Contents

Ifri, the Leading French Think Tank on International Questions 3
In 2013, Ifri Notably Hosted... 4
Ifri’s 2013 Publications 6
Ifri’s Partner Businesses 7
Ifri and the Media: A Rich Ongoing Dialogue 10
The 6th World Policy Conference 11
The Team 12
Board of Directors and Advisory Board 13
Research 14
  Regional Programs 16
  Crosscutting Programs 30
Publications 37
Conferences and Debates 42
Financial Appendix 45
Ifri, the Leading French Think Tank on International Questions

In 2013, Ifri was ranked 25th out of the 100 most influential think tanks in the world by the 2013 Global Go To Think Tank Index Report from the University of Pennsylvania. The report takes into account some 6,826 think-tanks in 182 countries.

Founded in 1979 on the model of Anglo-Saxon think tanks, Ifri is the principal institution for independent research and debate in France, 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 in four major spheres: politics, business, academics and the media.

Analysis and Foresight

Ifri’s research and debates center mainly on analysis and forecasting, with respect to European and international affairs, and use a multidisciplinary approach that takes local, national and global perspectives into consideration.

Ifri is composed of more than 30 permanent researchers (French and foreign) from a wide range of backgrounds and disciplines, who make up 14 research units based on:

- regional subjects: Europe, Russia/NIS, Asia, United States, North Africa, Sub-Saharan Africa, Turkey, and the Middle East
- crosscutting subjects: security and strategic affairs, energy, space, migration and citizenship

Ifri publishes its analyses in French, English, German and Russian. In 2013, its experts published more than 75 policy papers.

Structuring 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 2013, Ifri organized more than 100 conferences and debates in Paris and Brussels, 20 large international events in France and abroad, and numerous workshops and seminars. At its events, Ifri has hosted more than 120 high-level guests, among them heads of state and government officials, and a total of approximately 9,000 event participants.

Ifri Brussels, a European Network

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

The Think Tank Dialogue, which was started in 2010 by Ifri Brussels along with Bertelsmann Stiftung and Agence Europe, annually brings together Brussels’s 11 most prestigious think-tanks. The fourth meeting, “Federalism or Fragmentation: Spelling out Europe’s F-word”, was hosted by José Manuel Barroso, President of the European Commission, and Herman Van Rompuy, President of the European Council.
In 2013, Ifri Notably Hosted...

Egemen Bağış, Minister for European Affairs of the Republic of Turkey
José Manuel Barroso, President of the European Commission
Mohamed Bazoum, Minister of State for Foreign Affairs, Cooperation, African Integration, and Nigeriens Abroad of the Republic of Niger
Chris Beddoes, Director General, Europia European Petroleum Industry Association
Thomas Boni Yayi, President of the Republic of Benin
Nicole Bricq, Minister for Foreign Trade
Ditmir Bushati, Minister for Foreign Affairs of Albania
Hervé Charpentier, Military governor of Paris
Titus Corlatean, Minister for Foreign Affairs of Romania
John Dramani Mahama, President of the Republic of Ghana
Charles Ellinas, Executive President, Cyprus National Hydrocarbons Company
Jose W. Fernandez, Secretary of State for Economic, Energy, and Business Affairs, USA
Élisabeth Guigou, President of the Foreign Affairs Commission, National Assembly
Robert Hormats, Under Secretary of State for Economic Growth, Energy, and the Environment, USA
Lee Hsien Loong, Prime Minister of Singapore
Yu Hyun-seok, President of the Korea Foundation
Wolfgang Ischinger, President of the Munich Security Conference (MSC)
Mohammad Javad Zarif, Minister for Foreign Affairs of the Islamic Republic of Iran
Ioannis Kasoulides, Minister for Foreign Affairs of the Republic of Cyprus
Jakaya Kikwete, President of the United Republic of Tanzania
Shinichi Kitaoka, President of the International University of Japan, acting chair of Prime Minister Shinzo Abe’s Panel on Restructuring the Legal Basis for National Security and chair of the Panel on National Security and Defense Capabilities
Bernard Kouchner, Former Minister for Foreign Affairs
Jack Lang, President of the Arab World Institute
Élisabeth Laurin, Director for Asia and Oceania, Ministry of Foreign Affairs

1/ Mohammad Javad Zarif, Thierry de Montbrial
2/ Dominique David, Dramani Mahama
3/ Thomas Boni Yayi
4/ Emmanuel Macron
Jean-David Lévitte, Professor, Sciences Po, Paris, Distinguished Fellow, Brookings Institution, former Diplomatic Adviser and sherpa for Presidents Chirac and Sarkozy

Pierre Lévy, Director of European Union Department, Ministry of Foreign Affairs

David Lidington, Minister of State at the Foreign Office, serving as Minister for Europe, United Kingdom

Emmanuel Macron, Deputy Secretary-General to the Presidency of the Republic, G20 sherpa for President Hollande

Henri Malosse, President of the European Economic and Social Committee

Saïd Mouline, Director General, Agency for Development of Renewable Energy and Energy Efficiency, Morocco

Edward Nalbandian, Minister for Foreign Affairs of the Republic of Armenia

Pierre Nkurunziza, President of the Republic of Burundi

Taleb Ould Abdi Vall, Minister for Petroleum, Energy and Mines, Mauritania

Alexey Ouliukaev, Minister for Economic Development of the Russian Federation

Mauro Petriccione, Director in the European Commission’s Directorate General for Trade, Director of Asia and Latin America

Juan Carlos Pinzon Bueno, Minister for National Defense of the Republic of Colombia

Claus Raidl, President of the Austrian National Bank

Thierry Repentin, Minister for European Affairs

Teresa Ribeiro, Deputy Secretary General for Energy at the Secretariat of the Union for the Mediterranean, Barcelona

Michel Rocard, Former Prime Minister

Adam Sieminski, Administrator of the US Energy Information Administration (EIA)

Boguslaw Sonik, Member of European Parliament, Rapporteur, “The Environmental Impacts of Shale Gas and Shale Oil Extraction Activities”

Nguyen Tan Dung, Prime Minister of the Socialist Republic of Vietnam

Justin Vaïsse, Director, Center of Analysis, Prevention and Strategy (CAPS), Ministry for Foreign Affairs

Herman Van Rompuy, President of the European Council

Gao Yan, Vice-Chairman, Chamber of Commerce for the Petroleum Industry, All-China Federation of Industry & Trade

4/ Alexey Ouliukaev, Tatiana Kastouéva-Jean, Thomas Gomart
5/ Nguyen Tan Dung
6/ Lee Hsien Loong, Thierry de Montbrial
7/ David Lidington
8/ Titus Corlatean
Ifri’s 2013 Publications

Ifri’s research is almost entirely available in digital format, with free access for all.

**Ifri’s E-notes (digital collections)**

Broken up into diverse thematic collections and overseen by Ifri’s researchers, the E-notes present policy-oriented analyses by French and international experts. Applying expertise to current events, they provide summaries of debates and suggest possibilities for action.

Within this framework, Ifri publishes thematic collections: Asie.Visions, Notes du Cerfa, Visions franco-allemandes, Notes franco-turques, Potomac Papers, Russie.NEI.Visions, Focus stratégiques, Proliferation Papers, and the collections from the Sub-Saharan Africa, North Africa, Space, and Energy programs as well as the Centre for Migrations and Citizenship.

In 2013, Ifri’s experts published more than 75 online reports (policy papers) and 150 articles and contributions.

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

**Two Flagship Publications**

**Politique étrangère**

Editor-in-Chief: Dominique David / Deputy Editor-in-Chief: Marc Hecker

A space for background analysis and debate, Ifri’s quarterly journal Politique étrangère strives to make sense of international events. Articles, current event-related debates, and documents studying the history of relevant issues can be found on the Politique étrangère blog: http://politique-etrangere.com/.

In 2013, the four issues of the journal included reports and articles focusing on current international events, including: Israel after the elections / Russia in the Middle East (n° 1/2013); Diplomacy: Obama’s choices II (n° 2/2013); Tomorrow’s wars: strategy, technology, ethics (n° 3/2013); The European States: could they fall apart? (n° 4/2013).

**RAMSES 2013**, 32nd edition – *Les jeunes vers l’explosion ?*

Co-Directors: Thierry de Montbrial and Philippe Moreau Defarges


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 emergence of a global civil society. This is followed by 7 thematic sections: Youth Today; Global Economy; Europe; the Arab World; Africa; Asia and the Americas, and the “Compass”, which offers a vast documentary resource: chronology, statistics, original maps created for RAMSES, and a detailed index.
Ifri’s Partner Businesses

Ifri offers a unique platform for businesses, many of which are leading players in international relations. Combining research and debate, Ifri offers its partners access to its renowned policy-oriented expertise.

The strategic development team at Ifri works to diversify Ifri’s resources and establish firm, long-lasting relationships with the businesses that support it. In 2013, aside from maintaining almost all prior members, the strategic development team welcomed two new members to the program, despite the difficult economic context.

Support for Ifri comes in different forms:

- Membership: general Ifri membership
- Program support: support for a team of researchers
- Major partner: Ifri membership and support of multiple research programs

All these forms of support offer tax advantages to donors.

Ifri extends warm thanks to its loyal supporters, including CMA-CGM and Hess Oil France, who joined in 2013.
**Events Reserved for Ifri Members and Partners**

**Dinners and lunch debates**

**Chair:** Thierry de Montbrial

22 January – Jakaya Kikwete, President of the United Republic of Tanzania

8 April – Wolfgang Ischinger, President of the Munich Security Conference (MSC)

27 April – Robert Hormats, Under Secretary of State for Economic Growth, Energy, and the Environment, USA

30 April – Emmanuel Macron, Deputy Secretary General to the Presidency of the Republic, G20 sherpa for President Hollande

23 May – Joseph Nye, Professor Emeritus, Center for Public Leadership, Harvard University


4 June – Marwan Lahoud, Deputy Chief Executive, EADS

11 June – Titus Corlatean, Minister for Foreign Affairs, Romania

29 October – Lee Hsien Loong, Prime Minister of Singapore

5 November – Mohammad Javad Zarif, Minister for Foreign Affairs of the Islamic Republic of Iran

**Les Mensuelles Ifri/Entreprises**

**Lunch Debates with Ifri’s researchers**

Chair: Dominique David

*With the support of the Fondation du Crédit Mutuel*

7 February – Second Term for Obama: what should happen?

With Laurence Nardon, Head of the United States Program, Ifri

28 February – China: new team, new directions?

With Alice Ekman, Associate Researcher, Ifri Center for Asian Studies

28 March – The future of the Russian university system: what are the strategies and objectives?

With Tatiana Kastouéva-Jean, Researcher, Russia/NIS Center, Ifri

24 April – Tunisia after two years: a model to follow or to avoid?

With Denis Bauchard, Adviser on the Middle East, Ifri

11 June – Mali: French intervention and reconstruction

With Alain Antil, Head of the Sub-Saharan Africa Program, Ifri; Étienne de Durand, Director, Security Studies Center, Ifri

4 July – Energy in Europe

With Cécile Maisonneuve, Director, Center for Energy, Ifri

15 September – Egypt, Tunisia: the Arab Spring, between revolution and counter-revolution

With Mansouria Mokhefi, Head, Middle East/North Africa Program, Ifri

**22 October – Is an immigration policy adapted for businesses possible?**

With Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri; Emma Broughton, Researcher, Center for Migrations and Citizenship, Ifri

**Ambassadors’ Table**

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

Chair: Thierry de Montbrial

30 January – Fareed Yasseen, Ambassador of the Republic of Iraq

4 April – Ichiro Komatsu, Ambassador of Japan

9 October – Tomasz Orlowski, Ambassador of Poland

**Conferences reserved for members of Ifri**

28 March – Mansouria Mokhefi, Head, Middle East/North Africa Program, Ifri

*Political transformations west of the Mediterranean*

24 April – Thierry de Montbrial, President, Ifri

*Has globalization reached its limits?*

22 October – Hans Stark, Secretary General, Cerfa, Ifri

*What to expect from Germany’s new government*
Ifri’s Partners

AFD – AGENCE FRANÇAISE DE DéVELOPPEMENT
AIR FRANCE
AIR LI QUI DE
AREVA
AXA
BANQUE DE FRANCE
BEARINGPOINT FRANCE
BNP PARIBAS
BOUYGUES
BRITISH COUNCIL (THE)
BUREAU DE RÉPRÉSENTATION DE TAIPEI EN FRANCE
BURELLE SA
CAISSE DES DÉPÔTS ET CONSIGNATIONS (CDC)
CHENIERE LNG INTERNATIONAL
CITIGROUP FRANCE
CMA CGM
COGES
COMMISSARIAT À L’ÉNERGIE ATOMIQUE ET AUX ÉNERGIES ALTERNATIVES (CEA)
CONSEIL SUPERIEUR DU NOTARIAT
CONVICTIONS ASSET MANAGEMENT

DAVIS POLK & WARDWELL PARIS
DEVELOPMENT INSTITUTE INTERNATIONAL
EDF
EQUANCY
AGENCE SPATIALE EUROPÉENNE (ESA)
EUTELSAT
FONDATION CLARENCE WESTBURY
FONDATION DU CRÉDIT MUTUEL
FONDS AXA POUR LA RECHERCHE
GDF SUEZ
GROUPAMA ASSET MANAGEMENT
GROUPE CHÈQUE DÉJÀ EUER
HESSE OIL FRANCE
HSBC FRANCE
IFP ÉNERGIES NOUVELLES
INDUSTRIES ET FINANCES
PARTENAIRES
J AXA FRANCE
JETRO PARIS (JAPAN EXTERNAL TRADE ORGANIZATION)
L’ORÉAL
LA POSTE
LAFARGE

LAZARD FRÈRES GESTION SAS
MARKAZ – KUWAIT FINANCIAL CENTER S.A.K.
MAZARS
MEDEF
MICHELIN
OCP
ORANGE
OSEO
PERNOD RICARD
PRONUTRI
PRICEWATERHOUSECOOPERS
RENAULT
ROTHSCHILD & Cie BANQUE
RTE
SAFRAN
SANOFI
SOCIETE GÉNÉRALE
SODEXO
SSB CORPORATIONS
TOTAL
UNIGRAINS
VALLOUREC
VEOLIA PROPRETÉ
VIEL & Cie
Vinci

Member Organizations

BREWERS OF EUROPE (THE) (Belgium)
CENTRAL EUROPE ENERGY PARTNERS (Belgium)
CENTRE DE TRADUCTION DU MINNEF ET MBCPF
CONSEIL SUPERIEUR DU NOTARIAT
INSTITUT DE RECHERCHE STRATÉGIQUE DE L’ÉCOLE MILITAIRE (IRSEM)

JAPAN BANK FOR INTERNATIONAL COOPERATION (JBIC)
JETRO PARIS (JAPAN EXTERNAL TRADE ORGANIZATION)
SECOURS CATHOLIQUE
THIERRY APOTeker CONSULTING (TAC)
VOJVODINA EUROPEAN OFFICE (Serbia)
YALTA EUROPEAN STRATEGY (YES) (Ukraine)

Member Embassies

ALGERIA
ANDORRA
ARMENIA
AUSTRIA
AZERBAIJAN
BRAZIL
CANADA
CHI NA
CROATIA
CYPRUS
CZECH REPUBLIC
DENMARK
ESTONIA
FINLAND
GEORGIA
GERMANY
GREECE
HUNGARY
INDIA
INDONESIA
IRAQ
IRELAND
ISRAEL
ITALY
JAPAN
KAZAKHSTAN
KUWAIT
LATVIA
LEAGUE OF ARAB STATES
LUXEMBOURG
MALAYSIA
MONACO
NETHERLANDS
NEW ZEALAND
NORWAY
POLAND
POLAND OECD
PORTUGAL
QUEBEC

ROMANIA
RUSSIA
SERBIA
SINGAPORE
SLOVAKIA
SOUTH KOREA
SWEDEN
SWITZERLAND
TAIPEI
TURKEY
UNITED KINGDOM
UNITED STATES
VIETNAM
Ifri offers the French and foreign media a forum for meeting and debating, an independent platform where ideas and analyses can be shared and developed.

In 2013, Ifri was very active in the national and international media: its researchers authored 345 articles and interviews, were quoted approximately 4,300 times, and made 320 television and radio appearances.

Ifri strengthened its international position in 2013 and its influence on the media landscape, in France and abroad: 33% of the year’s articles and interviews were published by foreign media sources.

In 2013 Ifri expanded and reinforced its collaboration and partnerships with the media, especially with the three main daily newspapers, Le Monde, Le Figaro and Les Échos, which published 40 articles by and interviews with Ifri’s researchers; with Libération for the “Power and Responsibility” Rennes Forum and for the international conference “The new Kurdish dynamic”, co-organized with the Arab World Institute; with The Economist for the “Russia Business Summit” and the “Brazil Business Summit”; with LCI for a regular collaboration on Michel Field’s TV show “Le 17/20”; with France Culture for the shows “Enjeux internationaux”, “Culturesmonde” and “Affaires étrangères”; with BFM Business for “Good Morning Weekend”; with EurActiv on all European and energy-related issues; and with the Revue des deux mondes, etc.

A Growing Digital Presence

In 2013, Ifri continued the development of its digital presence and increased its visibility online. Ifri’s conferences are now filmed and broadcast through Dailymotion. Over 270 videos were made available to the public in 2013, and together they received more than 120,000 views.

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

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

- Ultima Ratio, the Security Studies Center’s blog, is one of the main blogs on defense issues in France: http://ultimaratio-blog.org
- Politique étrangère, the blog dedicated to the journal politique-etrangere.com
- Afrique décryptages, the Sub-Saharan Africa Program’s new blog: afriquedecryptages.wordpress.com
The sixth World Policy Conference (WPC) was held in Monaco from 13th to 15th December 2013. It brought together political and economic decision-makers, experts and opinion leaders to discuss current events and global governance, as it has done in the past years. The meetings opened with an introduction from Thierry de Montbrial, followed by a speech by Albert II, Prince of Monaco, and Ali Babacan, Deputy Prime Minister of Turkey.

Thirteen plenary sessions were devoted to discussing the challenges of global governance in areas including international finance, European integration, and the crises in the Middle East. Among the distinguished speakers were HRH Prince Turki Al Faisal (Chairman, Board of Directors, KFCRIS), Henri de Castries (CEO, Axa), Paul Hermelin (CEO, Capgemini) Mostafa Terrab (CEO, OCP), Pascal Lamy (Honorary President, Notre Europe), Élisabeth Guigou (Chair, Committee on Foreign Affairs, National Assembly), Bruno Lafont (CEO, Lafarge), Jin Roy Ryu (President, Poongsan), Titus Corlatean (Romanian Minister for Foreign Affairs), Didier Reynders (Deputy Prime Minister and Minister for Foreign Affairs, Foreign Trade and European Affairs of Belgium), and Itamar Rabinovich (President, Israel Institute).

The workshops focused on four major issues - Energy and Environment, Health and Emerging Risks, Food Security, and Finance – viewed from the perspective of global governance. The discussions were particularly constructive, with participants such as Christophe de Margerie (CEO, Total), Maria van der Hoeven (Executive Director, IEA), James D. Wolfensohn (President, World Bank), Christian Bréchot (Director General, Institut Pasteur), Mahama Zoungarana (Minister for Agriculture and Food Security of Burkina Faso), Marcos Jank (CEO, Brasil Foods), Jean-Claude Trichet (former President, European Central Bank) and Marek Belka (President, National Bank of Poland).

With distinguished guests including Herman Van Rompuy (European Council President), Carl Bildt (Swedish Foreign Minister), Hubert Vedrine (former French Foreign Affairs Minister), Laurent Fabius (French Foreign Affairs Minister), and Pauline Marois (Prime Minister of Quebec), lunch and dinner debates provided an opportunity for dialogue to continue on topics covered in other sessions and workshops, such as international finance and the futures of Europe and the Middle East.

The sixth annual conference of the WPC, which maintained a very positive atmosphere, generated new insights in several areas, helping to create a clearer picture of the specific challenges posed to global governance today. The speakers and participants, coming from a wide range of backgrounds and nationalities, demonstrated sincerity, moderation and openness. The success of this conference came from both its intellectual and human dimensions.
The Team as of the 31st of December 2013

Thierry de Montbrial, President, Member of the Académie des sciences morales et politiques
Florence Richomme, Administrative Assistant
Doina Romanenko, Coordinator of Activities, Office of the President

Dominique David Executive Vice-President
Nadia Fraïoli, Assistant

Dominique Moïsi, Special Adviser
Song-Nim Kwon, Director of WPC Programs
Natacha Crance, Communications/Media Relations officer

Research

Europe
Study Committee for Franco-German Relations (Cerfa)
Hans Stark, Secretary General
Yann-Sven Rittelmeyer, Research Fellow
Nele Katharina Wissmann, Junior Research Fellow
Sandrina Delgrange, Assistant

French-Austrian Center (CFA)
Dominique David, Adviser
Éliane Mossé, Adviser for Central Europe
Nele Katharina Wissmann, Junior Research Fellow

Ifri Brussels
Vivien Pertusot, Head
Laura Parmigiani, Associate Researcher
Eva Vaudolon, Assistant

Russia/NIS Center
Thomas Gomart, Director
Tatiana Kastouéva-Jean, Research Fellow
Julien Nocetti, Research Fellow

Ifri Center for Asian Studies
Françoise Nicolas, Director
Céline Pajon, Research Fellow
John Seaman, Research Fellow

Middle East/North Africa/Mediterranean
Middle East/North Africa Program
Denis Bauchard, Adviser
Manosoura Mokhifi, Head

Maghreb Facing New Global Challenges Program
Manosoura Mokhifi, Head

Contemporary Turkey Program
Dorothée Schmid, Head

Sub-Saharan Africa Program
Alain Antil, Head
Hélène Quénot-Suarez, Research Fellow

United States Program
Laurence Nardon, Head

Security Studies Center
Étienne de Durand, Director
Marc Hecker, Research Fellow
Aline Lebœuf, Research Fellow
Corentin Brustlein, Research Fellow
Élie Tenenbaum, Research Assistant

Defense Research Unit (LRD)
Étienne de Durand, Head
Antoine d’Éry (Major), Research Fellow
Guillaume Garnier (Major), Research Fellow
Aline Lebœuf, Research Fellow
Corentin Brustlein, Research Fellow

Economic Studies Program
Jacques Mistral, Economic Adviser

Center for Energy
Jacques Lesouarn, Chairman of the Scientific Committee
William Ramsay, Adviser
Maïté Jauréguy-Naudin, Director
(least January 2013)
Cécile Maisonneuve, Director
(begning in February 2013)
Maïté de Boncourt, Research Fellow
Laura Parmigiani, Associate Researcher
Martine Breux, Assistant

Space Program
Laurence Nardon, Head
Martine Breux, Assistant

Center for Migrations and Citizenship
Christophe Bertossi, Director
Dorothée Prud’homme, Research Fellow
Emma Broughton, Research Fellow

Researchers’ bios are available online at www.ifri.org.

Ifri’s Executive Committee
Thierry de Montbrial, President
Dominique David, Executive Vice-President
Valérie Genin, Secretary General
Thomas Gomart, Vice-President for Strategic Development
Étienne de Durand, Director of Ifri Security Studies Center
François Nicolas, Director of Ifri Center for Asian Studies

RAMSES
Thierry de Montbrial and Philippe Moreau Defarges, Co-Directors
Marie-Claire Bani-Amer, Assistant

Politique étrangère
Dominique David, Editor-in-Chief
Marc Hecker, Deputy Editor-in-Chief

Publications
Cécile Tarpinian, Head of Editing
Aude Jeanson, Head of Distribution (until March 2013);
Dragos Bobu, Head of Distribution (beginning April 2013)

Library and Resource Services
Daniel Marier, Archivist
Azra Isakovic, Archivist

Strategic Development
Thomas Gomart, Vice-President for Strategic Development
Emmanuelle Farrugia, Deputy Manager
Dominique Desgranges, Research and Prospect Management
Cécile Campagne, Corporate and Embassy Members Relations
Barbara M’Chiri, Individual Members Relations

Secretary General
Valérie Genin, Secretary General
Françoise Henry, Assistant

Accounting
Annie Acher, Accountant
Nathalie Reculon-Dupont, Accountant

Facilities and Security
Nathalie Magnier-Hartmann, Head
Mhenna Larbes, General Services Technician
Charles Renault, Technician
Barbara M’Chiri, Houria Mabrouk, Receptionists
Alex Maleau, Technician

Information Technology
Daniel Safon, IT Manager
Board of Directors

December 2013

**Chairman**

**André Lévy-Lang**, Associate Professor Emeritus, University of Paris-Dauphine

**Deputy Chairman and Secretary**

**Louis Schweitzer**, Chairman and former CEO of Renault, President of Initiative France

**Deputy Chairman and Treasurer**

**Olivier Poupard-Lafarge**, Member of the Autorité des marchés financiers (AMF) and the Autorité des normes comptables (ANC)

**Members**

**Robert Badinter**, former Minister, Senator

**Marianne Bastid-Bruguière**, President of the Académie des sciences morales et politiques

**Catherine Bréchignac**, Permanent Secretary of the Academy of Sciences

**Hélène Carrère d’Encausse**, Permanent Secretary of the Académie française

**Jean-Pierre Chevènement**, former Minister, Senator

**Alain Dejammet**, Ambassador of France

**Nathalie Delapalme**, Director of Research and Public Policy for the Mo Ibrahim Foundation

**Mireille Delmas-Martty**, Professor at Collège de France

**François Drouin**, President-Director General of OSEO

**Jean-Pierre Elkabbach**, Journalist, President of Lagardère News

**Danièle Hervieu-Léger**, Director of Studies, EHESS-CESPRAS

**Pierre Jacquet**, President of Global Development Network

**Stanislas de Laboulaye**, Ambassador of France to the Holy See

**Jean-Claude Meyer**, Deputy Chairman of Rothschild Europe

**Yvette Nicolas**, Founding President of the Humanitarian Association Le Pélikan

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

**Serge Sur**, Professor at University of Paris II, Director of the International Relations Department – IHEI-DRI

**Mostafa Terrab**, President and CEO of the OCP Group

Advisory Board

December 2013

**Chairman**

**Thierry de Montbrial**, Member of the Académie des sciences morales et politiques, President of Ifri

**Members**

**Vladimir Baranovski**, Deputy Director of the Institute of World Economy and International Relations (IMEMO), Moscow

**Christian de Boissieu**, Professor, University of Paris I

**Jean-Claude Casanova**, Member of the Académie des sciences morales et politiques, Director of the journal *Commentaire*

**Alain Dejammet**, Ambassador of France

**Vincent Desportes**, Major-General

**Karl Kaiser**, Adjunct Professor of Public Policy, Harvard Kennedy School, Cambridge, United States

**Jean Klein**, Professor Emeritus, University of Paris

**André Lévy-Lang**, Associate Professor Emeritus, University of Paris-Dauphine

**Dominique Moïsi**, Special Adviser, Ifri

**Jean-Christophe Romer**, Professor, Sciences Po Strasbourg, University of Strasbourg III

**Simon Serfaty**, Professor, University of Norfolk, Virginia, holder of the Zbigniew Brzezinski chair in Global Security and Geostrategy at CSIS, Washington
The Research
# The Research

## Regional Programs

<table>
<thead>
<tr>
<th>Region</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>Study Committee for Franco-German Relations (Cerfa)</td>
</tr>
<tr>
<td></td>
<td>French-Austrian Center (CFA)</td>
</tr>
<tr>
<td></td>
<td>Ifri Brussels</td>
</tr>
<tr>
<td>Russia/NIS Center</td>
<td></td>
</tr>
<tr>
<td>Ifri Center for Asian Studies</td>
<td></td>
</tr>
<tr>
<td>Middle East/North Africa/Mediterranean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Middle East/North Africa Program</td>
</tr>
<tr>
<td></td>
<td>North Africa Facing New Global Challenges Program</td>
</tr>
<tr>
<td></td>
<td>Contemporary Turkey Program</td>
</tr>
<tr>
<td>Sub-Saharan Africa Program</td>
<td></td>
</tr>
<tr>
<td>United States Program</td>
<td></td>
</tr>
</tbody>
</table>

## Crosscutting Programs

<table>
<thead>
<tr>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Studies Center / Defense Research Unit</td>
</tr>
<tr>
<td>Space Program</td>
</tr>
<tr>
<td>Center for Energy</td>
</tr>
<tr>
<td>Center for Migrations and Citizenship</td>
</tr>
</tbody>
</table>
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 involving 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**, Research Fellow, 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

**Yann-Sven Rittelmeyer**, Research Fellow
Areas of expertise: European integration, Franco-German relations

**Nele Katharina Wissmann**, Junior Research Fellow, Head of the “Dialogue for the Future” program
Areas of expertise: Franco-German relations, European integration, civil society in Germany

**Michel Drain**, Associate researcher
Areas of expertise: German security and defense policies

**Stephan Martens**, Associate researcher
Areas of expertise: German foreign policy since the Second World War, Franco-German relations, expansion of the EU towards the East

Publications


**“Notes du Cerfa”**

Migrants in Germany, the integration debate, n° 100, Nele Wissmann, January.

Between economic success and social instability, Germany 10 years after the Hartz laws, n° 101a, Brigitte Lestrade, May.

Poverty in Europe: where is Germany? n° 101b, Christoph Schröder, May.

The energy transition: a challenge for German industry, n° 102, Hubertus Bardt, June.

Credit Union: the position of the German savings banks, n° 103, Georg Fahrenschon, July.

Renewing the transatlantic partnership? German-American relations during Obama’s second term, n°104, Stormy-Annika Mildner, Henning Riecke, Claudia Schmucker, July.

Germany, France, Turkey: the triangle of power, n° 105 (Note franco-turque n° 9), Dorothée Schmid, September.

"Schengen governance": the subtle balance between Community method and intergovernmental logic, n° 106, Yves Pascouau, December.

Germany after the federal elections of 22 September 2013: between political continuity and structural changes, n° 107, Ulrich Eith, December.

“Visions franco-allemandes”

France, Germany and European defense: more pragmatism and less pathos, n° 20, Claudia Major, January.

France and Germany: the present in perspective, n° 21, Alfred Grosser, January.

Between ideals and interests: new French and German perspectives on North Africa, n° 22, Isabel Schäfer, February.

The end of divergences? Perspectives on French and German economic policies, n° 23, Henrik Uterwedde, October.

Articles and Contributions outside of Ifri


Between domination and disappearance: the Christian-Liberal coalition’s à la carte foreign policy, Hans Stark, Allemagne d’aujourd’hui, n° 206, October-December 2013, p. 64-77.

Conferences and Debates

16 January – France/Germany: Fifty years after the Élysée treaty
With Hélène Miard-Delacroix, Professor at University Paris-Sorbonne; Hans Stark, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.
Chair: Dominique David, Executive Vice-President, Ifri.

25 September – Germany after the federal elections of September 22nd
In collaboration with the Maison Heinrich Heine.
With Stefan Kornelius, Head of Foreign Policy, Süddeutsche Zeitung, Munich; Author of Angela Merkel: Die Kanzlerin und ihre Welt, 2013; Pierre-Yves Le Bourgn’, Deputy (PS), President, Franco-German Friendship Group of the Assemblée nationale; Andreas Schockenhoff, Federal Deputy (CDU), President, Franco-German Friendship Group of the Bundestag; Hans Stark, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.
Chair: Henry Ménudier, Honorary Professor, University Sorbonne Nouvelle, Paris III

22 October – What to expect from Germany’s new government
Conference reserved for Ifri members.
With Hans Stark, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.
Chair: Dominique David, Executive Vice-President, Ifri.

12 November – The EU and Paris-Berlin relations after the German elections: a new deal?
In cooperation with the Fondation Friedrich-Ebert
Principal themes discussed: Where is Germany headed? Internal political and economic issues after the September 22nd elections – The international implications of the September 22nd elections: Impacts on Germany’s European policy and Franco-German relations.
With Hans Stark, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne; Peter Gey, Director, Fondation Friedrich-Ebert, Paris; Günther Glaser, Former German Minister of State for European Affairs and secretary for Franco-German cooperation, Berlin; Ulrich Eith, Professor, University of Fribourg; Barbara Lippert, Executive Board Director of Research, Stiftung Wissenschaft und Politik, Berlin; Ernst Hillebrand, Director of International Political Analysis, Fondation Friedrich-Ebert, Berlin.

International Seminars

13 February – Presentation of Cerfa’s two major publications: Franco-German Relations in a Divided Europe. Myths and realities and Franco-German Relations in a Unified Europe: Achievements and Challenges.
German Embassy, Résidence de Beauharnais, Paris.

25 March – French-German Defense Cooperation: Obstacles and Opportunities
Co-organized with Ifri’s Defense Research Unit (LRD).
Principal themes discussed: Barriers to cooperation – Rebuilding a difficult partnership? Confronting visions with Aline Leboeuf, Research fellow, LRD, Ifri; Étienne de Durand, Head, LRD, Ifri; Christian Mölling, Associate Researcher, Stiftung Wissenschaft und Politik (SWP); Hans Stark, Secretary General, Cerfa, Ifri, University Paris-Sorbonne; Claudia Major, Deputy Director, Politique de Sécurité Research Group, SWP; Alexis Morel, Special Adviser, Foreign Ministry, Paris.

2 April – France, Germany and the future of Europe
Seminar organized in partnership with the Policy Planning Staff of the Ministry of Foreign and European Affairs and the Planning Staff of the German Federal Foreign Office.
Principal themes discussed: What is the role of the Franco-German relationship in tomorrow’s Europe? The means for overcoming the debt crisis; Europe, a failed project?; The architecture of Europe after the crisis.
Opening by Reinhard Schäfers, Ambassador of Germany in France, and Dominique David, Executive Vice-President, Ifri.
With Thomas Bagger, Director, Planungsstab, Ministry of Foreign Affairs, Berlin; Ansgar Beike, Professor, University of Duisburg-Essen, Director of Research at the Deutsches Institut für Wirtschaftsforschung (DIW); Jean-Michel Casa, Director, European Union Division, Paris; Jean-Dominique Giuliani, President, Robert Schuman Foundation; Sylvie Goulard, European Deputy; Ulrike Güerat, Director, Berlin Office of the European Council on Foreign Relations (ECFR); Christian Léquenes, Director, Centres d’études et de recherches internationales (CERI), Sciences Po Paris; Joseph Maila, Director, Policy Planning Staff of the Ministry of Foreign and European Affairs, Paris; Peter Schoof, Deputy Director General, European Affairs Division, Ministry of Foreign Affairs, Berlin; Hans Stark, Secretary General, Cerfa, Ifri; Álvaro de Vasconcelos, Director, Institute of Security Studies of the European Union, Paris; Werner Weidenfeld, Professor, Ludwig-Maximilians-Universität Munich.

26 April – France, Germany, and Poland: shared interests and divided strategies in a Europe in crisis
Weimar Triangle seminar in collaboration with the Genshagen Foundation and the Bertelsmann Foundation.
Principal themes discussed: What future for the transatlantic partnership?; Between cohesion, solidarity and disunity: how can the monetary and political unions be strengthened?; Europe between the South and the East: how can the European Neighbourhood Policy be reinforced?
With Hans Stark, Secretary General, Cerfa, Ifri; Cornelius Ochmann, Project Manager, Bertelsmann Foundation, Berlin;
**28/30 June – Dialogue on the Franco-German future – Lille**

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

Issues addressed: Algeria: Franco-German cooperation or competition in the field of energy?; The economic convergence between France and Germany: how to overcome the differences?; Reform of the euro area: how much integration is needed?

With **Christoph Parths**, Director General, Algerian German Chamber of Commerce and Industry, Algeria; **Francis Perrin**, President, Stratégies et Politiques Énergétiques (SPE), Paris; **Jörn Bousselnmi**, Director General, Franco-German Chamber of Commerce and Industry, Paris; **Olivier Passet**, Director, Synthèses économiques, Xerfi; **Pieter Cleppe**, Director, Open Europe, Brussels; **Franck Lirzin**, Economist, Robert Schuman Foundation, Paris.

**3 July – Seminar in partnership with the Diplomatic and Consular Institute (IDC) of the Ministry of Foreign Affairs**

Issues addressed: Franco-German economic and societal convergences and divergences; The European dimension in Franco-German relations.

With **Claire Demesmay**, France Program Manager/Franco-German Relations, German Council on Foreign Relations (DGAP), Berlin; **Henrik Uterwedde**, Deputy Director, Franco-German Institute, Ludwigswig (DFI); **Michel Drain**, Associate Researcher, Cerfa, Ifri; **Yann-Sven Rittelmeyer**, Researcher, Cerfa, Ifri; **Hans Stark**, Secretary General, Cerfa, Ifri.

**9/13 October – Dialogue on the Franco-German Future – Rabat**

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

Issues addressed: **EU Foreign Policy; Current Challenges of the German, French and Moroccan labor markets; French, German and Moroccan company cultures; Morocco: Partner to the EU and actor in the Maghreb-Mashreq regions; Energy cooperation between France, Germany and Morocco.**

With **Ekkehard Ernst**, Division Chief, Employment Trends, International Labour Organization (ILO), Geneva; **Martin Kremer**, Division Chief, EU Economic Policy, Domestic Market and Competition, Ministry of Foreign Affairs, Berlin; **Marcel Royez**, Adviser on Social Affairs, French Embassy, Rabat; **Ramzi Ammou**, Head, France-Morocco Club, French Institute of Morocco, French Embassy, Rabat; **Ute Brockmann**, Deputy Director, German Chamber of Commerce and Industry in Morocco, Casablanca; **Thomas Kühnelt**, Member of the Board of Directors, Signalis/EADS, Unterschleißheim; **Mehdi Laghzouzi**, Director, Audi Morocco, Member of the France-Morocco Club; **Claire Demesmay**, France Program Manager/Franco-German Relations, German Council on Foreign Relations (DGAP), Berlin; **Reda Elmerini**, Director of Economic and Financial Affairs of the Arab Maghreb Union, Rabat; **Jean-Yves Léost**, Director of European Affairs, Electricy Transport Network (RTE France); **Said Mouline**, Director General, National Agency for the development of renewable energies and energy efficiency, Rabat; **Teresa Ribeiro**, Deputy Secretary General for Energy at the Secretariat of the Union for the Mediterranean, Barcelona; **Dominique David**, Executive Vice-President, Ifri.

**13 December – Defense policies of France and Germany, between military objectives and budgetary constraints**

In partnership with the Konrad-Adenauer Foundation.


**International Conferences**

**4 February – France and Germany after 50 years: a relationship for Europe?**

Co-organized with Ifri Brussels, in Brussels.

Issues discussed: **A look at bilateral relations: What can France and Germany’s relationship do for Europe?**

With **Hans Stark**, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne; **Alexis Dutertre**, Deputy Permanent Representative, Permanent Representation of France to the EU; **Dominique David**, Executive Vice-President, Ifri; **Yann-Sven Rittelmeyer**, Research Fellow, Cerfa, Ifri; **Nicolas Scariot**, Consultant, Gallup Europe, Brussels; **Jacqueline Hénard**, Essayist, Berlin.
The French-Austrian Center for European Convergence (CFA) 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 are concentrated on countries that envisage their future within a European context, in particular those in the Western Balkans and bordering the Black Sea.

Team

Peter Jankowitsch (Vienna), Secretary General
Thierry de Montbrial, President
Dominique David, Executive Director, Adviser for the CFA
Éliane Mossé, Adviser to Ifri on Central and Southeastern Europe
Nele Katharina Wissmann, Junior Researcher

International Conferences

7 November – 35 years of European construction: current situation and prospects
On the occasion of the CFA’s 35th anniversary

Issues discussed: Europe and its surroundings; The Crisis of the European social model; How to re-industrialize Europe?

Opening: Michel Rocard, Former Prime Minister; Thierry de Montbrial, President, Ifri, President, CFA; Peter Jankowitsch, Secretary General, CFA.

With Paul Luif, Lecturer, Political Science department, University of Vienna; Pierre Lévy, Director of the European Union division, Ministry of Foreign Affairs; Magda Vasaryova, Former Ambassador, Member of the National Council of the Slovak Republic; Erich Foglar, President, Austrian Federation of Trade Unions; Henri Malosse, President, European Social and Economic Committee; Jean-François Tr ogrlic, Office Director for France, International Labour Organization (ILO); Claus Raidl, President, Austrian National Bank; Helmut Kramer, Former President, Institute of Economic Research (Wifo), Professor of Political Economy, University of Vienna; Louis Schweitzer, Chairman of the Board of Directors, Renault, President, Initiative France.
Europe
Ifri Brussels

The Ifri Brussels office acts as an interface between Ifri Paris’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 11 other think tanks, is responsible for organizing the Brussels Think Tank Dialogue, an annual event devoted to the state of the European Union. Its fourth meeting was held in April 2013.

Team

Vivien Pertusot, Research Fellow, Head of Ifri Brussels
Areas of expertise: security and defense questions (NATO and CSDP); European affairs; relations between the United Kingdom and the European Union
Laura Parmigiani, Research Fellow, Center for Energy, Ifri
Area of expertise: gas markets
Eva Vaudolon, Assistant

Digital Publications

“Notes de l’Ifri”

In Europe, not Ruled by Europe: Tough Love between Britain and the EU, Vivien Pertusot, March.

Diplomatic Upheaval in Syria, Denis Bauchard, Mansouria Makhefi, Philippe Moreau Defarges, Laurence Nardon, Julien Nocetti, Vivien Pertusot, Dorothée Schmid, September.


Articles and Contributions

Defence Matters, report by Vivien Pertusot and Étienne de Durand, NATO, October.

Seminars and Symposiums

30 May – The French White Paper on Defense: What are the implications for European defense?
With General Gilles Rouby, MilRep of France to NATO and to the European Union; Luis Simón, Research Fellow, Institute of European Studies, Université libre de Bruxelles; Étienne de Durand, Director, Security Studies Center, Ifri.
Chair: Vivien Pertusot, Head, Ifri Brussels.

26 June – More Flexibility: What Does the UK Want and What Could the Others Accept?
Issues discussed: The UK Domestic Debate: Is the Europe Debate as Polarized as Portrayed and Can it Export?; Flexibility: How Contortionist Could the EU Be?
With Lord Stewart Wood, Shadow Minister without Portfolio, Adviser to Ed Miliband, London; William Sleath, Unit Chief, Secretary General, European Commission, Brussels; Piotr Kaczynski, Policy Adviser, European Parliament, Brussels; Vivien Pertusot, Head, Ifri Brussels.
Chair: Paul Adamson, Editor-in-Chief, E! Sharp; Yann-Sven Rittelmeyer, Research Fellow, Cerfa, Ifri.

18 September – Presentation RAMSES 2014
Filigranes Bookstore.
With Philippe Moreau Defarges, Research Fellow, Co-Director of RAMSES, Ifri; Dominique David, Executive Vice-President, Ifri.
Chair: Vivien Pertusot, Head, Ifri Brussels.

30 October – Syria, what now?
Central Economic Council.
With Philippe Setton, Representative to the Political and Security Committee (PSC), Permanent Representation of France to the EU; Dorothée Schmid, Head, Contemporary Turkey Program, Ifri; Julien Nocetti, Research Fellow, Russia/NIS Center, Ifri; Denis Bauchard, Adviser on the Middle East, Ifri; Étienne de Durand, Director, Security Studies Center, Ifri.
Chair: Vivien Pertusot, Head, Ifri Brussels; Dominique David, Executive Vice-President, Ifri.

13 December – The EU and the Security Sector Reform
With Aline Lebœuf, Research Fellow, Security Studies Center/LRD, Ifri.

International Conference

22 April – Federalism or Fragmentation: Spelling out Europe’s F-word – Brussels Think Tank Dialogue – State of the Union 2013
Annual conference organized by Ifri and the European think tanks Bertelsmann Stiftung, Bruegel, Center for European Policy Studies (CEPS), Confrontations Europe, European Policy Centre (EPC), Egmont Institute, Friends of Europe, Madariaga College of Europe, SWP.

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 various internal conflicts and remains difficult to penetrate. Because of its international status, it is not an emerging country like 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

Thomas Gomart, Research Fellow, Head of the Russia/NIS Center
Areas of expertise: civil-military relations, interaction between foreign policy and energy policy, European Union/Russia partnerships, nation branding, digital power

Tatiana Kastouéva-Jean, Research Fellow
Areas of expertise: Russian higher education, innovation systems, technological potential, Russian soft power, human capital, Russian companies

Julien Nocetti, Research Fellow
Areas of expertise: Russian Middle East policy, Internet and policy in Russia, interaction between foreign policies and Internet governance

Pavel Baev, Associate Researcher
Areas of expertise: energy and security in relations between Russia and Europe, Russian energy policy, Russian Arctic policy, Russian Army reform, post-Soviet conflict management in the Caucasus-Caspian region.

Bobo Lo, Associate Researcher

Cécile Campagne, Assistant

Book

Digital Publications

“Russie.Nei.Visions”
(series published in English, French and Russian)
Governors, oligarchs and siloviki: oil and power in Russia, n° 68, Ahmed Mehdzi, Shamil Yenikeyeff, February.

Russia-Turkey: a relationship determined by energy, n° 69 (note franco-turque n°7), Rémi Bourgeot, March.


Japan-Russia: Toward a Strategic Partnership? n° 72, Céline Pajon, September.
The Influence of the State on Expanding Russian MNEs: Advantage or Handicap? Andreï Panibratov, n° 73, December.

“Russie.Nei.Reports”
(series published in English or French)
Russian LNG: The Long Road to Export, n° 16, Tatiana Mitrova, December.

Articles and Contributions outside of Ifri

Internet, Catalyst for transformation in Russia, Julien Nocetti, Études, n° 418/2, February.

What energy policy for Russia in the Middle East? Julien Nocetti, Politique étrangère, 1:2013

The competition of Russian universities, Tatiana Kastouéva-Jean, Obchtchaya tetrad, n°1 (61) 2013.

Digital diplomacy, Thomas Gomart, La Revue des deux mondes, January.


New Missions and Ambitions for Russian Universities, Tatiana Kastouéva-Jean, International Higher Education, n° 73, September.

The irruption of social networks on the international scene, Julien Nocetti, Questions internationales, n° 63, September.

Russian Companies and Higher Education, Tatiana Kastouéva-Jean, Russian Analytical Digest, n° 137, October.

To what has Snowden given his name? Thomas Gomart, La Revue des Deux Mondes, October.

Conferences and Debates

14 May – Academic and political power rankings: the case of Russia
Chair: Thomas Gomart, director, Russia/NIS Center, Ifri.

18 November – The Economic Situation in Russia: Challenges and Perspectives
With Alexei Oulioukaev, Minister for Economic Development of the Russian Federation.
Chair: Thomas Gomart, Director, Russia/NIS Center, Ifri.

Seminars and Symposiums

15 May – The metamorphosis of the Russian petroleum industry
With Thane Gustafson, Professor of Government, Georgetown University, Senior Director of IHS Cambridge Energy Research Associates (CERA).
Chair: Thomas Gomart, Director, Russia/NIS Center, Ifri.

8 October – The Prospects of Russian LNG Exports
With Tatiana Mitrova, Head of Oil and Gas Department at Energy Research Institute RAS, Russian Science Academy, former head of the global energy department, Skolkovo Center for Research and Development.
Chair: Thomas Gomart, Director, Russia/NIS Center, Ifri.
The emergence of Eastern and Southern Asia on the international scene has intensified the already complex issues the region faces; the economic, political and security stakes could not be higher. Through its research, programs, partnerships with important international research centers, and the events that it organizes, 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
Area of expertise: China, energy issues
Alice Ekman, Associate Researcher
Area of expertise: China
Isabelle Saint-Mézard, Associate Researcher
Area of expertise: South Asia

Digital Publications
“Asie.Visions”

Japan and the South China Sea: Forging Strategic Partnerships in a Divided Region, n° 60, Céline Pajon, January.


China’s Fortress Fleet-in-Being and its Implications for Japan’s Security, n° 62, Tetsuo Kotani, February.

ASEAN-India Political Cooperation: How to Reinforce a Much-needed Pillar? n° 63, Sophie Boisseau du Rocher, March.

China’s Growing Natural Gas Insecurity and the Potential of Chinese Shale Gas, n° 64, John Seaman, June.

Changes in India’s Agricultural Sector, n° 65, Christine Lutringer, June.

Urbanization and Mobility in China, n° 66, Jiowan Yang, December.

Articles and Contributions outside of Ifri
Beijing-Taipei: After the 18th Congress, Politique internationale, Winter 2012-2013, Alice Ekman.
The Border Incident of Spring 2013: An Interpretative Essay on Sino-Indian Relations, Hérodote, n° 150, 3rd Quarter 2013, Isabelle Saint-Mézard.

Rare Earths: Future Elements of Conflict in Asia? Asian Studies Review, 37:2, May 2013, John Seaman with Ming Hwa Ting.


Japan’s “Smart” Strategic Engagement in Southeast Asia, The Asan Forum, Vol. 1, n° 3, 6 December 2013, Céline Pajon.


Ifri’s Middle East/North Africa Program aims to provide expertise on the evolution of the area’s political systems, firms and economies through an analysis 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 decode the risks and potential outcomes. The program draws upon a network of researchers and experts, who work together closely on a variety of crucial subjects stretching from North Africa to the Gulf.

Team
Mansouria Mokhefi, Program Head, Research Fellow
Denis Bauchard, Special Adviser on the Middle East

Digital Publications

“Notes de l’Ifri”

Diplomatic Upheaval in Syria, Denis Bauchard, Mansouria Mokhefi, Philippe Moreau Defarges, Laurence Nardon, Julien Nocetti, Vivien Pertusot, Dorothée Schmid, September.

Intervention Still A Viable Option?
Corentin Brustlein, Etienne de Durand, Guillaume Garnier, Marc Hecker, Élie Tenenbaum, September.

Conference and Debates

11 June – Iran on the Eve of Elections: Towards a Renewal of the Islamic Republic?
With Michel Makinsky, Lecturer, France Business School, Poitiers, Research Associate, University of Liège; Louis Racine, Doctoral Candidate, EHESS; Clément Therme, Associate Researcher, Centre d'analyse et d'intervention sociologique (CADIS), EHESS and IRSEM.
Chair: Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri.

Seminars and Symposia

15 March – France and the United States: A Comparative Look at the New Arab World
In partnership with New York University – Paris.
Themes discussed: French diplomacy in the Face of the “Arab spring”; Israel’s Options in a Changing Region; Implications for American and European Policy; From Tunis to Damascus: Moscow’s Dissonant Vision; Saudi Arabia, A Changing Gulf and Implications for the West; Terrorism in the Sahel. A Shared Concern and the Complementarity Between France and the United States; Iraq, Ten Years After the American Military Invasion: From Inner Conflict to Regional Upheaval.

With Denis Bauchard, Adviser on the Middle East, Ifri; Christian Koch, Director, Gulf Research Center, Geneva; Daniel Lévy, Director, Middle East and North Africa program, European Council on Foreign Relations (ECFR); Antonin Tisseron, Associate Researcher, Thomas More Institute; Myriam Benraad, Associate Researcher, CERI; William Jordan, former American diplomat; Marie Doubrovikova, Moscow State Institute of International Relations (MGIMO University), Moscow.

28 March – Political Transformation to the West of the Mediterranean
Conference reserved for Ifri members.
With Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri.
Chair: Dominique David, Executive Vice-President, Ifri.

26 September – The Southern Maghreb: Changes in Progress
In collaboration with the Sub-Saharan Africa Program.
Themes discussed: Toward a new geopolitics in the Sahara - redefining migration.
Introduction:
Jean-Pierre Chevènement, Senator, Co-president of the Sahel working group, Senate Committee on Foreign Affairs, Defense and Armed Forces.
Alain Antil, Head of the Sub-Saharan Africa Program, Ifri
Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri.

With Zyad Limam, Director General and Editor-in-Chief, Afrique Magazine International; Jean-François Daguzan, Deputy Director, Foundation for Strategic Research (FRS), Director of Maghreb-Machrek; Bakary Sambe, Lecturer and Researcher, Center for Religious Studies (UFR -CRAC), University Gaston Berger, Saint-Louis, Senegal; Salim Chena, Researcher, ATER, Sciences Po Bordeaux; Wolfram Lacher, Associate Researcher, Middle East/Africa Department, SWP, Berlin; Michel Peraldi, Director of Research, École des hautes études en sciences sociales (EHESS), Paris; Stéphanie Poussel, Anthropologist, Institute of Maghreb Contemporary Research (IRM), Tunis; Ali Bensaâd, Lecturer and Researcher, Institute for Research and Studies on the Arab and Muslim World (CNRS-Iremam), Marseille; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri.
North Africa/Middle East/Mediterranean

North Africa Facing New Global Challenges Program

This program, conducted in partnership with the OCP Group, seeks to further knowledge on North Africa by examining often-overlooked themes and proposing new frameworks that place the Maghreb within our globalized world. The program seeks to reframe the relationships North African countries have with the Western world and the traditional powers in the region, as well as those that emerge within the Muslim world and developing countries. The North Africa Facing New Global Challenges Program calls on various research programs in Ifri, as well as outside researchers.

Team
Mansouria Mokhefi, Program Head, Research Fellow

Digital Publications

• “Notes de l’Ifri”

New Relations Between India and North African Countries, Isabelle Saint-Mézard, February.

China’s View of North Africa: Perceptions and New Directions Following the Arab Spring, Alice Ekman, February.

Beyond the Arab Awakening: Policies and Investments for Poverty Reduction and Food Security, Perrihan Al Riffai, Clemens Breisineer, Olivier Echer and Bingxin Yu, July.

Sonatrach, A State Within the State? Hocine Malti, July.


Education in North Africa: Promises and Challenges, Abdeljalil Akkari, July.


North Africa in the Face of the Informal Sphere, Abderrahmane Mebtoul, December.


Green Investments in Moroccan Agriculture, Najib Akesbi, December.


Political and Economic Effects of Qaddafi’s Death on Chad, Ketil Fred Hansen, December.

The activities of the Contemporary Turkey Program, established in 2007, have two main objectives: 1) to develop new tools for analyzing the political, economic and social dynamics within Turkey itself and to comprehend the rise of the country in the international arena; 2) to strengthen the instruments of Franco-Turkish dialogue between the political and economic decision-makers of both countries and between civil societies.

The program also aims to stimulate public debate in both countries through conferences, seminars and publications; to identify relevant actors in France and Turkey, in both civil society and institutional circles; and to organize activities that encourage socialization, particularly among media professionals (“Franco-Turkish Media Dialogue”).

Team
Dorothée Schmid, Program Head, Research Fellow
Areas of expertise: Franco-Turkish relations, Turkish foreign policy, Mediterranean regional issues, EU Middle East policy

Digital Publications
“Notes franco-turques”
Russia-Turkey: A Relationship Dictated by Energy, n° 7 (Russie.NEI.Visions, n°69), Rémi Bourgeot, March.
Crisis and Weakening of Southern Europe: Implications for Turkey, n° 8, Eduard Soler i Lecha, May.

Conference and Debates
21 February – Turkey for a New Europe
With Egemen Bağış, Turkish Minister for European Affairs. Chair: Dominique David, Executive Vice-President, Ifri.

Seminars and Symposiums
2 July – Turkey’s Energy Strategy Under Pressure: Domestic Bets and Regional Constraints
Breakfast with the Center for Energy at Ifri Brussels. With Dorothée Schmid, Research Fellow, Head of the Contemporary Turkey Program, Ifri; Mithat Rende, Ambassador, Director General for Multilateral Economic Affairs, Turkey; Denis Simonneau, Diplomatic Adviser, Director, Executive Committee in charge of European and international relations, GDF Suez; Özan Acar, Researcher, TEPAV; Sohbet Karbuz, Director of the Hydrocarbon division, Observatoire méditerranéen de l’énergie (OME); Cécile Maisonneuve, Director, Center for Energy, Ifri.

13/14 November – The New Kurdish Dynamic
In collaboration with the Arab World Institute (IMA).

Topics discussed: The Kurds Facing the States: Between Oppression and Empowerment; Regional and Global Effects of the Kurdish Dynamic; Kurdisn, Arabism, Turkishness: Murderous Identities or How Nationalisms Thrive on Mutual Opposition; The Difficult Unification of Kurds through History, Language and Culture.

Opening speech: Bernard Kouchner, Former Minister for Foreign Affairs; Jack Lang, President of the IMA; Denis Bouchard, Middle East Adviser, Ifri.

With François Zabbal, IMA; Thomas Gomart, Director of Strategic Development; Dorothée Schmid, Head of Contemporary Turkey Program, Ifri; Michel Leezenberg, University of Leiden, Netherlands; Kadri Gürsel, Milliyet; Abbas Vali, University of Boğaziçi, Turkey; Clément Therme, University of Geneva; Jean-Cristophe Ploquin, La Croix; Marc Semo, Libération; Arthur Quesnay, University of Paris 1; Denise Natali, National Defense University, Washington; Gareth Winrow, Oxford University; Ofra Bengio, University of Tel-Aviv; Khaman Asad, KRG Representative in France; Falah Mustafa Bakir, Minister, Head of the Department of Foreign Relations for the regional government of Iraqi Kurdistan (KRG); Djene Bajalan, Oxford University; Jordi Tejel, Graduate Institute, Geneva; Olivier Grojean, University of Aix-en-Provence; Cyril Roussel, Ifo — Amman, Jordan; Boris James, Ifo; Joyce Blau, Kurdish Institute of Paris; Salih Akin, University of Rouen; Seyhmus Dagtekin, poet and writer.

Closing speech: Kendal Nezan, Kurdish Institute of Paris.
Africa
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 keys for understanding and provide food for thought to enrich public debate, the program experts also aim to help political and economic actors shape their policies regarding the continent.

A variety of events complement the academic production, 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; land access competition; the evolution of the state; African policies of traditional and emerging partners in Africa; governance and geopolitics of the extractive industry, and security issues in the Sahel.

Team
Alain Antil, Program Head, Research Fellow
Areas of expertise: Mauritania, Sahel, West Africa, security and terrorism issues, trafficking
Camille Niaufre, Project Manager, Communication
Hélène Quénot-Suarez, Research Fellow
Areas of expertise: Ghana, Burkina Faso, West Africa, African cities, middle classes, local and urban governance, development of the private sector
Thierry Vircoulon, Associate Researcher
Areas of expertise: South Africa, Democratic Republic of the Congo (DRC), mineral/raw material issues, conflicts in Africa, reform of the security sector, China and Africa, governance, rule of law
Benjamin Augé, Associate Researcher
Areas of expertise: petroleum and gas, border conflicts related to hydrocarbons, Nigeria, the Sudan, Angola, Uganda, DRC, Ghana, South Africa, Mozambique, Tanzania
Cyril Musila, Associate Researcher
Areas of expertise: RDC, Great Lakes zone, Central Africa, regional cooperation, post-conflict reconstruction, cross-border economic dynamics
Matthieu Pellerin, Associate Researcher
Areas of expertise: Madagascar, safety/risk countries, corporate social responsibility, Mali, Niger, Libya, Mauritania, Ghana, Sahel
Sylvain Touati, Associate Researcher
Areas of expertise: electoral processes, emerging African countries, Sahel, French policy in Africa
Kathryn Nwajiaku-Dahou, Associate Researcher
Areas of expertise: Nigeria, Niger delta, hydrocarbons

Digital Publications
“Études de l’Ifri”
Billboards in Abidjan: Mirrors of Brands, Markers of Consumption, Hélène Quénot-Suarez, December.


France and the Fight against Terrorism in the Sahel: The History of a Difficult Leadership Role, Tobias Koepf, June.


Conferences and Debates
6 February – Natural Resources in Mauritania: Opportunities and Challenges
With Taleb Ould Abdi Vall, Mauritanian Minister for Petroleum, Energy and Mines; James Crossland, Vice-President, Kinross; Jean Daniel Blasco, North African Director, Total; Kane Amadou Mamadou, Director General, Société de production d’électricité et de gaz (SPEG); Benjamin Augé, Associate Researcher for Sub-Saharan Africa Program, Ifri.
Chair: Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

7 February – Democracy and Development in Africa: The Stakes, Challenges and Prospects
With Thomas Boni Yayi, President of the Republic of Benin.
Chair: Thierry de Montbrial, President, Ifri.

12 March – Peace and Security in the Great Lakes Region of Africa: Burundi’s Role
With Pierre Nkurunziza, President of Burundi.
Chair: Dominique David, Executive Vice-President, Ifri; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

29 May – Africa: New Opportunities, New Policy Directions
With John Dramani Mahama, President of Ghana.
Chair: Dominique David, Executive Vice-President, Ifri.

Seminars and Symposiums
22 February – Discussion about Madani Amadou Tall, Malian Political Party Leader
Chair: Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.
22 April – French Intervention in Mali, Lessons and Perspectives
In collaboration with the LRD Program.
With Matthieu Pellerin, Associate Researcher, Ifri; Pierre Boilley, Historian, Director, Centre d'étude des mondes africains (Cemaf); Frédéric Garnier, Colonel, CPCO; Charles Tenenbaum, Researcher, IEP Lille.
Chair: Étienne de Durand, Director, Security Studies Center, Ifri; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

13 June – The Central African Republic: Understanding the New Crisis Through the Old
With Thierry Vircoulon, Associate Researcher, Ifri
Chair: Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

4 December – Security Threats Along the Niger Border
With Mohamed Bazoun, Minister of State for Foreign Affairs, Cooperation, African Integration and Nigerians Abroad of the Republic of Niger.
Chair: Dominique David, Executive Vice-President, Ifri; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

International Conferences

24 June – Access to Farmland in Sub-Saharan Africa, A Key to Development
Themes discussed: Demographic and Diet Evolutions and Land Grabbing Phenomena; From Rights Competition to Land Policies; Land Access as a Development Issue: The Example of Landholding (TSS).
Opening speech: Dominique David, Executive Vice-President, Ifri. With Marc Dufumier, Agronomist, Agro Paristech; Madadio Niasse, Director, International Land Coalition; Étienne Le Roy, Professor of Legal Anthropology, Director, Paris Laboratory of Legal Anthropology (LAJP), Sorbonne University Paris 1; Jean Schmitz, Anthropologist, Director of Research, Institute of Research and Development (IRD); Bruno Angstholm, African Project Manager, CCFD-Terre solidaire; Florence Liégeois, Head of RDS, RCN Justice & Democracy Programs; Abdoulaye Harissou, Notary, President of the “Landholding” Work Group, International Union of Latin Notaries (UINL); Didier Nourissat, Notary, Coordinator of the “Landholding” Committee for the High Council of French Notaries, General Counsel, UINL; Bachir Dieye, Adviser, Commission for Development and Cooperation, Parliamentary Assembly of French-Speaking Countries; Michel Merlet, Director, aGter Association.

26 September – North African Countries and their Southern Region: Ongoing Change
In collaboration with the Middle East/North Africa Program.
Themes discussed: Towards a New Geopolitics for the Sahara; Redefining Migrations.
Opening speech: Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri; Jean-Pierre Chevènement, Senator for the Territoire de Belfort, Co-President of the Sahel Working Group for the Senate Commission on Foreign Affairs, Defense and Armed Forces; with Zyad Limam, President and Managing Editor, Afrique Magazine International; Jean-François Daguzan, Deputy Director, Foundation for Strategic Research (FRS), Director of the journal Maghreb-Machrek; Bakary Samou, Lecturer and Researcher, Center for Religious Studies (UFR-CRAC), University Gaston Berger of Saint-Louis, Senegal; Salim Chena, ATER, Sciences Po Bordeaux; Wolfram Lacher, Associate Researcher, Middle East/Africa Department, SWP, Berlin; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri; Michel Peroldi, Research Director, École des hautes études en sciences sociales (EHESS); Stéphanie Pouessel, Anthropologist, Institute of Maghreb Contemporary Research (IRMIC), Tunis; Ali Bensaâd, Senior Lecturer, University of Aix-Marseille, Lecturer and Researcher, CNRS-IREMAM, Aix en Provence.

Themes discussed: State of the Nation: Economy, Politics and Society; South Africa on the International Scene, New Horizons?
Opening speech: Dominique David, Executive Vice-President, Ifri; with Laurent Clavel, Commissioner General of the French-South Africa Season 2013; Véronique Vouland-Aneini, Deputy Director for Africa and the Indian Ocean, French Ministry of Foreign Affairs; Jens-Christian Hoj, Senior Economist on South Africa, Economics Department, OECD, Paris; Anthony Butler, Professor, Department of Political Studies, University of Cape Town; Raphael Botiveau, University of Paris-1 Pantheon Sorbonne; Seeraj Mohamed, Director of Corporate Strategy and Industrial Development, Senior Lecturer, University of Witwatersrand, Johannesburg; Hélène Quénot-Suarez, Research Fellow, Ifri; Alfredo Tjiurimo Hengari, Head of the South African Foreign Policy and African Drivers Program, South African Institute of International Affairs, Johannesburg; Thierry Vircoulon, Associate Researcher, Ifri; Agathe Maupin, South African Institute of International Affairs, Johannesburg.
European see many cultural similarities between themselves and the United States. Despite this, however, the US remains founded on a political philosophy and a reference system that is very different from those of the old continent. Moreover, the American institutions, political system and economic conditions contribute to a framework never before seen in the world. How does this culture and practice translate into US actions internationally? 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 Europe.

Team

Laurence Nardon, Program Head, Research Fellow
Areas of expertise: domestic policy, foreign policy, social evolution
Anne-Lorraine Bujon, Associate Researcher
Areas of expertise: political theory, social and cultural questions
Alexandra De Hoop Scheffer, Associate Researcher
Areas of expertise: foreign policy and security issues
François Vergniolle de Chantal, Associate Researcher
Areas of expertise: institutions and domestic policy

Digital Publications

“Potomac Papers”

United States: The Role of the State in Research Funding, n° 16, Gabrielle Durana, April.

The Republican Party’s Ideological Crisis, n° 17, Aurélie Godet, June.

An Ohio Renaissance? n° 18, Guy Hervier, October.

Policy Briefs

A series of policy briefs on the future of American leadership. In partnership with the G.

The Future of American Leadership, Alexandra de Hoop Scheffer, Laurence Nardon, January.

A City Upon a Crumbling Hill? Martin Michelot, January.

The Future of American Leadership: Between Renewal and Delegation, Alexandra de Hoop Scheffer, February.


Obama’s Second Term Foreign Policy Team, William Burke-White, June.

Global Swing States and U.S. Strategy, Daniel Kliman, September.


Articles and Contributions outside of Ifri


Foreign Policy: The United States First, Questions internationales, n° 64, November-December, Laurence Nardon.

Conference and Debates

4 July – Immigration Reform in the US: Challenges Ahead
With Patrick Weil, Director of Research, CNRS, Center of 20th Century Social History, University of Paris 1, Visiting Professor, Yale University; Anne Bagamery, European Day Editor, The International Herald Tribune.
Chair: Laurence Nardon, Head of the United States Program, Ifri.

30 September – Fall 2013: Where Does the US Stand in the World?
In partnership with the American Embassy in Paris.
With Walter Russel Mead, Professor, Bard College, Columnist, The American Interest; Justin Vaïsse, Director, Centre d’Analyse, de prévision et de stratégie (CAPS), Ministry of Foreign Affairs.
Chair: Laurence Nardon, Head of the United States Program, Ifri.

Annual Conference

6 December – Where Does the US Stand in the World?
With the support of Starbucks, David Pol, Viel & Cie, and the Clarence Westbury Foundation.
Themes discussed: Looking for the Next President; The State of the US Economy; Can the United States Escape the Middle East?; The Transatlantic Security Relationship.
With John Zogby, Analyst, Zogby Analytics; Aurélie Godet, Senior Lecturer, University of Paris VII Diderot; Michael Tomasky, Editor-in-Chief, Democracy; Florence Pisani, Economist, Dexia Asset Management; Michele Dunne, Researcher, Carnegie Endowment for International Peace; Jeffrey Mankoff, Deputy Director, Russia and Eurasia Program, Center for International and Strategic Studies (CSIS); Alireza Nader, Political Analyst, Rand Corporation; François Bujon de l’Estang, French Ambassador, former Ambassador to Washington, President, FBE International Consultants; Leo G. Michel, Senior Research Fellow, Institute for National Strategic Studies (INSS); Laurence Nardon, Head of the United States Program, Ifri.
Security Studies Center
Defense Research Unit (LRD)

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 debate through research and seminars. The center is also working to develop a far-reaching presence in new media (Ultima Ratio blog, Twitter, videos on Dailymotion). Devoted to the subject “French defense in question”, the 2012-2013 brown-bag seminar cycle, organized in partnership with the Foundation for Strategic Research (FRS) and the Secret Défense blog, received widespread attention.

Team

Étienne de Durand, Research Fellow, Director of the Security Studies Center 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

Michel Baud, Major, Research Fellow at the LRD
Areas of expertise: strategic and military questions, French defense policy

Corentin Brustlein, Research Fellow at the LRD and Head of the Proliferation and Deterrence Program
Areas of expertise: antimissile defense, nuclear deterrence, American defense policy, proliferation of weapons of mass destruction, military transformation

Antoine d’Évry, Battalion Commander (on secondment to Ifri), Research Fellow at the LRD
Areas of expertise: evolution of contemporary military engagements, the future of the armored forces, French military cooperation in Africa

Guillaume Garnier, Lieutenant Colonel (on secondment to Ifri), Research Fellow at the LRD
Areas of expertise: amphibious operations, urban combat, counter-insurgency, intelligence

Marc Hecker, Research Fellow, Deputy Editor-in-Chief of Politique étrangère
Areas of expertise: terrorism, asymmetrical conflicts, wartime communication

Aline Leboeuf, Research Fellow at the LRD
Areas of expertise: changes in world conflicts, stabilization and post-conflict reconstruction, African conflicts

Élie Tenenbaum, Assistant Research Fellow
Areas of expertise: guerrillas and counter-insurgency, military doctrine, communication of strategic intelligence

Thomas Rid, Associate Researcher
Areas of expertise: cyberdefense, war communication, asymmetrical conflicts, counter-insurgency

Digital Publications

“Focus stratégiques”

Winning in Libya: By Design or Default? n° 41, Michael W. Kometer, Stephen E. Wright, January.


Cyberwar: In Search of a Strategy, n° 44, Michel Baud, May.

Tsahal on All Fronts: The Israeli Army and Strategic Uncertainty, n° 45, Pierre Razoux, July.

The Primacy of Alliance: Deterrence and European Security, n° 46, Lawrence Freedman, March-April.

China’s Nuclear Idiosyncrasies and Their Challenges, n° 47, Jeffrey Lewis, November-December.

Articles and Contributions outside of Ifri


Half a Century of Pro-Palestinian Activism in France: Evolution and Prospects, Marc Hecker, Confluences Méditerranée, n° 86, Summer 2013.

America’s New Military Stance in Asia, Corentin Brustlein, Politique étrangère, 2:2013.

The Nuclear Disarmament Letdown, Corentin Brustlein, Études, n° 419-3, September 2013.

Air Superiority: Where Does the French Model Stand Within the SEAD? Élie Tenenbaum, DSI, n°93, October 2013.


Seminars

Brown-bag Seminars
In partnership with the Foundation for Strategic Research (FRS) and the blog Secret Défense.

With Martial Foucault, Director, EU Center of Excellence, McGill University, Montreal; Camille Grand, Director, Foundation for Strategic Research (FRS); Jean-Dominique Merchet, author of the blog Secret-Défense.
Chair: Étienne de Durand, Director, Security Studies Center, Ifri.

14 February – Role of the Armed Forces in National Defense: Scenarios
With General Hervé Charpentier, Military Governor of Paris; Étienne de Durand, Director, Security Studies Center, Ifri; Jean-Dominique Merchet, author of the blog Secret-Défense.
Chair: Camille Grand, Director, Foundation for Strategic Research (FRS).

28 March – Arms Acquisition and Industries: A Call from Europe
With Hélène Masson, Senior Research Fellow, FRS; Camille Grand, Director, FRS; Jean-Dominique Merchet, author of the blog Secret-Défense.
Chair: Étienne de Durand, Director, Security Studies Center, Ifri.

With Camille Grand, Director, FRS; Jean-Dominique Merchet, author of the blog Secret-Défense.
Chair: Étienne de Durand, Director, Security Studies Center, Ifri.

LRD Seminars

22 March – FRUK Defense Forum Round Table – London
In partnership with the Centre for European Reform, Chatham House, the Foundation for Strategic Research, and the Royal United Services Institute (RUSI).

With Michael Clarke, Director General, RUSI; Robert Regan, Director, International Policy (France), UK Ministry of Defense; James de Waal, Visiting Scholar, Chatham House; Ash Smith, Deputy Director of Strategy, UK Ministry of Defense; Camille Grand, Director, FRS; Étienne de Durand, Director, Security Studies Center, Ifri.

25 March – French-German Defense Cooperation: Obstacles and Opportunities
In collaboration with Cerfa.
Themes discussed: Barriers to Cooperation; Relaunching a Difficult Partnership?: Confronting Visions.

With Ronja Kempin, Director of UE External Relations Department, Stiftung Wissenschaft und Politik (SWP), Berlin; Christian Möllin, Associate Researcher, SWP, Berlin; Claudia Major, Deputy Head of Defense Policy Research Group, SWP, Berlin; Alexis Morel, Forecasting Department, Ministry of Foreign Affairs; Aline Lebœuf, Research Fellow, Security Studies Center, Ifri; Étienne de Durand, Director, Security Studies Center, Ifri.

22 April – French Intervention in Mali: Lessons and Perspectives
In collaboration with the Sub-Saharan Africa Program.
Themes discussed: Feedback on the Serval Operation; Peace Building?

With Frédéric Garnier, Colonel, CPCO; Charles Tenenbaum, Senior Lecturer, Sciences Po Lille; Pierre Baillely, Professor, University of Paris 1; Mathieu Pellerin, Associate Researcher, Ifri; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri; Étienne de Durand, Director, Security Studies Center/LRD, Ifri; Aline Lebœuf, Research Fellow, Security Studies Center/LRD, Ifri.

11 July – The Sustainability of Defense Equipment Policies
Themes discussed: Military Inflation: An Inexorable Race to Exhaustion?, How to Maintain Coherent Forces and a Long-Term BITD with a Consistent Budget?

With Alain Bouquin, General, Departmental Head, Systems of Force Architecture, DGA; Sophie Lefeez, Doctoral Candidate, CETCOPRA/Paris 1 and EADS; Gilles Desclaux, General, ThalesRaytheonSystems, former Commander of Air Defense and Air Operations; Renaud Bellaïs, Associate Researcher, ENSTA Brittany; Olivier Martin, Secretary General, MBDA.
Chair: Étienne de Durand, Director, Security Studies Center/LRD, Ifri; Guillaume Garnier, Lieutenant-Colonel, Research Fellow, LRD, Ifri.
CROSSCUTTING PROGRAMS

3 September – Defense: For What Purpose?
Lunch debate with Jacques Gautier, Senator (UMP); Daniel Reiner, Senator (PS).
Chair: Étienne de Durand, Director, Security Studies Center/LRD, Ifri.

11 December – Light Footprint Operations: Relevance of the Concept and the Role of Ground Forces
With David W. Barno, General, Senior Fellow, Center for a New American Security; François Lecointre, General, Flag Officer, Chief of Land Staff; Jean-Christophe Noël, Colonel, Chief Operating Officer, CAPS, Ministry of Foreign Affairs; Xavier Lafargue, Colonel, Head of Research and Development, General Staff, Special Operations Command; Pierre-Joseph Givre, Colonel, Deputy Military Governor of Paris; Étienne de Durand, Director, Security Studies Center/LRD, Ifri.

Seminar of the Proliferation and Dissuasion Program

25 November – US Nuclear Future: Deterrence Challenges at Lower Numbers
Seminar with James Acton, Senior Associate, Carnegie Endowment for International Peace.
Chair: Corentin Brustlein, Research Fellow, Security Studies Center/LRD, Ifri.

In collaboration with Ifri/Brussels

With Gilles Rouby, General, Chief Military Representative of France to NATO and the European Union; Luis Simón, Researcher, Institute for European Studies, Free University of Brussels; Étienne de Durand, Director, Security Studies Center, Ifri.
Chair: Vivien Pertusot, Head of Ifri Brussels.

13 December – The EU and the Security Sector Reform – Brussels
With Didier Lenoir, Director of Crisis Management and Planning Directorate (CMPD), European External Action Service; Aline Lebœuf, Research Fellow, Security Studies Center/LRD, Ifri.

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

Guilhem Penent, Associate Researcher

Areas of expertise: Space policy, space and security, space telecommunications

Julien Béclard, Associate Researcher

Areas of expertise: European space policy

Martine Breux, Assistant

Digital Publications

“Actuelles de l’Ifri


The Vegetation Programme, The Europe & Space Series n° 13, Julien Beclard, September.

Articles and Contributions outside of Ifri

Space, Luxury or Necessity: Situations and Prospects for France After the Livre blanc and Operation Serval, Guilhem Penent, The Space Review, August.

CROSSCUTTING PROGRAMS

Center for Energy

The Center for Energy aims to inform actors involved in public debate and public and private stakeholders about developments in global energy markets and their environmental and economic implications, as well as their effects on external policy. Particular attention is paid to European debates; identifying energy strategies at the Community level while respecting the energy choices of member states and the new environmental constraints on public policy is a challenge in implementing energy policy at the European level.

Team
Cécile Maisonneuve, Research Fellow, Director (beginning in February 2013)
Areas of expertise: geopolitics of energy, international strategies of firms relating to energy governance issues

Jacques Lesourne, Chairman of the Center’s Scientific Committee

William C. Ramsay, former Deputy Executive Vice-President of the International Energy Agency (IEA) and former Director of Ifri’s Center for Energy, Adviser

Maïté de Boncourt, Research Fellow
Areas of expertise: transportation, Middle East

Laura Parmigiani, Research Fellow (Brussels)
Areas of expertise: gas markets

Benjamin Augé, Associate Researcher
Areas of expertise: petroleum, gas, electricity, conflicts linked to fuel, Africa

Sylvie Cornot-Gandolphe, Associate Researcher
Areas of expertise: gas and coal markets, shale gas

Martine Breux: Assistant

Digital Publications

“Notes de l’Ifri”


Seminars and Symposiums

23 April – Orbital Slots and Spectrum Use: A Governance Outlook
Themes discussed: Main Challenges for Today’s Space Community; Orbits and Frequencies: Status; Repartition, Regime; Political Issues of Satellite Telecommunications; The Current Legal Regime and its Inadequacies.

With Tanja Masson-Zwaan, Deputy Director, International Institute of Air and Space Law, Leiden University; Xavier Pasco, Senior Research Fellow, Foundation for Strategic Research (FRS); Gérard Brachet, Member of the Board of Directors, SWF, Consultant in space policy, Vice-President, International Astronautical Federation; Laurence Nardon, Head of the Space Program, Ifri; Guilhem Penent, Associate Researcher, Space Program, Ifri.

19 November – The Militarization of Space and Norway’s Satellite Stations: Bases for Debate in the Next Military Space Era
With Bård Wormdal, author of The Satellite War, 2012, Journalist, NRK.
Chair: Guilhem Penent, Associate Researcher, Space Program, Ifri.
CROSSCUTTING PROGRAMS

Conferences and Debates

9 January – European Policies and Energy Transitions
With Jean-Arnold Vinois, Head of Unit on Energy Policy and Security of Supply and Networks, DG Énergie, European Commission; Daniel Dobbeni, Director General, Elia; Maïté Jauréguy-Naudin, Director, Center for Energy, Ifri.
Chair: Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

14 March – Status and Outlook for Shale Gas and Tight Oil Development in the US
With Adam Sieminski, Administrator of the US Energy Information Administration.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

30 May – Unconventional Hydrocarbons: Is a European Approach Possible?
With Olivier Appert, President, IFP Énergies nouvelles; Sylvie Duflot, Administrative Director and Public Relations, Total Gas Shale Europe (TGSE); Capella Festa, Senior Energy Analyst, International Energy Agency (IEA); Boguslaw Sonik, Member of the European Parliament, Parliament Rapporteur for the report “The Environmental Impacts of Shale Gas and Shale Oil Extraction Activities”.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

9 July – German Energy Policy: A Good Example?
With Michel Cruciani, Project Manager, Center of Geopolitics of Energy and Raw Materials (CGPEM), University of Paris IX-Dauphine; Christian Pierret, former Minister for Industry, President of the think tank Énergie Vista.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

Seminars and Symposiums

2 July – Turkey’s Energy Strategy Under Pressure: Domestic Bets and Regional Constraints
In collaboration with the Contemporary Turkey Program. With Dorothée Schmid, Head of the Contemporary Turkey Program, Ifri; Mihat Rende, Ambassador, Director General for Multilateral Economic Affairs, Turkish Ministry of Foreign Affairs; Denis Simonneau, Diplomatic Counselor, Member of the Executive Committee, Director of European and International Relations, GDF Suez; Sohbet Karbuz, Director of Hydrocarbons, OME: Ozan Acar, Economist, Economic Policy Research Foundation of Turkey, TEPAV.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.


Global Coal Trade: From Tightness to Oversupply, Sylvie Cornot-Gandolphe, February.

Offshore Gas in the East Mediterranean: From Myth to Reality, Maïté de Boncourt, May.

The European Gas Market: A Reality Check, Laura Parmigiani, May.


Le tournant énergétique allemand: année N+2, Michel Cruciani, July.

Impact du développement des gaz de schistes aux États-Unis sur la pétrochimie européenne, Sylvie Cornot-Gandolphe, October.

Year 2 of Germany’s Energy Transition, Michel Cruciani, November.

“Éditos”

An Energy Transition and the Confusion of Ideas, Jacques Lesourne, February.

The Commission’s “Green Paper” on Energy: A Text in Need of Revision, Jacques Lesourne, March


Keeping a Cool Head in the National Debate on Energy Transition, Jacques Lesourne, July.

Europe Left Behind in the Energy Revolution, Cécile Maisonneuve, July.

The European Gas Market: A Reality Check, Laura Parmigiani, May.

Global Coal Trade: From Tightness to Oversupply, Sylvie Cornot-Gandolphe, February.

Offshore Gas in the East Mediterranean: From Myth to Reality, Maïté de Boncourt, May.

The European Gas Market: A Reality Check, Laura Parmigiani, May.

Le tournant énergétique allemand: année N+2, Michel Cruciani, July.

Impact du développement des gaz de schistes aux États-Unis sur la pétrochimie européenne, Sylvie Cornot-Gandolphe, October.

Year 2 of Germany’s Energy Transition, Michel Cruciani, November.

“Éditos”

An Energy Transition and the Confusion of Ideas, Jacques Lesourne, February.

The Commission’s “Green Paper” on Energy: A Text in Need of Revision, Jacques Lesourne, March


Keeping a Cool Head in the National Debate on Energy Transition, Jacques Lesourne, July.

Europe Left Behind in the Energy Revolution, Cécile Maisonneuve, July.
The Ifri Energy Breakfast Roundtables (Brussels)

19 February – What Lies behind Europe’s Refining Crisis?
With Chris Beddoes, Director General, Europia (European Petroleum Industry Association); Antoine Halff, Head of the Oil Industry and Markets Division, editor of the Oil Market Report, International Energy Agency (IEA); Said Nachet, President, Energy and Consulting & Advisory Services (ECAS), Senior Lecturer, IFP School, Professor, Sciences Po Paris, National Expert, Directorate General for Energy and Climate (DGEC).
Chair: Cécile Maïsoneuve, Director, Center for Energy, Ifri; Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

21 March – New Energy Resources in East Africa: Pushing back the Continent’s Last Hydrocarbon Frontier
With Benjamin Augé, Associate Researcher, Sub-Saharan Africa Program, Ifri; Roger M. Carvalho, Director General, Corporate Finance, SPTEC Advisory; Yorick de Mombynès, Vice-President Country Delegate for Kenya and Tanzania, Total E&P, East Africa.
Chair: Cécile Maïsoneuve, Director, Center for Energy, Ifri; Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

4 June – East Mediterranean New Offshore Gas Resources: What’s in It for Europe?
With Charles Ellinas, Executive President, Cyprus National Hydrocarbons Company; Philip Hayward, Senior Vice-President, LNG/GTL Business, Technip; Olivier Silla, Deputy Head of Unit, International Relations and Enlargement, DG Énergie, European Commission; Menelaos Ydreas, Vice-President, Market and Customer Service, Union Gas Ltd, Vice-President, Coordination Committee, International Gas Union; Maïté de Boncourt, Research Fellow, Center for Energy, Ifri.
Chair: Cécile Maïsoneuve, Director, Center for Energy, Ifri; Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

17 October – Hydrocarbons in Algeria, Long-Term or Uncertain Supplier for EU?
With Mustapha Faid, Former Vice-President, Sonatrach, President, SPTEC Advisory; Francis Perrin, President, Le pétrole et le gaz arabes; Olivier Silla, Deputy Head of Unit, International Relations and Enlargement, DG Énergie, European Commission, Executive Representative, GDF-SUEZ.
Chair: Cécile Maïsoneuve, Director, Center for Energy, Ifri; Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

4 December – Shale Gas Boom in the US: What Future for European Petrochemical Industries?
With Sylvie Cornot-Gandolphe, Associate Researcher, Center for Energy, Ifri; José Mosquera, Director of Industrial Policy, Cefic-European Chemical Industry Council; Cristian Kanovits, Policy Officer, Energy and Transport, Sustainable Industrial Policy and Constructions Unit, DG Enterprise & Industry, European Commission.
Chair: Cécile Maïsoneuve, Director, Center for Energy, Ifri.

Center for Migrations and Citizenship

By observing migration as a structuring reality of contemporary international relations and practices of citizenship in a world ever more interdependent, the Center offers fresh thinking on migration and diversity. For several years, it has led a project on European citizenship in four working-class, immigrant neighborhoods (Birmingham, Lisbon, Montreuil and Palermo), as well as a research program on the relationship between firms and migration policies. The Center also focuses on Islam and the citizenship of populations viewed as Muslim in Europe.

Team
Christophe Bertossi, Center Director, Research Fellow
Areas of expertise: citizenship, multiculturalism, institutions (armies and health), migration policies
Emma Broughton, Research Fellow
Areas of expertise: migration policies (Europe and developing countries), migration and firms
Dorothee Prud’homme, Research Fellow
Areas of expertise: discrimination and health, ethnicity, migration policies
Danièle Joly, Associate Researcher
Areas of expertise: migration policies, asylum, discrimination, multiculturalism, Muslims in Europe
Marie Bassi, Associate Researcher
Areas of expertise: migration policies, immigration in Southern Europe
Imad Bou Akl, Associate Researcher
Areas of expertise: culture and health, multiculturalism, Lebanon
Jan Willem Duyvendak, Associate Researcher
Areas of expertise: citizenship, multiculturalism, social movements, Muslims in Europe

Book Published outside of Ifri
Digital Publications

“Notes de l’Ifri”

Entrepreneurs and Migrations: The Case of Sweden, Karin Krifors, February.


Conference and Debates

7 January – Western Europe States and Their Muslim Citizens – Institutions, Perceptions, Boundaries
Conference in partnership with the British Council.
With Jan Willem Duyvendak, University of Amsterdam; Carolyn Sargent, Washington University in St. Louis; John Bowen, Washington University in St. Louis; James Beckford, University of Warwick; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri.

Seminars and Symposiums

9 April – Migration Policy and the Competitiveness of Firms in Europe – Brussels
With Emma Broughton and Dorothée Prud’homme, Research Fellows, Center for Migrations and Citizenship, Ifri.

International Conference

22/26 May – European Citizenship Days – Palermo
Workshops and the international conference Health and Multiculturalism held as part of the SUCCESS project (Voicing Democracy in Successful European Societies – Palermo)
In collaboration with the University of Palermo and under the patronage of the National Institute of Health (ISS), Rome.
With the support of the Calouste Gulbenkian Foundation, the Regional Council of Île-de-France and the European Commission’s Europe for Citizens program.

Themes discussed: Diversity in Health Institutions: Contexts, Ideologies, Practices; Social Influences on Health in Multicultural Contexts: An International Comparison; How Migrations Shape European Societies and Institutions: The Example of Immigrants’ Health in Palermo.

Opening address: Roberto La Galla, Chancellor, University of Palermo; Stefano Boca, Director, Department of Psychology, University of Palermo; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri.

With Maria Chiara Monti, Researcher, Department of Psychology, University of Palermo; Giuseppina Cassara, University of Palermo Hospital; Filippo Casadei, Researcher, University of Bergamo; Carolyn Sargent, Anthropology Professor, Washington University in St. Louis; John Bowen, Dunbar-Van Cleve Professor in Arts and Sciences, Washington University in St. Louis; Sarah Gelbert, E. Desmond Lee Professor of Racial and Ethnic Diversity, Washington University in St. Louis; Filippo Marranconi, Doctoral Candidate, University of Torino and EHESS, Paris; Anna Maria Luzi and Stefania d’Amato, Researchers, National Institute of Health (ISS), Rome; Ivo Quaranta, Researcher, University of Bologna; Fulvio Vassallo Paleologo, Professor, Department of Politics, Law and Society, University of Palermo; Mario Affronto, Director, Department of Migrants’ Health, University of Palermo Hospital; Dorothée Prud’homme, Research Fellow, Center for Migrations and Citizenship, Ifri.

Conclusion: Leoluca Orlando, Mayor of Palermo.
Publications

Books Published outside Ifri or in Co-edition


Digital Publications, Articles

Europe

• Cerfa’s Publications

“Notes du Cerfa”

Migrants in Germany, the integration debate, n° 100, Nele Wissmann, January.

Between economic success and social instability, Germany 10 years after the Hartz laws, n° 101a, Brigitte Lestrade, May.

Poverty in Europe: where is Germany? n° 101b, Christoph Schröder, May.

Credit Union: the position of the German savings banks, n° 103, Georg Fahrenschon, July.

Renewing a transatlantic partnership? German-American relations during Obama’s second term, n°104, Stormy-Annika Mildner, Henning Riecke, Claudia Schmucker, July.

Germany, France, Turkey: the triangle of power, n° 105 (Note franco-turque n° 9), Dorothée Schmid, September.

Germany after the federal elections of 2013: between political continuity and structural changes, n° 107, Ulrich Eith, December.

Germany, France, Turkey: A New Triangle of Powers, n° 105, Dorothée Schmid, September.

“Schengen governance”: the subtle balance between Community method and intergovernmental logic, n° 106, Yves Pascouau, December.

“Visions franco-allemandes”

France, Germany and the European defense: more pragmatism and less pathos, n° 20, Claudia Major, January.

France and Germany: the present in perspective, n° 21, Alfred Grosser, January.

Between ideals and interests: new French and German perspectives on North Africa, n° 22, Isabel Schöfer, February.

The end of divergences? Perspectives on French and German economic policies, n° 23, Henrik Uterwedde, October.

• Publications by Ifri Brussels

“In Europe, not Ruled by Europe: Tough Love between Britain and the EU, Vivien Pertusot, March.

Diplomatic Upheaval in Syria, Denis Bauchard, Mansouria Mokhefi, Philippe Moreau Defarges, Laurence Nardon, Julien Nocetti, Vivien Pertusot, Dorothée Schmid, September.

Syria: Is Military Intervention Still a Viable Option? Corentin Brustlein, Étienne de Durand, Guillaume Garnier, Marc Hecker, Élie Tenenbaum, September

Articles and Contributions

Defence Matters, report by Vivien Pertusot and Étienne de Durand, NATO, October.

Russia/NIS

Book


“Russie.Nei.Visions”

(series published in English, French and Russian)

Antimissile Defense: The Improbable cooperation between Russia and Nato, n° 67, Richard Weitz, January.

Governors, oligarchs and siloviki: oil and power in Russia, n° 68, Ahmed Mehdi, Shamil Yenikeyeff, February.

Russia-Turkey: a relationship determined by energy, n° 69 (Note franco-turque n°7), Rémi Bourgeo, March.


Japan-Russia: Toward a Strategic Partnership? n° 72, Céline Pajon, September.
The Influence of the State on Expanding Russian MNEs: Advantage or Handicap? Andrei Panibratov, n° 73, December.

“Russe.Nei.Reports” (series published in English or French)
Russian LNG: The Long Road to Export, n° 16, Tatiana Mitrova, December.

Articles and Contributions outside of Ifri
Internet, an Accelerator for Transformations in Russia, Julien Nocetti Studies, February.
What Energy Policy for Russia in the Middle East? Julien Nocetti, Foreign Policy, 1:2013
The Competitiveness of Russian Universities, Tatiana Kastoueva John Obshchaya tetrad ‘(in Russian), No. 1 (61) 2013
Digital Diplomacy, Thomas Gomart, La Revue des Deux Mondes, January
New Missions and Ambitions for Russian Universities, Tatiana Kastoueva John, International Higher Education, No. 73, September.
The Emergence of Social Networks on the International Scene, Julien Nocetti, International Issues, No. 63, September.
Russian Companies and Higher Education, Tatiana Kastoueva John, Russian Analytical Digest, No. 137, October
What does the Snowden case hides?, Thomas Gomart, La Revue des Deux Mondes, October

Asia

“Asie.Visions”
Japan and the South China Sea: Forging Strategic Partnerships in a Divided Region, n° 60, Céline Pajon, January.


China’s Fortress Fleet-in-Being and its Implications for Japan’s Security, n° 62, Tetsuo Kotani, February.

ASEAN-India Political Cooperation: How to Reinforce a Much-needed Pillar? n° 63, Sophie Boisseau du Rocher, March.

China’s Growing Natural Gas Insecurity and the Potential of Chinese Shale Gas, n° 64, John Seaman, June.

Changes in India’s Agricultural Sector, n° 65, Christine Lutringer, June.

Urbanization and Mobility in China, n° 66, Jiawan Yang, December.

Articles and Contributions outside of Ifri
Beijing-Taipei: After the 18th Congress, Politique internationale, Winter 2012-2013, Alice Ekman.


The Border Incident of Spring 2013: An Interpretative Essay on Sino-Indian Relations, Hérodote, n° 150, 3rd Quarter 2013, Isabelle Saint-Mézard.

Rare Earths: Future Elements of Conflict in Asia? Asian Studies Review, 37:2, May 2013, John Seaman with Ming Hwa Ting.


Japan’s “Smart” Strategic Engagement in Southeast Asia, The Asan Forum, vol. 1, n° 3, 6 December 2013, Céline Pajon.


Middle East/North Africa/Mediterranean

- Middle-East/North Africa

“Notes de l’Ifri”

Diplomatic Upheaval in Syria, Denis Bauchard, Mansouria Mokhefi, Philippe Moreau Deforges, Laurence Nardon, Julien Nocetti, Vivien Pertusot, Dorothée Schmid, September.


Maghreb Facing New Global Challenges Program

“Notes de l’Ifri”

New Relations Between India and North African Countries, Isabelle Saint-Mézard, February.

China’s View of North Africa: Perceptions and New Directions Following the Arab Spring, Alice Ekman, February.

Tunisia, Year 3 of the Revolution, Denis Bauchard, April.

Beyond the Arab Awakening: Policies and Investments for Poverty Reduction and Food Security, Perrihan Al Riffai, Clemens Breisinger, Olivier Echer and Bingxin Yu, July.

Sonatrach, A State Within the State? Hocine Malti, July.


Education in North Africa: Promises and Challenges, Abdeljalil Akkari, July.


North Africa in the Face of the Informal Sphere, Abderrahmane Mebtoul, December.


Green Investments in Moroccan Agriculture, Najib Akesbi, December.


Maghreb Facing New Global Challenges: Political and Economic Effects of Qaddafi’s Death on Chad, Kjetil Fred Hansen, December.


- Contemporary Turkey

“Notes franco-turques”

Russia-Turkey: A Relationship Dictated by Energy, n° 7 (Russie.NEI.Visions, n°69), Rémi Bourgeot, March.

Crisis and Weakening of Southern Europe: Implications for Turkey, n° 8, Eduard Soler i Lecha, May.

Germany, France, Turkey: A New Triangle of Powers, n° 9 (Note du Cerfa n° 105, September 2013), Dorothée Schmid, September.

Africa

“Études de l’Ifri”

Billboard in Abidjan: Mirrors of Brands, Markers of Consumption, Hélène Quenot-Suarez, December.

“Notes de l’Ifri”


France and the Fight against Terrorism in the Sahel: The History of a Difficult Leadership Role, Tobias Koepf, June.


United States

“Potomac Papers”

United States: The Role of the State in Research Funding, n° 16, Gabrielle Durana, April.

The Republican Party’s Ideological Crisis, n° 17, Aurélie Godet, June.

An Ohio Renaissance? n° 18, Guy Hervier, October.

Policy Briefs

A series of policy briefs on the future of American leadership. In partnership with the GMFUS.

The Future of American Leadership, Alexandra de Hoop Scheffer, Laurence Nardon, January.

A City Upon a Crumbling Hill? Martin Michelot, January (article, February, website).

The Future of American Leadership: Between Renewal and Delegation, Alexandra de Hoop Scheffer, February.

Obama's Second Term Foreign Policy Team, William Burke-White, June.

Global Swing States and U.S. Strategy, Daniel Kliman, September.


Articles and Contributions outside of Ifri

Foreign Policy: The United States First, Questions internationales n° 64, November-December, Laurence Nardon.

Security

“Focus stratégiques”
Winning in Libya: By Design or Default? n° 41, Michael W. Komeret, Stephen E. Wright, January.


Cyberwar: In Search of a Strategy, n° 44, Michel Baud, May.

Tsahal on All Fronts: The Israeli Army and Strategic Uncertainty, n° 45, Pierre Razoux, July.

The IDF on All Fronts: Dealing with Israeli Strategic Uncertainty, n° 45 bis, Pierre Razoux, August.

Wagering on Amphibious Operations: Tactical Risk and Strategic Influence, n° 46, Guillaume Garnier, September.

Killer Drones and Targeted Eliminations: The United States Against Al-Qaida and its Affiliates, n° 47, Stéphane Taillat, October.

The End of the Regiment? 30 Years of Deconstructing the Tactical Organization of the Regiment, n° 48, André Thieblemont, November.

“Proliferation Papers”
Command and Control in a Nuclear-Armed Iran, n° 45, Shahram Chubin, January.

The Primacy of Alliance: Deterrence and European Security, n° 46, Lawrence Freedman, March-April.

China’s Nuclear Idiosyncrasies and Their Challenges, n° 47 Jeffrey Lewis, November-December.

“Notes de l’Ifri”

Articles and Contributions outside of Ifri


Half a Century of Pro-Palestinian Activism in France: Evolution and Prospects, Marc Hecker, Confluences Méditerranée, n° 86, Summer 2013.

America’s New Military Stance in Asia, Corentin Brustlein, Politique étrangère, 2:2013.

The Nuclear Disarmament Letdown, Corentin Brustlein, Études, n° 419-3, September 2013.

Air Superiority: Where Does the French Model Stand Within the SEAD?, Élie Tenenbaum, DSI, n° 93, October 2013.


Space

“The Europe & Space Series”
The Lisbon Treaty and the Evolution of European Space Governance, n° 12, Julien Beclard, September.

The Vegetation Programme, n° 13, Julien Beclard, September.

Articles and Contributions outside of Ifri


Energy

“Notes de l’Ifri”


Global Coal Trade: From Tightness to Oversupply, Sylvie Cornot-Gandolphe, February.

Offshore Gas in East Mediterranean: From Myth to Reality, Maité de Boncourt, May.
The European Gas Market: A Reality Check, Laura Parmigiani, May.

Le tournant énergétique allemand: année N+2, Michel Cruciani, July.

Impact du développement des gaz de schistes aux États-Unis sur la pétrochimie européenne, Sylvie Cornot-Gandolphe, October.

Year 2 of Germany’s Energy Transition, Michel Cruciani, November.


“Éditos”

An Energy Transition and the Confusion of Ideas, Jacques Lesourne, February.

The Commission’s “Green Paper” on Energy:: A Text in Need of Revision, Jacques Lesourne, March.


Keeping a Cool Head in the National Debate on Energy Transition, Jacques Lesourne, July.

Europe Left Behind in the Energy Revolution, Cécile Maisonneuve, July.

Migrations and Citizenship

Book Published outside of Ifri


“Notes de l’Ifri”

Entrepreneurs and Migrations: The Case of Sweden, Karin Krifors, February.

January

7 January – Western Europe States and their Muslim Citizens – Institutions, Perceptions, Boundaries
Conference in partnership with the British Council.
With Jan Willem Duyvendak, University of Amsterdam; Carolyn Sargent, Washington University in St. Louis; John Bowen, Washington University in St. Louis; James Beckford, University of Warwick; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri.

9 January – European Policies and Energy Transitions
With Jean-Arnold Vinois, Head of Unit on Energy Policy and Security of Supply and Networks, DG Energy, European Commission; Daniel Dobbeni, Director General, Elia; Maité Jauréguy-Naudin, Director, Center for Energy, Ifri.
Chair: Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

16 January – France/Germany: Fifty years after the Élysée treaty
With Héléne Miard-Delacroix, Professor at University of Paris-Sorbonne; Hans Stark, Secretary General, Cerfa, Ifri, Professor at University of Paris-Sorbonne.
Chair: Dominique David, Executive Vice-President, Ifri.

February

6 February – Natural Resources in Mauritania: Opportunities and Challenges
With Taleb Ould Abdi Vall, Mauritanian Minister for Petroleum, Energy and Mines; James Crossland, Vice-President, Kinross; Jean Daniel Blasco, North African Director, Total; Kane Amadou Mamadou, Director General, Société de production d’électricité et de gaz (SPEG); Benjamin Augé, Associate Researcher for the Sub-Saharan Africa Program, Ifri.
Chair: Alain Antil, Head of the Sub-Saharan Africa Program, Ifri.

7 February – Democracy and Development in Africa: The Stakes, Challenges and Prospects
With Thomas Boni Yayi, President of the Republic of Benin.
Chair: Thierry de Montbrial, President, Ifri.

13 February – China After the 18th Congress of the Communist Party
Third Parliament/Ifri meeting
With Élisabeth Guigou, President of the Commission of Foreign Affairs at the Assemblée Nationale; Thierry de Montbrial, President, Ifri; Jean-Marie Le Guen, Member of French Parliament, President of fact-finding mission on China; Françoise Nicolas, Director, Center for Asian Studies, Ifri; Michel Destot, Member of French Parliament, rapporteur for fact-finding mission on China; Marie-Louise Fort, Member of French Parliament, author of report for Commission of European Affairs on EU-China relations; John Seaman, Research Fellow, Center for Asian Studies, Ifri.

19 February – Do diplomacy and social media mix?
Conference organized in the framework of the 2013 Social Media Week in Paris.
With Anne Chounet-Cambas, Head of the Digital Team, Ministry of Foreign Affairs; Bertrand de La Chapelle, Director of the Internet and Jurisdiction program, Académie diplomatique internationale, Member of the Board of Directors of ICANN; Thomas Gomart, Vice-President for Strategic Development, Ifri; Joan Tilouine, journalist, creator of the e-Diplomacy application of the AFP.
Chair: Marc Hecker, Research Fellow, Ifri.

21 February – Turkey for a New Europe
With Egemen Bağış, Turkish Minister for European Affairs.
Chair: Dominique David, Executive Vice-President, Ifri.

March

12 March – Peace and Security in the Great Lakes Region of Africa: Burundi’s Role
With Pierre Nkurunziza, President of Burundi
Chair: Dominique David, Executive Vice-President, Ifri.

14 March – Status and Outlook for Shale Gas and Tight Oil Development in the U.S.
With Adam Sieminski, Administrator of the US Energy Information Administration.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

26 March – Foreign policy of Jacques Chirac: an overview
With Jean-David Lévitte, Professor, Sciences Po Paris, Distinguished Fellow, Brookings Institution, former Diplomatic Adviser and sherpa to Presidents Chirac and Sarkozy; Richard Banegas, Professor, Sciences Po, Paris; Pierre Melandri, Professor Emeritus, Sciences Po Paris.
Chair: Dominique David, Executive Vice-President, Ifri.

28 March – Political Transformation to the West of the Mediterranean
Conference reserved for Ifri members.
With Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri.
Chair: Dominique David, Executive Vice-President, Ifri.
April

24 April – Has Globalization Reached its Limits?
Conference reserved for Ifri members.
With Thierry de Montbrial, President, Ifri.

May

14 May – Academic and political power rankings: the case of Russia
Chair: Thomas Gomart, Director, Russia/NIS Center, Ifri.

14 May – Armenia, The Caucasus, and Europe
With Edward Nalbandian, Minister for Foreign Affairs, Republic of Armenia
Chair: Dominique David, Executive Vice-President, Ifri.

21 May – Russia in the Middle East
Conference-debate on the issues addressed by Politique étrangère, 1/2013
With Julien Nocetti, Research Fellow, Russia/NIS Center, Ifri; Frédéric Pichon, Research Fellow, François Rabelais University, Tours.
Chair: Dominique David, Editor in Chief, Politique étrangère.

29 May – Africa: New Opportunities, New Policies Directions
With John Dramani Mahama, President of Ghana.
Chair: Dominique David, Executive Vice-President, Ifri.

30 May – Unconventional Hydrocarbons: Is a European Approach Possible?
With Olivier Appert, President, IFP Énergies nouvelles; Sylvie Duflot, Administrative Director and Public Relations, Total Gas Shale Europe (TGSE); Capella Festa, Senior Energy Analyst, International Energy Agency (IEA); Boguslaw Sonik, Member of the European Parliament, Parliament Rapporteur for the report “The Environmental Impacts of Shale Gas and Shale Oil Extraction Activities”.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

31 May – France’s European Policy
With Thierry Repentin, Ministre délégué chargé des Affaires européennes.
Chair: Thierry de Montbrial, President, Ifri.

June

4 June – Geopolitics of the Eastern Mediterranean: A Cypriot vision
With Ioannis Kasoulides, Minister for Foreign Affairs, Republic of Cyprus.
Chair: Dominique David, Executive Vice-President, Ifri.

11 June – Iran on the Eve of Elections: Towards a Renewal of the Islamic Republic?
With Michel Makinsky, Lecturer, France Business School, Poitiers, Research Associate, University of Liège; Louis Racine, Doctoral Candidate, EHESS; Clément Therme, Associate Researcher, Centre d’analyse et d’intervention sociologique (CADIS), EHESS and IRSEM.
Chair: Mansouria Mokhefi, Head of the Middle East/North Africa Program, Ifri.

26 June – Colombia’s Security Environment: Internal and External Challenges
With Juan Carlos Pinzón Bueno, Minister for National Defense, Republic of Colombia.
Chair: Dominique David, Executive Vice-President, Ifri.

27 June – Corporate Social Responsibility: The Crossroads Between Business and Diplomacy
With Jose W. Fernandez, US Assistant Secretary for Economic and Business Affairs.
Chair: Thierry de Montbrial, President, Ifri.

July

4 July – Immigration Reform in the US – Challenges Ahead
With Patrick Weil, Director of Research, CNRS, Center of 20th Century Social History, University of Paris 1, Visiting Professor, Yale University; Anne Bagamery, European Day Editor, The International Herald Tribune.
Chair: Laurence Nardon, Head of the United States Program, Ifri.

9 July – German Energy Policy: A Good Example?
With Michel Cruciani, Project Manager, Center of Geopolitics of Energy and Raw Materials (CGPEM), University of Paris IX-Dauphine; Christian Pierret, former Minister for Industry, President of the think tank Énergie Vista.
Chair: Cécile Maisonneuve, Director, Center for Energy, Ifri.

September

11 September – Presentation of RAMSES 2013. The youth: towards explosion?
With Nicole Bricq, Minister for Foreign Commerce; Thierry de Montbrial, President, Ifri; Philippe Moreau Deforges, Researcher, Co-Director of RAMSES; Cécile Maisonneuve, Director, Center for Energy, Ifri; Marc Hecker, Research Fellow, Security Studies Center, Ifri.

24 September – The Strategic Franco-Vietnamese Partnership: Building Strategic Confidence
With Nguyen Tan Dung, Prime Minister, Vietnam.
Chair: Thierry de Montbrial, President, Ifri.

25 September – Germany after the federal elections of September 22nd
In collaboration with the Maison Heinrich Heine.
With Stefan Kornelius, Head of Foreign Policy, Süddeutsche Zeitung, Munich, author of Angela Merkel. Die Kanzlerin

Annual Report 2013 43
30 September – Fall 2013: Where Does the US Stand in the World?
With the support of the American Embassy in Paris.
With Walter Russell Mead, Professor, Bard College, Columnist, *The American Interest*; Justin Vaïsse, Director, Centre d’Analyse, de prévision et de stratégie (CAPS), Ministry of Foreign Affairs.
Chair: Laurence Nardon, Head of the United States Program, Ifri.

**October**

10 October – Wars of Tomorrow – Strategy, Technology and Ethics
Presentation by *Politique étrangère* 3/2013.
With Jean-Baptiste Jeangène Vilmer, Policy Adviser, Centre d’analyse, de prévision et de stratégie (CAPS), French Ministry of Foreign Affairs; Jean-Christophe Noël, Colonel, CAPS, French Ministry of Foreign Affairs; Jean-Jacques Roche, Professor, University of Panthéon-Assas, Director of l’Institut supérieur de l’armement et de la défense.
Chair: Dominique David, Editor-in-Chief of *Politique étrangère*.

16 October – The Future of the European Union: our Shared Agenda
With David Lidington, Minister of State at the Foreign Office, Minister for Europe, United Kingdom.
Chair: Dominique David, Executive Vice-President, Ifri.

22 October – What to expect from Germany’s new government
Conference reserved for Ifri members.
With Hans Stark, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.
Chair: Dominique David, Executive Vice-President, Ifri.
Financial Appendix
## Balance sheet as of December 31, 2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>gross</td>
<td>used</td>
<td>net</td>
<td>gross</td>
<td>used</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software</td>
<td>76,756</td>
<td>55,636</td>
<td>23,060</td>
<td>76,756</td>
<td>55,636</td>
</tr>
<tr>
<td>Tangible assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>3,886,345</td>
<td>3,886,345</td>
<td>3,886,345</td>
<td>3,886,345</td>
<td>3,886,345</td>
</tr>
<tr>
<td>Buildings</td>
<td>5,725,795</td>
<td>3,424,833</td>
<td>2,294,172</td>
<td>5,725,795</td>
<td>3,424,833</td>
</tr>
<tr>
<td>General facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transporation equipment</td>
<td>31,249</td>
<td>31,249</td>
<td>0</td>
<td>31,249</td>
<td>31,249</td>
</tr>
<tr>
<td>Office equipment, furniture, computer hardware</td>
<td>593,041</td>
<td>565,413</td>
<td>87,668</td>
<td>593,041</td>
<td>565,413</td>
</tr>
<tr>
<td>Down payments to fixed assets</td>
<td>1476</td>
<td>0</td>
<td>1476</td>
<td>1476</td>
<td>0</td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposits</td>
<td>17,109</td>
<td>17,109</td>
<td>17,109</td>
<td>17,109</td>
<td>17,109</td>
</tr>
<tr>
<td>Interest</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Loans</td>
<td>2,600</td>
<td>2,600</td>
<td>2,600</td>
<td>2,600</td>
<td>2,600</td>
</tr>
<tr>
<td>Other investments</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>27,933</td>
<td>4,448</td>
<td>23,484</td>
<td>27,933</td>
<td>4,448</td>
</tr>
<tr>
<td>Other debt/or pre-payments</td>
<td>352,981</td>
<td>352,981</td>
<td>352,981</td>
<td>352,981</td>
<td>352,981</td>
</tr>
<tr>
<td>Receivables and related accounts</td>
<td>357,499</td>
<td>357,499</td>
<td>394,620</td>
<td>357,499</td>
<td>357,499</td>
</tr>
<tr>
<td>Bank balances</td>
<td>2,175,706</td>
<td>2,175,706</td>
<td>2,175,706</td>
<td>2,175,706</td>
<td>2,175,706</td>
</tr>
<tr>
<td>Accrued income</td>
<td>16,015</td>
<td>28,624</td>
<td>12,609</td>
<td>16,015</td>
<td>28,624</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>16,398,395</td>
<td>4,508,138</td>
<td>11,890,258</td>
<td>16,398,395</td>
<td>4,508,138</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td>8470,553</td>
<td>8470,553</td>
<td>8470,553</td>
<td>8470,553</td>
<td>8470,553</td>
</tr>
<tr>
<td>Restricted fund</td>
<td>47</td>
<td>47</td>
<td>47</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>Reserve</td>
<td>1185,021</td>
<td>1005,823</td>
<td>1185,021</td>
<td>1185,021</td>
<td>1005,823</td>
</tr>
<tr>
<td>Reserve - association project</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Net income for the year</td>
<td>333,059</td>
<td>159,052</td>
<td>333,059</td>
<td>333,059</td>
<td>159,052</td>
</tr>
<tr>
<td>Tax depreciation</td>
<td>21,925</td>
<td>14,549</td>
<td>21,925</td>
<td>21,925</td>
<td>14,549</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td>9,840,951</td>
<td>9,880,170</td>
<td></td>
<td>9,840,951</td>
<td>9,880,170</td>
</tr>
<tr>
<td>Provisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General risks</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Retirement expenditures</td>
<td>211,660</td>
<td>216,605</td>
<td>211,660</td>
<td>211,660</td>
<td>216,605</td>
</tr>
<tr>
<td>Other provisions</td>
<td>166,496</td>
<td>160,310</td>
<td>166,496</td>
<td>166,496</td>
<td>160,310</td>
</tr>
<tr>
<td><strong>Deferred grant revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred grant revenue</td>
<td>77,627</td>
<td>40,014</td>
<td>77,627</td>
<td>77,627</td>
<td>40,014</td>
</tr>
<tr>
<td>Creditors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Creditors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>335,668</td>
<td>337,252</td>
<td>335,668</td>
<td>335,668</td>
<td>337,252</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>27,894</td>
<td>12,225</td>
<td>12,225</td>
<td>27,894</td>
<td>12,225</td>
</tr>
<tr>
<td>Advances and downpayment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Taxes and social security</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff and accounts payable</td>
<td>188,919</td>
<td>169,825</td>
<td>188,919</td>
<td>188,919</td>
<td>169,825</td>
</tr>
<tr>
<td>Social and tax administration/state</td>
<td>531,113</td>
<td>622,724</td>
<td>531,113</td>
<td>531,113</td>
<td>622,724</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td>11,890,858</td>
<td>12,065,452</td>
<td></td>
<td>11,890,858</td>
<td>12,065,452</td>
</tr>
<tr>
<td>Currency conversion adjustment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>11,890,858</td>
<td>12,065,452</td>
<td></td>
<td>11,890,858</td>
<td>12,065,452</td>
</tr>
<tr>
<td></td>
<td>Budget 2013</td>
<td>Net 2013</td>
<td>Net 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------</td>
<td>----------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office supplies</td>
<td>32,030</td>
<td>27,774</td>
<td>39,174</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDF/GDF/Water</td>
<td>27,970</td>
<td>29,709</td>
<td>28,411</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books</td>
<td>16,450</td>
<td>3,286</td>
<td>12,731</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other external expenditures</td>
<td>2,493,729</td>
<td>2,137,838</td>
<td>2,548,016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing fees</td>
<td>95,180</td>
<td>45,194</td>
<td>106,007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental fees</td>
<td>55,820</td>
<td>50,498</td>
<td>49,748</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td>157,760</td>
<td>141,471</td>
<td>153,550</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>55,051</td>
<td>51,547</td>
<td>47,987</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research material</td>
<td>41,481</td>
<td>33,531</td>
<td>30,689</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Honoraries and professional services</td>
<td>1,462,352</td>
<td>1,208,085</td>
<td>1,450,148</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, membership subscriptions</td>
<td>6,800</td>
<td>156,887</td>
<td>189,936</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General travel and meetings</td>
<td>535,435</td>
<td>382,871</td>
<td>449,801</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage and telephone</td>
<td>77,870</td>
<td>65,993</td>
<td>58,613</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other management fees</td>
<td>2,000</td>
<td>1,811</td>
<td>2,357</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td>345,583</td>
<td>339,859</td>
<td>330,284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes on salaries</td>
<td>160,000</td>
<td>164,107</td>
<td>152,826</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other taxes</td>
<td>185,583</td>
<td>175,748</td>
<td>177,468</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>3,130,102</td>
<td>3,229,887</td>
<td>3,048,249</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred grant revenue</td>
<td>0</td>
<td>54,847</td>
<td>17,834</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and provisions</td>
<td>293,162</td>
<td>296,188</td>
<td>248,927</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational expenditures</td>
<td>6,337,028</td>
<td>6,119,384</td>
<td>6,273,646</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial expenditures</td>
<td>0</td>
<td>195</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exceptional expenditures</td>
<td>8,142</td>
<td>14,689</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate taxes</td>
<td>17,280</td>
<td>177,062</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income after taxes</td>
<td>33,305</td>
<td>159,092</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>6,337,028</td>
<td>6,178,311</td>
<td>6,574,684</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operation income</td>
<td>6,287,028</td>
<td>6,011,736</td>
<td>5,534,052</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial income</td>
<td>50,000</td>
<td>134,916</td>
<td>38,261</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial provisions reversal</td>
<td>0</td>
<td>0</td>
<td>155</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exceptional income</td>
<td>31,657</td>
<td>2,216</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Annual Report 2013 47