

ANNUAL REPORT 2015



INSTITUT FRANÇAIS DES RELATIONS INTERNATIONALES
THE FRENCH INSTITUTE OF INTERNATIONAL RELATIONS

ifri

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A WORD FROM THE PRESIDENT



Ifri is the leading French think tank for two reasons. It was the first think tank to be established in France, as the concept didn't exist in the country before Ifri's creation in 1979. Secondly, today it is the only one in France to be at the forefront of international rankings, while also fully maintaining its French identity.

Specializing in the rational study of international relations in the broadest, Ifri examines the planet's major regional and crosscutting issues, and seeks to structure ensuing discussions. Its policy-oriented research generally targets a medium-term time horizon. Ifri's work draws it towards political, economic, media and academic partners. Over time, its relationship with businesses and companies has become increasingly important. Free from administrative supervision and ideologically uncommitted, Ifri seeks to diversify its financing and maintain the objectivity of its research, without ever losing sight of the public interest and the need for openness.

Ifri's researchers work on the ground and across various networks, and are frequently called upon by both traditional and social media outlets. Like its American and British counterparts, with whom it maintains regular contact, Ifri organizes numerous conferences and welcomes high-level guests, including heads of state and government officials from around the world. In the context of an early 21st century dominated by emotional phenomena that sometimes overshadow reason and openness, Ifri seeks to carry out its activities with a positive and liberal mindset.

By their very nature, think tanks stand apart from kindred organizations and activities such as business intelligence, strategy and communication consulting, and lobbying. All of these professions are different, even if they can be complementary. *A fortiori*, organizations committed to this or that ideological construction or propaganda should never be considered true think tanks.

Over nearly four decades, Ifri has developed an expertise and reputation that continue to give it strength today. The institute has always sought to preserve its professionalism and values. In 1995, with the acquisition of its offices, it solidified its longevity. In 2014-2015, after four years of extensive work on its management culture and a redesign of its comprehensive website, it developed new statutes, designed to best address this new phase in its history. In a world that is radically different from that of its beginning, Ifri's role will continue to be as important as in the past, if not more so.

THIERRY DE MONTBRIAL

Founder and President

Member of l'Académie des Sciences morales et politiques

1st April 2015

IN 2015, IFRI ADOPTS A NEW MANAGEMENT STRUCTURE

In 2014-2015, after four years of extensive work on its management culture and a redesign of its extensive website, Ifri has adopted a new statute, designed to best address this new phase in its history. In a world that is radically different from that of its beginning, Ifri's role will continue to be as important as in the past, if not more so.

To better adapt to a time when think tanks are expected to play an expanded role, and to make sure that the institution will remain in the game for the long term, **Ifri has adopted a new management structure.**

April 1st, 2015, **Thierry de MONTBRIAL** becomes Executive Chairman of Ifri.

Thomas GOMART becomes Director and **Valérie GENIN** is confirmed as Secretary General.

Dominique DAVID, former Executive Vice-President, becomes Advisor to the EXecutive Chairman.



Thomas Gomar, Thierry de Montbrial, Valérie Genin

12 MARCH 2015 – THIERRY DE MONTBRIAL PRESENTS THE INSTITUTE'S PERSPECTIVES AND ANNOUNCES THE EXECUTIVE CHANGES AT THE CERCLE DE L'UNION INTERALLIÉE. ADDRESSES BY ANDRÉ LÉVY-LANG, PRESIDENT OF IFRI'S BOARD OF DIRECTORS, AND BRUNO LAFONT, CHAIRMAN AND CEO OF LAFARGE.



From left to right and top to bottom:

- 1/ Thierry de Montbrial
- 2/ André Lévy-Lang's address
- 3/ Bruno Lafont, chairman and CEO, Lafarge
- 4/ Pavel Baev, associate researcher, Ifri, Thomas Gomar

IFRI, THE LEADING FRENCH THINK TANK ON INTERNATIONAL QUESTIONS

In 2015, Ifri was ranked 16th among the most influential think tanks in the world and 3rd among the best think tanks outside of the United States, according to the “Global Think Tanks Index 2015” by the University of Pennsylvania, which looked at 6,846 think tanks in 182 countries.

Founded in 1979 on the model of anglophone think tanks, Ifri is the principal institution for independent research and debate in France that is dedicated to the analysis of international questions and global governance.

Ifri’s policy-oriented research strives to illuminate international events and put them into perspective.

It is primarily useful for political and economic decision-makers as well as academics, opinion leaders, and civil society representatives. Ifri’s research interacts with issues within four major spheres: **politics, business, academia, and the media.**

RESEARCH: ANALYSIS AND FORESIGHT

Ifri’s research and debates center mainly on analysis and forecasting of **European and international affairs**, taking a multidisciplinary approach that combines local, national and global perspectives.

Ifri consists of more than 20 researchers (French and foreign) from a wide range of backgrounds and disciplines. They make up 10 research units, based on:

- Regional subjects: **Europe, Russia/NIS, Asia, North America (United States and Canada), North Africa, Sub-Saharan Africa, Turkey/Middle East**
- Crosscutting subjects: **Security and Strategic Affairs, Energy, Space, Migration and Citizenship**

Ifri publishes its analyses in several languages: *French, English, German and Russian.*

From left to right and top to bottom:

- 1/ Khalid Bin Mohammed Al Attiyah, Minister of Foreign Affairs, Qatar, Thierry de Montbrial
- 2/ Ifri Parliament Conference
- 3/ Dominique Ristori, Director General, Energy, European Commission
- 4/ Vuk Jeremic, Shaikat Aziz, Thierry de Montbrial, Kevin Rudd – “China and the World” conference
- 5/ Fadi Chehade, Thomas Gomart – “Internet: Governance in Movement” conference
- 6/ Robert Blackwill, Dominique David – “China, the United States and the Rise of Geoeconomics” conference



STRUCTURING AND INFORMING THE DEBATE

Ifri’s research is complemented by informal and non-partisan debates that facilitate the bringing-together of experts and decision-makers, private and public alike.

In 2015, Ifri organized more than **135 conferences and debates** in Paris and abroad, some 10 large international events, and numerous workshops and seminars.

IFRI BRUSSELS, A FOCUS ON EUROPE

Through its office in Brussels – open since March 2005 – Ifri maintains an active interface between Paris and the capital of the EU. Its mission is to enrich European debate through its multidisciplinary approach, covering all dimensions of international relations.

The Think Tank Dialogue, launched in 2010 by Ifri Brussels and Bertelsmann Stiftung, brings together Brussels’s 10 most prestigious think tanks annually. The 6th edition, “**A New Departure for the EU**”, was held in Brussels in January 2015.

IFRI, AN INTEGRAL PART OF A HIGH-LEVEL INTERNATIONAL NETWORK

Ifri has set a goal of increasing its presence in the dialogue between think tanks, including: the Council of Councils (CoC); QUAD, the annual quadripartite seminar (Rand Corporation, Chatham House, Wissenschaft Stiftung und Politik, Ifri); the Think Tanks Innovations Summit in Philadelphia, and the Global and European Think Tanks Summit in Milan.

- **Council of Councils (CoC)**

Created at the initiative of the Council on Foreign Relations, the goal of the **Council of Councils (CoC)** is to define the major foreign policy challenges by identifying the threats and opportunities inherent in global governance and multilateral cooperation. **The CoC is made up of 26 international policy institutes including Ifri.** It is designed to facilitate ongoing dialogue between influential opinion leaders in Western countries and emerging powers.

Ifri regularly attends the annual and regional CoC meetings, and publishes its analysis on the CoC website. In 2015, Ifri participated in regional meetings in New Delhi and Istanbul as well as the annual meeting in Washington.

10-12 May, Washington – Council of Councils, Fourth Annual Conference

Themes: *Managing the Crisis in Ukraine: Great Power Relations and the Future of Sovereignty; Countering Terrorism and Violent Extremism; Dilemmas of Humanitarian Interventions: The Case of Syria; Controlling Nuclear Weapons: Reviewing the NPT.*

Ifri participants: Thomas Gomart, Vivien Pertusot

4-6 October, Istanbul – Council of Councils, Eighth Regional Conference

Themes: *Reinforcing International Cooperation in Responding to Refugees and Migration; The Future of the MENA Region and Global Security; Ukraine; The Endgame in the Eurozone; Global Climate Cooperation Beyond Paris.*

Ifri participants: Dorothee Schmid, Thomas Gomart



Richard Haass, Memduh Karakullukçu, İtler Turan, Volker Perthes, and Thomas Gomart discuss Europe's prospects as an effective global actor at the public event (Ferit Gelgec)

Thomas Gomart, Council of Councils, Eighth Regional Conference, Istanbul

11-13 January, New Delhi – Council of Councils, Seventh Regional Conference

Themes: *A Conversation on the New Modi Government; Nuclear Asia; New Geometry of Extremism and Instability.*

Ifri participant: Thomas Gomart

- **QUAD Meeting**

17-18 September, London – Chatham House



The QUAD annual meeting was held on 17th and 18th September 2015 in London, Chatham House (Royal Institute of International Affairs). The theme was **“The Future of Europe”**: *American Views on the Future Role of NATO and on US and European Contributions to International Security; UK Perspectives on its International Role and other European, US Expectations.*

Ifri participants: Thomas Gomart, Vivien Pertusot

- **Global and European Think Tank Summits**

1-3 October 2015, Milan – Italian Institute for International Political Studies



Global and European Think Tank Summits, Milan

Themes: *Navigating Turbulent Times and Transitions: the Role of Think Tanks. Regional and Global Perspectives.*

Ifri participant: Thomas Gomart

IFRI'S 2015 PUBLICATIONS

ALMOST ALL PUBLICATIONS ARE FREELY AVAILABLE ON IFRI'S WEBSITE.

Digital publications

- "Notes de l'Ifri", "Études de l'Ifri", "Séminaires", and "Éditoriaux de l'Ifri".

Thematic collections

- *Asie. Visions, Notes du Cerfa, Visions franco-allemandes, Notes franco-turques, Potomac Papers, Russie.NEI. Visions, Focus stratégique, Prolifération Papers...*

In 2015, Ifri's researchers published **6 books**, more than **70 policy papers** and more than **100 articles and contributions**.

Ifri distributes its publications in many languages, including French, English, German, and Russian.

TWO FLAGSHIP PUBLICATIONS

POLITIQUE ÉTRANGÈRE

Editors-in-Chief: *Dominique David* and *Marc Hecker*

A space for deep analysis and debate, Ifri's quarterly journal, *Politique étrangère*, provides a guide for decoding international events. Articles, current event-related debates, and historical analyses can be found at the dedicated blog site: politique-etrangere.com.

In 2015, the four issues included reports, articles and analysis of current international issues, including: *Revisiting European Defence* (n° 1/2015); *Russia, a weak power?* (n° 2/2015); *Algeria, new regional force?* (n° 3/2015); *International Criminal Justice: a review* (n° 4/2015).

RAMSES 2016: CLIMATE, A NEW CHANCE?

Annual global report on the economic system and strategies

Co-Directors: *Thierry de Montbrial* and *Dominique David*

This annual reference book, which comes out every September, offers indispensable tools for elucidating global developments.

As an introduction, Thierry de Montbrial's "**Perspectives**" presents an original synthesis of the trends of the past year, covering the entire field of international relations, with particular emphasis on the European continent's challenges, the Islamist revolution and the need for a global order. This is followed by **three thematic sections**: *The December 2015 climate conference, could it be a fresh start?*; *Disorder in Africa: is it driving the continent to the threshold of collapse or rebound?*; *The advance towards democracy, is it still on the world's agenda?* The RAMSES 2016 edition is, for the first time, accompanied by **7 videos** of Ifri researchers, proposing syntheses of the most pressing international issues.

AMONG THE REPORTS AND STUDIES

PUBLISHED IN 2015:

The Impact of Immigration Policies on French Firms, *Emma Broughton*, June.

Opening up the Franco-German Dialogue: How Trialogues Can Enhance European Integration, *Hans Stark*, July.

Accommodating refugees: the other European crisis, *Matthieu Tardis*, August.

A changing Germany: risks and challenges of mutation, *Hans Stark*, *Nele Wissmann* (ed.) Septentrion, October.

Companies as operators of migration policies, *Emma Broughton*, October.

The European gas market looking for its golden age? *Marie-Claire Aoun*, *Sylvie Cornot-Gandolphe*, October.

EXTERNAL PUBLICATIONS

A drop of water and the ocean. Journal of a search for meaning, *Thierry de Montbrial*, *Albin Michel*, March.

Thought and action, *Thierry de Montbrial*, *Academia Romana*, *FNSA*, Bucharest, October.



CORPORATE MEMBERS AND PARTENRS

IFRI OFFERS ITS PARTNERS UNIQUE OPPORTUNITIES TO SHARE ANALYSES AND TO NETWORK

The shocks to the international system, intolerance and violence make analysis and forecasting, debate and exchange more crucial than ever. Ifri uses its work to inform its member companies and to play its role of civil society actor. It lives up to its mission especially in times when our country is directly affected by several international and high-intensity crises.

Greece, Ukraine, the Middle East, migrants, terrorism, Russia ... as we face rising tensions on an international level, Ifri's researchers have multiplied their interactions with company members who support their work, providing them with essential expertise for risk assessment.

AS AN INSTITUTION RECOGNIZED FOR ITS PUBLIC UTILITY, IFRI IS FINANCED BY PRIVATE CONTRIBUTIONS — COMPANIES, EMBASSIES, ORGANIZATIONS AND INDIVIDUAL MEMBERS — REPRESENTING MORE THAN 70% OF ITS RESOURCES, AND IS SUPPORTED BY THE STATE.

THERE ARE THREE WAYS TO SUPPORT IFRI: BY BECOMING AN IFRI MEMBER, BY SUPPORTING A RESEARCH GROUP DIRECTLY, OR BY BECOMING A MAJOR PARTNER AND SUPPORTING MULTIPLE RESEARCH PROGRAMS.



From left to right: Laurence Nardon, Ifri (back turned), Emmanuelle Farrugia, Director of Development, Ifri, Isabelle Carrère, Benefactor of Ifri.



Thomas Gomart, Director, Ifri, Rémi Dorval, Chairman, Board of Directors, CGG

"Companies who support us expect us to bring them a frame of reference useful for operating in an uncertain environment. They take an active part in discussions conducted by researchers, alongside experts, policy makers, journalists and civil society representatives. We have a highly operational partnership, and the product of this interaction benefits all parties." – Emmanuelle Farrugia, Director of Development, Ifri.

THIS YEAR, **EIFFAGE CONSTRUCTION MÉTALLIQUE, LA GALERIE ALAIN LE GAILLARD, MBDA, SOCIÉTÉ GÉNÉRALE, MERIDIAM, L'UFE AND RIO TINTO** PUT THEIR TRUST IN US BY BECOMING MEMBERS AND BACKING OUR RESEARCH PROGRAMS. IFRI WARMLY THANKS THEM FOR THEIR SUPPORT.



Philippe Castagnac, Chairman and CEO, Mazars, and Jean-David Lévitte, Distinguished Fellow, Brookings Institution, French Ambassador

"With respect to companies, the work of think tanks contributes to the analysis of political risk, a part of country risk that cannot be measured or modeled, and facilitates networking and information-gathering at different levels of the organization."
(in *"Think tanks à la française"*, Thierry de Montbrial and Thomas Gomart, *Le Débat*, n° 181, Sept-Oct. 2014)

MEETINGS RESERVED FOR IFRI'S MEMBERS AND PARTNERS

DINNERS AND LUNCH DEBATES

Moderator: **Thierry de Montbrial**

13 January – *Laurence Boone*, Economic and financial Advisor to the President of the Republic.

14 April – *Khalid bin Mohammed Al Attiyah*, Minister of Foreign Affairs, Qatar.

1 June – *Robert Blackwill*, Henry A. Kissinger Senior Fellow for US Foreign Policy, Council of Foreign Relations.

18 June – *Daniel Keller*, Grand Maître, President of the Conseil de l'Ordre du Grand-Orient de France.

24 June – *Nicolas Baverez*, Lawyer, columnist, *Le Point*.

15 September – China and the world

With *Vuk Jeremic*, President, CIRSD, President of the 67th General Assembly of the United Nations; *Kevin Rudd*, former Prime Minister of Australia; *Tsuneo Nishida*, former Deputy Minister of Foreign Affairs, Japan; *Shaukat Aziz*, former Prime Minister of Pakistan.

2 November – *Harlem Désir*, Secretary of State for European Affairs.

LES MENSUELLES IFRI/ENTREPRISES

Lunch debates with one of Ifri's research fellows

Moderator: **Thomas Gomart**

With the support of
Société Générale



20 January – Renew military spending?

With *Étienne de Durand*, Director, Security Studies Center, Ifri.

11 February – One year after the Ukrainian crisis: is Russia at an impasse?

With *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri.

11 March – France facing jihad in Syria and Iraq

With *Marc Hecker*, Research fellow, Security Studies Center, Ifri.

7 May – Africa and globalization

With *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri.

23 June – United Kingdom/European Union: towards an amicable divorce?

With *Vivien Pertusot*, Head, Ifri Brussels.

6 October – Russia's international positioning

With *Bobo Lo*, Associate research fellow, Russia/NIS Center, Ifri.

10 November – What to expect from COP21?

With *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

1 December – The challenge of ISIS: Regional and international implications

With *Dorothee Schmid*, Head of Contemporary Turkey program, Ifri.

THE AMBASSADORS' TABLE

Meetings for ambassador members, businesses, and individual benefactors, launched in 2010

Moderator: **Thierry de Montbrial**

16 January – With *Oleg Shamshur*, Ambassador of Ukraine.

16 April – With *Susanne Wasum-Rainer*, Ambassador of Germany.

23 June – With *Hakki Akil*, Ambassador of Turkey.



Elchin Amirbayov, Ambassador of Azerbaijan, Gérard Terneyre (Vallourec), Hakki Akil, Ambassador of Turkey

8 October – With *Giandomenico Magliano*, Ambassador of Italy.

CONFERENCES RESERVED FOR IFRI MEMBERS

5 March – Religious movements and stability of the Sahel

With *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri.

11 June – The geopolitics of emotion in 2015

With *Dominique Moisi*, Special Advisor, Ifri.

15 October – Turkey, autumn 2015: contagion of crises

With *Dorothee Schmid*, Head, Contemporary Turkey program, Ifri.

IFRI'S PARTNERS

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CENTRE DE TRADUCTION MINEFE
CERCLE KONDRATIEFF
CONSEIL SUPÉRIEUR DU NOTARIAT

INSTITUT D'ÉTUDE STRATÉGIQUE DE
L'ÉCOLE MILITAIRE (IRSEM)
JAPAN BANK FOR INTERNATIONAL
COOPERATION (JBIC)
JETRO PARIS

THIERRY APOTEKER CONSULTANT
(TAC)
WORLD BANK
YALTA EUROPEAN STRATEGY (YES)

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VIETNAM

IFRI AND THE MEDIA

IFRI OFFERS THE FRENCH AND FOREIGN MEDIA A FORUM FOR MEETING AND DEBATING, AN INDEPENDENT PLATFORM WHERE IDEAS AND ANALYSES CAN BE SHARED AND ENRICHED.

In 2015, a year marked by extreme events, Ifri was very active in the national and international media: its researchers authored 205 articles and interviews, were quoted about 4,100 times, and made 500 television and radio appearances.

Ifri strengthened its influence on the media landscape in France and abroad: more than 30% of this year's articles and interviews were published by foreign media sources, with articles published in English, Spanish, German, Chinese, Italian...



Carole Mathieu, Research fellow, Center for Energy, interviewed on CNN.



In 2015, Ifri continued to pursue its collaboration with the mass daily media, especially with the three main daily newspapers, *Le Monde*, *Le Figaro* and *Les Échos*, which together published 26 articles and interviews with Ifri's researchers. Ifri's experts were also very present on television and radio platforms, including in interviews on the 8pm news of *TF1* and *France 2*, as well as on *CNN* and *Euronews*; appeared regularly on news channels such as *BFM*, *iTELE* and *LCI* (more than 130 appearances); engaged in excellent collaboration with *France Culture* (70 occasions), *RFI* and national radio stations such as *France Inter*, *France Info*, and *Europe 1*. Ifri's researchers were cited in the *Financial Times*, *New York Times*, *Newsweek Magazine*, *Wall Street Journal* and in the European, African and Asian press.



A GROWING DIGITAL PRESENCE

In 2015, Ifri built up its presence on social networks: *Facebook* (**more than 58,000 likes**), *Twitter* (**more than 10,000 followers**), *Google+* and *LinkedIn*. More than **360 videos** of conferences and interviews are available on *Dailymotion* and have already been seen more than **153,000 times**. A "Friends of Ifri" group on *LinkedIn* brings together alumni, former collaborators, authors and other members of the institute's network. Ifri also published numerous news reports on its website in 2015 for use by media outlets and the public.

Ifri increases its visibility with three blogs:

- *Ultima Ratio*, the Security Studies Center's blog, is one of the main blogs on defense issues: ultimaratio-blog.org.
- *Politique étrangère*, blog dedicated to the journal: politique-etrangere.com.
- *Afrique décryptages*, the Sub-Saharan Africa Program's blog: afriquedecryptages.wordpress.com.

WORLD POLICY CONFERENCE

EIGHTH EDITION

20-22 NOVEMBER 2015, MONTREUX

The eighth edition of the *World Policy Conference* (WPC), founded by Thierry de Montbrial, was held in Montreux from 20 to 22 November 2015. As always, the conference brought together political and economic decision-makers, experts and opinion leaders to discuss current events and global governance.

The meetings opened with an introduction by Thierry de Montbrial, and a speech by Didier Burkhalter, Head of the Department of Foreign Affairs, Switzerland.



The 16 plenary sessions were devoted to discussing the challenges posed by global governance in areas such as: *the challenges of digital technology, the refugee crisis, and the future of the Middle East*. Among the distinguished participants were Hossein Amirabdollahian (Deputy Foreign Minister for Arab and African Affairs, Iran), Mario Monti (Chairman of the High Level Group on Own Resources, European Commission, former Prime Minister of Italy), Nobuo Tanaka (former Executive Director, IEA, President of the Sasakawa Peace Foundation), Nelson Cunningham (President, McLarty Associates, former Special Advisor to President Clinton), Élisabeth Guigou (President, Foreign Affairs Commission, National Assembly, France), Hubert Védrine (former Minister of Foreign Affairs, France), Lionel Zinsou (Prime Minister of Benin), Arkebe Oqubay (Minister and Advisor to the Prime Minister of Ethiopia), Vuk Jeremić (former Minister of Foreign Affairs, Serbia), Vitaly Naumkin (Scientific director, Oriental Studies Institute, Member of the Academy of Science, Russia), Jacob Frenkel (President of JPMorgan Chase International and Chairman of the board of directors, G-30, former Governor of the Bank of Israel), Haïm Korsia (Chief Rabbi of France), and Mari Kiviniemi (Deputy Secretary General, OCDE, former Prime Minister of Finland).

The workshops focused on three main issues – the state of the global economy and finance, energy, and China – considered in terms of global governance. The discussions were highly constructive, with participants such as Masood Ahmed (Director, Middle East and Central Asia Department, IMF), Antoine Rostand (Senior Advisor, Schlumberger), Bertrand Badré (Managing Director and CFO of the World Bank Group), Jia Qingguo (Dean of the School of International Studies at Peking University), Qiao Yide (Vice-President and Secretary General, Shanghai Development Research Foundation), Richard Cooper (Professor of Economics, Harvard University), Jean-Claude Trichet (former President, BCE), Korn Chatikavanij (former Finance Minister, Thailand) and Marek Belka (President, National Bank of Poland).

With dignitaries including Khalid Bin Mohammed Al Attiyah (Minister of Foreign Affairs, Qatar), Patrick Pouyanné (Chairman and CEO, Total), Thomas Bagger (Director of Policy Planning at the Federal Foreign Office, Germany), Peter Hill (Director of Strategy, Foreign and Commonwealth Office, United Kingdom) and Justin Vaïsse (Director of the Centre for Analysis, Forecasting and Strategy of the Ministry of Foreign Affairs, France), lunches and dinner discussions opened the floor to numerous exchanges on topics such as the Middle East, the oil market and the future of the European Union.

This eighth edition of the WPC, which took place in an atmosphere of seriousness and stillness following the terrorist attacks in Paris, brought new insights to light in several areas, drawing a more accurate picture and gaining a better measure of the world's many governance challenges.



Sponsors:

OCP Policy Center, Total, Capgemini, Poongsan, Koç Holding AS, LafargeHolcim, Fondation Latsis, Bank of Lebanon, Korea Foundation for Advanced Studies, AXA, Airbus Group, Renault, Grampet Group, EximBank, UniCredit Bank, Vimetco, Nuclearelectrica.

Media partners:

Les Échos, L'Orient-Le Jour, An-Nahar, Maekyung.

Websites:

www.worldpolicyconference.com
www.worldpolicyconferencetv.com

Khalid Bin Mohammed Al Attiyah, Minister of Foreign Affairs, Qatar, Thierry de Montbrial

THE TEAM

As of 31 December 2015

Thierry de Montbrial, Executive Chairman, Member of the Académie des sciences morales et politiques
Florence Richomme, Executive Assistant

Doïna Romanenko, Head of Activities, Office of the President

Thomas Gomart, Director
Lea Metke, Project Manager

Dominique David, Advisor to the Executive Chariman

Dominique Moïsi, Special Advisor

Song-Nim Kwon, Executive Director of the WPC
Gwenaëlle Page, Agathe Esterle

Natacha Crance, Communications/Media Relations Officer

RESEARCH

Europe Study Committee for Franco-German Relations (Cerfa)

Hans Stark, Secretary General
Nele Katharina Wissmann, Research Fellow
Lea Metke, Project Officer

Austro-French Centre for Rapprochement in Europe (CFA)

Dominique David, Advisor
Éliane Mossé, Advisor for Central Europe

Ifri Brussels

Vivien Pertusot, Head
Eva Vaudolon, Assistant

Russia/NIS Center

Tatiana Kastouéva-Jean, Head
Julien Nocetti, Research Fellow

Centre Asie Ifri

Françoise Nicolas, Director
Céline Pajon, Research Fellow
John Seaman, Research Fellow
Alice Ekman, Research Fellow

Turkey/Middle East program

Dorothee Schmid, Head
Denis Bauchard, Advisor
Mansouria Mokhefi, Advisor

Ifri – OCP Policy Center Partnership

Lea Metke, Project Officer

Sub-Saharan Africa Program

Alain Antil, Head
Victor Magnani, Project Manager

United States and Canada program

Laurence Nardon, Head

Security Studies Center

Corentin Brustlein, Head
Élie Tenenbaum, Research Fellow
Marc Hecker, Research Fellow
Aline Lebœuf, Research Fellow

Defense Research Unit (LRD)

Élie Tenenbaum, Coordinator
Corentin Brustlein, Research Fellow
Rémy Hemez, Research Fellow
Aline Lebœuf, Research Fellow

Center for Energy

Jacques Lesourne, Chairman of the Scientific Committee
Marie-Claire Aoun, Director
William Ramsay, Advisor
Olivier Appert, Advisor
Cécile Maisonneuve, Advisor
Carole Mathieu, Research Fellow
Auréli Faure, Research Fellow
Gabrielle Desarnaud, Research Fellow
Martine Breux, Assistant

Space program

Laurence Nardon, Head
Martine Breux, Assistant

Center for Migrations and Citizenship

Christophe Bertossi, Director
Matthieu Tardis, Research Fellow

RAMSES

Thierry de Montbrial and Dominique David, Co-Directors

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Marc Hecker, Deputy Editor-in-Chief

More information about the research teams is available on Ifri's website (www.ifri.org).

Publications

Marc Hecker, Director of Publications
Sharleen Lavergne, Copy Editor, Head of Distribution
Daphné Bertin, Copy Editor

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Daniel Marier, Archivist
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Cécile Campagne, Corporate, Organization and Embassy Member Relations
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Barbara M'Chiri, Individual Member Relations

SECRETARY GENERAL

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Nathalie Magnier, Director
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Dominique David, Advisor to the President, Ifri

Étienne de Durand, Ministry of Defense, DGRIS

Christine Desouches, expert consultant to international organizations, former Special Advisor on Political and Diplomatic Affairs of the Secretary General of the Francophonie

Karim El Aynaoui, Advisor to the Chairman of OCP Group, Managing Director of OCP Policy Center

Nicole Gnesotto, Professor, Chair, European Union, CNAM

Thomas Gomart, Director, Ifri

Sylvie Goulard, Member of the European Parliament

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Jean-David Levitte, Ambassador of France, Member of the Institut de France

Hubert Loiseleur des Longchamps, Senior Vice-President Public Affairs, Total

Joseph Maila, Professor of Geopolitics at ESSEC, Mediation Programme Director at IRENE/ESSEC

Patrick Messerlin, Professor Emeritus, Sciences-Po Paris

Dominique Moïsi, Special Advisor to Ifri

Anne-Thida Norodom, Professor of Public Law at the University of Rouen

Georges-Henri Soutou, Emeritus Professor at Sorbonne University, Member of the Académie des sciences morales et politiques

Justin Vaïsse, Director of Policy Planning Staff, Ministry of Foreign Affairs and International Development



RESEARCH

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REGIONAL PROGRAMS

EUROPE

STUDY COMMITTEE FOR FRANCO-GERMAN RELATIONS (CERFA)



Created in 1954 by an intergovernmental agreement between the Federal Republic of Germany and France, the Study Committee for Franco-German Relations (Comité d'études des relations franco-allemandes, Cerfa) is today one of the oldest bilateral organizations shared by the two countries.

Its main goals are to:

- contribute to a better understanding of the two countries' respective approaches to politics, society, and the economy
- analyze the relationship between France and Germany within a constantly evolving European Union (EU)

TEAM

Hans Stark, Secretary General of Cerfa, University Professor
Areas of expertise: History of Franco-German relations and European integration, Common Foreign and Security Policy (CFSP), European Security and Defense Policy (ESDP), French and German foreign and security policies

Barbara Kunz, Research Fellow

Areas of expertise: Contemporary Germany, Franco-German relations, German security and foreign policy, Baltic Sea region security questions

Nele Katharina Wissmann, Project Manager, Head of the French-German Future Dialogue project

Areas of expertise: Franco-German relations, contemporary Germany: extreme right, questions of immigration and integration

Lea Metke, Project Officer

BOOK

A changing Germany: the risks and challenges of mutation, Hans Stark, Nele Wissmann (ed.) Septentrion, October



DIGITAL PUBLICATIONS

“Études de l’Ifri”

Opening up the Franco-German Dialogue: How Trialogues Can Enhance European Integration, Hans Stark, July.

“Notes du Cerfa”

Germany looking for an African policy strategy, n° 119, Tobias Koepf, January.

German-Russian Relations: Change of Paradigm versus 'Business as Usual', n° 120, Hannes Adomeit, February.

European immigration in Germany: current trends, n° 121, Marcus Engler, Martin Weinmann, March.

German energy transition at a crossroads: global pressure or a green energy island?, n° 122, *Frank Umbach*, May.

The “Review 2014”: the pillars of German foreign policy and the expectations of the rest of the world, n° 123, *Annegret Bendiek*, May.

The TTIP debate in Germany, n° 124, *Gabriel Felbermayr*, June.

“The Alternative for Germany”: Will the party come down on the right of the German political spectrum?, n° 125, *Nele Katharina Wissmann*, October.

Greco-German relations in a time of crisis, n° 126, *Georges Tzogopoulos*, November.

Between crisis and responsibility: an initial assessment of the new German defense policy, n° 127, *Claudia Major*, *Christian Mölling*, December.

“Visions franco-allemandes”

What policy mix to end the crisis in the euro zone? Towards new Franco-German convergences, n° 25, *Pascal Kauffmann*, *Henrik Uterwedde*, January.

Under new auspices: processes of transition and models of cooperation within Franco-German energy relations, n° 26, *Franca Diechtl*, *Severin Fischer*, June.

“Focus stratégique”

Sweden’s NATO Workaround: Swedish Security and Defense Policy Against the Backdrop of Russian Revisionism, n° 64, *Barbara Kunz*, November.

CONTRIBUTIONS TO POLITIQUE ÉTRANGÈRE

The German security debate, *Barbara Kunz*, PE 4:2015, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

France, Germany and the European Union at a crossroads: reflections in view of a new departure, *Groupe de réflexion franco-allemand*, March.

Germany’s Unnecessary Hegemony. Berlin’s Seeking of “Tranquility, Profit and Power” in the Absence of Systemic Constraints, *Barbara Kunz*, *Politics*, vol. 35(2), June 2015, p. 172-182.

Tyskland – Stormarkt mot sin vilja?, *Barbara Kunz*, *Världspolitikens Dagsfrågor*, July.

Defending Europe? A report on the French and German visions for European defense, *Barbara Kunz*, *Études de l’IRSEM*, n° 41, September.

Europe at a crossroads: defense and security strategy need Franco-German initiatives, *Franco-German Reflection Group*, November.

France-Germany through interposed images, *Hans Stark*, *Claire Demesmay*, *Allemagne d’aujourd’hui*, n° 214, October-December 2015.

SEMINARS AND ROUNDTABLES

12-13 February – Genshagen – Franco-German Reflection Group.

In partnership with the Genshagen Foundation
With: *Élie Cavigneaux*, Diplomatic Advisor, Embassy of France, Berlin.

7 May – German-Russian Economic and Political Relations after the Ukrainian Crisis: What Kind of Partnership?

In collaboration with the Russia/NIS Center
With: *Stephen Szabo*, Executive Director, Transatlantic Academy.

Moderator: *Hans Stark*, Secretary General, Cerfa; *Julien Nocetti*, Research Fellow, Russia/NIS Center.

2 June – Seminar co-organized with the Diplomatic and Consular Institute of the Ministry of Foreign Affairs.

Issues addressed: “Governance” of the Euro zone and debate on economic reforms: the stakes for France and Germany; crisis in Ukraine: the stakes for Europe and Russia.

With: *Pascal Kauffmann*, University Professor, Economist, Bordeaux IV University; *Rémi Lallement*, Researcher, Economist, France Stratégie; *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri; *Barbara Kunz*, Research Fellow, Cerfa, Ifri.

Moderator: *Hans Stark*, Secretary General, Cerfa, Ifri.

8 June – The Future of EU’s Eastern Policy

In partnership with the Friedrich Ebert Foundation
With: *Ireneusz Bil*, Director, Aleksander Kwaśniewski Foundation Amicus Europae, Warsaw; *Hans Kundnani*, Research Director, European Council on Foreign Relations (ECFR), Berlin; *Florence Mardirossian*, Co-Founder of Geopole Europe and Senior Lecturer at University Lumière Lyon 2; *Dmytro Ostroushko*, Head of International Department of the Gorshenin-Institut, Kyiv; *Dmitry Suslov*, Deputy Director of the Center for Comprehensive European and International Studies at the Higher School of Economics, Moscow; *Barbara Kunz*, Research Fellow, Study Committee on French-German Relations (Cerfa), Ifri.

24 June – What perspectives for French companies in Germany?

In partnership with the French Chamber of Commerce and Industry in Germany (CCFA)

With: *Armand Rufin*, President, CCFA; *Gilles Untereiner*, Director General, CCFA; *René Lasserre*, Director, Center of Information and Research on Contemporary Germany (CIRAC); *Alain Bentejac*, President, National Committee of French Foreign Trade Advisors (CNCCEF).

Moderator: *Hans Stark*, Secretary General, Cerfa, Ifri.

1-2 July – Energy Union – Between Common European Goals and Divergent National Approaches – Genshagen

In partnership with the Genshagen Foundation and the Institute of Public Affairs, Warsaw

Issues addressed: The Energy Union Views from France, Germany, Poland and the United Kingdom; Challenges and Strategies for the Energy Union's Project; A Common European Energy Market; Between Geopolitics and Economics.

With: *Melchior Szczepanik*, Energy Expert, Institute of Public Affairs (ISP), Warsaw; *Jimmy Aldridge*, Research Fellow, Institute for Public Policy Research, London; *Severin Fischer*, Associate, German Institute for International Security Affairs (SWP), Berlin; *Carole Mathieu*, Research Fellow, Energy Center, Ifri; *Adrian Kondaszewski*, Senior Expert, Polish Foreign Ministry, Warsaw; *Cornelius Ochmann*, Director, Foundation for German-Polish Co-operation, Warsaw; *Enno Harks*, Deputy Director External Affairs Germany, BP Europa SE, Berlin; *Adam Czyzewski*, Chief Economist, PKN ORLEN, Warsaw; *Emmanuel Tuchscherer*, Deputy Director, Regulatory and Public Affairs Europe, ENGIE, Paris; *Melchior Szczepanik*, Energy Expert, Institute of Public Affairs (ISP), Warsaw; *Christian Stoffaës*, President, French-German Council of Economic Advisors, Paris; *Marie-Claire Aoun*, Director, Energy Center, Ifri; *Kai-Olaf Lang*, Senior Fellow, German Institute for International and Security Affairs (SWP); *Ernest Wyciszkievicz*, Deputy Director, Center for Polish-Russian Dialogue and Understanding; *Nick Leake*, Counsellor, Head of EU & Economic Section, British Embassy, Berlin; *Stephen Bastos*, Project Leader, Stiftung Genshagen; *Franca Diechtl*, Project Leader Communication, German Energy Agency (DENA), Berlin; *Pierre Jean Coulon*, Vice-President, Transport, Energy, Infrastructure and Information Society (TEN) Section, European Economic and Social Committee, Brussels; *Agnieszka Lada*, Head of the European Programme, Institute of Public Affairs (ISP), Warsaw; *Barbara Kunz*, Research Fellow, Cerfa, Ifri.

17-18 September – Is a new security strategy necessary for Europe?

Franco-German Reflection Group.

In partnership with the Genshagen Foundation

With: General *Jean-Paul Perruche*, former Director General of the European Union Military Staff, President of EuroDéfense; *Stéphane Beemelsmanns*, former Secretary of State in charge of Armaments, Federal Ministry of Defense, Executive Director, EUTOP Berlin GmbH.

5 November – Europe's Greek Drama: Tragedy or Reset for the Better? Perspectives on the Future of the Eurozone – Brussels

With: *Hans Stark*, Secretary General, Cerfa, Ifri; *George Tzogopoulos*, Journalist; *Éric Bonse*, Journalist; *Vivien Pertusot*, Head, Ifri Brussels.

The French-German Future Dialogue project

In partnership with the Deutsche Gesellschaft für Auswärtige Politik (DGAP) and the Robert Bosch Foundation.

17-19 April – The French-German Future Dialogue, Leipzig

In partnership with the Robert Bosch Foundation and the DGAP

Issues addressed: *Euro: how to get out of crisis?; Germany, France and Russia: changing paradigm or status quo?; What perspectives for Ukraine?*

With: *Kai Konrad*, Director General, Max Planck Institute for Tax Law and Public Finance, Munich; *Nicolas Studer*, Financial Advisor, Deputy Head of Regional Economic Service, French Embassy, Berlin; *Hans Stark*, Secretary General, Study Committee for Franco-German Relations (Cerfa), Ifri, University Professor, Paris-Sorbonne; *Michel Nowak*, Project Manager, Russia, Eurasia and Turkey, Policy Planning Service, German Ministry of Foreign Affairs, Berlin; *Anne de Tinguay*, Professor, Institut national des langues et civilisations orientales (INALCO); *Jelena V. Hoffmann*, Honorary Consul of the Ukraine in Saxony; *Nathalie Pasternak*, President of the Comité représentatif de la communauté ukrainienne de France, Paris.

19-21 June – The French-German Future Dialogue, Lyon

In partnership with the Robert Bosch Foundation, the DGAP and the Goethe Institute of Lyon

Issues addressed: *Tourism of jihad: how can France and Germany respond?; War and Peace: opportunities and dangers for foreign policy in the EU; TTIP: challenges and perspectives for France and Germany; "Better late than never": the French and German digital agendas; Brexit.*

With: *Haoues Seniguer*, Research Fellow, Groupe de recherches et d'études sur la Méditerranée et le Moyen-Orient (GREMMO), Lecturer, Institute of Political Studies (IEP), Lyon; *Milena Uhlmann*, Research Fellow, Humboldt University, Berlin; *Thomas Klau*, Partner, K-Feld & Co; Trustee and co-founder, Asylos, Brussels; *Barbara Kunz*, Research Fellow, Study Committee for Franco-German Relations (Cerfa), Ifri; *Alexis Vahlas*, Lecturer, Strasbourg University, Institute of Political Studies (IEP), Strasbourg; *Joachim Umlauf*, Director, Institut Goethe de Lyon; *Patrick Messerlin*, Professor Emeritus, Sciences Po Paris; *Claudia Schmucker*, Head, Globalization and World Economy Program, Deutsche Gesellschaft für Auswärtige Politik (DGAP), Berlin; *Bernard Benhamou*, Secretary General, Institut de la Souveraineté Numérique, Paris; *Joanna Bronowicka*, Project Manager, Center for Internet & Human Rights, European University Viadrina, Frankfurt (Oder).

8-11 October – The French-German Future Dialogue, Bradford

In partnership with the Robert Bosch Foundation and the DGAP

Issues addressed: *The United Kingdom after the 2015 General Election; Populist Parties and Movements in France, Germany and the United Kingdom; Liberalization: Relations between France, Germany and the United Kingdom; The Future of the UK in Europe; Beyond Grexit, with or without Brexit, what Future for Europe?; Europe's Refugee Crisis.*

With: *Imke Henkel*, Journalist, Lecturer, University of Lincoln; *Jean-Marc Trouille*, Jean Monnet Chair in European Economic Integration, Bradford University School of Management; *Barbara Kunz*, Research Fellow, Study Committee for Franco-German Relations (Cerfa), Ifri; *Timo Lochocki*, Transatlantic Fellow, The German Marshall Fund of the United States

(GMF), Berlin; *Nicholas Startin*, Senior Lecturer in French & European Politics, University of Bath; *Andrew Barron*, Professor, Toulouse Business School; *Andrew Watt*, Head of the Macroeconomics Department, Hans Böckler Foundation, Düsseldorf; *Radoslaw Ficek*, Director of the Asylum Department, France Terre d'Asile, Paris.

FRENCH-AUSTRIAN CENTER FOR RAPPROCHEMENT IN EUROPE (CFA)



The French-Austrian Centre for Rapprochement in Europe is an intergovernmental organization created in 1978 to pursue bilateral meetings for the consolidation of French-Austrian relations. The CFA focuses its activities on problems related to EU expansion in Central and Eastern Europe: agricultural, environmental, security and defense, monetary, budgetary, and immigration policies, etc.

Today the CFA's activities concentrate on countries that envision their future within a European context, in particular those in the Western Balkans and bordering the Black Sea.

TEAM

Dominique David, President (since June 2015)

Johannes Kyrle, Secretary General (since June 2015)

Dominique Letourneur, Advisor

Éliane Mossé, Advisor on central and south-eastern Europe

INTERNATIONAL CONFERENCES

27 April, Tirana – European integration and regional cooperation in the West Balkans

In collaboration with the Embassy of Austria and the Embassy of France in Albania

Issues addressed: *The enlargement policy of the EU in the Western Balkans: between determination and uncertainty; The political and economic dimension of regional cooperation in the Western Balkans; The challenges ahead in the Berlin process.*

Opening remarks: *Peter Jankowitsch*, Secretary General, CFA, Vienna; *Dominique David*, Advisor to the President, Ifri, Paris; *Odetta Barbullushi*, Deputy Minister of Foreign Affairs of Albania; *Johannes Hahn*, European Commissioner for

Enlargement and Neighbourhood Policy, European Commission, Brussels.

With: *Hannes Swoboda*, former Member of European Parliament, Vienna; *Enver Hoxhaj*, President of the Foreign Affairs Committee, Parliament of Kosovo; *Wolfgang Petritsch*, President of the Austrian Marshall Plan Foundation; *Alexis Vahlas*, Institute of Political Studies, University of Strasbourg; *Kristof Bender*, Vice-President, European Stability Initiative (ESI); *Jean-Arnault Dérens*, Editor, *Le Courier des Balkans*; *Teuta Arifi*, Mayor of Tetovo; *Mario Holzner*, Deputy Director and Scientist-Economist, Vienna Institute for International Economic Studies (WIIW); *Peter Grk*, Coordinator for the Western Balkans, Ministry of Foreign Affairs, Slovenia; *Paskal Milo*, former Foreign Affairs Minister of Albania; *Florian Raunig*, Head of the OSCE presence in Albania; *Renaud Dorlhiac*, Associate Member, School for Advanced Studies in the Social Sciences (EHESS); *Romana Vlahutin*, Head of the EU Delegation in Tirana; *Aleksandar Pejović*, Chief Negotiator for the accession of Montenegro to the European Union, Ministry of Foreign Affairs and European Integration; *Johann Sattler*, Head of Western Balkans Unit, Austrian Ministry for European and International Affairs, Vienna; *Florent Marciacq*, Research Fellow in residence at the OSCE, Research Chair of the Parliament of Luxembourg, and French-Austrian Center for Rapprochement in Europe (Vienna).

Conclusion: *Arben Ahmetaj*, Albanian Minister of Finance; *Thomas Schnöll*, Ambassador of Austria in Albania; *Bernard Fitoussi*, Ambassador of France in Albania.

16 November, Vienna – What future for EU relations with the Russian Federation? Perspectives from Southeastern Europe

Issues addressed: *The issues of political dialogue from a Southeast European perspective; Relations between the EU and Russia; How are mutual perceptions between the EU and Russia in opposition?; Relations between Russia and the European Union in the context of a frozen political dialogue;*

Energy, trade security: hopes and challenges; The future of relations between the European Union and the Russian Federation; Perspective of the Balkans: Bosnia and Herzegovina; Russia-EU-Balkans: Energy and transit; Russia or Prussia?; The Russian dilemma: strategic competition vs. institutional cooperation; Serbia and the Balkans between the European Union and Russia: long-term interests vs emotions; Future relations with Russia in the EU neighborhood and beyond.

Opening remarks: *Johannes Kyrle*, Secretary General of the French-Austrian Center for Rapprochement in Europe (CFA); *Dominique Letourneur*, Advisor, CFA, Ifri; *Richard Schenz*, Vice-President, Austrian Federal Economic Chamber; *Wolfgang Schüssel*, former Chancellor of Austria, President of the Société autrichienne pour la politique étrangère et les Nations unies (ÖGAVN); *Ivan Janez Jansa*, former Prime Minister of Slovenia, Ljubljana.

With: *Heidemaria Gürer*, Head of District for the Western Balkans, Eastern Europe, Southern Caucasus, Central Asia,

and the Central European Initiative, at the Federal Ministry of Foreign Affairs, Austria; *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri; *Olga Potemkina*, Professor, Head of European Integration Studies, Institute of Europe, Russian Academy of Sciences; *Jörg Wojahn*, Head of the European Commission Representation, Vienna; *Ernest Petrić*, former President of the Constitutional Court, Slovenia, Ljubljana; *Veronica Anghel*, Foreign Affairs Advisor, Romanian Presidential Administration, Bucharest; *Milan Pajević*, Chairman of the Advisory Board of the ISAC Fund, Belgrade; *Razvan Rusu*, Director General, Special Representative for the Eastern Partnership in the Department of Regional Affairs, Ministry of Foreign Affairs, Bucharest.

Conclusion: *Peter Jankowitsch*, former Austrian Minister of Foreign Affairs, Member of the Executive Committee, CFA.



The Ifri Brussels office acts as an interface between Ifri's activities, debates organized in the European capital, institutions located in Brussels, the vast network of think tanks and researchers present in the city, and the private sector. Ifri's research programs regularly organize presentations of their work in Brussels, and some programs undertake part of their activities in the Brussels office.

At the heart of the Brussels think-tank network, Ifri Brussels, along with nine other think tanks, participates in the Brussels Think Tank Dialogue, an annual event devoted to the state of the European Union. Its fifth meeting was held in February 2015. Ifri Brussels also coordinates *Building Bridges Between National Perspectives on the European Union*, with the goal of highlighting convergence between national perspectives of the European project.

TEAM

Vivien Pertusot, Head of Ifri Brussels office

Areas of expertise: security and defense questions (NATO and CSDP); European affairs; relations between the United Kingdom and the European Union

Aurélië Faure, Research Fellow, Center for Energy, Ifri

Area of expertise: European electricity market, European energy politics

Éva Vaudolon, Administrative and Communications Assistant

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

EU Reform: Mapping Out a State of Flux, *Vivien Pertusot*, September.

CONTRIBUTIONS TO *POLITIQUE ÉTRANGÈRE*

European Defense Revisited / The United Kingdom and the EU: in or out?, *Vivien Pertusot* (dir.), PE 1:2015, March.

Finally Something New in European Defense, *Vivien Pertusot*, PE 1:2015, March.

CONTRIBUTIONS AND ARTICLES OUTSIDE OF IFRI

A Single European Labour Market: Moving it Closer?

Discussion Paper for the *Brussels Think Tank Dialogue* 2015, *Gregory Claeys, Anne Macey*, January.

Three Challenges for Tomorrow’s EU Migration Policy: Fairness, Mobility and Narratives

Discussion Paper for the *Brussels Think Tank Dialogue* 2015, *Shada Islam, Matthias Mayer, Yves Pascouau*, January.

Franco-British relations: a well-kept secret, *Vivien Pertusot*, *Diplomatie*, “Les grands dossiers”, n° 25, February.

Visions of EU Reform, *Vivien Pertusot*, contribution to a House of Lords report, December.

SEMINARS AND ROUNDTABLES

20 January – France facing terrorism

With: *Denis Bauchard*, Middle East Advisor, Ifri; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Marc Hecker*, Research Fellow, Security Studies Center, Ifri.

10 April – How to bring the EU back together?

With: *Didier Herbert*, Director “Enterprise Competitiveness, Industry and Growth Policies”, European Commission; *Sanita Pavluta-Deslandes*, Latvian Ambassador to France; *Martin Rahm*, Minister Counselor, Swedish Embassy in France; *Vivien Pertusot*, Head, Ifri Brussels; *Barbara Kunz*, Research Fellow, Cerfa, Ifri.

16 April – What Will Britain’s Post-Election EU Policy Be and How Will Member States React?

With: *Hans S. Stein*, Director, European and Transatlantic Dialogue, Friedrich Naumann Foundation for Freedom; *Mats Persson*, Director, Open Europe; *Syed Kamall MEP*, Member of European Parliament for the UK, Chairman of the European Conservatives and Reformists Group (ECR); *Stefani Weiss*, Director Program Europe’s Future, Bertelsmann Stiftung, Brussels; *Vivien Pertusot*, Head of Brussels Office, Ifri.

28 April – Framework Nations Concept: The Panacea?

Issues addressed: *The FNC’s Attractiveness for Lead Nations*; *The FNC’s Attractiveness for Partner Nations*.

With: *Gianluca Carai*, Chief Capability Development Office, Italian Defense General Staff, Ministry of Defense, Italy; *Bastian Giegerich*, Director of Defense and Military Analysis, International Institute for Strategy Studies; *James Philipps*, Senior Crisis Manager, NATO and Europe Policy, Ministry of Defence, United Kingdom; *Vivien Pertusot*, Head of Ifri Brussels; *Jan Havranek*, Head of Defense Advisors, Czech Delegation to NATO; *Peter Viggo Jakobsen*, Associate Professor, Department of Strategy, Royal Danish Defense College; *Maarten van Meurs*, Strategic Advisor, International Cooperation, Ministry of Defense, The Netherlands; *Barbara Kunz*, Research Fellow, Cerfa, Ifri.

22 May – Internet Governance: what is the EU’s role?

With: *Catherine Morin-Desailly*, Senator, President of the Commission on Culture, Education and Communication; *Benoît Thieulin*, President, Conseil national du numérique (CNNum); *Julien Nocetti*, Research Fellow, Russia/NIS Center, Ifri.

Moderator: *Marc Hecker*, Director of Publications, Editor-in-Chief of *Politique étrangère*, Ifri.

28 May – COP21: the Role of the EU and of its Members in the Climate Negotiations – Views from the Weimar Triangle Countries

In collaboration with the Polish Institute of International Affairs (PISM) and the Stiftung Wissenschaft und Politik (SWP)

With: *Oliver Geden*, Head of EU Research Division, Stiftung Wissenschaft und Politik; *Carole Mathieu*, Research Fellow, Ifri Center for Energy; *Marek Wąsiński*, Analyst, Polish Institute of International Affairs; *Vivien Pertusot*, Head of Ifri Brussels.

25 September, Brussels – The US Election of 2016: Outlook and Scenarios

With *Laurence Nardon*, Head, United States Program, Ifri.

“Building Bridges” Project

The project’s objective is to stimulate public debate by bringing national experts together to discuss the relationship between their member states and the EU, as well as the future of the union. This allows for comparison of their views to those of both experts from other member states and citizens from different backgrounds. The project aims to provide an educational and analytical approach to national visions of the 28 member states, and recommendations on the future of the European Union.

27 March – Europe: united or disunited?

Introductory seminar for the “Building Bridges” project
With the support of the Education, Audiovisual and Culture Executive Agency (EACEA)

Opening remarks: *Dominique David*, Advisor to the President, Ifri; *Vivien Pertusot*, Head of Ifri Brussels.

With: *Lola Raich*, Associate Researcher, Austrian Institute for International Politics (OIIP); *Sophie Heine*, Research Fellow, Institut Egmont-Royal Institute of International Relations; *Antoinette Primatarova*, Program Director, European Union, Center for Liberal Strategies (CLS), Bulgaria; *Senada Selo Sabic*, Research Associate, Institute for Development and International Relations (IRMO), Croatia; *Yiannos Ioannou*, Research Associate, Cyprus Center for European and International Affairs, University of Nicosia; *Vladimir Bartovic*, Director, EUROPEUM, Czech Republic; *Maja Kluger Rasmussen*, Senior Analyst, Think Europa, Denmark; *Oliver Ait*, Research Fellow, Estonian Foreign Policy Institute (EVI); *Tuoamas Iso-Markku*, Research Fellow, Finnish Institute of International Affairs (FIIA); *Julie Hamann*, Program Officer, German Council on Foreign Relations (DGAP); *Eleni Panagiotarea*, Research Fellow, Hellenic Foundation for European and Foreign Policy (ELIAMEP); *Gergely Fejerdy*, Senior Researcher, Institute of Foreign Affairs and Trade (IFAT), Hungary; *Marie Cross*, Chair of Future of Europe Group, Institute of International and European Affairs (IIEA), Ireland; *Eleonora Poli*, Researcher, Institute of International Affairs (IAI), Italy; *Karlis Bukovskis*, Deputy Director, Latvian Institute of International Affairs (LIIA); *Gediminas Vitkus*, Head of European Studies Department, Institute of International Relations and Political Science, Vilnius University, Lithuania; *Jean-Marie Majerus*, Professor, Centre for European Studies and Research (CERE), Luxembourg; *Adriaan Schout*, Senior Research Fellow and Coordinator Europe, Clingendael, The Netherlands; *Nathan Dufour*, Research Fellow, Polish Institute of International Affairs (PISM); *Sandra Fernandes*, Professor, University of Minho, Portugal; *Mihai Sebe*, Project Coordinator, European Institute of Romania (IER); *Ana Benje*, Research Fellow, Institute of European Studies and International Relations, University of Ljubljana, Slovenia; *Ignacio Molina*, Senior Analyst, Real Instituto Elcano; *Roderick Parkes*, Visiting Fellow, Swedish Institute of International Affairs (UI); *Anand Menon*, Professor, King’s College London; *Ana Bojinović Fenko*, Assistant Professor, University of Ljubljana, Slovenia.

10-11 May, Warsaw – Building Bridges Project

First citizen workshop

In collaboration with the Polish Institute of International Affairs (PISM)

Issues addressed: *What has the EU done for Poland? What do you expect from the EU?*

With: *Nathan Dufour*, Analyst, PISM; *Marta Stormowska*, Analyst, PISM; *Vivien Pertusot*, Head of Ifri Brussels; *Eleni Panagiotarea*, Research Fellow, Hellenic Foundation for European and Foreign Policy (ELIAMEP); *Eleonora Poli*, Researcher, Institute of International Affairs (IAI); *Sandra Fernandes*, Professor, University of Minho; *Ana Bojinović Fenko*, Assistant Professor, University of Ljubljana.

6-7 July, Madrid – Building Bridges Project

Second citizen workshop

In collaboration with the Real Instituto Elcano

Issues addressed: *What has the EU done for Spain? What do you expect from the EU?*

With: *Vladimir Bartovic*, Director, EUROPEUM; *Karlīs Bukovskis*, Deputy Director, Latvian Institute of International Affairs (LIIA); *Dominique David*, Advisor to the President, Ifri; *Nathan Dufour*, Analyst, Polish Institute of International Affairs (PISM); *Julie Hamman*, Program Officer, German Council on Foreign Relations (DGAP); *Sophie Heine*, Research Fellow, Egmont Royal Institute of International Relations; *Guido Lessing*, Professor, Center for European Studies and Research (CERE); *Anand Menon*, Professor, King's College London; *Ignacio Molina*, Senior Analyst, Real Instituto Elcano; *Vivien Pertusot*, Project Coordinator, Ifri Brussels.

28-29 September, Brussels – Building Bridges Project

Third citizen workshop

Issues addressed: *What has the EU done for Belgium? What do you expect from the EU?*

With: *Oliver Arit*, Research Fellow, Estonian Foreign Policy Institute (EVI); *Ana Benje*, Research Fellow, Institute of European Studies and International Relations, Comenius University, Bratislava; *Maja Kluger Rasmussen*, Senior Analyst, Think Europa; *Roderick Pace*, Director, Institute for European Studies, University of Malta; *Antoinette Primatarova*, Programme Director, European Union, Centre for Liberal Strategies (CLS); *Mihai Sebe*, Project Coordinator, European Institute of Romania (IER); *Senada Selo Sabic*, Research Associate, Institute for Development and International Relations (IRMO); *Marton Ugroday*, Research Fellow, Institute for Foreign Affairs and Trade (IFAT); *Vivien Pertusot*, Project Coordinator, Ifri Brussels.

30 November/1 December, Paris – Building Bridges Project

Fourth citizen workshop

Issues addressed: *What has the EU done for France? What do you expect from the EU?*

With: *Marie Cross*, Chair of Future of Europe Group, Institute of International and European Affairs (IIEA); *Yiannos Ioannou*, Research Associate, Cyprus Center for European and International Affairs, University of Nicosia; *Tuomas Iso-Markku*, Research Fellow, Finnish Institute for International Affairs (FIIA); *Aras Lindh*, Analyst, Swedish Institute of International Affairs (UI); *Lola Raich*, Associate Researcher, Austrian Institute for International Politics (OIIIP); *Adriaan Schout*, Senior Research Fellow and Coordinator Europe, Clingendael; *Gemiminas Vitkus*, Head of European Studies Department, Institute of International Relations and Political Science, University of Vilnius; *Vivien Pertusot*, Project Coordinator, Head of Ifri Brussels.



Both Russia and the Newly Independent States (NIS) show all the characteristics of areas marked by strong potential and chronic instability. An obvious and unavoidable energy partner with a promising market, Russia is plagued by internal conflicts and remains difficult to penetrate. Because of its international status, it is an emerging country unlike any other. The region is distinguished by its extreme heterogeneity, and the fundamental changes in the relations that each country maintains with Moscow and other external players. The Russia/NIS Center was created in 2004 with three main objectives: to anticipate changes in the region, provide expertise, and offer policy solutions to decision-makers.

TEAM

Tatiana Kastouéva-Jean, Head

Areas of expertise: Russian domestic and foreign policy, soft power, Ukraine, higher education, human capital

Julien Nocetti, Research Fellow

Areas of expertise: Russian policy in the Arab world, Internet economic policy in Russia, global Internet governance and cyber-security

Cécile Campagne, Assistant

DIGITAL PUBLICATIONS

“Russie.NEI.Visions”

(Collection published in English, French and Russian)

Frontiers New and Old: Russia’s Policy in Central Asia, n° 82, *Bobo Lo*, January.

The Jewish Diaspora and the Russo-Ukrainian Crisis, n° 83, *Olena Bagno-Moldavsky*, March.

Russia’s Domestic Evolution, What Impact on its Foreign Policy?, n° 84, *Tatiana Kastouéva-Jean*, April.

The Kurds: a Channel of Russian Influence in the Middle East?, n° 85, *Igor Delanoë*, June.

Russia’s New Energy Alliances: Mythology versus Reality, n° 86, *Vladimir Milov*, July.

Leaving to Come Back: Russian Senior Officials and the State-Owned Companies, n° 87, *Mikhail Korostikov*, August.

Russia: Business and State, n° 88, *Igor Bounine*, *Alexei Makarkine*, November.

Eurasia in Russian Foreign Policy: Interests, Opportunities and Constraints, n° 89, *Ivan Timofeev*, *Elena Alekseenkova*, December.

“Conservatism” in Russia: Political Tool or Historical Choice?, n° 90, *Leonid Poliakov*, December.

“Russie.NEI.Reports”

(Collection published in English or French)

Ukraine: a Test for Russian Military Reform, n° 19, *Pavel Baev*, May.

Information war: the Russian Internet in the Ukrainian conflict, n° 20, *Julien Nocetti*, September.

There Will Be Gas: Gazprom’s Transport Strategy in Europe, n° 21, *Aurélié Bros*, October.

CONTRIBUTIONS TO *POLITIQUE ÉTRANGÈRE*

Russia: from “grand strategy” to “limited war”, *Thomas Gomart*, PE 2:2015, June.

Putin’s system: built to last? *Tatiana Kastouéva-Jean*, PE 2:2015, June.

CONTRIBUTIONS AND ARTICLES OUTSIDE OF IFRI

Contest and Conquest: Russia and Global Internet Governance, *Julien Nocetti*, *International Affairs*, vol. 91, n° 1, January.

Consequences of the Russia-West schism, *Thomas Gomart*, *Revue des Deux Mondes*, February.

A Russian cathedral at the foot of the Eiffel Tower, *Tatiana Kastouéva-Jean*, *Revue hommes et migrations*, “Les paris des migrants” file, n° 1308, December 2015, Paris Bibliothèque/ distributed by Actes Sud, March.

Higher School of Economics, *Tatiana Kastouéva-Jean*, *Revue Analyse financière*, n° 55, SFAF, April.

“Global Education” to teach Russian students abroad, *Tatiana Kastouéva-Jean*, *Revue Analyse financière* n° 55, SFAF, April.

The Nexus Between the Conflicts in the Mideast and Ukraine, *Thomas Gomart*, Global Memo, Council of Councils, June.

Russia’s “Dictatorship-of-the-Law” Approach to Internet Policy, *Julien Nocetti*, *Internet Policy Review*, vol. 4, n° 4, November.

SEMINARS AND ROUNDTABLES

12 March – European Union’s Eastern Partnership and Eurasian Union: Collision or Collusion of Visions and Interests?

In collaboration with the Latvian Institute of International Affairs and the Lithuanian Embassy in France.

Issues addressed: *Eastern Partnership: What Re-Tuning Needed in a New Context? Eastern Partnership and Eurasian Union: Coexistence or Rivalry?*

Opening remarks: *Thomas Gomart*, Director of Strategic Development, Ifri; *Sanita Pavljuta-Deslandes*, Ambassador

Extraordinary and Plenipotentiary Permanent Representative of Latvia in France.

With: *Gilles Lepesant*, Research Director, CNRS; *Juris Poikans*, Ambassador-at-Large for Eastern Partnership at the Ministry of Foreign Affairs of Latvia; *Bartosz Cichocki*, independent expert; *Nicu Popescu*, Senior Analyst at EUISS; *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri; *Andris Sprūds*, Director of the Latvian Institute of International Affairs; *Andreï Kortunov*, Director General of the Russian International Affairs Council; *Andrei Makarychev*, Professor, University of Tartu, Estonia.

Conclusions: *Éric Fournier*, Continental Europe Director, MFA, France.

21 May – Ukrainian Theatre as a Test for the Russian Military and Geopolitical Ambitions

With: *Pavel Baev*, Professor and Research Director, Peace Research Institute (PRIO), Oslo, Associate Research Fellow at the Brookings Institution, Washington DC, Associate Research Fellow, Russia/NIS Center, Ifri.

Moderator: *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri.

4 June – Myths of Russian Energy Policy: Gas Deal with China, South Stream and Relations with the EU

With: *Vladimir Milov*, Politician (President of the “Democratic Choice” party, May 2012 – December 2015), Economist and expert on energy questions (former Deputy Minister of Energy, Russia).

Moderator: *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri.

29 September – Russia’s Economic Situation, and its Impact on Foreign Policy and Domestic Stability

With: *Sergei Aleksashenko*, Russian Economist, Professor at the Development Center at the Higher School of Economics (Moscow), Associate Research Fellow at the Brookings Institution (United States) and Qilin University (Changchun, China).

Moderator: *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri.

15 December – Russia’s Foreign Policy: Offensive of Defensive Stance?

With: *Fyodor Lukyanov*, Editor-in-Chief of *Russia in Global Affairs*, Chairman of the Presidium of the Council on Foreign and Defense Policy, Moscow.

Moderator: *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri.



The emergence of Eastern and Southern Asia on the international scene has intensified the already complex economic, political and security issues that the vast region faces. Through its research, programs, partnerships with important international research centers, and events, the Ifri Center for Asian Studies aims to offer in-depth insight and analysis, input in decision-making, and a forum for dialogue on crucial issues.

TEAM

Françoise Nicolas, Director

Céline Pajon, Research Fellow

Area of expertise: Japan

John Seaman, Research Fellow

Areas of expertise: China, energy

Alice Ekman, Research Fellow

Area of expertise: China

Juliette Genevaz, post-doc Researcher (TAPIR) (until July 2015)

Area of expertise: China

DIGITAL PUBLICATIONS

“Asie.Visions”

Nationalism in China and Japan and Implications for Bilateral Relations, n° 74, *Alice Ekman, Céline Pajon*, March.

France and Asia: the outline of a French-style “pivot”?, n° 75, *Hadrienne Terres*, April.

China’s Emerging Middle Class: What Political Impact?, n° 76, *Alice Ekman*, June.

Economics in Narendra Modi’s Foreign Policy, n° 77, *Amitendu Palit*, August.

India’s Approach to Climate’s Negotiations – From the South to the North?, n° 78, *Lydia Powell*, September.

Space Collaboration Between India and France: Towards a New Era, n° 79, *Ajey Lele*, September.

The BJP and State Politics in India: A Crashing Wave?, n° 80, *Gilles Verniers*, December.

“Notes de l’Ifri”

(in the framework of the Ifri/OCP Policy Center partnership)

China in Asia: What is behind the new silk roads? *Alice Ekman*, March.

Securing Energy and Mineral Resources for China: Debating the Role of Markets, *John Seaman*, October.

Indian policies in the phosphates and fertilizers sector: international and domestic dimensions, *Isabelle Saint-Mézard*, November.

CONTRIBUTIONS AND ARTICLES OUTSIDE OF IFRI

Informal relations between Beijing and Taipei: the development of academic diplomacy in the Taiwan Strait, *Alice Ekman*, Les Études du CERI, September.

INTERNATIONAL CONFERENCES

19 March – (Dis)integrating Asia?

Annual conference

Issues addressed: *Competing Visions of Regionalization in Asia; A New Impetus for Economic/Trade Integration in Asia?; Responding to Asia's Growing Security Challenges: Pulling Together or Falling Apart?*

Opening remarks: *Dominique David*, Executive Vice-President, Ifri; *Justin Vaïsse*, Director of Policy Planning (CAPS), French Ministry of Foreign Affairs; *Michel Ching-long Lu*, Representative, Taipei Representative Office in France.

With: *Wook Chae*, Professor, Graduate School of Pan-Pacific International Studies, Kyung Hee University, former President (2008-2013), Korea Institute for International Economic Policy (KIEP); *Euan Graham*, Senior Fellow, Maritime Security Program, Rajaratnam School of International Studies (RSIS); *Richard W.X. Hu*, Professor, Department of Politics and Public Administration, University of Hong Kong; *Christopher Johnson*, Senior Advisor and Freeman Chair in China Studies, Center for Strategic and International Studies (CSIS), and Managing Director for China, Bower Group Asia; *Francis Yi-hua Kan*, Associate Research Fellow, Institute of International Relations, National Chengchi University; *Toshiro Iijima*, Deputy Director-General, Japan Institute of International Affairs (JIIA); *GVC Naidu*, Professor of International Relations, Jawaharlal Nehru University, New Delhi; *Françoise Nicolas*, Senior Economist and Director, Center for Asian Studies, Ifri; *Simon Tay*, Chairman, Singapore Institute of International Affairs (SIIA), Associate Professor of Law, National University of Singapore; *Chun-fu Chang*, Economic Counselor, Ministry of Economic Affairs, Taiwan; *Yukiko Fukagawa*, Professor, Graduate School of Economics, Waseda University.

SEMINARS AND ROUNDTABLES

29 January – The Rise of China and East Asia's Security – The Evolving View from Japan

With: *Yasuhiro Matsuda*, Professor of International Politics, Institute for Advanced Studies on Asia, Tokyo University.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

5 February – The political role of the PRC Army

With: *Juliette Genevaz*, PhD in Political Science, University of Oxford, Transatlantic Postdoctoral Fellow for International Relations and Security (TAPIR) in the Ifri Center for Asian Studies.

10 February – Reforming Vietnam's Economy: The Role of New Strategic Partners

With: *Duc Kuhong Nguyen*, Professor of Finance and Deputy Director for Research, IPAG Business School and Research Associate, Centre d'Économie de la Sorbonne, Paris I; *Olivier Massmann*, Attorney at Law, General Director, Duane Morris Vietnam LLC, Member of German Business Association, and Corporate Member, European Chamber of Commerce and Industry; *Jean-Pierre Cling*, Special Advisor to the Deputy Director General, Department of Foreign Affairs and

International Development; *Jean-Raphaël Chaponnière*, Associate Researcher with Asia Center and Asie21.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

12 February – The Latecomers of Southeast Asia: The CLMV Countries & Regional Integration

With: *Shujiro Urata*, Waseda University, Special Economic Advisor to the Executive Director, ASEAN Economic Community and Regional Economic Integration in East Asia (ERIA); *Sothea Oum*, Economist, ERIA; *Hubert Testard*, Ministry of Economy and Finance, Paris.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

9 March – Debating Abenomics: Success or Failure Ahead

With: *Haruo Shimada*, President, China University of Commerce; *Claude Meyer*, Senior Advisor, Center for Asian Studies, Ifri.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

23 March, Tokyo – Current Challenges in Security and Energy: Perspectives from Europe and Asia

In partnership with the University of Tokyo and the Policy Alternatives Research Institute (PARI)

Issues addressed: *Security Challenges in Europe and Asia; Challenges Regarding Energy Security and Governance in Europe and Asia.*

Opening remarks: *Ichiro Sakata*, Director, PARI.

With: *Nobuo Tanaka*, PARI; *Thomas Gomart*, Ifri; *Ingrid Beardsley*, IEA; *Carole Mathieu*, Ifri; *Hisashi Yoshikawa*; *Kichi Fujiwara*, PARI; *Yee-Kuang Heng*, PARI; *Roberto Orsi*, *Hideaki Shiroyama*; *Françoise Nicolas*, Ifri.

12 May – Towards a new silk road? Assessing China's new influence in Central Asia

With: *Marlène Laruelle*, Professor, Elliott School of International Affairs, George Washington University; *Rémi Castets*, Lecturer, Department of East and Far-East Studies, Michel de Montaigne University Bordeaux 3; *Juliette Genevaz*, postdoc Researcher, Center for Asian Studies, Ifri.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

18 May – The South China Sea: Perspectives from Law and History

With: *Antonio T. Carpio*, Senior Associate Justice, Supreme Court of the Philippines; *Sophie Boisseau du Rocher*, Associate Research Fellow, Center for Asian Studies, Ifri.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

11 June – Conferences at the Foreign Correspondents' Club of China, Beijing

Presentation of the study, "Nationalism in China and Japan, and Implication for the Bilateral Relations", *Asie.Visions* n° 74. With: *Alice Ekman*, Associate Research Fellow, Center for Asian Studies, Ifri; *Céline Pajon*, Research Fellow, Center for Asian Studies, Ifri.

22 June – Chinese middle classes: what profile, aspirations and political engagement?

With: *Alice Ekman*, Associate Research Fellow, Center for Asian Studies, Ifri; *Boris Cambreleng*, Chief, Economic desk, former correspondent in Beijing, Agence France-Presse.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

10 September – CIIS-Ifri Policy Dialogue 2015

Issues addressed: *Dealing with Russia: European and Chinese Approaches*; *Deciphering OBOR: Dialogue on the Conceptualization and Implementation of the Project*; *China-Japan Relations: Latest Development and Way Ahead*; *At the Origin of the Current Migrant Crisis: the EU Asylum Policy*; *The European Climate Change Policy and Debate*.

With: *Tatiana Kastouéva-Jean*, Head of Russia-NIS Center, Ifri; *Cui Hongjian*, Director, Department for European Studies, CIIS; *Alice Ekman*, Research Fellow, Center for Asian Studies, Ifri; *Li Xiaoyu*, Assistant Research Fellow, Department for European Studies, CIIS; *Celine Pajon*, Research Fellow, Center for Asian Studies, Ifri; *Song Junying*, Associate Research Fellow, Asia-Pacific Research Department, CIIS; *Matthieu Tardis*, Research Fellow, Center for Migration and Citizenship, Ifri; *Carole Mathieu*, Research Fellow, Center for Energy, Ifri.

15 September, Taiwan – 2015 Asia Pacific Security Forum

Issues addressed: *The Evolution of the Asia-Pacific Security System*; *The Rise of China and East Asian Regional Security*; *What Ambitions for a New Regional Security Order? The United States and the Asia-Pacific Security System*; *How to Maintain Credibility? Taiwan's Place in the Asia-Pacific Security System*; *Cross-strait Relations and Taiwan's Upcoming Elections*; *Wrestling Over the Trans-Pacific Partnership (TPP): U.S. Strategic Interests, China's Responses, and Taiwan's Membership Options*; *Europe and the Asia-Pacific Security System*; *Europe's Security Context – The Limits of Europe's Role in the Asia-Pacific Security System*; *How Can Europe/the EU Still Contribute to Asia-Pacific Security?*

Opening remarks: *Thomas Gomart*, Director of Ifri; *Hung-mao Tien*, President, Institute for National Policy Research, Taiwan; *Ming-zhong Zhang*, Representative, Taipei Representative Office in France.

With: *Hung-mao Tien*, President, Institute for National Policy Research; *Yu-jen Kuo*, Chief Executor, Center for Japanese Studies, National Sun Yat-sen University; *Alice Ekman*, Research Fellow, Center for Asian Studies, Ifri; *Cheng-yi Lin*, Research Fellow, Institute of European and American Studies, Academia Sinica, Taiwan; *John Seaman*, Research Fellow, Center for Asian Studies, Ifri; *Céline Pajon*, Research Fellow, Center for Asian Studies, Ifri; *Wen-cheng Lin*, Dean, College of Social Sciences, National Sun Yat-sen University; *Dafydd Fell*, Director, Centre for Taiwan Studies, SOAS, University of London; *T. J. Cheng*, Professor, Department of

Government, William and Mary College, USA; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Dominique David*, Special Advisor to the President of Ifri; *Corentin Brustlein*, Director, Center for Security Studies, Ifri; *Michael Reiterer*, Senior Advisor, Asia-Pacific Department, European External Action Service (EEAS); *Eva Pejsova*, Senior Analyst, European Union Institute for Security Studies (EUISS); *T. J. Cheng*, Professor, Department of Government, William and Mary College, USA.

27 October – Japan's New Security Legislation: A Rupture with its Postwar History?

With: *Makoto Iokibe*, Japanese Expert on Security Legislation and Policies; *Céline Pajon*, Research Fellow, Center for Asian Studies, Ifri.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

20 November – Japan's Latest Defense Reforms and their Implications for the US-Japan Alliance

Issues addressed: *The 2015 Security Legislation in Japan: Domestic Debate, Specifics, and Implications for the Japanese Defense Posture – American Perception, Implication for the Alliance and Implementation of the New Guidelines*.

With: *Tomonori Yoshizaki*, Professor and Director, Policy Simulation, National Institute for Defense Studies (NIDS); *Yuki Tatsumi*, Senior Associate, East Asia Program, Stimson Center; *Céline Pajon*, Research Fellow, Center for Asian Studies, Ifri; *John Seaman*, Research Fellow, Center for Asian Studies, Ifri.

8 December – Korea and its Regional Environment

With: *Kyong Won Na*, Chairperson, Foreign Affairs and Unification Committee, National Assembly of Korea; *Duck-soo Han*, Chairman Board of Directors, Climate Change Center, former Prime Minister of Korea; *Ambassador Kak-soo Shin*, Director, International Law Center, Korean National Diplomatic Academy, former Deputy Minister, Ministry of Foreign Affairs of Korea; *Chang-young Yang*, Member of National Assembly of Korea; *Suh-Yong Chung*, Professor, Korea University, Director, Center for Climate and Sustainable Development Law and Policy, Chair, Committee of International Cooperation, Climate Change Center.

Moderator: *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

IFRI EXECUTIVE ROUNDTABLES

10 April – Political Economy of a Transforming China

With: *Zha Daojong*, Professor of International Political Economy, Peking University.



Ifri's Middle East/North Africa Program aims to provide expertise on the evolution of the area's political systems, firms and economies through analyses of local, regional and international dynamics that may help to guide the development of new policies. The program also aims to anticipate new directions for each country and decipher the risks and potential outcomes. It draws on a network of researchers and experts, who work together closely on a variety of crucial subjects stretching from North Africa to the Gulf.

TEAM

Dorothee Schmid, Research Fellow, Head of the Turkey/Middle East Program

Areas of expertise: Turkey, political and economic governance, foreign policy, conflicts in the Middle East; regional Mediterranean questions, French policy in the Middle East

Denis Bauchard, Middle East Advisor

Mansouria Mokhefi, North Africa and Middle East Advisor

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

Persistence and Evolutions of the Rentier State Model in Gulf Countries, *Anais Ozyavuz, Dorothee Schmid*, April.

Challenges facing President Sissi's Egypt, *Denis Bauchard*, April.

Towards a new Persian Empire in the Middle East? *Mohammad-Reza Djalili, Thierry Kellner*, May.

Transition and negotiations in Yemen. The UN’s role, *François Frison-Roche*, October.

“Notes franco-turques”

Turkey: The Sèvres Syndrome, or the Endless War, *Dorothee Schmid*, April.

The Kurds: a channel of Russian influence in the Middle East?, *Igor Delanoë*, June.

Antioch minorities along the Orontes River. Typology of a new balance of power, *Florence Deliancourt*, October.

CONTRIBUTIONS TO *POLITIQUE ÉTRANGÈRE*

Algeria, a new regional force?, *Mansouria Mokhefi* (ed.), PE 3:2015, September.

The evolution and limits of the Algiers-Moscow relationship, *Mansouria Mokhefi*, PE 3:2015, September.

CONFERENCE-DEBATE

20 January – France facing terrorism

With: *Denis Bauchard*, Middle East Advisor, Ifri; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Marc Hecker*, Research Fellow, Security Studies Center, Ifri.

Moderator: *Dominique David*, Executive Director, Ifri.

22 June – Iraq since the fall of Mosul: hyper-fragmentation and hyper-conflictuality

With: *Loulouwa Al-Rachid*, Middle-East Analyst, International Crisis Group.

15 October – Turkey, autumn 2015: the contagion of crises

With: *Dorothee Schmid*, Head of the Contemporary Turkey Program, Ifri.

Moderator: *Thomas Gomart*, Director, Ifri.

SEMINARS AND ROUNDTABLES

30 June – The war in Yemen: internal logic and regional strategies

Issues addressed: *military operations, fights for regional influence, humanitarian crisis, the role of the international community.*

With: *Denis Bauchard*, Middle East Advisor, Ifri; *François Frison-Roche*, Research Fellow at the CNRS, seconded to Sanaa for the Constitution Drafting Commission (2012-2014); *Florence Gaub*, Senior Analyst at European Union's Institute for Security Studies, Middle East specialist; *Jean-Pierre Perrin*, international correspondent for the newspaper *Libération*, Middle East specialist; *Marine Poirier*, Research Fellow CHERPA-IREMAM associated with CEFAS in Sanaa, Yemen specialist.

Moderator: *Dorothee Schmid*, Head, Turkey/Middle East Program, Ifri.

17 November – Turkey: between elections and crises

Issues addressed: *The meaning of the election. Voting, results and the political balance of power; Outlooks and challenges.*

Opening remarks: *Zafer Sirakaya*, President, AKP delegation, Brussels

With: *Zeynep Sanigök*, Secretary General of "Oy ve Ötesi", a collective of civil society observers; *Pascal Torre*, Lecturer, ENA, member of the Commission for International Relations, PCF; *Menderes Çinar*, Professor, University Baskent, Ankara; *Ahmet Insel*, Economist, author of *La nouvelle Turquie d'Erdogan*; *Saban Kardaş*, Associate Professor in International Relations, University Tobb, Ankara; *Esen Çağlar*, Deputy Managing Director, TEPAV; *Kadri Gürsel*, Columnist, *Al-Monitor*.

Moderator: *Dorothee Schmid*, Head of the Turkey/Middle East Program, Ifri.

27 November, Brussels – Is Turkey a Reliable Partner for Europe?

With: *Dorothee Schmid*, Head of the Turkey/Middle East Program, Ifri.

IFRI – OCP POLICY CENTER PARTNERSHIP



Following an initial phase (2011-2013) during which Ifri and the OCP Policy Center came together to produce several studies and events focused particularly on North Africa, the Middle East and Africa, the two have established a partnership aiming to expand the spectrum of research into other regional and crosscutting themes. This partnership is based on three pillars: studies, conferences and increasing distribution. The program calls upon various research units at Ifri, as well as associated researchers.

TEAM

Thomas Gomart, Director, Ifri
Karim El Aynaoui, Managing Director, OCPPC
Lea Metke, Project Officer, Ifri
Lilia Rizk, Research Assistant, OCPPC

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

Ghana and the Oil Sector: Beyond the resource curse?, *Mathieu Pellerin*, September.

Securing Energy and Mineral Resources for China: Debating the Role of Markets, *John Seaman*, October.

Indian policies in the phosphates and fertilizers sector: international and domestic dimensions, *Isabelle Saint-Mézard*, November.

Nigeria: From Goodluck Jonathan to Muhammadu Buhar, *Benjamin Augé*, December.

African security policies of the United States and France, *Jean-Yves Haine* (to be published).

SEMINARS AND ROUNDTABLES

Ifri-OCP Policy Center Seminar Series

13 January, Rabat – Energy resources and issues concerning the management of their revenues

Issues addressed: *New trends in investment strategies for sovereign wealth funds: What are the consequences on rentier state model?; A report on the dynamics of gas and oil prices; Oil and gas in East Africa: What challenges lie ahead?*

With: *Marie-Claire Aoun*, Director, Center for Energy, Ifri; *Benjamin Augé*, Associate Research Fellow, Sub-Saharan Africa Program, Ifri; *Yves Jegourel*, Professor, University of Bordeaux, Senior Research Fellow, OCP Policy Center.

12 February, Rabat – China and India: Strategies in Asia

Issues addressed: *The Indian Prime Minister Narendra Modi: his initial position on the international front; China's regional policy under Xi Jinping.*

With: *Alice Ekman*, Associate Research Fellow, Center for Asian Studies, Ifri; *Mohamed Maliki*, Director of Asian and Oceanic Affairs, Moroccan Ministry of Foreign Affairs and Cooperation; *Isabelle Saint-Mézard*, Associate Research Fellow, Center for Asian Studies, Ifri; *Adnane El Ktiri*, Head of Sales for South Asia and the Middle East, OCP Group.

13 November, Rabat – Natural resource policy and management: African and Asian dimensions

Issues addressed: *Securing Energy and Mineral Resources for China: Debating the Role of Markets; Indian policies in the phosphates and fertilizers sector: international and domestic dimensions; Ghana and the Oil Sector: Beyond the resource curse?; Using Nigeria as a counter-example to succeed in developing the gas network in Mozambique.*

With: *Abdelhak Bassou*, Associate Research Fellow, IRES; *John Seaman*, Research Fellow, Center for Asian Studies, Ifri; *Azza Addi*, Advisor, Moroccan Energy Ministry; *Isabelle Saint-Mézard*, Associate Research Fellow, Center for Asian Studies, Ifri; *Ayoub Mamdouh*, Head of Quantitative Analyses, OCP; *Tayeb Amegroud*, Managing Partner, GSPower, Senior Fellow, OCP Policy Center; *Mathieu Pellerin*, Associate Research Fellow, Sub-Saharan Africa Program, Ifri; *Jamal Azizi*, Senior Economist, OCP.

Ifri-OCP Policy Center Roundtables

21-22 May, Paris – Emerging countries facing the challenge of a “return to geopolitics”: an economic and geopolitical comparison – Indonesia, the Ivory Coast, Nigeria, Brazil

Preceded by a dinner-debate: **“What impact does the fall of oil prices have on oil-producing countries and importers?”**

With: *Uri Dadush*, Associate research fellow, Carnegie Endowment for International Peace, Senior Visiting Fellow, OCP Policy Center; *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

Opening remarks: *Thomas Gomart*, Director, Ifri; *Karim El Aynaoui*, Managing Director, OCP Policy Center.

With: *Hélène Quénot-Suarez*, Research Fellow for the Sub-Saharan Africa Program, Ifri; *Moubarack Lo*, Managing Director, Emergence Consulting, Advisor in the development of strategies for emerging African countries; *Philippe Perdrix*, former journalist and communications consultant, 35°Nord; *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri; *Benjamin Augé*, Associate Research Fellow for the Sub-Saharan Africa Program and the Center for Energy, Ifri; *Jacques Manlay*, Advisor for French foreign trade, French Council of Investors in Africa; *Hervé Thery*, Research Director at CNRS-CREDA and Visiting Professor, Universidade de São Paulo (Brazil); *Alfredo Valladao*, Professor at Sciences Po Paris, President of the EU-Brazil Advisory Board and Director of the Mercosur Chair; *Otaviano Canuto*, Senior Advisor on the BRICs, World Bank; *Sophie Boisseau du Rocher*, Associate Research Fellow, Center for Asian Studies, Ifri; *Abdallah Saaf*, Professor, political commentator, former Minister of Education; *Françoise Nicolas*, Director of the Center for Asian Studies, Ifri.

3-4 December, Rabat – Emerging countries facing the challenge of a “return to geopolitics”: an economic and geopolitical comparison – South Africa, Ethiopia, India, Mexico, DRC, Vietnam

Opening remarks: *Thomas Gomart*, Director, Ifri; *Karim El Aynaoui*, Managing Director, OCP Policy Center.

With: *Moubarack Lo*, Managing Director, Emergence Consulting; *Jalal Abdel-Latif*, Head of Capacity Development Division, UNECA, Senior Fellow, OCP Policy Center; *Prakash Loungani*, Senior Resource Manager and Advisor, IMF, Senior Fellow, OCP Policy Center; *Isabelle Saint-Mézard*, Associate Fellow, Center for Asian Studies, Ifri; *Alain Antil*, Head of Sub-Saharan Africa Program, Ifri; *Victor Magnani*, Research Fellow, Sub-Saharan Africa Program, Ifri; *Andrés Ordonez*, Ambassador, Mexican Embassy in Rabat; *Uri Dadush*, Senior Fellow, OCP Policy Center, Senior Associate, Carnegie Endowment for International Peace; *Jessica De Alba Ulloa*, Associate, Mexican Council on Foreign Relations (COMEXI); *Marie Françoise Marie-Nelly*, Country Director for the Maghreb, World Bank; *Cyril Musila*, Associate Fellow, Sub-Saharan Africa Program, Ifri; *Françoise Nicolas*, Director of the Center for Asian Studies, Ifri; *Sophie Boisseau du Rocher*, Associate Fellow, Center for Asian Studies, Ifri.

Presentation RAMSES

16 September, Rabat – Climate: A new chance? Presentation of Ramses 2016

With *Thierry de Montbrial*, President, Ifri

SUB-SAHARAN AFRICA PROGRAM



Created in 2007, the Sub-Saharan Africa Program aims to produce detailed and qualitative analysis of the African continent, tracking its transversal dynamics and analyzing its economic, social, political and security transformations. Designed to renew the frames of reference and provide information to enrich public debate, the program also aims to help political and economic actors shape their policies regarding the continent.

The organization of various events complements the program's research, bringing together academic, political, economic and civil actors to exchange analytical tools and views on the continent. The program's research focuses on diverse themes: the urbanization of the continent and the emergence of middle classes; competition for land access; the evolution of states; African policies of traditional and emerging partners; governance and geopolitics of the extractive industry, and security issues in the Sahel.

TEAM

Alain Antil, Program Head

Areas of expertise: Mauritania, Sahel, West Africa, security and terrorism issues

Victor Magnani, Project Manager

Hélène Quénot-Suarez, Research Fellow

BLOG AFRIQUE DECRYPTAGES

afriquedecryptages.wordpress.com

The blog, created in February 2014, provides readers with short summaries of some of our publications and/or seminars, as well as reviews of works, analyses of outside Research Fellows, and videos. More than 60 posts are now accessible on *Afrique Décryptages*, which received more than 34,000 hits in 2015.

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

DRC’s Regional Positioning, in Between the African Great Lakes and Southern Africa? *Cyril Musila*, May.

Thinking about and anticipating the socio-economic impacts of the humanitarian response in the Central African Republic, *Thierry Vircoulon*, July.

Burundi: Unravelling the Peace, *Thierry Vircoulon, Solène Brabant*, October.

DRC: Fluid Mechanisms. Political Reorganization Just Before the 2016 Elections, *Manya Riche*, November.

Identifying the African middle classes. Diversity, specificities and consumption practices under pressure, *Clélie Nallet*, December.

“Notes de l’Ifri”

(as part of the Ifri/OCP Policy Center partnership)

Oil and Gas in Eastern Africa: Current Developments and Future Perspectives, Benjamin Augé, March.

Ghana and the Oil Sector: Beyond the resource curse?, Mathieu Pellerin, September.

Nigeria: From Goodluck Jonathan to Muhammadu Buhari, Benjamin Augé, December.

CONTRIBUTIONS TO *POLITIQUE ÉTRANGÈRE*

Ethiopia, an African power, Alain Gascon, PE 4:2015, December.

Rwanda: How to judge genocide? Hélène Dumas, PE 4:2015, December.

Somalia, the modern Sisyphus? Jean-Bernard Véron, PE 3:2015, September.

Regionalizing maritime security in the Gulf of Guinea: a short-term solution, Thierry Vircoulon, Violette Tournier, PE 3:2015, September.

Boko Haram, an exception within the jihadist movement? Marc-Antoine Pérouse de Montclos, PE 2:2015, June.

South Sudan, from disaster to chaos, Marc-André Lagrange, PE 2:2015, June.

CONFERENCES-DEBATES

5 March – Religious mutations and stability in the Sahel

With: *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri.
Moderator: *Dominique David*, Executive Director, Ifri.

SEMINARS AND ROUNDTABLES

1 June – Towards a post-Sangaris Central African Republic?

Issues addressed: *Developments in internal tensions in Central African society – regional factors of (de)stabilization? Protecting civilians? Lessons from the CAR – The UN’s solution – Pitfalls of the crisis exit strategy.*

With: *Andrea Ceriana Mayneri*, Anthropologist, Research Fellow affiliated with the IMAF-Aix; *Emmanuel Chauvin*, Geographer, University Paris 1, PRODIG; *Peter Bouckaert*, Emergencies Director at Human Rights Watch; *Agnès Humruzian*, United Nations Directorate, Department of Political Affairs, Ministry of Foreign Affairs; *Thierry Vircoulon*, Director of the Central Africa program at ICG and Associate Research Fellow at Ifri.

19 November, Beijing – The Africa of consumers

With: *Clélie Nallet*, Research Fellow, Sciences Po, Bordeaux; *Fabrice Sawegnon*, Agence Voodoo Communication, Abidjan.

Moderator: *Hélène Quénot-Suarez*, Associate Research Fellow, Sub-Saharan Africa Program, Ifri.

18 December – Chinese and French Perspectives on Africa –

In collaboration with the China Institutes of Contemporary International Relations

Issues addressed: *Africa in Foreign Policies and China-France Cooperation in Africa; African Security and Politics; African Economy and Development.*

Opening remarks: *Justin Vaïsse*, Director of Policy Planning, French Ministry of Foreign Affairs; *Xu Weizhong*, Director of Institute of African Studies, CICIR

With: *Alain Antil*, Head of the Sub-Saharan Africa Programme, Ifri; *Yan Shuai*, Research Fellow, Institute of Arms Control and Security Studies, CICIR; *Jean-Pierre Cabestan*, Head of Government and International Studies Department, Hong Kong Baptist University; *Sun Hong*, Research Fellow, Institute of African Studies, CICIR; *Benjamin Augé*, Research Fellow, Ifri, Chief Editor, *Africa Energy Intelligence*; *Ni Jianjun*, Associate Professor, Institute of World Economic Studies, CICIR; *Cyril Musila*, Research Fellow, Ifri, Professor, University of Kinshasa; *Zhou Tanhao*, Research Fellow, Institute of European Studies, CICIR.

NORTH AMERICA

IN 2015, IFRI CONDUCTED TWO RESEARCH PROGRAMS ON NORTH AMERICA: ONE ON THE UNITED STATES AND THE OTHER ON CANADA.

UNITED STATES PROGRAM



Europeans share many cultural similarities with the United States, but the US remains founded on a political philosophy and reference system that is very different from that of the old continent. Moreover, America's institutions, political system and economic conditions contribute to a framework without any equivalent in the world. How does this culture and practice translate into Washington's foreign policy? Ifri's United States Program seeks to understand and explain the US from the inside, and to illuminate the way toward more productive interactions with its partners, primarily European.

TEAM

Laurence Nardon, Research Fellow, Program Head

Areas of expertise: domestic policy, foreign policy, social evolution

DIGITAL PUBLICATIONS

"Potomac Papers"

How do American women vote?, n° 23, *Laurence Nardon*, September.

"Chroniques américaines"

Hillary Clinton and the press: towards a reconciliation?, *Léo Teste*, January.

Hillary Clinton and the radicals from the Democratic Party, *Laurence Nardon*, April.

Blaming El Norte: The Economic Realities of Anti-Americanism South of the Rio Grande, *Sydney Vigran*, June.

The Trans-Pacific Partnership (TPP): an historic agreement signed in Atlanta. Our Analysis / TPP and TTIP: Power Games in the US Congress, *Sydney Vigran*, July.

Sentencing Reform in the United States, *Sydney Vigran*, July.

Rethinking the Confederate Legacy, *Sydney Vigran*, July.

US Engagement Towards Central Asia: no Great Game after all?, *Mathieu Boulègue*, October.

Can Washington move beyond "Ukraine fatigue"?, *Mathieu Boulègue*, November.

After Paris and San Bernardino, the issue of terrorism in American political debate, *Simond de Galbert*, December.

CONTRIBUTIONS À POLITIQUE ÉTRANGÈRE

American Presidential Elections: What the primaries are telling us, *Laurence Nardon*, PE 4:2015, December.

SEMINARS AND ROUNDTABLES

22 April – The United States and nuclear negotiations with Iran

With: *Robert Litwak*, Vice-President and Director of Security Studies, Woodrow Wilson Center.

Moderator: *Laurence Nardon*, Head of the United States Program, Ifri.

19 June – Police violence in the United States: what solutions are being proposed on the eve of the election?

With: *Tracey Meares*, Professor, Yale Law School, Member of the President's Task Force on 21st Century Policing; *Antoine Garapon*, Secretary General, Institute of Higher Studies on Justice; *Patrick Weil*, Director of Research, CNRS.

Moderator: *Laurence Nardon*, Head of the United States Program, Ifri.

25 September, Brussels – The US Election of 2016: Outlook and Scenarios

With: *Laurence Nardon*, Head of the United States Program, Ifri.

CANADA PROGRAM



Seen from France, Canada is often reduced to the issues and culture of Quebec. However, many opportunities are available throughout the rest of the country as well, and it would be a shame to miss out on these developments simply due to a lack of information about Canada's English-speaking regions.

Canada and the European Union signed an ambitious and innovative commercial treaty in October 2013, the Comprehensive Economic and Trade Agreement (CETA). Although the 10 Canadian provinces and 28 member countries of the EU still need to ratify the agreement, and despite reservations raised by the TTIP (the other major treaty negotiated by the EU), the CETA creates economic opportunities for all parties involved.

The agreement aims to open up new markets, including public markets, for exporters on both continents. According to a statement issued by the European Commission, it could increase trade between Canada and the EU by 23%, as well as the EU's GDP by around 12 billion euros per year.

Ifri's goal in launching this new research program is to provide insight and analysis into a more complete view of Canada's domestic and foreign policy.

TEAM

Laurence Nardon, Research Fellow, Head of the Canada Program

DIGITAL PUBLICATIONS

The October 2015 federal elections in Canada: dynamics and stakes, *Rémi Descheyre*, June.

Best friends, eh? The Arctic, Keystone XL and the Canada-United States Relationship in 2015, *Rémi Descheyre*, July.

CROSSCUTTING PROGRAM

SECURITY STUDIES CENTER DEFENSE RESEARCH UNIT



For more than 20 years, the Security Studies Center has contributed to strategic security analysis in France and throughout the world through its original research, publications, and participation in seminars and debate. The center is also working to develop a far-reaching presence in the new media (Ultima Ratio blog, Twitter, videos on Dailymotion).

TEAM

Étienne de Durand, Research Fellow, Director of the Security Studies Center (to April 2015) and the Defense Research Unit (LRD)

Areas of expertise: European security, French and American defense policies, the “transformation” of force structures, military interventions, counter-insurgency, nuclear deterrence and proliferation.

Corentin Brustlein, Research Fellow, Head of the Security Studies Center (from April 2015) and the Proliferation and Deterrence Program

Areas of expertise: nuclear deterrence and proliferation, American and French defense policies, antimissile defense, air strength.

Antoine d’Évry, Army Officer, Battalion Commander, Research Fellow at the LRD (to August 2015)

Areas of expertise: evolution of contemporary military engagements, the future of the armed forces, French military in Africa.

Marc Hecker, Research Fellow at the Security Studies Center and Editor-in-Chief of *Politique étrangère*

Areas of expertise: terrorism, asymmetrical conflicts, wartime communication.

Rémy Héméz, Army Officer, Battalion Commander, Research Fellow at the LRD (from September 2015)

Areas of expertise: leadership, military doctrine, tactical and operative analysis.

Aline Lebœuf, Research Fellow at the LRD

Areas of expertise: changes in world conflicts, stabilization and post-conflict reconstruction, African conflicts.

Vivien Pertusot, Research Fellow, Head of Ifri Brussels and Coordinator of the “RECenter European and Transatlantic” program (RESET)

Areas of expertise: European defense policies, defense cooperation, NATO.

Élie Tenenbaum, Research Fellow, Coordinator of the LRD

Areas of expertise: the military and exterior operations, irregular war and hybrid strategies, African conflicts.

BLOG ULTIMA RATIO

ultimaratio-blog.org

Ultima Ratio, launched in March 2010 by Ifri’s Security Studies Center, is dedicated to questions of security and defense and strategic debate in general, mainly in the French-speaking world. It also features initial analyses of strategic news, interviews with authors, book reviews, activity reports, videos of conferences, and announcements regarding events and publications.

DIGITAL PUBLICATIONS

“Focus stratégique”

Union or force? Challenges facing contemporary multinational operations, n° 55, *Olivier Schmitt*, March.

Ukraine: a Test for Russian Military Reform, n° 56, *Pavel Baev*, May.

Social networks and jihadism: from diagnosis to remedies, n° 57, *Marc Hecker*, June.

European Defense Planning and the Ukraine Crisis: Two Contrasting Views, n° 58, *Magnus Petersson, Andres Vosman*, June.

Operation Serval standing up to doubts: true success, false lessons, n° 59, *Antoine d'Évry*, July.

Will a gang cyberwar materialize?, n° 60, *Daniel Ventre*, August.

Mastering firepower: a challenge for ground forces, n° 61, *Corentin Brustlein*, September.

An information war: the Russian web in the Ukrainian conflict, n° 62, *Julien Nocetti*, September.

The hybrid warfare trap, n° 63, *Élie Tenenbaum*, October.

Sweden's Nato Workaround: Swedish Security and Defense Policy against the Backdrop of Russian Revisionism, n° 64, *Barbara Kunz*, November.

"Proliferation Papers"

Conventionalizing Deterrence? US Prompt Strike Programs and their Limits, n° 52, *Corentin Brustlein*, January.

Going Tactical: Pakistan's Nuclear Posture and Implications for Stability, n° 53, *Feroz Hassan Khan*, September.

Cross-Domain Coercion: The Current Russian Art of Strategy, n° 54, *Dmitry (Dima) Adamsky*, November.

CONTRIBUTIONS AND ARTICLES OUTSIDE OF IFRI

Is France's foreign policy "Charlie"? *Thomas Gomart*, *Études*, November.

Is a French Intifada Brewing?, *Marc Hecker*, *The American Interest*, April.

Military innovations, surprise and strategy, *Corentin Brustlein*, *Stratégique*, June.

The digital tsunami: Managing natural disasters in the era of social networks, *Marc Hecker*, *Études*, July-August.

SEMINARS AND ROUNDTABLES

28 April, Brussels – Framework Nations Concept: The Panacea?

Issues addressed: *Setting up NATO's "framework nations concept"; Update on ongoing projects; Analysis of lead nations' and their partners' interests; Future perspectives.*

With: *Gianluca Carai*, Chief Capability Development Office, Italian Defense General Staff, Ministry of Defence, Italy; *Bastian Giegerich*, Director of Defence and Military Analysis,

International Institute for Strategy Studies; *Jan Havránek*, Head of Defence Advisors, Czech Delegation to NATO; *Peter Viggo Jakobsen*, Associate Professor, Department of Strategy, Royal Danish Defence College; *Barbara Kunz*, Researcher, Cerfa, Ifri; *Maarten van Meurs*, Strategic Advisor, International Cooperation, Ministry of Defense, The Netherlands; *Vivien Pertusot*, Head of Ifri Brussels; *James Phillips*, Senior Crisis Manager, NATO, and Europe Policy, Ministry of Defence, United Kingdom.

6-7 May, Sydney – 3rd Australia-France Defence and Industry Dialogue

Issues addressed: *French and Australian Defence Policies; The Maritime Security Intelligence Surveillance and Reconnaissance Agenda; Anti-Submarine Warfare in the Indian Ocean by 2035; Australian-France Relations – Growing Trade and Investments Relationships; Homegrown Terrorism Issues; Land Warfare: Lessons Learned from the Middle East and Africa and Preparing for the Future; Compared Visions of Future Critical Defence Technologies – 2035 Horizon.*

With: *Corentin Brustlein*, Ifri; General *Jean-Marie Clament*, Directorate General for International Relations and Strategy (DGRIS), Ministry of Defence; General *Michael Clifford* (ret.), ASPI; Admiral *Jacques Cousquer*, Directorate General of Armaments; *Andrew Davies*, ASPI; *Tobias Feakin*, ASPI; Colonel *Gilles Haberey*, Army General Staff; Air Chief Marshal *Sir Angus Houston* (ret.), former Australian Army Chief of Staff; *Chris Jenkins*, Thales Australia and New Zealand; *Peter Jennings*, ASPI; *Stephen Loosley*, ASPI; Air Vice Marshall *John McGarry*, Director of the Defence Intelligence Organisation; *Stephen Meekin*, Ministry of Defence; *Jeremy Newman*, Department of Foreign Affairs and Trade; *Françoise Nicolas*, Ifri; General *Luc Perron de Revel*, Commander of the French Armed Forces in New Caledonia (COMSUP-FANC); *Nicolas Regaud*, DGRIS; General *Gavan Reynolds*, Commander of the 6th Brigade of the Australian Army; Vice Admiral *Christopher A. Ritchie* (ret.), former Australian Navy Chief of Staff; *Ashton Robinson*, Office of National Assessments; *CF Bertrand Romain*, DGRIS; *Francois Romanet*, Safran.

22 May – Extended Deterrence and Alliance Management in North-East Asia

With: *Katy Kongdan Oh*, Research Fellow, Institute for Defense Analyses (IDA), Non-Resident Senior Fellow, Brookings Institution.

1 July – Security-Defense Continuum: militarizing the police or "policifying" the military?

Issues addressed: *The use of armed forces on French territory; the armed forces, militarized police and national territory; foreign examples.*

With: *Mourad Chabbi*, Teacher Research Fellow, University Jean Moulin (Lyon III); *Pierre Chareyron*, Chief of Operations, 9th RIMA (2011-2013); *Sébastien Forja*, GIGN Officer; *Vinicius Mariano De Carvalho*, Lecturer, King's College London; *Élie Tenenbaum*, Coordinator of the LRD, Ifri.

10 September – Future Military Balances and Deterrence Stability in the Middle East

With: *Ron Tira*, Reserve Officer with the Israeli Air Force.

18 September – Hacktivism: Situational update and solutions

Issues addressed: *the evolution and growing complexity of techniques used by hacktivists; Hacktivist attacks: the experience of one cybersecurity firm; Problems in attributing cyber attacks; Defending systems against hacktivists; Possible judiciary actions to deal with hacktivists.*

With: *Thierry Berthier*, University of Limoges; *Ben Buchanan*, King's College London, CF *Philippe Gaucher*, Army General Staff; *Yves Le Floch*, Sogeti; *Noémie Nathan*, Institute for Advanced Studies in Security and Justice.

21 September – Operational Lessons from Sangaris and Eufor-RCA

Issues addressed: *Answers to security challenges in the Central African Republic; Anticipating enemy actions; Protecting civilians.*

With: General *Éric Bellot des Minières*, former Commander of Operation Sangaris; Lieutenant Colonel *Benoît Chamberland*, Former Head of Intelligence Sub-Unit; Lieutenant Colonel *Éric Meunier*, former Head of Airmobile Sub-Unit; General *Philippe Ponties*, Commander of EUFOR-RCA; Chief Commissioner *Cécile Reliaud*, former LEGAD for Sangaris; Colonel *Philippe Testart*, Commanding Officer for GTIA Picardie; Commander *Éric Vallory*, GTIA Savoie.

22 October – Facing a Resurgent Russia: Northern Challenges.

With: *Pauli Järvenpää*, former Ambassador, Research Fellow, International Center for Defense and Security, Estonia; *Fredrik Westerlund*, Research Fellow, Swedish Agency for Defense Research (FOI).

27 November – Inaugural Conference of the Nuclear Network and Strategy – New Generation

With: Army General *Henri Bentégeat*, former Chief of the Military Staff of the President of the Republic (1999-2002), former Chief of Defense Staff (2002-2006).

16 December – Integrating Conventional and Nuclear Options in Crisis Management and Escalation

With: *Thomas G. Mahnken*, Professor at Johns Hopkins University, Washington, and at the Naval War College, Rhode Island.

SPACE PROGRAM



Ifri's Space Program seeks to establish the importance of space as a political subject among policymakers and the general public, to highlight the central role it plays in our societies and economies. It also aims to situate national, regional and international space policies in the broader context of the dynamics currently affecting international relations. Finally, the project seeks to define and illustrate the strategic opportunities of space, to establish and understand its importance in international politics. The Space Program focuses its analyses on Europe, since its ability to cope with the challenges of the 21st century will depend in part on the development of a coherent and ambitious space strategy.

TEAM

Laurence Nardon, Research Fellow, Head of the Space Program

Areas of expertise: American space policy, space and security.

DIGITAL PUBLICATIONS

"Notes de l'Ifri"

Space in a Changing Environment: a European Point of View,
Guilhem Penent, April.

CENTER FOR ENERGY



The Center for Energy aims to inform public and private decision-makers about geopolitical developments in global energy markets and their economic, political and environmental implications, as well as their effects on European policy. The center's work focuses on subjects such as the geopolitics of fossil fuel, European energy policies, the main issues involving the electricity sector, and climate policies and energy transition.

Since February 2014, the Center for Energy has joined with 11 partners and nine European countries in the multidisciplinary consortium, INSIGHT_E, forming an independent research and reflection group, to advise the European Commission and energy market actors on European energy policy.

TEAM

Marie-Claire Aoun, Director

Jacques Lesourne, Chairman of the Center's Scientific Committee

Aurélie Faure-Schuyer, Research Fellow, Brussels
Areas of expertise: European energy policy, electricity market.

Carole Mathieu, Research Fellow
Areas of expertise: climate-change mitigation policies, European energy policy, security of energy supply.

Gabrielle Desarnaud, Research Fellow
Areas of expertise: Asian energy markets, access to energy.

Olivier Appert, Advisor

Cécile Maisonneuve, Advisor

William C. Ramsay, Advisor

Martine Breux, Assistant

DIGITAL PUBLICATIONS

“Études de l’Ifri”

The European gas market looking for its golden age?, *Marie-Claire Aoun, Sylvie Cornot-Gandolphe*, October



“Notes de l’Ifri”

The US Shale Oil Revolution: The Test of the Business Model is Underway, *Sylvie Cornot-Gandolphe*, February.

The Saudi Electricity Sector: Pressing Issues and Challenges, *Marie-Claire Aoun, Saïd Nacet*, April.

China's Coming of Age on Climate Change. Just in Time for Paris?, *Aurélie Faure-Schuyer, John Seaman*, May.

Japan's Energy and Climate Policy: Towards Dispelling Uncertainties, *Sylvie Cornot-Gandolphe, Carole Mathieu*, June.

Electrical networks and energy transition in Europe, *Michel Cruciani*, June.

Financing Nuclear Power Plant Projects: a New Paradigm?, *Fabienne Pehuet Lucet*, June.

Brazil's energy potential: a governance issue, *Philippe Sebillé-Lopez*, July.

Water and Energy in the GCC: Securing Scarce Water in Oil-Rich Countries, *Laura Parmigiani*, September.

Political and geopolitical risks: Gas governance in Israel, *Maïté de Boncourt*, December.

"Notes de l'Ifri"

(as part of the Ifri/OCP Policy Center partnership)

New challenges for oil-based sovereign wealth funds, *Marie-Claire Aoun*, *Benjamin Augé*, February.

"Éditos Énergie"

European energy security and relations outside of the EU and its member countries, *Jacques Lesourne*, March.

The end of the good times for OPEC?, *Marie-Claire Aoun*, March.

Energy Union: What's Inside the Defence Walls?, *Aurélie Faure-Schuyer*, March.

Road to Paris: What Would Be a Successful Outcome for COP21?, *Carole Mathieu*, April.

Energy storage: the challenge launched by Tesla, *Aurélie Faure-Schuyer*, May.

Innovation: a New Mode of Climate Action, *Aurélie Faure-Schuyer*, December.

Does OPEC still exist?, *Olivier Appert*, December.

CONTRIBUTIONS TO *POLITIQUE ETRANGERE*

Une ère nouvelle d'abondance pétrolière, *Marie-Claire Aoun*, PE 4:2015, December.

CONTRIBUTIONS OUTSIDE IFRI

Revisiting Energy Security in Turbulent Times

Discussion Paper for the *Brussels Think Tank Dialogue* 2015, *Aurélie Faure-Schuyer*, January.

How Can Batteries Support the EU Electricity Network?, *Aurélie Faure-Schuyer*, Policy Report, Insight_E publication, January.

Unburnable Fossil Fuels in a 2°C World, *Carole Mathieu*, Hot Energy Topics n° 6, Insight_E publication, February.

European energy policy. Between facts and current trends, *Jacques Lesourne*, *Commentaire*, n° 149, April.

East-Mediterranean Gas Potential: Opportunities and Barriers, *Maïté de Boncourt*, *Constantinos Taliotis*, Hot Energy Topics n° 7, Insight_E publication, May.

The New Dimensions of Geopolitics, 2012-2015 Triennium: Main Report, *Marie-Claire Aoun*, *Carole Mathieu*, *Maja Lojanica*, Cligendael International Energy Program (CIEP), Ifri, report for the International Gas Union (IGU) presented at the World Gas Conference, June.

Local Content Strategies in the Oil and Gas Sector: How to Maximise Benefits to Host Communities, 2012-2015 Triennium Theme Paper, *Marie-Claire Aoun*, *Carole Mathieu*, report for the International Gas Union (IGU) presented at the World Gas Conference, June.

Is Natural Gas Green Enough for the Environment and Energy Policies?, 2012-2015 Triennium Theme Paper, *Marie-Claire Aoun*, *Aurélie Faure-Schuyer*, Cligendael International Energy Program (CIEP), Ifri, report for the International Gas Union (IGU) presented at the World Gas Conference, June.

Quantifying the "Merit Order" Effect in European Electricity Markets, *Paul Deane*, *Seán Collins*, *Brian Ó Gallachóir* (University College Cork), *Cherrelle Eid* (Ifri), *Rupert Hartel*, *Dogan Keles*, *Wolf Fichtner* (KIT), Insight_E Rapid Response Energy Brief n° 3, June.

Self-Consumption of Electricity from Renewable Sources, *Aurélie Faure-Schuyer*, Insight_E Rapid Response Energy Brief n° 6, June.

The Energy Union: Views from France, Germany, Poland and the United Kingdom, *Instytut Spraw Publicznych (IPS)*, *Carole Mathieu*, *Agnieszka Lada*, *Magdalena Skłodowska*, *Melchior Szczepanik*, *Lukasz Wenerski*, *Stephen Bastos*, *Andreas Speiser*, July.

Shaping Expectations to Foster the Low Carbon Transition: Can COP21 be a Catalyst for Action?

Carole Mathieu, Insight_E Hot Energy Topic, n° 11, November.

Exploring the Strengths and Weaknesses of European Innovation Capacity within the Strategic Energy Technologies (SET) Plan, *Ija Drmac*, *Drazen Jaksic*, *Nikola Karadza*, *Maja Lojanica*, Insight_E Policy Report August 2015, December.

INTERNATIONAL CONFERENCES

4 March, Brussels – Europe and the New Frontiers of Energy: Turning Grand Strategy into Effective Policy Annual conference

Issues addressed: *New Frontiers in Geopolitics: New Strategies for the Main Actors?; Energy Policy, Industry Policy: Hand-in-Hand or Face-to-Face?; New Frontiers in Technology and Business: From Engineer Dream to Field Solution; New Frontier in Governance: Implementing Efficient Policies in Europe.*

Opening remarks: *Thierry de Montbrial*, President, Ifri; *Dzintars Kaulins*, Head of Energy Division, Permanent Representation of Latvia to the EU.

With: *William Ramsay*, former Deputy Executive Director, IEA, Senior Advisor, Ifri; *Sylvie Cornot-Gandolphe*, Associate Research Fellow, Center for Energy, Ifri; *Yves-Louis Darricarrere*, President Upstream of Total; *Olivier Perrin*, Associate Director, Schlumberger Business Consulting; *Tatiana Mitrova*, Head of Oil and Gas Department, Energy Research Institute, Moscow; *Tatsuo Masuda*, Professor at Nagoya University of Commerce and Business, former Vice-President of Japan National Oil Corporation; *Barbara Lewis*, Senior EU Energy & Environment Correspondent, Reuters; *Dominique Ristori*, Director General, DG Energy, EU Commission; *Jean-Pierre Clamadieu*, President, European Chemical Industry Council (CEFIC); *Cécile Maisonneuve*, Senior Advisor, Ifri Center for Energy; *Thomas-Olivier Leautier*, Professor, Toulouse School of Economics; *Jean-Pol Poncelet*, Director General, FORATOM; *Susanne Hounsell*, Associate Director, IHS Energy; *Dominique Maillard*, Chief Executive Officer, RTE; *Marie-Claire Aoun*, Director, Center for Energy, Ifri; *Lord Mogg*, President of the Council of European Regulators, Chair of the Board of Regulators, ACER and European Advisor, Ofgem; *Jean-François Conil-Lacoste*, Chief Executive Officer, EPEX SPOT; *Denis Simonneau*, Member of the Executive Committee, GDF-SUEZ; *Paul Watkinson*, Head of the Climate Change Negotiations Team, France.

4 November, Paris – Climate Action beyond COP21: from International Negotiations to Universal Mobilisation?

With: *Yvo de Boer*, Director General, Global Green Growth Institute, former Executive Secretary, UNFCCC (2006-2010); *Jean Jouzel*, Climatologist, Vice-President, IPCC Working Group 1; *Kuo-Yen Wei*, Minister, Environmental Protection Administration, Executive Yuan, ROC, Taiwan; *Oliver Geden*, Head of EU Research Unit, Stiftung Wissenschaft und Politik (SWP); *Takashi Hattori*, Head, Environment and Climate Change Unit, IEA; *Carole Mathieu*, Research Fellow, Center for Energy, Ifri.

Moderator: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

SEMINARS AND ROUNDTABLES

26 May, Brussels – COP21: the Role of the EU and of its Members in the Climate Negotiations. Views from the Weimar Triangle Countries

In partnership with SWP and PISM

With: *Oliver Geden*, Head of EU Research Division, Stiftung Wissenschaft und Politik; *Carole Mathieu*, Research Fellow, Center for Energy, Ifri; *Marek Wąsiński*, Analyst, Polish Institute of International Affairs.

3 June, Paris – Iran's Strategy for Natural Gas

With: *Hamidreza Araghi*, Deputy Oil Minister and Managing Director of National Iranian Gas Company (NIGC).

Opening remarks: *Dominique David*, Advisor to the President, Ifri.

Moderator: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

• Ifri Energy Breakfast Roundtables – Brussels

10 February – Falling Oil Price: a Stress Test for the US Shale Oil and the Global Market

With: *Sylvie Cornot-Gandolphe*, Associate Research Fellow, Ifri; *Said Nachet*, Director, Paris Petroleum Seminar, IFP Training; *Francis Perrin*, Chairman, Stratégies et Politique énergétiques (SPE).

Chair: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

19 May – A Turning Point for the European Gas Markets?

With: *Pierre Cotin*, Chief Strategy, Development & Marketing Officer, Elengy, on behalf of Gas LNG Europe (GLE); *François-Régis Mouton*, Chairman, GasNaturally; *Takuro Yamamoto*, LNG Analyst, International Energy Agency (IEA); *Monika Zsigri*, Policy Officer, Internal Energy Market, Security of Supply, DG Energy, European Commission.

Chair: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

30 June – EU Electricity Infrastructure Coordination and the Energy Transition

With: *Michel Cruciani*, Associate Research Fellow, Center for Energy, Ifri; *Florian Chapalain*, Policy Officer, EDSO; *Sébastien Lepy*, Chair, ENTSO-E System Development Committee; *Brendan Devlin*, Advisor, Unit for Networks and Regional Initiatives Internal Energy Market, DG Energy, European Commission.

Chair: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

1 October – Energy Policy in Central and Eastern Europe: What Challenges Lie Ahead?

With: *Dick Buschle*, Deputy Director, Energy Community Secretariat; *Bodgan Janicki*, Senior Advisor to the President, Central Europe Energy Partners; *Hans Van Steen*, Head of Unit International Relations and Enlargement, DG Energy, European Commission.

Chair: *Marie-Claire Aoun*, Director, Center for Energy, Ifri.

- **Ifri Climate Breakfast Roundtables – Paris**

In partnership with I4CE (formerly CDC Climat)

5 March – Towards COP21: China’s Perspective

With: *He Jiankun*, Vice-Chairman of the National Panel on Climate Change.

20 May – Towards COP21: Indonesia’s Perspective

With: *Yetti Rusli*, Senior Advisor to the Minister for Environment and Climate Change, Republic of Indonesia.

3 July – Towards COP21: California’s Perspective

With: *Matt Rodriguez*, Secretary for Environmental Protection, California Environmental Protection Agency.

22 July – Towards COP21: Mexico’s Perspective

With: *Roberto Dondisch Glowinski*, Director General for Global Issues – Ministry of Foreign Affairs.

CENTER FOR MIGRATIONS AND CITIZENSHIP



With the creation of the Center for Migrations and Citizenship in 2011, Ifri was seeking to better structure French and European studies on migration and new citizenship practices as a central reality of international relations in an increasingly interdependent world. The center offers fresh thinking on migration and diversity, using innovative methodology that actively involves the actors affected by such questions; institutions, policy decision-makers, NGOs, firms, migrants and inhabitants of working-class neighborhoods are all participants, as well as recipients, of the research carried out by the Center for Migrations and Citizenship.

TEAM

Christophe Bertossi, Director, Center for Migrations and Citizenship

Areas of expertise: citizenship, multiculturalism, institutions, discrimination, migration policies, Muslims in Europe, migrations and businesses.

Mathieu Tardis, Research Fellow

Areas of expertise: migration and asylum policies in Europe, refugees and asylum seekers in the world, migrations and businesses.

DIGITAL PUBLICATIONS

“Études de l’Ifri”

Recruiting foreign workers. The impact of immigration policies on French firms, Emma Broughton, May

The right of asylum: the history of a European failure, Matthieu Tardis, August

Companies as operators of migration policies?, Emma Broughton, October



CONTRIBUTIONS TO *POLITIQUE ÉTRANGÈRE*

Welcoming refugees: the other European crisis, Matthieu Tardis, PE 3:2015, September.

SEMINARS AND ROUNDTABLES

31 March – “Theo van Gogh, Charlie Hebdo – and after?”

In collaboration with the Maison de l'Europe and the Dutch Embassy in France.

With: *Jan-Willem Duyvendak*, University of Amsterdam; *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri; *Makram Abbes*, ENS Lyon.

Moderator: *Jean-Christophe Ploquin*, La Croix.

17 June – The asylum crisis in Europe

With: *Philippe Leclerc*, Representative of the United Nations High Commissioner for Refugees (UNHCR) in France; *Matthieu Tardis*, Research Fellow, Center for Migrations and Citizenship, Ifri.

Moderator: *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri.

25 November – Europe and refugees in 2015: a crisis of remembrance?

In partnership with the Calouste Gulbenkian Foundation, the French Network of Institutes of Advanced Study (RFIEA), the University of Warwick, the University of Amsterdam, and Cerfa, as part of the “Memories and Migration” project, sponsored by the European Commission’s “Europe for Citizens” program.

Issues addressed: *Paris, an actor in welcoming refugees; National identities and the refugee crisis: Germany, France, Greece and Hungary; The right of asylum at the roots of European project; Civil society and memories: refugee-assisting organizations in six European cities.*

With: *Catherine Lalumière*, President, Maison de l'Europe in Paris, Vice-President of the European Parliament (2001-2004); *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri; *Olivier Bouin*, Director, French Network of Institutes of Advanced Study; *Philip Rudge*, First Secretary General of the European Council on Refugees and Exiles, ECRE; *Catherine Wihtol de Wenden*, Research Director, Sciences Po CERI; *Daniele Joly*, Professor Emeritus, University of Warwick, Associate Research Fellow, Center for Migrations and Citizenship, Ifri; *Catherine Perron*, Research Fellow, Sciences Po CERI; *Evelyne Ribert*, Sociologist, CNRS; *Georges Dertilis*, Professor Emeritus, University of Athens, Director of Studies, EHESS (2000-2009); *Endre Sik*, Professor, Department for Minority Studies, University of Elte, Director, Center for Refugee and Migration Studies, Academy of Hungarian Sciences; *Timea Lovig*, Menedek Association, Budapest; *Ismini Karydopoulou*, Greek Forum of Refugees, Athens; *Hans Van Stee*, Dutch Council for Refugees; *Barbara Forbes*, City of Sanctuary, Birmingham; *Christophe Harrison*, Head of the General Administrative Secretariat, France Terre d'Asile; *Jan*

Willem Duyvendak, Sociology Professor, University of Amsterdam, Associate Research Fellow, Center for Migrations and Citizenship, Ifri; *Kursheed Wadia*, Principal Research Fellow, University of Warwick, Associate Research Fellow, Center for Migrations and Citizenship, Ifri.

26 November – Memory and Migrations: The Case of Refugees

A European conference

With: *Firoez Azarhoosh*, Stitching BMP; *Hans Van Stee*, Dutch Council for Refugees; *Ismini Karydopoulou*, Kazim Rooish, *Martin-Sqalenz Kalenga Sobola*, Greek Forum of Refugees; *Giorgios Kritikos*, University of Harokopion; *Barbara Forbes*, City of Sanctuary, Birmingham; *Timea Lovig*, Menedek Association, Budapest; *Endre Sik*, Tarki; *Mohammed Ouaddane*, Memory-History Network in Ile-de-France; *Matthieu Tardis*, Research Fellow, Ifri; *Laure Paradis*, intern, Ifri; *Magali Robert*, Integration Mission for the City of Paris; *Hélène Souplos David*, France Terre d'Asile.

8 December – The role of firms in the integration of migrants in Europe: What lessons for France?

Issues addressed: *The integration of migrants: a European question; Making employment easier for migrants: from national integration strategies to local initiatives and cooperation between the public and private sectors; How to galvanize firms into employing migrants?*

Opening remarks: *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri; *Bruce Roch*, Director, RSE et solidarités, Adecco Groupe France, Administrator of the AFMD; *Patricia Renoul*, Directorate for the Reception of Foreigners and Nationality (Daaen), General Directorate for Foreigners in France (DGEF), Ministry of the Interior.

With: *Antoine Savary*, Deputy Head of Unit, Legal Migration and Integration, Directorate General Migration and Home Affairs, European Commission; *Thomas Huddleston*, Director, Migration and Integration program, Migration Policy Group, Brussels; *Gwladys Fromentin*, Head of Office, Social and Professional Support, Daaen, DGEF, Ministry of the Interior; *Marco Buemi*, expert on inclusion and diversity, Diversita Lavoro program, Italy; *Ludo Moyersoen*, Head of Support, Micro-credit Program, MicroStart, Belgium; *Philippe Rigollier*, Head of the Mission for Integration and the Fight Against Discrimination, Nantes; *Frédéric Callens*, Head of the Bureau for the Prevention and Fight Against Discrimination, General Commission for Territorial Equality (CGET); *Michael Privot*, Director, Enar; *Catherine Minard*, Director of International Affairs, Medef; *Fatiha Mlati*, Director of Integration, France Terre d'Asile; *Jean-Louis Malys*, National Secretary in charge of the Fight against Discrimination, CFDT.

LES PUBLICATIONS EN 2015

BOOK

Ramses 2016: Climate: A new chance?, *Thierry de Montbrial, Dominique David (ed.)*, Dunod, September.

BOOKS PUBLISHED OUTSIDE OF IFRI

A drop of water and the ocean. Journal of a search for meaning, *Thierry de Montbrial*, Albin Michel, March.

Thoughts and action, *Thierry de Montbrial*, Academia Romana, FNSA, Bucharest, October.

A changing Germany: the risks and challenges of mutation, *Hans Stark, Nele Wissmann (ed.)*, Septentrion, October.

DIGITAL PUBLICATIONS, ARTICLES

• CERFA PUBLICATIONS

“Études de l’Ifri”

Opening up the Franco-German Dialogue: How Dialogues Can Enhance European Integration, *Hans Stark*, July.

“Notes du Cerfa”

Germany looking for an African policy strategy, n° 119, *Tobias Koepf*, January.

German-Russian relations: Change of Paradigm versus “Business as Usual”, n° 120, *Hannes Adomeit*, February.

European immigration in Germany: current trends, n° 121, *Marcus Engler, Martin Weinmann*, March.

German energy transition at a crossroads: global pressure or a green energy island?, n° 122, *Frank Umbach*, May.

The “2014 Review”: Understanding the pillars of German foreign policy and the expectations of the rest of the world, n° 123, *Annegret Bendiek*, May.

The TTIP debate in Germany, n° 124, *Gabriel Felbermayr*, June.

“The Alternative for Germany”: Will the party come down on the right of the German political spectrum?, n° 125, *Nele Katharina Wissmann*, October.

Greco-German relations in a time of crisis, n° 126, *Georges Tzogopoulos*, November.

Between crisis and responsibility: an initial assessment of the new German defense policy, n° 127, *Claudia Major, Christian Mölling*, December.

“Visions franco-allemandes”

What policy mix to end the crisis in the euro zone? Towards new Franco-German convergences, n° 25, *Pascal Kauffmann, Henrik Uterwedde*, January.

Under new auspices: processes of transition and models of cooperation within Franco-German energy relations, n° 26, *Franca Diechtl, Severin Fischer*, June.

“Focus stratégique”

Sweden’s NATO Workaround: Swedish Security and Defense Policy Against the Backdrop of Russian Revisionism, n° 64, *Barbara Kunz*, November.

Articles and contributions outside of Ifri

France, Germany and the European Union at a crossroads: reflections in view of a new departure, *Franco-German Reflection Group*, March.

Germany’s Unnecessary Hegemony. Berlin’s Seeking of “Tranquility, Profit and Power” in the Absence of Systemic Constraints, *Barbara Kunz, Politics*, vol. 35(2), June 2015, p. 172-182.

Tyskland – Stormarkt mot sin vilja?, *Barbara Kunz, Världspolitikens Dagsfrågor*, July.

Defending Europe? A report on the French and German visions for European defense, *Barbara Kunz, Études de l’IRSEM*, n° 41, September.

Europe at a crossroads: defense and security policies need Franco-German initiatives, *Franco-German Reflection Group*, November.

France and Germany looking at one another, *Hans Stark, Claire Demesmay, Allemagne d’aujourd’hui*, n° 214, October-December 2015.

• IFRI BRUSSELS PUBLICATIONS

“Notes de l’Ifri”

EU Reform: Mapping out a State of Flux, *Vivien Pertusot*, September.

Articles and contributions outside of Ifri

A Single European Labour Market: Moving it Closer?

Discussion Paper for the *Brussels Think Tank Dialogue* 2015, Gregory Claeys, Anne Macey, January.

Three Challenges for Tomorrow's EU Migration Policy: Fairness, Mobility and Narratives

Discussion Paper for the *Brussels Think Tank Dialogue* 2015, Shada Islam, Matthias Mayer, Yves Pascouau, January.

Franco-British relations: a well-kept secret, Vivien Pertusot, *Diplomat*, "Les grands dossiers", n° 25, February 2015.

Visions of EU Reform, Vivien Pertusot, contribution to a House of Lords report, December.

• RUSSIA/NIS

"Russie.Nei.Visions"

(Collection published in English, French and Russian)

Does Russia have a strategy in Central Asia?, n° 82, Bobo Lo, January.

The Jewish diaspora and the Russian-Ukrainian crisis, n° 83, Olena Bagno-Moldavsky, March.

Russia's Domestic Evolution: What Impact on its Foreign Policy?, n° 84, Tatiana Kastouéva-Jean, April.

The Kurds: a channel of Russian influence in the Middle East?, n° 85, Igor Delanoë, June.

New Russian energy alliances: myths and realities, n° 86, Vladimir Milov, July.

Leaving to come back: Russian senior officials and the state-owned companies, n° 87, Mikhail Korostikov, August.

The State and the business world in Russia, n° 88, Igor Bounine, Alexeï Makarkine, November.

Eurasia in Russian foreign policy: interests, opportunities and constraints, n° 89, Ivan Timofeev, Elena Alekseenkova, December.

Conservatism in Russia: Political Tool or Historical Choice?, n° 90, Leonid Poliakov, December.

"Russie.Nei.Reports"

(Collection published in English or French)

Ukraine: a Test for Russian Military Reform, n° 19, Pavel Baev, May.

An information war: the Russian web in the Ukrainian conflict, n° 20, Julien Nocetti, September.

There Will Be Gas: Gazprom's Transport Strategy in Europe, n° 21, Aurélie Bros, October.

Articles and contributions outside of Ifri

Contest and Conquest: Russia and Global Internet Governance, Julien Nocetti, *International Affairs*, vol. 91, n° 1, January.

Consequences of the Russo-Occidental schism, Thomas Gomart, *Revue des Deux Mondes*, February.

A Russian cathedral at the foot of the Eiffel Tower, Tatiana Kastouéva-Jean, *Revue hommes et migrations*, dossier "Les Paris des migrants", n° 1308, December 2014, Paris Bibliothèque/distributed by Actes Sud, March.

Higher School of Economics, Tatiana Kastouéva-Jean, *Revue Analyse financière*, n° 55, SFAF, April.

"Global Education" to train Russian students abroad, Tatiana Kastouéva-Jean, *Revue Analyse financière*, n° 55, SFAF, April.

The Nexus Between the Conflicts in the Mideast and Ukraine, Thomas Gomart, Global Memo Council of Councils, June.

Russia's "dictatorship-of-the-law" Approach to Internet Policy, Julien Nocetti, *Internet Policy Review*, vol. 4, n° 4, November.

• ASIA

"Asie.Visions"

Nationalism in China and Japan and Implications for Bilateral Relations, n° 74, Alice Ekman, Céline Pajon, March.

France and Asia: the outline of a French-style "pivot"?, n° 75, Hadrienne Terres, April.

China's Emerging Middle Class: What Political Impact?, n° 76, Alice Ekman, June.

Economics in Narendra Modi's Foreign Policy, n° 77, Amitendu Palit, August.

India's Approach to Climate's Negotiations – From the South to the North?, n° 78, Lydia Powell, September.

Space Collaboration Between India and France: Towards a New Era, n° 79, Ajey Lele, September.

The BJP and State Politics in India: A Crashing Wave?, n° 80, Gilles Verniers, December.

Articles and contributions outside of Ifri

Informal relations between Beijing and Taipei: the expansion of academic diplomacy in the Taiwan straits, *Alice Ekman*, The CERI Studies, September.

• MIDDLE EAST/TURKEY/ MEDITERRANEAN

“Notes de l’Ifri”

Persistence and Evolutions of the Rentier State Model in Gulf Countries, *Anaïs Ozyavuz, Dorothée Schmid*, April.

Challenges facing President Sissi’s Egypt, *Denis Bauchard*, April.

Towards a new Persian Empire in the Middle East?, *Mohammad-Reza Djalili, Thierry Kellner*, May.

Transition and negotiations in Yemen. The UN’s role, *François Frison-Roche*, October.

“Notes franco-turques”

Turkey: The Sèvres Syndrome, or the Endless War, *Dorothée Schmid*, April.

The Kurds: a channel of Russian influence in the Middle East?, *Igor Delanoë*, June.

Antioch minorities along the Orontes River. Typology of a new balance of power, *Florence Deliancourt*, October.

• IFRI-OCP POLICY CENTER PARTNERSHIP

“Notes de l’Ifri”

Ghana and the Oil Sector: Beyond the resource curse?, *Mathieu Pellerin*, September.

Securing Energy and Mineral Resources for China: Debating the Role of Markets, *John Seaman*, October.

Indian policies in the phosphates and fertilizers sector: international and domestic dimensions, *Isabelle Saint-Mézard*, November.

Nigeria: From Goodluck Jonathan to Muhammadu Buhari, *Benjamin Augé*, December.

African security policies of the United States and France, *Jean-Yves Haine* (to be published).

• SUB-SAHARAN AFRICA

“Notes de l’Ifri”

Oil and Gas in Eastern Africa: Current Developments and Future Perspectives, *Benjamin Augé*, March.

DRC’s Regional Positioning, in Between the African Great Lakes and Southern Africa, *Cyril Musila*, May.

Thinking about and anticipating the socio-economic impacts of the humanitarian response in the Central African Republic, *Thierry Vircoulon*, July.

Burundi: Unravelling the Peace, *Thierry Vircoulon, Solène Brabant*, October.

DRC: Fluid Mechanisms. Political Reorganization Just Before the 2016 Elections, *Manya Riche*, November.

Identifying the African middle classes. Diversity, specificities and consumption practices under pressure, *Clélie Nallet*, December.

• NORTH AMERICA

“Potomac Papers”

How do American women vote?, n° 23, *Laurence Nardon*, September.

• SECURITY

“Focus stratégique”

Union or force? Challenges facing contemporary multinational operations, n° 55, *Olivier Schmitt*, March.

Ukraine: a Test for Russian Military Reform, n° 56, *Pavel Baev*, May.

Social networks and jihadism: from diagnosis to remedies, n° 57, *Marc Hecker*, June.

European Defense Planning and the Ukraine Crisis: Two Contrasting Views, n° 58, *Magnus Petersson, Andres Vosman*, June.

Operation Serval standing up to doubts: true success, false lessons, n° 59, *Antoine d’Évry*, July.

Will a gang cyberwar materialize?, n° 60, *Daniel Ventre*, August.

Mastering the power of fire. A challenge for ground forces, n° 61, *Corentin Brustlein*, September.

An information war: the Russian web in the Ukrainian conflict, n° 62, *Julien Nocetti*, September.

The trap of hybrid warfare, n° 63, *Élie Tenenbaum*, October.

Sweden's Nato Workaround: Swedish Security and Defense Policy against the Backdrop of Russian Revisionism, n° 64, *Barbara Kunz*, November.

"Proliferation Papers"

Conventionalizing Deterrence? US Prompt Strike Programs and their Limits, n° 52, *Corentin Brustlein*, January.

Going Tactical: Pakistan's Nuclear Posture and Implications for Stability, n° 53, *Feroz Hassan Khan*, September.

Cross-Domain Coercion: The Current Russian Art of Strategy, n° 54, *Dmitry (Dima) Adamsky*, November.

Articles and contributions outside of Ifri

Is France's foreign policy "Charlie"?, *Thomas Gomart*, *Études*, November.

• SPACE

"Notes de l'Ifri"

Space in a Changing Environment: a European Point of View, *Guilhem Penent*, April.

• ENERGY

"Études de l'Ifri"

The European gas market looking for its golden age?, *Marie-Claire Aoun*, *Sylvie Cornot-Gandolphe*, October.

"Notes de l'Ifri"

The US Shale Oil Revolution: The Test of the Business Model is Underway, *Sylvie Cornot-Gandolphe*, February.

The Saudi Electricity Sector: Pressing Issues and Challenges, *Marie-Claire Aoun*, *Saïd Nachet*, April.

China's Coming of Age on Climate Change. Just in time for Paris?, *Aurélie Faure-Schuyer*, *John Seaman*, May.

Japan's Energy and Climate Policy: Towards Dispelling Uncertainties, *Sylvie Cornot-Gandolphe*, *Carole Mathieu*, June.

Electrical networks and energy transition in Europe, *Michel Cruciani*, June.

Financing Nuclear Power Plant Projects: a New Paradigm?, *Fabienne Pehuet Lucet*, June.

Brazil's energy potential: a governance issue, *Philippe Sebillé-Lopez*, July.

Water and Energy in the GCC: Securing Scarce Water in Oil-Rich Countries, *Laura Parmigiani*, September.

Political and geopolitical risks: Gas governance in Israel, *Maïté de Boncourt*, December.

Articles and contributions outside of Ifri

Revisiting Energy Security in Turbulent Times

Discussion Paper for the Brussels Think Tank Dialogue 2015, *Aurélie Faure-Schuyer*, January.

How Can Batteries Support the EU Electricity Network? *Aurélie Faure-Schuyer*, Policy Report, *Insight_E* publication, January.

Unburnable Fossil Fuels in a 2°C World, *Carole Mathieu*, *Hot Energy Topics* n° 6, *Insight_E* publication, February.

European energy policy. Between facts and current trends, *Jacques Lesourne*, *Commentaire*, n° 149, April.

East-Mediterranean Gas Potential: Opportunities and Barriers, *Maïté de Boncourt*, *Constantinos Taliotis*, *Hot Energy Topics* n° 7, *Insight_E* publication, May.

The New Dimensions of Geopolitics, 2012-2015 Triennium: Main Report, *Marie-Claire Aoun*, *Carole Mathieu*, *Maja Lojanica*, Cligendael International Energy Program (CIEP), Ifri, report for the International Gas Union (IGU), presented at the World Gas Conference, June.

Local Content Strategies in the Oil and Gas Sector: How to Maximise Benefits to Host Communities, 2012-2015 Triennium Theme Paper, *Marie-Claire Aoun*, *Carole Mathieu*, report for the International Gas Union (IGU), presented at the World Gas Conference, June.

Is Natural Gas Green Enough for the Environment and Energy Policies?, 2012-2015 Triennium Theme Paper, *Marie-Claire Aoun*, *Aurélie Faure Schuyer*, Cligendael International Energy Program (CIEP), Ifri, report for the International Gas Union (IGU), presented at the World Gas Conference, June.

Quantifying the “Merit Order” Effect in European Electricity Markets, *Cherrelle Eid*, Insight_E Rapid Response Energy Brief n° 3, June.

Self-Consumption of Electricity from Renewable Sources, *Aurélie Faure-Schuyer*, Insight_E Rapid Response Energy Brief n° 6, June.

The Energy Union: Views from France, Germany, Poland and the United Kingdom, *Instytut Spraw Publicznych (IPS)*, *Carole Mathieu*, *Agnieszka Lada*, *Magdalena Skłodowska*, *Melchior Szczepanik*, *Lukasz Wenerski*, *Stephen Bastos*, *Andreas Speiser*, July.

Shaping Expectations to Foster the Low Carbon transition: Can COP21 be a Catalyst for Action?
Carole Mathieu, Insight_E Hot Energy Topic, n° 11, November.

Exploring the Strengths and Weaknesses of European Innovation Capacity within the Strategic Energy Technologies (SET) Plan, *Ija Drmac*, *Drazen Jaksic*, *Nikola Karadza*, *Maja Lojanica*, Insight_E Policy Report August 2015, December.

• MIGRATIONS AND CITIZENSHIP

“Études de l’Ifri”

Recruiting foreign workers. The impact of immigration policies on French firms, *Emma Broughton*, June.

The right of asylum: the history of a European failure, *Matthieu Tardis*, August.

Companies as operators of migration policies?, *Emma Broughton*, October.

CONFERENCES AND DEBATES IN 2015

JANUARY

20 January – France facing terrorism

With: *Denis Bauchard*, Advisor on the Middle East, Ifri; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Marc Hecker*, Research Fellow, Security Studies Center, Ifri.

Moderator: *Dominique David*, Executive Vice-President, Ifri.

FEBRUARY

2 February – Islam, secularism, democracy: a Kosovan model?

With: *Enver Hoxhaj*, Head of the Parliamentary Committee on Foreign Policy, former Minister for Foreign Affairs of the Republic of Kosovo.

Moderator: *Dominique David*, Executive Vice-President, Ifri.

4 February – Who rules the Internet?

Presentation of the 1:2015 issue of *Politique étrangère*

With: *Bernard Benhamou*, University of Paris Panthéon-Sorbonne; *Françoise Massit-Folléa*, Research Consultant; *Francesca Musiani*, Researcher, Institute for Communication Sciences; *Julien Nocetti*, Research Fellow, Ifri; *Ziad Maalouf*, The Media Workshop, RFI.

MARCH

5 March – Religious mutations and stability in the Sahel

Conference reserved for Ifri members

With: *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri.

Moderator: *Dominique David*, Executive Vice-President, Ifri.

10 March – Geopolitics and a search for meaning

With: *Thierry de Montbrial*, President, Ifri, on the occasion of the release of his book *A drop of water and the ocean*, Paris, Albin Michel, 2015.

Moderator: *Dominique David*, Advisor to the executive Chairman, Ifri.

APRIL

7 April – 5^e edition Parliament Conference – Ifri Russia: towards a new cold war?

Moderators: *Élisabeth Guigou*, Chairman of the French National Assembly's Foreign Affairs Committee; *Thierry de Montbrial*, President, Ifri.

With: *Jean-Marc Ayrault*, former Prime Minister, Member of the Foreign Affairs Committee; *Thomas Gomart*, Director, Ifri; *Axel Poniatowski*, Vice-President of the Foreign Affairs Committee; *Tatiana Kastouéva-Jean*, Head of the Russia/NIS Center, Ifri.

14 April – Integrating populations and cultures? An Italian model for Europe

With: *Gianfranco Fini*, former Deputy Prime Minister, former Italian Minister of Foreign Affairs, former President of the Chamber of Deputies.

Moderator: *Dominique David*, Advisor to the Executive Chairman of Ifri.

14 April – What future for European defense? Librairie du citoyen, Paris

Presentation of the 2:2015 issue of *Politique étrangère*, PE 2:2015

With: *Alice Pannier*, doctoral candidate at the Center for International Studies and Research (CERI), Sciences Po, Paris; *Vivien Pertusot*, Head of Ifri Brussels.

Moderator: *Marc Hecker*, Editor-in-Chief, *Politique étrangère*, Ifri.

15 April – Evolving governance of the Internet

With: *Fadi Chehade*, President and CEO of ICANN.

Moderator: *Thomas Gomart*, Director, Ifri.

JUNE

1 June – China, the United States, and the Rise of Geoeconomics

With: *Robert Blackwill*, Henry A. Kissinger Senior Fellow for US Foreign Policy, Council of Foreign Relations.

Moderator: *Dominique David*, Advisor to the President, Ifri.

11 June – The geopolitics of emotion in 2015

Conference reserved for Ifri members

With: *Dominique Moïsi*, Special Advisor, Ifri.

Moderator: *Thomas Gomart*, Director, Ifri.

17 June – The asylum crisis in Europe

With: *Philippe Leclerc*, Representative of the United Nations High Commissioner for Refugees (UNHCR) in France; *Matthieu Tardis*, Research Fellow, Center for Migrations and Citizenship, Ifri.

Moderator: *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri.

18 June – Russia: A soft power? – La 25^e heure Bookshop

Presentation of the 3:2015 issue of *Politique étrangère*

With: *Tatiana Kastouéva-Jean*, Head of the Russia/NIS Center, Ifri.

Moderator: *Marc Hecker*, Editor-in-Chief, *Politique étrangère*, Ifri.

22 June – Iraq since the fall of Mosul: hyper-fragmentation and hyper-conflictuality.

With: *Loulouwa Al-Rachid*, Middle-East Analyst, International Crisis Group.

SEPTEMBER

15 September – China and the World

In partnership with the Center for International Relations and Sustainable Development (CIRSD), Belgrade.

Opening remarks: *Thierry de Montbrial*, President, Ifri.

Moderator: *Vuk Jeremic*, CIRSD President, 67th President of the United Nations General Assembly.

With: *Kevin Rudd*, former Prime Minister of Australia; *Tsuneo Nichida*, former Deputy Minister for Foreign Affairs of Japan; *Shaukat Aziz*, former Prime Minister of Pakistan.

29 September – Climate: A new chance?

Presentation of RAMSES 2016

With: *Thierry de Montbrial*, President, Ifri; *Dominique David*, Advisor to the President, Ifri, Co-Director of Ramses; *Marie-*

Claire Aoun, Director, Center for Energy, Ifri; *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri; *Philippe Moreau Defarges*, Research Fellow, Ifri.

OCTOBER

15 October – Turkey, autumn 2015: the contagion of crises

Conference reserved for Ifri members

With: *Dorothee Schmid*, Head of the Contemporary Turkey Program, Ifri.

Moderator: *Thomas Gomart*, Director, Ifri.

NOVEMBER

16 November – After November 13th

With: *Thierry de Montbrial*, President, Ifri; *Thomas Gomart*, Director, Ifri; *Marc Hecker*, Research Fellow, Security Studies Center, Ifri; *Dorothee Schmid*, Head of the Contemporary Turkey Program, Ifri.

Moderator: *Dominique David*, Advisor to the President, Ifri.

19 November – Consumers' Africa

With: *Clélie Nallet*, Research Fellow, Sciences Po, Bordeaux; *Fabrice Sawegnon*, Voodoo Communication, Abidjan.

Moderator: *Hélène Quénot-Suarez*, Associate Research Fellow, Sub-Saharan Africa Program, Ifri.

FINANCIAL APPENDIX

62 – Annual report 2015

Accounts 2015

	Budget 2015	Net 2015	Net 2014		Budget 2015	Net 2015	Net 2014
Expenditures							
Office supplies	64 945	55 881	66 484	Public grants	1 585 651	1 588 910	1 637 308
EDF/GDF/Water	29 500	27 463	36 091				
Books	29 745	26 123	25 584				
	5 700	2 294	4 809				
Other external expenditures	2 031 344	1 641 306	1 791 722	Private funding	4 346 025	4 270 162	4 353 972
Printing fees	69 820	83 210	66 368	Donations and member subscriptions	890 000	896 699	873 666
Rental fees	54 300	51 248	51 699	Publications	74 000	99 820	89 773
Maintenance	181 640	166 407	176 947	Program and contract funding	3 252 052	3 226 614	3 386 566
Insurance	18 863	18 423	17 860	Other income	10 000	47 028	3 967
Research material	40 080	36 138	30 046				
Honoraria and professional services	866 721	761 219	929 267				
Donations, membership subscriptions	7 685	8 972	6 958				
General travel and meetings	705 125	431 704	439 263				
Postage and telephone	84 610	81 697	71 003				
Other management fees	2 500	2 289	2 312				
Taxes							
Taxes on salaries	369 300	347 926	354 147				
Other taxes	180 000	166 161	165 985				
	189 300	181 765	188 162				
Staff costs	3 311 101	3 502 365	3 388 872				
Deferred grant revenue	0	0	57 014	Deferred grant revenue reversal	53 014	57 014	54 847
Depreciation and provisions	248 000	219 448	275 511	Provision reversal		99 159	131 136
				Other income		21 028	17 450
Management expenditures				Management income		9	3
Operational expenditures	6 024 690	5 766 926	5 933 750	Operation income	5 984 690	6 036 282	6 194 716
Financial expenditures		0	0	Financial income	40 000	51 523	147 432
Exceptional expenditures		2 599	1 582	Financial provisions reversal	0	7 278	14 980
Corporate taxes		68 763	94 023	Exceptional income			
Income after taxes		256 795	327 773				
TOTAL	6 024 690	6 095 083	6 357 128	TOTAL	6 024 690	6 095 083	6 357 128

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