs, such as SUCCESS, which has received funding from the European Commission since 2011. It involves 60 young people from four immigrant neighborhoods in Birmingham, Montreuil, Oeiras (near Lisbon) and Palermo. Each year, the results are publicized at the European Citizenship Days, organized by the center, which bring together representatives from European institutions, elected officials, researchers and civil-society actors.

Other programs study the relationship between firms and migration policies from several angles: human-resources policies in firms, choices of emerging countries, and asylum. The center also runs a comparative program on the role of Muslims in public institutions, in cooperation with several international institutions, including the University of Amsterdam, Washington University in Saint Louis, the University of Warwick and the Max Planck Institute for the Study of Religious and Ethnic Diversity.



International Conference « Multiculturalism and Health », Palermo - 2014.

WHAT ARE THE POLITICAL STAKES IN DEVELOPING SPACE PROGRAMS?

THE SPACE PROGRAM

Created in 2001, the Space Program seeks to highlight the political stakes of scientific and manned space exploration programs and to contribute to the creation of a code of conduct in space, based on the Convention on the High Seas. The program engages in Track II diplomacy, working to ensure long-term access to geostationary orbit positions and radio frequencies. Collective work on the subject has been published, and a conference was organized in 2014, in collaboration with the Secure World Foundation. The program's annual

conference in Brussels gathers many actors from the world space community.

The program has been focusing on the development of European space governance since the first debates on the Galileo program, a theme dealt with in the Europe & Space Series, and funded by the Japanese Aerospace Exploration Agency, JAXA. The program's research is also published in the form of E-Notes.

A PERMANENT PRESENCE IN EUROPEAN UNION DEBATES

IFRI BRUSSELS

The Ifri Brussels office acts as an interface between Ifri's Paris-based activities, its researchers and European authorities. Since 2005, Ifri Brussels has organized seminars and conferences aimed at promoting French analyses and their influence on European and international debate. Ifri's research programs regularly organize presentations of their work at the Brussels office.

Ifri Brussels also contributes to Ifri's research efforts,

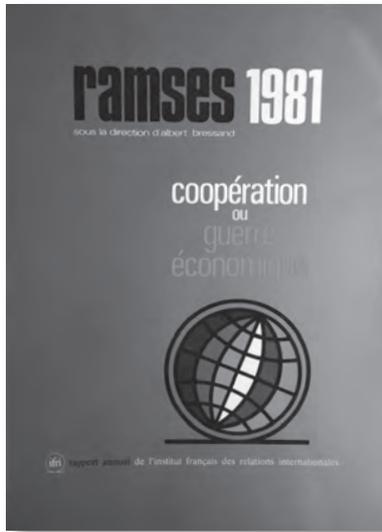
focusing its work on key subjects of European debate: the institutional future of the EU, political and economic implications, and the perceptions and strategies of member states and their citizens.

Ifri Brussels, along with nine other think tanks, is responsible for organizing the Brussels Think Tank Dialogue, an annual event that gathers European leaders to discuss the key points on the European agenda for the coming year.



PUBLICATIONS

TWO FLAGSHIP PUBLICATIONS

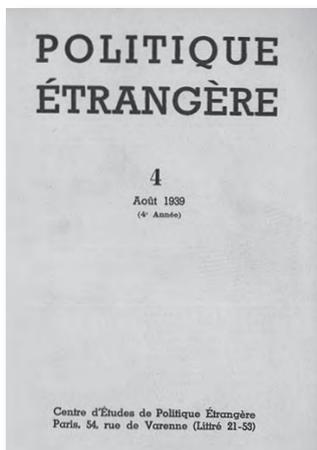


RAMSES

The *Ramses* Report : Every year, Ifri publishes its report on international issues providing a much-anticipated French and European voice.

It is the annual reference in France concerning international events; a must-read for more than three decades that is designed

by the Ifri team and written by its researchers. *Ramses* offers readers Thierry de Montbrial's Perspectives, which considers the year's events from a long-term perspective. It also includes a series of in-depth contributions on themes chosen by the Ifri research team and a vast documentary resource.



POLITIQUE ÉTRANGÈRE

The oldest, most prestigious international relations review in French. For more than 75 years, it has been a beacon of French research and debate.

Politique étrangère consists of in-depth studies on major international events. The quarterly review boasts an extensive

bibliography, and the blog politique-etrangere.com furthers the debate, with access to its rich archives.

In 2014, the journal included reports and articles such as: 1914-2014: the Great War and tomorrow's world; Ukraine, the first lessons; Kurdistan(s); Israel/Palestine; China: a new diplomacy; Governing the internet; and Ebola.

E-NOTES

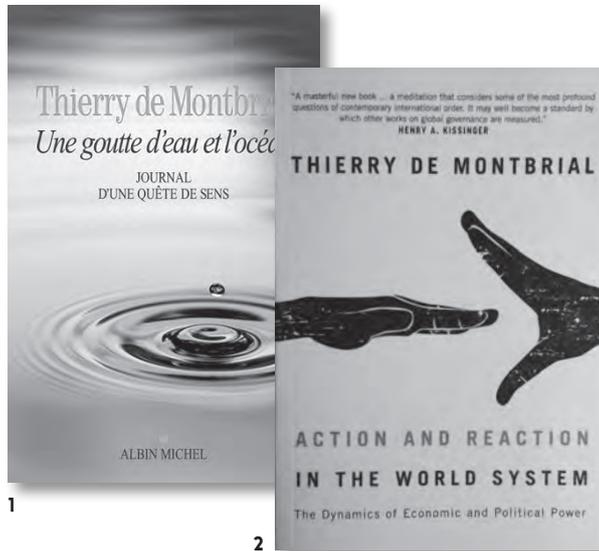
The 70 titles published annually online in French, English, German and Russian provide readers with the results of Ifri's analyses. Accessible at ifri.org.

E-notes published in 2014 include:

German Defense Policy in 2014 and Beyond; Crisis in the Ukraine: An Insider's Look; Nationalism in China and

Japan and Its Impact on Bilateral Relations; Natural Gas in Mozambique, A Risky Economic Development; The American Digital Scene: What is Europe's Position?; The Middle East and Daesh: Challenges and Retaliation; The Cost of Renewable Energy; On the Strategic Value of Ballistic Missile Defense; Emerging Markets and Migrations Policy: China.

BOOKS



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3. *Russian Energy Security and Foreign Policy*, Adrian Dellecker and Thomas Gomart (eds.), Routledge, 2011.

4. *Korea in the New Asia*, Françoise Nicolas (ed.), Routledge Advances in Korean Studies, 2007.

5. *E-notes*, Ifri.

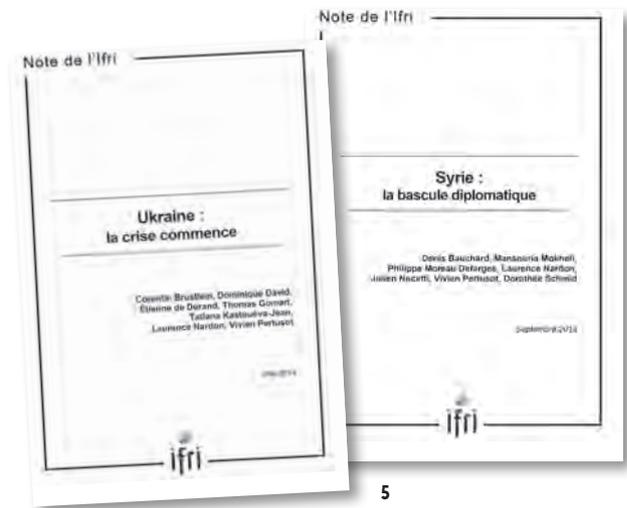
6. *War 2.0*, Thomas Rid and Marc Hecker, Wesport, Praeger, 2009.

7. *Franco-German Relations in a Unified Europe*, Hans Stark, Martin Koopmann and Joachim Schild (eds.), Paris/Bordeaux, Ifri/Presses universitaires de Bordeaux, 2012.

8. *European States and their Muslim Citizens*, John R. Bowen, Christophe Bertossi, Jan Willem Duyvendak, Mona Lena Krook (eds.), New York, Cambridge University Press, 2013.

9. *Turkey in the Middle East. The Return of a Regional Power?* Dorothee Schmid (ed.), Paris, Ifri/CNRS Éditions, 2011.

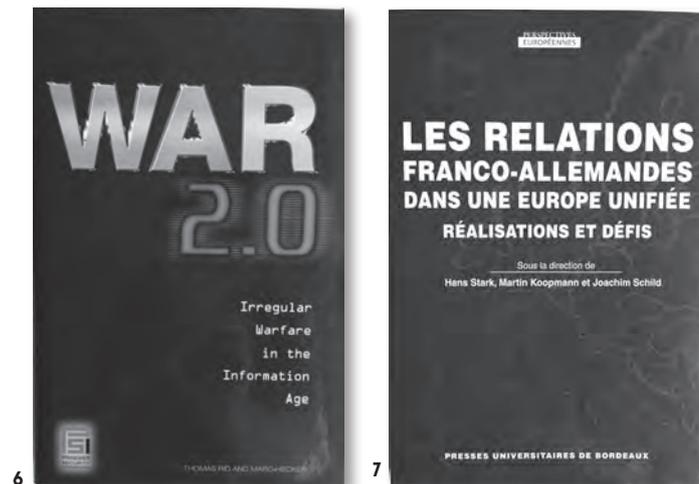
Le Maghreb et son Sud : vers des liens renouvelés, Mansouria Mokhefi and Alain Antil (eds.), Paris, Ifri/CNRS Éditions, 2012.



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1. *Une goutte d'eau et l'océan*, Thierry de Montbrial, Paris, Albin Michel, 2015.

2. *Action and Reaction in the World System*, Thierry de Montbrial, Vancouver, UBC Press, Canada, 2013.



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DISSEMINATING RESEARCH AND DEBATES

IFRI, A FORUM FOR MEETING AND DEBATING, AN INDEPENDENT PLATFORM WHERE IDEAS AND ANALYSES CAN BE SHARED AND DEVELOPED

- ONGOING DIALOGUE WITH THE MEDIA
- A GROWING DIGITAL PRESENCE



Ifri offers the French and foreign media a forum for meeting and debating, and an independent platform where ideas and analyses can be shared and developed.

Ifri maintains an active media presence. In addition to its numerous leading articles and interviews with its researchers (more than 350 per year), Ifri has been quoted and referenced

up to 5,000 times in both the French and foreign media.

More than 30% of articles and interviews in 2014 were published by foreign media sources. Ifri welcomes more than 300 journalists and correspondents every year to its conferences and events.

WEBSITE AND SOCIAL NETWORKS

The website ifri.org offers a wealth of information, collected from more than 35 years of research, debates, publications, current events, editorials and videos related to Ifri's events.

The site was completely renovated in December 2014 to improve the user interface.



IFRI CONTINUES TO DEVELOP ITS DIGITAL PRESENCE AND ONLINE VISIBILITY.

Ifri's conferences are now filmed and broadcast through DailyMotion. More than 300 videos are available to the public, and together they have been viewed more than 130,000 times.

Ifri is very active on Facebook, Twitter, Google+ and LinkedIn. Its digital publications are distributed through Pearltrees, Scribd and Calameo.

Finally, Ifri has expanded its visibility in the blogosphere, with three blogs:

- Politique-etrangere.com, the blog dedicated to Ifri's quarterly journal
- Ultimaratio-blog.org, the Security Studies Center's blog
- Afriquedecryptages.com, the Sub-Saharan Africa Program's blog

WHAT PEOPLE ARE SAYING ABOUT IFRI ...

Once again, Ifri was ranked among the most influential think tanks in the world by the Global Go To Think Tank Report, published in January 2015 by the University of Pennsylvania. Present in most of the category divisions of the report – and especially recognized for the innovative nature of its research studies – Ifri continues to confirm its position among the elite in international expertise year after year. It is the only French institute to be ranked on this list of the most influential think tanks worldwide.

“Operating in a country where foreign policy is generally an affair of the state, Ifri has, since its creation in 1979, brought the best elements of American think tanks to the table, founded on a combination of quality research and debates about national and international issues. In doing so, Ifri has earned respect in France and abroad as a non-partisan institution, which contributes to the strengthening of our democracy.” – **Robert Badinter**

“In a global environment of complexity and uncertainty, Ifri provides useful insights and decision-making tools for governments and business leaders. The quality of its research makes it one of the only European think tanks of international influence and renown. I congratulate Thierry de Montbrial for the energy and clairvoyance with which he has run Ifri over the last 35 years.” – **Carlos Ghosn, Chairman & CEO of the Renault-Nissan Alliance**

“Ifri is essential to France, but is it irreplaceable? In any case, it has often been imitated in France, Europe and the English-speaking world. Since 1979, Ifri’s President has strengthened its credibility year after year, and, in a way, that of France on the international scene. 35 years later, we can be proud of its influence in the world!” – **Valéry Giscard d’Estaing**

“Ifri does not simply analyze international relations through the conventional thinking of the day and then trumpet the virtues of the Establishment, as so many American and British institutes do. Ifri intends its Paris seminars, international conferences and ground-breaking publications to be agents of change, to contribute to a new global equilibrium and ultimately a new global system. It is remarkable how often Ifri succeeds in this endeavor.” – **James Hoagland, columnist, *The Washington Post***

“Ifri, the oldest international affairs think tank in France, has never stopped innovating since its creation 36 years ago. Its researchers have all earned excellent reputations in their fields, both in France and abroad. The conferences organized by the Institute – which also publishes a quarterly journal, *Politique étrangère*, dedicated to major world debates, and other works such as *RAMSES* (an annual global report on the economic system and its strategies) – bring together leading figures, academics, students and journalists. As a journalist, these events offer a useful platform for exchange.” – **Jacques Hubert-Rodier, columnist for *Les Echos*, President of the Association of Diplomatic Press in Paris**

“Since the early days of my diplomatic career, especially during my time at the German embassy in Paris and at the Policy Planning Staff, I have greatly benefitted from the intellectual ‘sparring’ with Thierry de Montbrial, Dominique Moisi, and many others at Ifri. Ifri’s analyses have always enriched my understanding of critical issues and informed my thinking. And it’s great to see Ifri has not lost a step in recent years – quite the contrary!” – **Wolfgang Ischinger, Chairman of the Munich Security Conference**

“Ifri remains a reliable guide, helping us to decipher world events and make decisions. Through its social network and media presence, new initiatives and partners, this leading French think tank has proved itself capable of adapting to an ever-changing world. It remains active and innovative in Paris, Brussels and on the international scene. As President of GDF SUEZ, I can say that we are delighted to be among Ifri’s biggest supporters, helping it to continue its growth and extend its influence.” – **Gérard Mestrallet, Chairman and CEO, GDF SUEZ**

“Ifri is an intellectually robust platform for discussion and debate on international relations for making this a better world, on mechanisms for solving geopolitical dilemmas, and on bi-lateral issues for enhancing trade. I have enjoyed being part of such discussions.” – **Narayana Murthy, Founder of Infosys Technologies Ltd, India**

“Over many years, I have found that Ifri and its founder, Thierry de Montbrial, have deepened my understanding of the extraordinary changes that characterize our contemporary world. Ifri epitomizes the best rational traditions of French thought.” – **Joseph Nye, Professor, Harvard University**

“Ifri plays an important role in France for journalists intent on understanding international issues. Thanks to the breadth of its network, Ifri is able to organize high-level meetings and conferences that bring together leading political figures.” – **Jean-Christophe Ploquin, Editor-in-Chief, La Croix**

“As the leading French think tank on international affairs, Ifri is an irreplaceable tool that complements the fieldwork of journalists. It acts as both an intellectual stimulus on subjects that we know and a rich reservoir of analyses. This is true for the review *Politique étrangère*, as well as for the notes and scientific studies and meetings it organizes at its Paris offices or during the World Policy Conference.” – **Marc Sémo, Editor-in-Chief, Libération**

“For the past four decades, Ifri has been one of the world’s leading think tanks. Increasingly, the quality and rigor of its work have made Ifri an invaluable research tool for scholars and analysts everywhere. Significantly, the reach and relevance of its audience have made of Ifri a go-to institution for policymakers in government and the private sector.” – **Simon Serfaty, Professor, University of Norfolk, Brzezinski Chair in Global Security & Geostrategy, Senior Advisor, Europe Program, Center for Strategic and International Studies (CSIS), Washington**

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