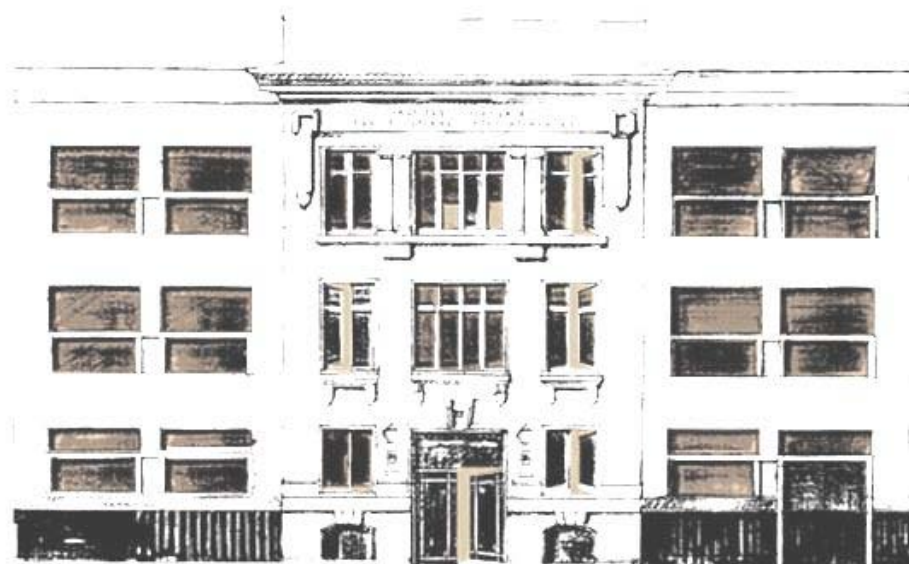


ANNUAL REPORT 2014



INSTITUT FRANÇAIS DES RELATIONS INTERNATIONALES
THE FRENCH INSTITUTE OF INTERNATIONAL RELATIONS

CONTENTS

IFRI, THE LEADING FRENCH THINK TANK ON INTERNATIONAL QUESTIONS	3
IFRI'S HONORED GUESTS IN 2014	4
PUBLICATIONS	6
CORPORATE MEMBERS AND PARTNERS	7
IFRI AND THE MEDIA: A RICH, ONGOING DIALOGUE	10
WORLD POLICY CONFERENCE: SEVENTH EDITION	11
THE TEAM	12
BOARD OF DIRECTORS AND ADVISORY BOARD	13
RESEARCH	14
<i>REGIONAL PROGRAMS</i>	16
<i>CROSSCUTTING PROGRAMS</i>	39
PUBLICATIONS	47
CONFERENCES AND DEBATES	52
FINANCIAL APPENDIX	54

IFRI, THE LEADING FRENCH THINK TANK ON INTERNATIONAL QUESTIONS

IN 2014, IFRI WAS RANKED 20TH AMONG THE 100 MOST INFLUENTIAL THINK TANKS IN THE WORLD, AND THE 4TH MOST INFLUENTIAL IN WESTERN EUROPE, BY UNIVERSITY OF PENNSYLVANIA'S 2014 *GLOBAL THINK TANK REPORT*. THE REPORT LOOKS AT 6,681 THINK TANKS FROM 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 that is dedicated to the analysis of international questions and global governance.

Ifri's policy-oriented research strives to illuminate international events and put them into perspective. It is primarily useful for political and economic decision-makers as well as academics, opinion leaders, and civil society representatives. Ifri's research interacts with issues within four major spheres: **politics, business, 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 employ a multidisciplinary approach that takes local, national and global perspectives into consideration.

Ifri is composed of more than **30 researchers** (French and foreign) from a wide range of backgrounds and disciplines, who make up 12 research units based on:

- *regional subjects*: EUROPE, RUSSIA/NIS, ASIA, UNITED STATES, NORTH AFRICA, SUB-SAHARAN AFRICA, TURKEY, AND THE MIDDLE EAST
- and *crosscutting subjects*: SECURITY AND STRATEGIC AFFAIRS, ENERGY, SPACE, MIGRATION AND CITIZENSHIP.

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

STRUCTURING AND INFORMING THE DEBATE

Ifri's research is complemented by informal and non-partisan debates that facilitate the bringing-together of experts and decision-makers, private and public alike. In 2014, Ifri organized more than **100 conferences and debates** in Paris and abroad, some 20 large international events, as well as numerous workshops and seminars. At its events, Ifri hosted more than **120 high-level guests**, among them heads of state and government officials, and a total of approximately **8,000 event participants**.

IFRI BRUSSELS, A FOCUS ON EUROPE

Through its office in Brussels – open since March 2005 – Ifri maintains an active interface between Paris and the capital of the EU. Its mission is to enrich European debate through its multidisciplinary approach, covering all dimensions of international relations. The Think Tank Dialogue, started in 2010 by Ifri Brussels and Bertelsmann Stiftung, annually brings together Brussels's 10 most prestigious think tanks. Their fifth meeting, "**The EU's New Leaders: Key Post-Election Challenges**", was held in Brussels in January 2014.

IFRI'S HONORED GUESTS IN 2014



José Manuel Barroso, President of the European Commission, Thierry de Montbrial, Ifri



Recep Tayyip Erdogan, President of the Republic of Turkey



Edi Rama, Prime Minister of Albania



Milos Zeman, President of the Czech Republic, Jean-David Levitte, Distinguished Fellow, Brookings Institution, Member of the International Advisory Board of the Atlantic Council of the United States

Benigno S. Aquino III, President of the Republic of the Philippines.

José-Manuel Barroso, President of the European Commission.

Jörn Busselmi, General Manager, German-French Chamber of Industry and Commerce.

Christian de Boissieu, Economist, Member of the Collège de l'Autorité des marchés financiers.

Gordon de Brouwer, Secretary, Department of the Environment, Australia.

Gilles Carrez, Chair, National Assembly finance committee.

Jean-Pierre Chevènement, Senator, former Minister.

Recep Tayyip Erdogan, President of the Republic of Turkey.

Richard Fisher, President, Federal Reserve Bank of Dallas.

Elisabeth Guigou, Chair, National Assembly foreign affairs committee.

Ulf Hammarström, Director-General, Swedish Defense and Security Export Agency.

Viorel Isticioaia Budura, Director, Asia-Pacific, European Exterior Action Service (EEAS).

Ronja Kempin, Head of Research Division, EU External Relations, SWP.

Ranko Krivokapic, Speaker of the Parliament of Montenegro.

Mario Monti, former Prime Minister of Italy.

Pierre Moscovici, former Minister, on mission to assess the contribution of EU policies to growth and employment.

Ewald Novodny, President, National Bank of Austria.

Jean Pisani-Ferry, Commissioner General for Policy Planning, France.

Edi Rama, Prime Minister, Albania.

Bertrand Ract-Madoux, Army Chief of Staff.

Marcus Rantala, Secretary of State, Ministry of Defense, Finland.

Richard Roithner, Director, Satcom, Euroconsult.

Michel de Rosen, Chairman and CEO, Eutelsat.

Gilbert Saboya Sunyé, Minister of Foreign Affairs of the Principality of Andorra.

Keisuke Sadamori, Director, Energy Markets and Security, International Energy Agency.



Thierry de Montbrial, Ifri, Mario Monti, former Prime Minister of Italy



Benigno S. Aquino III, President of the Republic of the Philippines



Pierre Moscovici, former Minister, Christian de Boissieu, Economist, Member of the Collège de l'Autorité des marchés financiers

Mohammad Sarwar, Governor of Punjab, former Member of Parliament, UK.

Karima Souid (Al Massar), Member of the Tunisian Constituent Assembly, Tunisia.

Ana Trišić-Babić, Deputy Minister of Foreign Affairs, Bosnia and Herzegovina, Sarajevo.

Maria van der Hoeven, Executive Director, International Energy Agency.

Hyun-seok Yu, President, The Korea Foundation.

Milos Zeman, President of the Czech Republic.

PUBLICATIONS

ALMOST ALL OF IFRI'S RESEARCH IS FREELY ACCESSIBLE ONLINE.

Ifri's "E-notes" (digital collection)

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 targeted 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 stratégique, Prolifération Papers*, and collections from the Sub-Saharan Africa, North Africa, Space, and Energy programs as well as the Centre for Migrations and Citizenship.

In 2014, Ifri's experts published more than **70 online reports (policy papers)** and **150 articles and contributions**.

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

- **E-NOTES:** policy-oriented articles that address issues from all Ifri's programs or centers; they are distributed in a targeted way so as to reach a specialist readership.

- **ÉTUDES DE L'IFRI:** longer texts that contribute to academic research on international relations.

- **SÉMINAIRES:** summaries of Ifri's events.

- **ACTUELLES DE L'IFRI:** concise and timely analyses of current international events.

TWO FLAGSHIP PUBLICATIONS

POLITIQUE ÉTRANGÈRE

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

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

In 2014, the four issues included reports, articles and analysis of current international issues. Among them was a special issue, *1914-2014: The Great War and the world of tomorrow* (n° 1/2014), as well as *Ukraine: first lessons* (n° 2/2014), *China: a new diplomacy?* (n° 3/2014), *Internet: incomplete governance* (n° 4/2013).

RAMSES 2015: LE DÉFI DES ÉMERGENTS

Co-Directors: *Thierry de Montbrial* and *Philippe Moreau Defarges*

Annual Global Report on the Economic System and Strategies

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

Thierry de Montbrial's introductory "**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 **three thematic sections**: Emergence and the Redistribution of the Global Balance of Power; Challenges of a Shifting Landscape: Emerging Countries and Established Powers; Regional and Global Issues; and finally, the "**Barometer**", which offers a vast documentary resource: chronology, statistics, original maps created for RAMSES, and a detailed index.



CORPORATE MEMBERS AND PARTNERS

IFRI OFFERS ITS PARTNERS RICH AND UNIQUE OPPORTUNITIES TO NETWORK AND SHARE ANALYSIS

Ifri brings together decision-makers, experts, researchers, journalists and civil-society representatives to share information and shed light on international issues. The support for this diverse system comes from independent financing on the part of businesses and a permanent link to the state, guarantor of the public interest. The longevity and diversity of these resources are a *sine qua non* for bringing Ifri's work to fruition and improving its visibility among the highest-ranked global think tanks.

In 2014, Ifri had the pleasure of welcoming two new members, **Mitsui** and **Renault Trucks Defense**, to its loyal base of supporters, despite the difficult economic context.

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

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



Breakfast debate with Mario Monti, former Italian Prime Minister



Thomas Gomart, Ifri, Richard Fisher, President of the Federal Reserve Bank of Dallas



Emmanuelle Farrugia, Ifri, Representative of the Embassy of the Czech Republic



Xavier Paitard, Defense Advisor, MBDA France, Jean-Pierre Duprieu, Deputy Director-General, Air Liquide, Denis Simonneau, Director of European and International Relations, GDF SUEZ

"With respect to companies, the work of think tanks contributes to the analysis of political risk, a non-determinable, non-modeling part of the country risk, and facilitates networking and information gathering at different levels of the organization."
(in *"Think tanks à la française"*, Thierry de Montbrial and Thomas Gomart, *Le Débat*, N° 181, September-October 2014)

IFRI EXTENDS WARM THANKS TO ITS LOYAL SUPPORTERS, INCLUDING SOCIÉTÉ GÉNÉRALE, A NEW PARTNER IN *LES MENSUELLES IFRI/ENTREPRISES*, THE LUNCH-DEBATES PROGRAM.

EVENTS RESERVED FOR IFRI MEMBERS AND PARTNERS

DINNERS AND LUNCH-DEBATES

Moderator: **Thierry de Montbrial**

7 April – *Gilles Carrez*, Chair, National Assembly finance committee.

6 May – *Mario Monti*, former Italian Prime Minister.

5 June – *Richard Fisher*, President, Federal Reserve Bank of Dallas.

16 June – *Pierre Moscovici*, former Minister, on mission to assess the contribution of EU policies to growth and employment.

10 July – *José Manuel Barroso*, President of the European Commission.

9 September – *Milos Zeman*, President of the Czech Republic.

LES MENSUELLES IFRI/ENTREPRISES

Lunch-debates with one of Ifri's research fellows.

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

With the support of
Fondation du Crédit Mutuel



14 January – **Turkey at a turning point?**

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

20 March – **Iran, from nuclear crisis to a "Grand Bargain"?**

With *Denis Bauchard*, Adviser on the Middle East, Ifri, and *Corentin Brustlein*, research fellow, Security Studies Center, Ifri.

16 May – **The consequences of the crisis with Russia**

With *Thomas Gomart*, Director of Strategic Development, Ifri.

With the support of
Société Générale



9 September – **Considering Russia's International Positioning after Crimea**

With *Thomas Gomart*, Director of Strategic Development, Ifri.

8 October – **Where is growth happening in Africa?**

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

19 November – **Gas and shale oil: what is the threat for traditional producers?**

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

LA TABLE DES AMBASSEURS

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

Moderator: **Thierry de Montbrial**, President, Ifri.

26 March – with *Lawrence Cannon*, Canadian Ambassador.

CONFERENCES RESERVED FOR IFRI'S MEMBERS

4 March – **European elections: Back to the Future?**

With *Vivien Pertusot*, Head of Ifri Brussels.

21 May – **Ukraine, East Asia... is the world in danger?**

With *Thierry de Montbrial*, President, Ifri.

24 June – **Europe seen from afar: strengths and weaknesses**

With *Simon Serfaty*, holder of the Zbigniew Brzezinski Chair in Global Security and Geostrategy, Center for Strategic and International Studies (CSIS), Washington; Advisor, United States Program, Ifri.

5 November – **The United States: the day after the mid-term elections**

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

IFRI'S PARTNERS

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AIRBUS GROUP
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INSTITUT D'ÉTUDE STRATÉGIQUE DE L'ÉCOLE MILITAIRE (IRSEM)
JAPAN BANK FOR INTERNATIONAL COOPERATION (JBIC)
JETRO PARIS
SECOURS CATHOLIQUE
THIERRY APOTEKER CONSULTANT (TAC)
YALTA EUROPEAN STRATEGY (YES)

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ARMENIA	HUNGARY
AUSTRIA	INDIA
AZERBAIJAN	INDONESIA
BRAZIL	IRAQ
CANADA	IRELAND
CHINA	ISRAEL
CYPRUS	JAPAN
CZECH REPUBLIC	KAZAKHSTAN
DENMARK	KUWAIT
EGYPT	LATVIA
ESTONIA	LEAGUE OF ARAB STATES

LUXEMBOURG	SINGAPORE
MONACO	SLOVAKIA
MOROCCO	SOUTH KOREA
NETHERLANDS	SPAIN
NEW ZEALAND	SWEDEN
NORWAY	SWITZERLAND
POLAND	TAIPEI
PORTUGAL	TURKEY
QATAR	UNITED KINGDOM
QUEBEC	UNITED STATES
ROMANIA	VIETNAM
RUSSIA	
SERBIA	

IFRI AND THE MEDIA: A RICH, ONGOING DIALOGUE

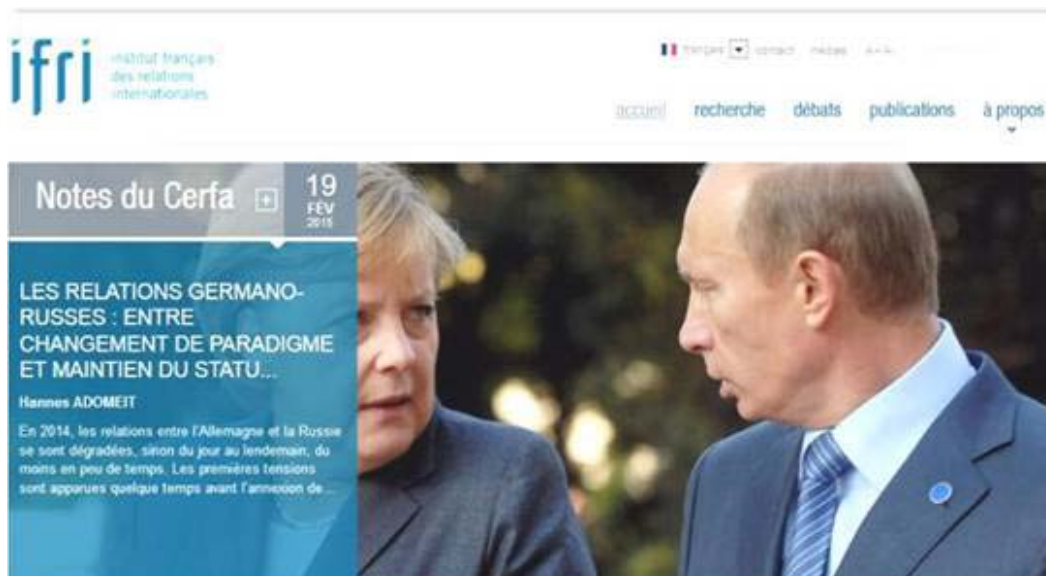
IFRI OFFERS THE FRENCH AND FOREIGN MEDIA A FORUM FOR MEETING AND DEBATING, AN INDEPENDENT PLATFORM WHERE IDEAS AND ANALYSES CAN BE SHARED AND DEVELOPED.

In 2014, Ifri was very active in the national and international media: its researchers authored 320 articles and interviews, were quoted approximately 4,500 times, and made 380 television and radio appearances.

Ifri strengthened its international position in 2014, and its influence on the media landscape, in France and abroad: more than 30% of the year's articles and interviews were published by foreign media sources.



In 2014 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 35 articles and interviews with Ifri's researchers; as well with *Libération*, with which Ifri partnered for the Rennes Forum international conference "2030: 40 débats pour préparer demain", and which published 11 articles; and with *The European Voice* for the "1st Europe-Iran Forum" in London. Ifri collaborates regularly with *LCI*, *BFM Business*, *BFM TV*, *I>TELE*, *RFI* and *Europe 1*; with *France Culture* for the shows "Enjeux internationaux", "Culturesmonde" and "Affaires étrangères"; with *EurActiv*, the annual energy conference, and with the *Revue des deux mondes*...



A GROWING DIGITAL PRESENCE

In 2014, Ifri launched its new website. Ifri's conferences are now filmed and broadcast through *Dailymotion*. Over 320 videos were made available to the public in 2014, and together they received more than 140,000 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, through three blogs:

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

WORLD POLICY CONFERENCE

SEVENTH EDITION

8 – 10 DECEMBER 2014, SEOUL

The seventh edition of the World Policy Conference (WPC) was held in Seoul from 8th to 10th December 2014. As always, the conference brought together political and economic decision-makers, experts and opinion leaders to discuss current events and global governance. The meetings opened with an introduction by Thierry de Montbrial, followed by a speech by Park Geun-hye, President of the Republic of Korea.

The 11 plenary sessions were devoted to discussing the challenges posed by global governance, in areas such as the Big Data revolution, Eurasian geopolitics, and the crises in the Middle East. Among the distinguished participants were HRH Turki Al Faisal (Chairman, KFCRIS), Pascal Lamy (former Director-General, WTO), Yutaka Aso (President, Aso Group), Wu Jianmin (Executive Vice-Chairman, China Institute for Innovation and Development Strategy), Robert M. Gates (former United States Secretary of Defense), Élisabeth Guigou (Chair, Foreign Affairs Committee, French National Assembly), Hubert Védrine (former French Minister of Foreign Affairs), Jin Roy Ryu (Chairman and CEO, Poongsan), Jean Pisani-Ferry (Commissioner General for Policy Planning, France), Vuk Jeremić (former Minister of Foreign Affairs, Serbia) and Igor V. Morgulov (Deputy Minister of Foreign Affairs, Russia).

The workshops focused on three main issues: the state of the economy and global finance; energy and climate change, and the environment and agro-industry in Africa and Asia, as examined through the lens of global governance. The discussions were particularly constructive, with participants such as Khalid Meksem (Managing Director, Polytechnic University Mohammed VI), Krishan Jindal (CEO, NABARD Consultancy Services), Anil Razdan (former Minister of Energy, India), Christian Bréchet (Director-General, Institut Pasteur), Richard Cooper (Professor of Economics, Harvard University), Jean-Claude Trichet (former President, European Central Bank) and Marek Belka (Head, National Bank of Poland).

With guests of honor such as Lee Hong-Koo (former Korean Prime Minister), Yun Byung-se (Korean Minister of Foreign Affairs), Joseph Nye (Professor Emeritus, Harvard Kennedy School), Richard Haass (President, Council on Foreign Relations) and Mehmet Ceylan (Deputy Minister of Development, Turkey), lunch and dinner debates provided an opportunity for dialogue to continue on topics covered in other sessions and workshops, such as the future of North-East Asia, the Korean peninsula, and the question of global American leadership.

This seventh edition of the WPC, which maintained a very positive atmosphere, generated new insights in many areas, helping to create a clearer picture of some of the challenges posed to global governance today. The speakers and participants, coming from a wide range of backgrounds and nationalities, demonstrated sincerity, moderation and openness, which led to the success of the event on both intellectual and interpersonal levels.



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Sponsors: OCP Policy Center, Poongsan, Total, Capgemini, EFG International, The Federation of Korean Industries, Latsis Foundation, Korea International Trade Association, Korea Foundation, Lafarge, Airbus Group, Air France, AXA, EximBank Romania, Grampet Group, Korea Foundation for Advanced Studies, Kogas, Korean Air, Renault Nissan, Alro.

Media partners: *An-Nahar, Les Échos, Forbes Asia, International New York Times, Maeil Business, l'Obs, L'Orient-Le Jour, Radio Classique, RFI, Thomson Reuters Foundation.*

Websites: www.worldpolicyconference.com / www.worldpolicyconferencetv.com.

1. Thierry de Montbrial, Ifri, Park Geun-hye, President of the Republic of Korea

2. Energy workshop, WPC 2014, Seoul

THE TEAM *as of 31 December 2014*

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

Doïna Romanenko, Coordinator of Activities, Office of the President

Dominique David, Executive Vice-President
Nadia Fraïoli, Assistant

Dominique Moïsi, Special Advisor

Song-Nim Kwon, Executive Director of WPC Gwenaëlle Page,

Timothée Froelih, Maxime Oriot, Assistants Natacha Crance,

Communications/Media Relations Officer

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Middle East/North Africa Program

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Mansouria Mokhefi, Advisor

Ifri – OCP Policy Center Partnership

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Contemporary Turkey Program

Dorothee Schmid, Head

Sub-Saharan Africa Program

Alain Antil, Head
Camille Niaufre, Project Manager

United States Program

Laurence Nardon, Head

Security Studies Center

Étienne de Durand, Director
Marc Hecker, Research Fellow
Aline Leboeuf, Research Fellow
Corentin Brustlein, Research Fellow

Defense Research Unit

Étienne de Durand, Head
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Aline Leboeuf, Research Fellow
Corentin Brustlein, Research Fellow

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Center for Energy

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William Ramsay, Adviser
Marie-Claire Aoun, Director
Cécile Maisonneuve, Advisor
Carole Mathieu, Research Fellow
Martine Breux, Assistant

Space Program

Laurence Nardon, Head
Martine Breux, Assistant

Center for Migrations and Citizenship

Christophe Bertossi, Director
Emma Broughton, Research Fellow

RAMSES

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

More information about the research team is available on Ifri's website: www.ifri.org.

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December 2014

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December 2014

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Dominique Moisi, 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

RESEARCH

REGIONAL PROGRAMS

EUROPE

STUDY COMMITTEE FOR FRANCO-GERMAN RELATIONS (CERFA)

FRENCH-AUSTRIAN CENTER FOR RAPPROCHEMENT IN EUROPE (CFA)

IFRI BRUSSELS

RUSSIA/NIS CENTER

IFRI CENTER FOR ASIAN STUDIES

MIDDLE EAST/NORTH AFRICA/MEDITERRANEAN

MIDDLE EAST/NORTH AFRICA PROGRAM

IFRI – OCP POLICY CENTER PARTNERSHIP

CONTEMPORARY TURKEY PROGRAM

SUB-SAHARAN AFRICA PROGRAM

UNITED STATES PROGRAM

CROSSCUTTING PROGRAMS

SECURITY STUDIES CENTER / DEFENSE RESEARCH UNIT

SPACE PROGRAM

CENTER FOR ENERGY

CENTER FOR MIGRATIONS AND CITIZENSHIP

REGIONAL PROGRAMS

EUROPE

STUDY COMMITTEE FOR FRANCO-GERMAN RELATIONS (CERFA)



Created in 1954 by an intergovernmental agreement between the Federal Republic of Germany and France, the Study Committee for Franco-German Relations (Comité d'études des relations franco-allemandes, Cerfa) is today one of the oldest bilateral organizations 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, 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, Research Fellow, Head of "Dialogue d'avenir franco-allemand" project

Areas of expertise: European integration, French-German relations, civil society in Germany

Lea Metke, Project Officer

DIGITAL PUBLICATIONS

"Notes du Cerfa"

On Germany and its economy, N° 108, *Patrick Allard*, January.

EU, Russia and Eastern Partnership: which dynamics under the new German government? N° 109, *Dominik Tolkdorf*, February.

Salafism in Germany: a challenge for Democracy, N° 110, *Marwan Abou-Taam*, March.

German-Algerian Relations: A new start with energy cooperation? N° 111, *Christoph Partsch*, April.

Professional training in Germany: socio-economic dynamics and the system's ability to adapt, N° 112, *René Lasserre*, May.

German defense policy in 2014 and beyond: is change possible? N° 113, *Claudia Major, Christian Mölling*, June.

Climate and energy policies of the Federal German government: contributions to the Franco-German dialog, N° 114, *Camilla Bausch, Matthias Duwe, Benjamin Görlach*, July.

The parliamentary dimension of German defense policy, N° 115, *Michel Drain*, August.

A new "Agenda" for Germany? Understanding the economic and social challenges (2014-2030), N° 116, *Pierre Zapp*, September.

Into the wide world? German foreign trade from the EU to the BRICS, N° 117, *Hans Brodersen*, November.

Engagement of the Bundeswehr in Afghanistan: what lessons for Germany defense policy? N° 118, *Michel Drain*, December.

CONTRIBUTIONS TO POLITIQUE ÉTRANGÈRE

Germany: a past that hasn't passed, Hans Stark, *Politique étrangère*, N° 1-2014.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Beratung statt Belehrung. Auch ein Schlüssel zu Tunesiens Demokratisierung, Nele Katharina Wissmann, *Dokumente/Documents* 02/2014.

The European Elections in France: The paradox of a more European yet more Eurosceptic campaign, Yann-Sven Rittelmeyer (with Vivien Pertusot), *EPIN Commentary* N° 16.

Frankreich vor der Europawahl, Yann-Sven Rittelmeyer, *Welttrends*, N° 95.

SEMINARS AND CONFERENCES

“Dialogue d’avenir franco-allemand”

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

4/6 April – Metz/Verdun

Issues addressed: *Memory culture: Reconciliation and symbolic policy – European elections in 2014: European or national campaigns?*

With Joël Berger, Director-General of services, Lorraine regional council; Michel Obiéga, Vice-President, Lorraine regional council, general administration; Grégory Dufour, Franco-German relations project manager, Lorraine regional council; Élise Julien, Lecturer, Lille IEP; Jean-Pierre Laparra, Mayor of Fleury-devant-Douaumont; Reiner Marcowitz, Professor, University of Lorraine; Dominique David, Executive Vice-President, Ifri; Markus Lux, Deputy Director “International Relations – Europe and its neighbors”, Robert Bosch Foundation; Ulrich Eith, Professor, University of Fribourg; Jean Quatremer, *Libération*, blogger “Les Couloirs de Brussels”; Claire Demesmay, Head of France/Franco-German Relations program, DGAP, Berlin.

20/22 June – Munich

Issues addressed: *Every man for himself? France and Germany facing Western Africa – Update on the crisis in Ukraine – France, Germany and the Balkans – Debating the enlargement policy of the European Union.*

With Irene Weinz, Project head “Franco-German Relations”, Robert Bosch Foundation; Alain Antil, Head of the Sub-Saharan Africa Program, Ifri; Christopher Will, Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ, Eschborn; Jakob Mischke, Research Fellow, Münster University; Nataliya Schapeler, Co-Founder of the “Collectif Euromaidan Berlin” initiative, Institute for Peace Research and Security Policy (IFSH), University of Hamburg; Pierre

Mirel, former Director of relations with Albania, Bosnia and Herzegovina, Montenegro, Serbia and Kosovo, DG Enlargement, European Commission, Brussels; Theresia Töglhöfer, Research Fellow, Alfred von Oppenheim Center for European Policy Studies, DGAP; Claire Demesmay, Head of France/Franco-German Relations program, DGAP, Berlin.

15/19 October – Florence

Issues addressed: *France, Germany, Italy: present and past – Industry torn between the state and the market – Intra-European migration; Fortress Europe or Zone of Freedom? European asylum policy – Eurozone crisis, austerity and the European social model.*

With Stephan Martens, Professor, Associate Researcher, Ifri; Tonia Mastrobuoni, *La Stampa*; Hans Stark, Secretary General of Cerfa, Ifri; Agostino Apolito, Confindustria Firenze; Jörn Bousselmi, Director-General, Franco-German Chamber of Commerce and Industry; Jean-Marc Trouille, Jean Monnet Chair in European Economic Integration, Bradford University School of Management; Philippe De Bruycker, Professor and Deputy Director, Migration Policy Center, European University Institute (EUI), Florence; Miguel Sanz Alcantara, 15M – Trade union action group, Indignados of Berlin; Claire Demesmay, Head of France/Franco-German Relations program, DGAP; Giulia Henry, Italian Ministry of Labor, Research Fellow at Forum internazionale ed Europeo di Ricerche sull’immigrazione (FIERI), Turin; Karl Kopp, Coordinator Europe, Pro Asyl e.V.; Roderick Parkes, Head of Europe program, Polish Institute of International Affairs (PISM), Warsaw; Paolo Guerrieri, Senator of the Italian Republic, Guest Professor at College of Europe, Bruges; Pascal Kauffmann, Professor of Economics, University of Bordeaux; Dennis Kolberg, Federal Finance Ministry, Berlin; Dominique David, Executive Vice-President, Ifri.

14 May – Seminar organized by Ifri and The Diplomatic and Consular Institute (IDC) – Ministry of Foreign Affairs and International Development.

Issues addressed: *France, Germany: agreement and disagreement – The German economy: asset or constraint for Europe? – Germany and the European Union: what perspectives after the European elections?*

With Hans Stark, Secretary General, Cerfa, Ifri; Claire Demesmay, Head of France/Franco-German Relations program, DGAP; Yann-Sven Rittelmeyer, Research Fellow, Cerfa, Ifri.

27 May – German, French, Polish and Russian Views on Russia’s Foreign Policy

Seminar in collaboration with the Russia/NIS Center, Ifri

Issues addressed: *Eastern Partnership versus Eurasian Union: Two rival projects? – Energy: Still the main political issue between EU member states and Russia?*

Opening remarks:

Hans Stark, Secretary General, Cerfa, Ifri
Hervé Mariton, Member of the French Parliament, Vice-President of the France-Russia Friendship Group

With *Ernst-Jörg Von Studnitz*, Honorary Chairman, German-Russian Forum, Berlin, former German Ambassador to Moscow; *Timofei V. Bordachev*, Director of the Center for Comprehensive European and International Studies, Higher School of Economics, Moscow; *Eugeniusz Smolar*, Foreign Policy Expert, Warsaw; *Thomas Gomart*, Director of Strategic Development, Ifri; *Andrey Kortunov*, Director-General of the Russian International Affairs Council, Moscow; *Kirsten Westphal*, Senior Associate, German Institute for International and Security Affairs (SWP), Berlin; *Katja Yafimava*, Senior Research Fellow at the Oxford Institute for Energy Studies, Oxford.

Conclusions:

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

11/12 June – Berlin: What Europe do we want? France, Germany and Poland: Common interests and divergent strategies

Expert seminar – Weimar Triangle

In partnership with the Genshagen Foundation (Berlin) and the Foundation for German-Polish cooperation (Warsaw)

Issues addressed: *After the European elections, what can Germany, France and Poland push for in order to build a better Europe? – What prospects for the Eurozone? – The rise of populists: a lasting phenomenon? – The Ukrainian crisis: what consequences for the European neighborhood policy? – EU, Ukraine and Russia: new strategic perspectives?*

Opening:

Martin Koopmann, Executive Director, Genshagen Foundation; *Christiane Brandau*, Head of Berlin office, Foundation for Franco-Polish Cooperation, Warsaw; *Hans Stark*, Secretary General, Cerfa, Ifri.

With *Martin Kotthaus*, Director-General of Foreign Affairs, Auswärtiges Amt, Berlin; *Tomasz Grzegorz Gross*, Professor, Institute of European Studies, University of Warsaw; *Vivien Pertusot*, Head of Ifri Brussels; *Daniela Schwarzer*, Head of European Program, German Marshall Fund of the United States, Berlin; *Stephen Bastos*, Project Manager, Genshagen Foundation; *Jacek Kucharczyk*, Director, Institute of Public Affairs (ISP), Warsaw; *Dominique David*, Executive Vice-President, Ifri; *Kai-Olaf Lang*, Director, “European Integration” research group, Stiftung Wissenschaft und Politik (SWP), Berlin; *Wilfried Jilge*, Research Fellow, Institute of Slavic Studies, University of Leipzig; *Eugeniusz Smolar*, Research Fellow, Polish Institute of International Relations (PISM), Warsaw; *Anne de Tinguy*, Professor, Institut national des langues et civilisations orientales (INALCO), CERI Sciences Po, Paris; *Cornelius Ochmann*, Executive Director, Foundation for German-Polish cooperation, Warsaw; *Joachim Bleicker*,

Ministry of Foreign Affairs, Auswärtiges Amt, Berlin; *Mathieu Carmona*, Deputy Director for EU Common Foreign and Security Policy, Ministry of Foreign Affairs and International Development, Paris; *Jacek P. Rosa*, Head Advisor, “Eastern Partnership” department, Ministry of Foreign Affairs, Warsaw.

25 September – Berlin: Franco-German Reflection Group

In partnership with the Genshagen Foundation (Berlin)

With *Éric Bonse*, journalist, Brussels; *Rémi Bourgeot*, Chief Economist, Asia Centre, Paris; *Jörn Bousselmi*, Director, Franco-German Chamber of Commerce and Industry; *Henri de Bresson*, journalist, Paris; *Céline Caro*, European Policy Coordinator, Konrad Adenauer Foundation, Berlin; *Lucas Delattre*, Institut français de la mode, Paris; *Claire Demesmay*, Head of France/Franco-German Relations program, DGAP, Berlin; *Christian Deubner*, independent Advisor for European policy questions and Franco-German relations, Berlin; *Olivier Elamine*, Director of Alstria Office REIT, Hamburg; *Henrik Enderlein*, Professor, Political Economy, Hertie School of Governance, Berlin; *Étienne Francois*, Genshagen Foundation; *Ronja Kempin*, Director of EU Foreign Relations department, Stiftung Wissenschaft und Politik (SWP), Berlin; *Martin Koopmann*, Executive Director, Genshagen Foundation, Berlin; *Rémi Lallement*, Project Manager, General Commission for Strategy, Paris; *Christian Lequesne*, Research Director, CERI, Professor, Sciences Po, Paris; *Michel Marlière*, entrepreneur, TerraEuropa, Köln/Berlin; *Christine de Mazières*, Delegate, The French Publishers Association (SNE), Paris; *Sabine von Oppeln*, Freie Universität Berlin; *Joachim Schild*, Professor, Universität Trier; *Kristina Schoger*, Head of European and International Affairs, City of Dresden; *Daniela Schwarzer*, Director of European Program, German Marshall Fund of the United States (GMF), Berlin; *Hans Stark*, Secretary General, Cerfa, Ifri.

4 November – 25 years after the fall of the Berlin wall – Building Mediterranean bridges

In cooperation with the Maison Heinrich Heine and the Berlin-Hohenschönhausen Memorial

With *Nele Katharina Wissmann*, Research Fellow, Cerfa, Ifri; *Manfred Haferburg*, former political prisoner at Hohenschönhausen Prison, author of *Wohn-Haft*; *Hamza Chourabi*, Head of “Against forgetting – projects for the treatment of the past in Tunisia”, Berlin-Hohenschönhausen Memorial; *Hichem Ben Ammar*, Director of “La mémoire noire”; *Simone Lellouche*, member of the opposition group “Perspectives tunisiennes”.

17/18 November – Germany, France and the United States: Towards a Renewed Transatlantic Dialogue?

In cooperation with the Russia/NIS Center, the Security Studies Center, the United States Program and the Center for Energy, Ifri

Issues addressed: *The “Russian Question”: Back on the agenda? – NATO after the Wales Summit: How to respond*

to the new security challenges? – Challenges and perspectives of the TTIP Agreement: Is the partnership doomed to fail? – The United States and Russia-EU Energy Interdependence

With *Hans Stark*, Secretary General of Cerfa, Ifri, Professor at Paris-Sorbonne University; *Tatiana Kastouéva-Jean*, Head of the Russia/NIS Center, Ifri; *Fyodor Lukyanov*, political analyst and Editor-in-Chief, *Russia in Global Affairs*; *Thomas Graham*, Senior Fellow, Jackson Institute for Global Affairs, Yale University; *Vivien Pertusot*, Head of Ifri Brussels; *Patrick Keller*, Coordinator of Foreign & Security Policy, Konrad-Adenauer-Stiftung, Berlin; *Christopher S. Chivvis*, Associate Director, RAND International Security and Defense Policy Center; *Étienne de Durand*, Director of the Security Studies Center, Ifri; *Laurence Nardon*, Head of the United States Program, Ifri; *Sébastien Jean*, Director, Centre d'études prospectives et d'informations internationales (CEPII), Paris; *Claudia Schmucker*, Head of the Globalization and World Economy Program, DGAP; *Jeffrey J. Schott*, Senior Fellow, Peterson Institute for International Economics; *Thomas Gomart*, Director of Strategic Development, Ifri; *Tatiana Mitrova*, Head of Oil and Gas Department, Energy Research Institute of the Russian Academy of Sciences; *Marie-Claire Aoun*, Director of the Center for Energy, Ifri; *Frank Umbach*, Research Director at the European Centre for Energy and Resource Security (EUCERS), King's College London.

21 November – Get Europe out of crisis: what roles for France and Germany?

In cooperation with the Friedrich-Ebert-Stiftung (FES), Paris

Issues addressed:

Is the European unease irreversible? – Transforming the Eurozone: what are the possible compromises to wish for between France and Germany?

Opening:

Yann-Sven Rittelmeyer, Research Fellow, Cerfa, Ifri. *Stefan Dehnert*, Director, Friedrich-Ebert-Stiftung (FES), Paris.

With *Thierry Chopin*, Director of Studies, Robert Schuman Foundation, Paris; *Bruno Cautrès*, Research Fellow, CNRS, Cevipof, Sciences Po Paris; *Thomas Petersen*, Research Fellow, Institut für Demoskopie Allensbach; *Ansgar Belke*,

Professor and Director, Institute for Business and Economic Studies (IBES), University of Duisburg-Essen; *Pervenche Berès*, Member, European Parliament, Brussels; *Joachim Poß*, Deputy, Member of the Commission of European Affairs, Bundestag, Berlin.

14/15 December – Berlin: From the West to the South: Tensions and crises of the European Neighborhood

In collaboration with the Konrad Adenauer Foundation (KAS)

Issues addressed: *The crisis in Ukraine and the challenge in Russia – Islamism and state failures: Syria, Iraq, Libya – Fallback or commitment: what policy for the South?*

Opening:

Frank Priess, Deputy Director, European and International Cooperation Department, Konrad Adenauer Foundation, Berlin.

With *Tatiana Kastouéva-Jean*, Head of the Russia/NIS Center, Ifri; *Jana Puglierin*, Research Fellow, Berliner Forum Zukunft, DGAP, Berlin; *Patrick Keller*, Foreign and Security Policy Coordinator, Konrad Adenauer Foundation (KAS), Berlin; *Denis Bauchard*, former Ambassador and President of the Arab World Institute, Paris, Middle East Advisor, Ifri; *Clemens Hach*, Deputy Director, Syria and Libya division, Federal Ministry of Foreign Affairs, Berlin; *Marc Hecker*, Research Fellow, Security Studies Center; Deputy Editor-in-Chief of *Politique étrangère*, Ifri; *Hans Stark*, Secretary General, Cerfa, Ifri; *Roderich Kiesewetter*, Member of the Bundestag; *Karim Ben Cheikh*, Project leader, North Africa/Sahel, Analysis, forecasting, and strategy center, Ministry of Foreign Affairs and International Development; *Karima Souid* (Al Massar), Member of the Tunisian Constituent Assembly; *Thomas Birringer*, Director of the Near-East department, Konrad Adenauer Foundation, (KAS).

Conclusions:

Dominique David, Executive Vice-President, Ifri *Patrick Keller*, Foreign and Security Policy Coordinator, Konrad Adenauer Foundation (KAS)

FRENCH-AUSTRIAN CENTER FOR RAPPROCHEMENT IN EUROPE (CFA)



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

Today the CFA's activities 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, Ifri

Dominique David, Advisor

Éliane Mossé, Advisor to Ifri on central and south-eastern Europe

INTERNATIONAL CONFERENCES

7 April – Vienna: The Image of the EU in France and in Austria

Issues addressed: *Perception of the European Union – The Euro within integration policy – Public options before the European Parliament elections.*

Opening:

Peter Jankowitsch, Secretary General, French-Austrian Center (CFA)

Ewald Nowodny, President, National Bank of Austria

With *Dominique David*, Executive Vice-President, Ifri; *Sixtine Bouygues*, Director, Strategy and Corporate Communication, DG Communication, Brussels; *Bruno Cautrès*, CEVIPOF, Sciences Po, Paris; *Paul Schmidt*, Secretary General, Austrian Society for European Politics; *Éliane Mossé*, former Financial Advisor for Ministry of Finance; Advisor on central and south-eastern Europe, Ifri; *Olivier Louis*, former Minister, Advisor on commercial affairs, Paris; *Anton Pelinka*, Central European University, Budapest; *Alexandra Förderl-Schmid*, Editor-in-Chief, *Der Standard*, Vienna; *Philippe Moreau Defarges*, Research

Fellow, Ifri; *Eugen Freund*, Member, Group of the Progressive Alliance of Socialists and Democrats in the European Parliament; *Othmar Karas*, European Deputy, Austrian People's Party, ÖVP; *Ulrike Lunacek*, European Deputy, The Greens; *Hans-Peter Martin*, European Deputy; *Angelika Mlinar*, lead candidate, NEOS; *Harald Vilimsky*, lead candidate, Freedom Party of Austria, FPÖ.

Conclusions:

Peter Jankowitsch, Secretary General, French-Austrian Center, Vienna

7 November – Sarajevo: A new impetus for the European integration of the Western Balkans

Issues addressed: *Taking stock: The European integration of the Western Balkan – Removing stumbling blocks to European integration – The domestic politics of European integration – The geopolitics of European integration*

Opening:

Peter Jankowitsch, Secretary General of the French-Austrian Center for Rapprochement in Europe, Vienna
Ana Trišić-Babić, Deputy Minister of Foreign Affairs, Bosnia and Herzegovina, Sarajevo

Dominique David, Executive Vice-President, Ifri

With *Hannes Swoboda*, former member of the European Parliament, Vienna; *Kristof Bender*, Chief Analyst, European Stability Initiative, Vienna; *Vivien Pertusot*, Head of Ifri Brussels; *Jean-Éric Paquet*, Director for Albania, Bosnia and Herzegovina, Serbia und Kosovo, Directorate-General for Enlargement, European Commission, Brussels; *Jan Kickert*, Head of Political Section, Austrian Ministry of Foreign Affairs, Vienna; *Sanjin Arifagić*, Head of SEE 2020 Strategy Coordination Unit, Regional Cooperation Council, Sarajevo; *Daliborka Uljarević*, Executive Director, Center for Civic Education, Podgorica; *Johann Sattler*, Head of the Department for the Western Balkans, Austrian Ministry of Foreign Affairs, Vienna; *Florent Marciacq*, Research Associate, Chamber of Deputies of Luxembourg, and French-Austrian Center for Rapprochement in Europe, Vienna; *Amer Kapetanović*, Assistant Minister for Bilateral Relations, Ministry of Foreign Affairs, Bosnia and Herzegovina; *Jean-Arnault Dérens*, Chief Editor, *Courrier des Balkans*, Paris; *Mišo Dokmanović*, Assistant Professor, Faculty of Law, Ss. Cyril and Methodius University, Skopje; *Gérard Stoudmann*, Special Representative of the Chairman in Office, Organization for Security and

Cooperation in Europe, Geneva; *Wolfgang Petritsch*, President, Austrian Marshall Plan Foundation, Vienna; *Ugo Poli*, Project Manager, Central European Initiative, Ljubljana; *Michel Cullin*, Professor of Political Science, Vienna Diplomatic Academy.

Conclusions:

Ulrike Hartmann, Head of the Office of the High Representative for Bosnia and Herzegovina in Banja Luka
Martin Pammer, Ambassador of Austria to Bosnia and Herzegovina



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

At the heart of the Brussels think-tank network, Ifri Brussels, along with nine other think tanks, is responsible for organizing the Brussels Think Tank Dialogue, an annual event devoted to the state of the European Union. Its fifth meeting was held in January 2014.

TEAM

Vivien Pertusot, Head of Ifri Brussels office

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

Aurélié Faure, Research Fellow, Center for Energy, Ifri

Areas of expertise: European electricity market, European energy politics

Eva Vaudolon, Administrative and Communications Assistant

CONTRIBUTIONS OUTSIDE OF IFRI

European Defense: The Tipping Point, Discussion Paper, Brussels Think Tank Dialogue, Vivien Pertusot, January.

A Tale of Two Europes, Vivien Pertusot, *ElSharp*, January.

High Representative: what good is a great pilot without an adequate fighter aircraft? Vivien Pertusot, *European Geostrategy*, July.

Britain Outside Europe? The French View, Vivien Pertusot, in Almut Möller and Tim Oliver (ed.), *The United Kingdom and the European Union: What would a "Brexit" mean for the EU and other States around the World?*, DGAP Analyse, N° 16, September.

SEMINARS AND CONFERENCES

28 January – Brussels Think Tank Dialogue: The EU's New Leaders: Key Post-Elections Challenges

In partnership with the Bertelsmann Stiftung, Bruegel, the Centre for European Policy Studies (CEPS), Confrontations Europe, The Egmont Institute, the European Policy Centre (EPC), Friends of Europe, Madariaga-College of Europe Foundation and Stiftung Wissenschaft und Politik (SWP).

Issues addressed: *The Future Role of the European Parliament and National Parliaments – The Banking Union – EU Foreign Policy.*

Opening:

Aart De Geus, President, Bertelsmann Stiftung

With Danuta Hübner, Member of the European Parliament; Roger Liddle / Lord Liddle of Carlisle, member of the British House of Lords; Michael Link, former Member of the Bundestag, Minister of State, German Federal Foreign Office; Giles Merrit, Secretary General, Friends of Europe; Sonia Piedrafita, Research Fellow, Centre for European Policy Studies (CEPS); Janis Emmanouilidis, Studies Director, European Policy Centre (EPC); Peter Bofinger, Professor of Monetary Policy and International Economics, University of Würzburg; Valerie Herzberg, Member of Cabinet of the President of the

European Council; *Eric de Keuleneer*, Managing Director of Credibe SA; *Benoit Lallemand*, Senior Policy Analyst, Finance Watch; *Silvia Merler*, Affiliate Fellow, Bruegel; *Arif Havas Oegroseno*, Ambassador of the Republic of Indonesia to Belgium, Luxembourg and the European Union; *Ronja Kempin*, Head of Research Division, EU External Relations, German Institute for International and Security Affairs (SWP); *Vivien Pertusot*, Head of Brussels Office, Ifri; *David Cvach*, Deputy Director of Strategic Planning, French Ministry of Foreign Affairs; *Shada Islam*, Director of Policy, Friends of Europe; *Theodoros N. Sotiropoulos*, Ambassador, Permanent Representative of Greece to the EU; *Philippe Herzog*, President, Confrontations Europe; *Pierre Defraigne*, Executive Director, Madariaga-College of Europe Foundation; *Marc Otte*, Director-General, Egmont-Royal Institute for International Relations; *Volker Perthes*, Director, German Institute for International and Security Affairs (SWP); *Guntram Wolff*, Director, Bruegel; *Simon Taylor*, Deputy Editor, *European Voice*.

11 February – Will the states of Europe fall apart?

Presentation of the winter 2013-2014 issue of *Politique étrangère*

With *Vincent Laborderie*, Research Fellow, Catholic University of Louvain, and *Christian de Visscher*, Professor and President of the Institute of Political Science Louvain-Europe at the Catholic University of Louvain, Co-Authors of the article “*Belgique: stop ou encore? Entre fédéralisme, confédéralisme et séparatisme*”; *Alyn Smith*, European Deputy, Member of the Scottish National Party and the Greens/European Free Alliance; *Ramon Tremosa i Balcells*, European Deputy, Member of Convergència Democràtica de Catalunya and the Alliance of Liberals and Democrats for Europe Group.

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

22 April – European Elections: Back to the future?

Conference reserved for Members of Ifri.

With *Vivien Pertusot*, Head, Ifri Brussels.

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

17 June – The State of Transatlantic Defense Relations Ahead of the NATO Summit

In collaboration with The German Institute for International and Security Affairs/Stiftung Wissenschaft und Politik (SWP) and the Polish Institute of International Affairs (PISM).

Issues addressed: *US Perspectives on Defense Policy before the NATO Summit – Polish Perspectives on Transatlanticism and EU Integration – NATO Reassurance after the Ukraine Crisis*.

With *Marco Overhaus*, Associate in SWP'S America Research Division; *Roderick Parkes*, Head of PISM's EU Program and SWP Senior Non-Resident Fellow; *Vivien Pertusot*, Head of Ifri Brussels.

2 July – European Defense: Planning for What?

Issues addressed: *EU and NATO Defense Planning Processes – Possible Consequences of the Ukraine Crisis on Capability Development*.

With *Olli Ruutu*, Deputy Head of Policy Planning Unit, European Defense Agency; *James Squelch*, Senior Officer, Defense Policy and Planning Division, NATO; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Andres Vosman*, Director of Policy Planning, Ministry of Defense, Estonia; *Neale Dewar*, Group Captain, Head of Capabilities, UK Joint Delegation to NATO; *Admiral Xavier Paillard*, Vice-President for Public Affairs, Airbus France; *Vivien Pertusot*, Head, Ifri Brussels.

10 October – Franco-British Cooperation in the Broader Picture: Going Beyond the Bilateral Dimension?

Issues addressed: *Franco-British defense cooperation within the EU and NATO – Potential of partnership with other minilateral groups for Franco-British defense cooperation*.

With *Marcus Rantala*, State Secretary, Finnish Ministry of Defense; *Peter Ricketts*, UK Ambassador to France; *Alice Guitten*, French Deputy Permanent Representative to NATO; *Axel de Martène*, Member of Cabinet of Commissioner Michel Barnier; *Philippe Adam*, Deputy Director for Euroatlantic Affairs, Delegation for Strategic Affairs, French Ministry of Defense; *John Andreas Olsen*, Director and Head of Security Policy Analysis section, Ministry of Defense, Norway; *Andrew Selves*, Regional Strategic Advisor (Nordic Baltic), British Embassy, Stockholm; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Charles Grant*, Director, Center for European Reform.

28 October – France's policy towards Africa: are “normal” politics possible?

With *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri; *Hélène Quénot-Suarez*, Associate Researcher, Sub-Saharan Africa Program, Ifri.

29 October – L'Europe face au défi des émergents. Presentation of RAMSES 2015, Brussels

With *Philippe Moreau Defarges*, Co-Director, RAMSES; *Vivien Pertusot*, Head, Ifri Brussels; *Jurek Kuczkiewicz*, journalist, *Le Soir*.

20 November – What Can Europe Really Do to Fight ISIL?

With *Justin Vaïsse*, Director, Center for Analysis, Planning and Strategy (CAPS), French Ministry of Foreign Affairs and International Development.



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 an emerging country unlike any other. The region is distinguished by its extreme heterogeneity, and the fundamental changes in the relations that each country maintains with Moscow and other external players. The Russia/NIS Center was created in 2004 with three main objectives: to anticipate changes in the region, provide expertise, and offer policy solutions to decision-makers.

TEAM

Tatiana Kastouéva-Jean, Head, Russia/NIS Center
Areas of expertise: Russian domestic and foreign policy, soft power, Ukraine, higher education, human capital
Julien Nocetti, Research Fellow

Areas of expertise: Russian Middle East policy, Internet and policy in Russia, interaction between foreign policies and Internet governance, the Russian blogosphere, Internet governance

Cécile Campagne, Assistant

DIGITAL PUBLICATIONS

“Russie.Nei.Visions”

(Collection published in English, French and Russian)

EU, Russia and Eastern Partnership: what dynamics under the new German government? N° 74, *Dominik Tolksdorf*, February.

Rosneft, Gazprom and the Government: the Decision-Making Triangle on Russia’s Energy Policy, N° 75, *Pavel Baev*, March.

Russia: Youth and Politics, N° 76, *Mikhail Korostikov*, April.

Russia’s Academy of Sciences’ Reform: Causes and Consequences for Russian Science, N° 77, *Irina Dejina*, May.

The Crisis in Ukraine: An Insider’s View, N° 78, *Oleg Grytsaenko*, June.

“Green Economy”: Opportunities and Constraints for Russian Companies, N° 79, *Peter Kiryushin*, August.

Russia and Global Climate Politics, N° 80, *Nina Tynkkynen*, September.

Moldova’s National Minorities: Why are they Euroskeptical? N° 81, *Marcin Kosienkowski, William Schreiber*, November.

“Russie.Nei.Reports”

(Collection published in English or French)

Russia’s Eastern Direction – Distinguishing the Real from the Virtual, N° 17, *Bobo Lo*, January.

Gazprom in Europe: a Business Doomed to Fail? N° 18, *Aurélié Bros*, July.

CONTRIBUTIONS TO POLITIQUE ETRANGERE

Emerging Powers and internet: towards a “third way”? N° 4-2014, *Julien Nocetti*.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Russia: A Challenged Growth Model, *Thomas Gomart* and *Tatiana Kastouéva-Jean*, *HEC Hommes et Commerce*, special Entrepreneurs edition, January-February 2014.

Internet, new horizon of Russian diplomacy, *Julien Nocetti*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Éditions Cherche-Midi, 2014.

Russian Universities: taking stock, *Tatiana Kastouéva-Jean*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Paris, Éditions Cherche-Midi, 2014.

The reform of the Russian Academy of Sciences, *Tatiana Kastouéva-Jean*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Paris, Éditions Cherche-Midi, 2014.

Between state control and market development: The financing of higher education in Russia, *Tatiana Kastouéva-Jean*, *Revue internationale d'éducation*, N° 65, April 2014.

Ukraine: the crisis begins, with contributions from *Thomas Gomart* and *Tatiana Kastouéva-Jean*, *Note de l'Ifri*, June 2014.

Crimea, return of the past and forward fight, *Thomas Gomart*, *Revue des deux mondes*, June 2014, p. 63-71.

Russian soft power? *Tatiana Kastouéva-Jean*, *Gare de l'Est – Cahiers des Mondes de l'Est*, vol. 3, November 2014-March 2015, p. 150-160.

Парадоксы «мягкой силы» России [*The paradoxes of Russian "soft power"*], in Russian, *Tatiana Kastouéva-Jean*, *Общая тетрадь*, N° 2-3 (65), 2014.

SEMINARS AND CONFERENCES

20 January – Rosneft, Gazprom and the Government: the Decision-Making Triangle on Russia's Energy Policy.

With *Pavel Baev*, Professor and Research Fellow, Peace Research Institute Oslo (PRIO), Associate Researcher, Russia/NIS Center, Ifri.

Moderator: *Thomas Gomart*, Director of Strategic Development, Ifri.

28 April – Ukraine, is an escape from crisis possible?

Conference organized in partnership with the Valdai Discussion Club.

With *Kostiantyn Bondarenko*, Director, Ukrainian Policy Institute; *Veronika Krashenninnikova*, Head, Rossiya Segodnya journalism and research center; *Thomas Gomart*, Director of Strategic Development, Ifri.

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

7 May – Franco-American Dialog on Russia

With *Fiona Hill*, Director, Center on the United States and Europe, The Brookings Institution; *Thomas Gomart*, Director of Strategic Development, Ifri.

24 June – Russia's Turn to the East and its Energy Implications

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

Moderator: *Thomas Gomart*, Director of Strategic Development, Ifri.

25 September – Russia and Europe: What Kind of Energy Interdependence?

With *Rawi Abdelal*, Herbert F. Johnson Professor of International Management, Harvard Business School.

Moderator: *Thomas Gomart*, Director of Strategic Development, Ifri.

17-18 November – Germany, France and the United States: Towards a Renewed Transatlantic Dialogue?

Private seminar organized by Ifri's Cerfa, in collaboration with the Russia/NIS Center, the Security Studies Center, the Center for Energy, and the United States Program.



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

Areas of expertise: China, energy

Juliette Genevaz, Research Fellow post-doc (TAPIR) (since October 2014)

Area of expertise: China

DIGITAL PUBLICATIONS

“Asie.Visions”

China/ASEAN: an all-round diplomacy conducted smoothly, N° 67, *Sophie Boisseau du Rocher*, February.

New Asian Economic Diplomacy: China, Japan, and Korea as infrastructure exporters, N° 68, *Céline Pajon, Françoise Nicolas, John Seaman*, May.

The Distinctive Features of China’s Middle Classes, N° 69, *Alice Ekman*, June.

Nationalism in China and Japan and implications for bilateral relations, N° 70, *Céline Pajon, Alice Ekman*, July.

Chinese soft power in Africa: reinforcing China’s interests in the name of Sino-African friendship, N° 71, *David Benazeraf*, September.

Japan’s Energy Policy in a Post-3/11 World: Juggling Safety, Sustainability and Economics, N° 72, *Hikaru Hiranuma*, September.

The religious question in Burma in transition, N° 73, *Bénédicte Brac de la Perrière*, November.

CONTRIBUTIONS TO POLITIQUE ETRANGERE

Asia-Pacific: the priority of Chinese foreign policy, N° 3-2014, *Alice Ekman*.

Abe’s Japan facing Xi’s China: cold peace to hot war? N° 3-2014, *Céline Pajon*.

China and multilateral economic institutions, between revisionism and status quo, N° 3-2014, *Françoise Nicolas*.

Mines, energy: Chinese investments, do they play for or against markets? N° 3-2014, *John Seaman*.

Narendra Modi’s India: first steps, N° 4-2014, *Isabelle Saint-Mézard*.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Institutional issues in Chinese foreign policy, *Alice Ekman*, special issue “*Administration et Action Publique en République populaire de Chine*”, *Revue française d’administration publique*, 2/2014, N° 150.

Social Networks, Internet, Cyberspace: Impact on Chinese Society and Political Stability, *Alice Ekman*, in D. Ventre (ed.), *Chinese Cybersecurity and Cyberdefense*, Wiley-ISTE, 2014.

The Chinese Vision of Maghreb, Alice Ekman, in T. Pairault and F. Talahite (eds.), *Chine-Algérie. Une relation singulière en Afrique*, Paris, Riveneuve Éditions, 2014.

China's Direct Investment in the European Union: Challenges and Policy Responses, Françoise Nicolas, *China Economic Journal*, vol. 7, N° 1, 2014.

East Asia changing, Françoise Nicolas, *Transformations, Revue Interventions économiques*, CEIM, UQAM, February 2014.

Economic Regionalism in East Asia: The End of an Exception? Françoise Nicolas, in Tong Sarah (ed.), *Globalization, Development and Security in East Asia* (vol. 2: *Trade, Investment and Economic Integration*), Singapore, World Scientific Publishing, 2014.

East Asia: the impossible economic community, Françoise Nicolas, *Annuaire français des relations internationales* 2014, Brussels, Bruylant, 2014.

Regional Integration Within Greater China – State of Play and Future Prospects, Françoise Nicolas, in B. Andreosso-O'Callaghan, J. Jaussaud and B. Zolin (eds.), *Economic Integration in Asia – Towards the Delineation of a Sustainable Path*, London/New York, Palgrave Macmillan, 2014.

Economic Integration in Asia: an uncertain future for ASEAN, Françoise Nicolas, *Accomex*, N° 113, September 2014.

Be the Mentor, not the Master, Françoise Nicolas, in Melissa Conley Tyler and Nick Snelling (eds.), *G20: Words into Action Brisbane 2014*, Sydney, Australian Institute of International Affairs and Faircount Media, 2014.

India and regional integration in East Asia: the progressive attachment of large peripheral actor, Isabelle Saint-Mézard, *Monde chinois*, N° 37, spring 2014.

India on the eve of the spring 2014 general elections, Isabelle Saint-Mézard, *Annuaire Asie 2014/2015*, Paris, La Documentation française, June 2014.

Seeking power: Indian foreign policy since the nuclear tests of May 1998, Isabelle Saint-Mézard, in C. Jaffrelot (ed.), *L'Inde contemporaine*, Paris, Fayard, 2014.

Social Cost of Militarism in India, Isabelle Saint-Mézard, in A. Guneratne and A.M. Weiss (eds.), *Pathways to Power: The Domestic Politics of South Asia*, New Delhi, Orient BlackSwan, 2014.

SEMINARS AND CONFERENCES

24 January – France-Japan Strategic Dialogue: China's Security Challenges and the Japanese Defense Posture

With the support of the Delegation for Strategic Affairs (DAS), Ministry of Defense

Issues addressed: *The Rise of China and Implications for Asian Security – The New Political Leadership and the Transformation of Security Governance in China – The Chinese Maritime Strategy and Assertiveness – What Kind of Chinese Nuclear Threat? The Adaptation of Japan's Strategic Posture – The Evolutions of the Security Doctrine and Governance in Japan – The Evolving Maritime Strategy in Japan – The Future of Extended Nuclear Deterrence within the Japan-US Alliance – Japan's Expanding Strategic Partnerships: From the Asia-Pacific to Europe.*

Opening:

Dominique David, Executive Vice-President, Ifri.

Yoichi Suzuki, Japanese Ambassador to France.

Bruno Le Roux, Deputy, President of the France-Japan Friendship Group, National Assembly.

With Nadège Rolland, Delegation for Strategic Affairs (DAS), Ministry of Defense; Alice Ekman, Associate Researcher, Center for Asian Studies, Ifri; Ryo Asano, Professor, Doshisha University; Seiichiro Tagaki, Senior Adjunct Fellow, Japan Institute of International Affairs (JIIA); Céline Pajon, Research Fellow, Center for Asian Studies, Ifri; Tomofumi Nishigana, Director, Space Policy Division, Senior Negotiator for International Security Affairs, National Security Policy Division, Ministry of Foreign Affairs; Atsuo Suzuki, Deputy Director-General, Japanese Ministry of Defense; Tetsuo Kotani, Research Fellow, Japan Institute of International Affairs (JIIA); Sugio Takahashi, Senior Fellow, National Institute for Defense Studies (NIDS); Michito Tsuruoka, Senior Research Fellow, NIDS, Visiting Fellow, RUSI, London.

Conclusions:

Françoise Nicolas, Director, Center for Asian Studies, Ifri.

Atsuo Suzuki, Deputy Director-General, Japanese Ministry of Defense.

Nicolas Regaud, Deputy Director, Delegation for Strategic Affairs (DAS), Ministry of Defense.

6 March – Rising Instability in East Asia and Prospects for a Lasting Peace

Annual conference

Issues addressed: *Assessing Rising Instability in East Asia – Flashpoints and the Risk of Conflict – Managing Risk and Promoting Stability – Regional Peace and Codes of Conduct – Europe's Role in Promoting Stability in East Asia.*

Opening:

Dominique David, Executive Vice-President, Ifri.

Christian Lechervy, Advisor for Strategic Affairs and the Asia-Pacific to the President of the French Republic.

With *Barry Buzan*, Professor Emeritus of International Relations, London School of Economics; *Fu-Kuo Liu*, Executive Director, Center for Security Studies, National Chengchi University; *Saadia M. Pekkanen*, Professor, Jackson School of International Studies, University of Washington; *Ian Storey*, Senior Fellow, Institute of Southeast Asian Studies, Singapore; *Choi Kang*, Vice-President, Asian Institute for Policy Studies, Seoul; *Alice Ekman*, Associate Research Fellow, Center for Asian Studies, Ifri; *Valérie Niquet*, Senior Research Fellow, Head, Asian Studies Department, Foundation for Strategic Research; *Justin Vaïsse*, Director, Center for Strategic Planning, French Ministry of Foreign Affairs; *Nadège Rolland*, Principal Advisor for Northeast Asia, Delegation of Strategic Affairs, French Ministry of Defense; *Yoshihide Soeya*, Director, Institute of East Asian Studies, Professor of Political Science, School of Law, Keio University; *Jusuf Wanandi*, Co-Founder of the Center for Strategic and International Studies (Indonesia) and Co-Chair of the Council of Security and Cooperation in Asia-Pacific, Indonesia; *Mien-sheng Hsu*, President, Institute of Diplomacy and International Affairs, Taipei; *Richard Cronin*, Director, Southeast Asia Program, Stimson Center, Washington D.C.; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Viorel Isticioaia-Budura*, Director for Asia and the Pacific, European External Action Service (EEAS); *James Hoare*, Senior Teaching Fellow, SOAS, University of London; *Daniel Keohane*, Senior Researcher, Head of Strategic Affairs, FRIDE; *Michel Ching-Long Lu*, Representative, Taipei Representative Office in France.

Concluding remarks:

Thierry de Montbrial, Founder and President, Ifri.

13 March – Freedom and Fear in Myanmar

With *Ian Holliday*, Professor, Department of Politics and Public Administration, University of Hong-Kong; *Sophie Boisseau du Rocher*, lecturer at Sciences Po Paris, Associate Researcher, IRASEC, Bangkok and ISEAS, Singapore.

Moderator: *John Seaman*, Research Fellow, Center for Asian Studies, Ifri.

18 March – Pakistan Seminar

With *Zia Ur Rehman*, Journalist, *The Friday Times*; *Isabelle Saint-Mézard*, Associate Researcher, Ifri; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

28 March – From the Periphery to the Center: China's Participation in WTO Negotiations

With *Henry Gao*, Associate Professor, School of Law, Singapore Management University, Dongfang Scholar Chair Professor, Shanghai Institute of Foreign Trade.

1 April – Japanese Perspectives on Political and Security Challenges in Asia

With *Kunihiko Miyake*, Research Director, Canon Institute for Global Studies, Visiting Professor, Ritsumeikan University, President, Foreign Policy Institute.

3 April – China Club – Reforms and restructuring of the state's large companies under Xi Jinping.

Private Seminar

20 May – Whither Pakistan? New Prospects, New Perspectives?

In partnership with the Embassy of Pakistan

Issues addressed: *Pakistan and Regional Politics: Time to Move On? – Pakistan's Economy: Prospects and Challenges – Overcoming the Energy Crisis – The Political and Strategic Situation in Pakistan.*

Opening:

Ghalib Iqbal, Ambassador of Pakistan to France

Dominique David, Executive Vice-President, Ifri

With *Muhammad Sarwar*, Governor of Punjab, former Member of the British Parliament; *Jean-Luc Racine*, Emeritus CNRS Senior Fellow, Center for South Asian Studies, EHESS; *Isabelle Saint-Mézard*, Associate Research Fellow, Center for Asian Studies, Ifri; *Ishrat Hussain*, Director/Dean, International Business Administration, Karachi, former Governor of the State Bank of Pakistan; *Michel Sacleaux*, Honorary Investment Counselor of Pakistan; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Mirza Hamid Hasan*, Former Secretary, Ministry of Water and Power; *Nicolas Fornage*, Auditor, French Development Agency (AFD), former AFD Country Director for Pakistan (2010-2013); *Marie-Claire Aoun*, Director, Center for Energy, Ifri; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

16 June – 4th Ifri–CIIS Policy Dialogue, Beijing

Restricted-entry round table between researchers from Ifri and the China Institute of International Studies (CIIS)

Issues addressed:

Chinese and French/European Viewpoints on the Ukrainian Crisis, Regional Stability in Asia – Chinese and French Perspectives.

26 June – Prospects for China's Foreign Policy toward the US and Asian Neighbors: A Case of Dynamic Self-Contradiction

With *Shi Yinhong*, Professor of International Relations, Director, Center for American Studies, Renmin University, Counselor, Counsellor's Office of the State Council, People's Republic of China.

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

2 July – A New Cold War in East Asia? Japanese and French Perspectives on Strategic Evolutions in East Asia

Issues addressed: How do US-China relations shape the security environment in East Asia? – What role for Japan in East Asia's complex strategic setting?

With *Ken Jimbo*, Senior Research Fellow, Canon Institute for Global Studies; Associate Professor, Keio University; *John Seaman*, Research Fellow, Center for Asian Studies, Ifri; *Yuichi Hosoya*, Professor, Keio University; *Céline Pajon*, Research Fellow, Center for Asian Studies, Ifri.

15/16 July – 2nd Australia-France Defense and Industry Dialogue

In partnership with the Australian Strategic Policy Institute (ASPI), the Ministry of Defense and the Australian Embassy in France

With the support of DCNS and Thales

Issues addressed: *The Strategic Outlook and Defense Policies of Australia and France – Changing Strategic Equilibrium and Maritime Surveillance Challenges in the Indian Ocean and the Asia-Pacific – Sea Power in the Indo-Pacific and Submarines Operations – Strategic Partnership Cooperation in the Naval Industry – Conditions of Success/Reforming the Naval Industry – Cybersecurity – Protecting Defense Industries from Cyber-threats – Policy Planning in Arms Acquisitions.*

Opening:

Dominique David, Executive Vice-President, Ifri. *Stephen Loosley*, Chairman, ASPI.

Vice Admiral Charles-Henri du Ché, Deputy Director, DAS, French Ministry of Defense.

Patrice Caine, Senior Executive Vice-President, Chief Operating Officer, Thales.

Bernard Planchais, Executive Vice-President, Chief Operating Officer, DCNS.

With Maj. Gen. *Paul Symon*, Director, Defence Intelligence Organisation, Department of Defence, Australian Ministry of Defence; *Étienne de Durand*, Director, Center for Security Studies, Ifri; Rear Admiral *Allan Du Toit AM*, Australian Military Representative to NATO and the EU; *Isabelle Saint-Mézard*, Associate Research Fellow, Center for Asian Studies, Ifri; *Capt (Navy) Christophe Pipolo*, Joint HQ, EMA; *Dr. Benjamin Schreer*, Senior Analyst, Defence Strategy, Australian Strategic Policy Institute (ASPI); *Capt (Navy) Laurent de Jerphanion*, Strategy and Policy Naval Staff, French Ministry of Defense; *IGA Jacques Cousquer*, Submarines Senior Advisor to the CEO, DGA, French Ministry of Defense; *Tobias Feakin*, Senior Analyst National Security, ASPI; *Commodore Michael Houghton*, Director-General, Major Surface Ships, DMO; *Isabelle Valentini*, Deputy Director to the General Officer in Charge of Cyber Defense, EMA; *Baptiste Cazagou*, Cyber Security Business Development Manager, Thales; *Dr. Brendan Nelson*, Director, Australian War Memorial; *Chris Lloyd*, Vice-President Naval, Thales Australia; *IGA François Bouchet*, Land Forces Systems Director, DGA/DO, French Ministry of Defense.

12 September – The Asian Century: What International Norms and Practices?

Issues addressed: *Interpretation of the Law of the Sea in the Indo-Pacific Region and its Implications for Security – Competing Identities, Arms Races and Proliferation – Asian Powers and Norms for Trade – Trade and Conflict: The Risk of Interdependency and the Coercive Use of Economic Power.*

Opening:

Dominique David, Executive Vice-President, Ifri

Christian Lechervy, Ambassador, Permanent Representative of France to the Pacific Community

With *Amitav Acharya*, Professor, American University, Washington; *Elie Jarmache*, Senior Officer for the Law of the Sea, Secretariat General for the Sea; *Masahiro Miyoshi*, Professor Emeritus of International Law, Aichi University; *Erik Franckx*, Director, Center for International Law, Vice-Dean, Faculty of Law, Vrije Universiteit Brussel; *Commander Jonathan G. Odom*, Oceans Policy Advisor in the Office of the US Secretary of Defense, Judge Advocate General's Corps, US Navy; *Nicolas Regaud*, Deputy Director, Delegation of Strategic Affairs, French Ministry of Defense; *Gilbert Rozman*, Professor, Princeton University; *Masashi Nishihara*, President of the Research Institute for Peace and Security; *Bruno Tertrais*, Senior Research Fellow, Foundation for Strategic Research (FRS); *Patrick Messerlin*, Professor of Economics, Sciences Po, Global Economy Group; *Jean-Pierre Lehmann*, Emeritus Professor, IMD, Lausanne, Founder, The Evian Group; *Yorizumi Watanabe*, Professor, Faculty of Policy Management, Keio University; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Justin Vaïsse*, Director, Center for Analysis, Planning and Strategy, French Ministry of Foreign Affairs; *Henning Kristoffersen*, Principal Consultant, Risk Management and Corporate Responsibility Unit, DNV-GL; *John Ravenhill*, Director of the Balsillie School of International Affairs and Professor of Political Science, University of Waterloo; *Keisuke Sadamori*, Director, Energy Markets and Security, International Energy Agency.

Conclusions:

Yoichi Suzuki, Ambassador of Japan in France.

Thierry de Montbrial, President, Ifri.

7 October – Urbanization in China's Mid-Sized Cities, the New Eldorado?

Issues addressed: *China's 2nd and 3rd-tier Cities: Successes, Challenges and Prospects – Small Cities, Big Markets? – Middle Classes and Societal Inequality in 2nd and 3rd-tier Cities – Urban Competitiveness: Strengths and Weaknesses of 2nd and 3rd-tier Cities – Sustainability of Urban Development in 2nd and 3rd-tier Cities.*

Opening:

Françoise Nicolas, Director, Center for Asian Studies, Ifri.

With *Jia Shen*, Research Fellow, Department of Development Strategy and Regional Economy, Development Research Center (DRC) of the State Council, People's Republic of China; *Alice Ekman*, Research Fellow, Center for Asian Studies, Ifri; *Ni Pengfei*, Director, Center for City and Competitiveness, Assistant Director, National Academy of Economic Strategy, Chinese Academy of Social Sciences (CASS); *Ioannis Kaplanis*, Economist, Urban Development Programme, Organization for Economic Cooperation and Development, OECD; *George C.S. Lin*, Chair Professor of Geography and Associate Dean, Department of Geography, University of Hong Kong; *Natacha Aveline*, CNRS Research Director, Géographie-Cités, Paris-1 Panthéon-Sorbonne.

16/17 October – Seoul – 11th France-Korea Forum

In collaboration with the Korea Foundation and the University of Sookmyung

Issues addressed: *The reunification of the Korean peninsula and peace in Northeast Asia – Globalization and regional cooperation – Social justice, togetherness and cooperation – Culture in the digital age.*

Opening:

Thierry de Montbrial, President, Ifri.

Hyun-seok Yu, President, Korea Foundation.

Sun Hye Hwang, President, University of Sookmyung.

With *Jérôme Pasquier*, Ambassador of France to South Korea; *Valérie Niquet*, Research Director, Head of the Asia department, Foundation for Strategic Research (FRS); *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Jean-Michel Quatrepoint*, Journalist, Co-President of the Institute of the Economy; *Patrice Martin-Lalande*, Deputy, Vice-President of the France-Korea Friendship Group, National Assembly.

30 October – China in Asia: what are Xi Jinping's objectives?

In collaboration with the OCP Policy Center

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

5 November – Brussels: European Think Tank Network on China (ETNC)

In collaboration with Elcano Royal Institute

With *Rudolf Fürst*, Institute of International Relations (IIR), Czech Republic; *Jirki Kallio*, Finnish Institute of International Affairs (FIIA); *Mikko Huotar*, Mercator Institute for China Studies (MERICS), RFA; *Tamas Matura*, ESSCA Business School/Hungarian Institute of International Affairs (HIIA); *Julie O'Neill*, Institute of International and European Affairs (IIEA), Ireland; *Marco Sanfilippo*, Italian Institute of International Affairs (IIAI); *Frans-Paul von der Putten*, Clingendael, Netherlands; *Justyna Szczudlik-Tatar*, Polish Institute of International Affairs (PISM); *Zelia Breda*, Uni Aveiro, Portugal; *Miguel Otero-Iglesias* and *Mario Esteban*, Elcano Royal Institute, Spain; *Jolita Pons*, China Division, European External Action Service; *Marika Armanovica*, Political Desk China, European Parliament; *John Seaman*, *Alice Ekman* and *Vivien Pertusot*, Ifri.

28 November – Indonesia's New Government and the Country's Role in East Asia

With *Hassan Wirajuda*, former Member, Indonesian Presidential Advisory Council (2009-2014) and former Minister of Foreign Affairs of Indonesia (2001-2009); *Sophie Boisseau du Rocher*, Senior Associate, Center for Asian Studies, Ifri.

Moderator: *John Seaman*, Research Fellow, Center for Asian Studies, Ifri.

MIDDLE EAST/NORTH AFRICA PROGRAM



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, which may help to guide the development of new policies. The program also aims to anticipate new directions for each country, and decipher the risks and potential outcomes. 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, Research Fellow, Advisor on North Africa and the Middle East

Denis Bauchard, Advisor on the Middle East

Dorothee Schmid, Research Fellow

DIGITAL PUBLICATIONS

"Notes de l'Ifri"

Al Jazeera in Maghreb – difference and indifference,
Mansouria Mokhefi, February.

North African immigration in Qatar: what perspectives?
Mansouria Mokhefi, March.

The Middle East facing Daech, challenges and responses,
Denis Bauchard, October.

IFRI–OCP POLICY CENTER PARTNERSHIP



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

TEAM

Thomas Gomart, Director of Strategic Development, Ifri
Lea Metke, Project Officer, Ifri

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

North Africa in Turkey’s policy towards the Arab world – Insights into a developing strategy, *Mansouria Mokhefi*, January.

Qatar, actor in North African regional recomposition, *Mansouria Mokhefi*, January.

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

The new challenges for oil-based sovereign wealth funds, *Marie-Claire Aoun* (forthcoming).

China in Asia: what are Xi Jinping’s objectives? *Alice Ekman* (forthcoming).

SEMINARS AND CONFERENCES

9 October – Military and energy cooperation: towards an intensification of Russian-Algerian relations?

With *Mansouria Mokhefi*, Research Fellow, Advisor on North Africa and the Middle East, Ifri.

Presentation of RAMSES 2015 With *Thierry de Montbrial*, Co-Director of RAMSES, President, Ifri.

30 October – China in Asia: what are Xi Jinping’s objectives?

In partnership with the Ifri Center for Asian Studies.

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

Ifri–OCP Policy Center Round Tables

2 December – Rabat: Emerging countries challenged by the “return of geopolitics”: economic and geopolitical viewpoints

Issues addressed: *China: a power struggling to live up to its role – Russia: a will for power despite economic weaknesses – Turkey: the quest for high ranking – Morocco: specificity, resilience and the challenge of emergence.*

Opening:

Karim El Aynaoui, Director-General, OCP Policy Center.
Thomas Gomart, Director of Strategic Development, Ifri.

With *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Uri Dadush*, Senior Associate, Carnegie Endowment for International Peace; *Abdelmalek Alaoui*, Director-General, Global Intelligence Partners; *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri; *Olivier de Boysson*, Deputy Director and Chief Economist, Emerging Economies, Société générale; *Abdallah Saaf*, political scientist, former Minister of Education; *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri; *Tania Sollogoub*, Senior Economist, Crédit agricole; *Nizar Messari*, Professor, Dean of the College of Humanities and Social Sciences, University Al Akhawayn; *Rachid El Houdaigui*, Professor, Director of the journal *Paix et Sécurité Internationales*, and Senior Fellow, OCP Policy Center.

CONTEMPORARY TURKEY PROGRAM



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 on the international stage;
- 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

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

DIGITAL PUBLICATIONS

“Notes franco-turques”

Arab Atatürk: the weight of history, N° 10, *François Zabbal*, January.

The Left in Turkey: A Fragmented History, N° 11, *Paul Cormier*, July.

Turkey/GCC Economic Relations, N° 12, *Jules Subervie*, September.

The Left in Turkey: A Fragmented History, *Paul Cormier*, December.

CONTRIBUTIONS TO POLITIQUE ÉTRANGÈRE

Turkey: the Sèvres syndrome, or the endless war, *Politique étrangère*, N° 1-2014, *Dorothee Schmid*.

Kurdistan(s) (ed.), *Politique étrangère*, N° 2-2014, *Dorothee Schmid*, spring 2014.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Middle East: the Kurdish destiny, *Dorothee Schmid*, *Politique internationale*, N° 3-2014.

France/Turkey: return of the alliance? *Dorothee Schmid*, Institut du Bosphore, *Études et Notes*, January 2014.

CONFERENCE-DEBATE

31 October – Recep Tayyip Erdogan, President of the Republic of Turkey
Moderator: *Thierry de Montbrial*, President, Ifri

SEMINARS AND CONFERENCES

10 April – Turkey-Syria: the edge of all dangers
Issues addressed: *The porosity of the border: economic and social issues – Threats and security challenges on the Turkish-Syrian border – Kurds between borders: movement back and forth.*

25 June – North African and Middle East: the economic impact of the crises

Issues addressed: *Political compromise and a new economic model – Impact of new energy geopolitics on OPEC countries – Strategies of Gulf sovereign wealth funds in a crisis context – Iranian economic outlook within the regional economic system.*

With *Jacques Ould Aoudia*, Economist; *Marie-Claire Aoun*, Director, Center for Energy, Ifri; *Hugo Qermane*, Director, Member of the Executive Committee, CDC International Capital; *Thierry Coville*, Research Fellow at IRIS, Professor at Novancia.

Moderator: *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri

7 October – “New Turkey” economic and geopolitical challenges

In partnership with the CEPII

Issues addressed: *Economy: the challenge of “stagflation” – The Turkish risk, view from Europe – A Eurasian economy – Diplomacy that plays off crises.*

With *Christophe Destais*, Deputy Director, CEPII; *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri; *Seyfettin Gürsel*, Professor, University of Bahçeşehir, Director of BETAM; *Alexandre Proisy*, Country-Risk Economist, Natixis; *Deniz Unal*, Economist and Chief Editor of Panoramas, CEPII.

22 October – “Kurdistan(s)”

In partnership with the *Institut de recherche et d'études Méditerranée Moyen-Orient* (iReMMO)

With *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri; *Hamit Bozarslan*, Research Director, EHESS.

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

13 November – The Kurdish issue in the Middle East

Issues addressed: *Which Kurdish policy for the AKP? Labeling and legitimisation: a new role of the PKK in the Middle East?*

With *Yohanan Benhaïm*, University of Paris I; *Anne Hagood*, Middle East Research Institute (MERI), Erbil; *Olivier Grojean*, CNRS/CERIC; *Arthur Quesnay*, University of Paris I; *Christophe Ayad*, *Le Monde*.

Moderator: *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri.

25 November – How far will Erdogan's Turkey go?

Annual conference

Issues addressed: *How does Erdogan maintain power? A country in crisis? Turkish foreign relations tested by reality.*

Opening: *Dominique David*, Executive Vice-President, Ifri. *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri.

With *Henri Barkey*, Professor, Lehigh University; *Étienne Copeaux*, Research Fellow, GREMMO, blogger, Susam-Sokak; *Paul Cormier*, PhD student, Émile Durkheim Center, Sciences Po Bordeaux, *Centre de recherche sur l'action politique de l'Université de Lausanne* (CRAPUL); *Kadri Gürsel*, Columnist, *Milliyet*; *Riva Kastoryano*, Research Fellow, CNRS/CERI Sciences Po; *Michel Marian*, Lecturer, Sciences Po Paris; *Élise Massicard*, Research Fellow, CNRS/CERI Sciences Po; *Marc Pierini*, Associate Researcher at Carnegie Europe, former Ambassador of the EU in Turkey; *Jean-Christophe Ploquin*, Editor-in-Chief, *La Croix*; *Marc Semo*, World Editor-in-Chief, *Libération*; *Deniz Ünal*, Economist, CEPII; *Özgür Ünlühisarcikli*, Office Director, German Marshall Fund, Ankara; *Amberin Zaman*, Turkey correspondent, *The Economist*.

SUB-SAHARAN AFRICA PROGRAM



Created in 2007, the Sub-Saharan Africa Program aims to produce detailed and qualitative analysis of the African continent, tracking its transversal dynamics and analyzing its economic, social, political and security transformations. Designed to renew the frames of reference and provide information to enrich public debate, the program also aims to help political and economic actors shape their policies regarding the continent. The organization of various events complements the program's research, bringing together academic, political, economic and civil actors to exchange analytical tools and views on the continent. The program's research focuses on diverse themes: the urbanization of the continent and the emergence of middle classes; competition for land access; the evolution of states; African policies of traditional and emerging partners; governance and geopolitics of the extractive industry, and security issues in the Sahel.

TEAM

Alain Antil, Program Head

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

DIGITAL PUBLICATIONS

“Les études de l’Ifri”

France’s policy towards Africa under François Hollande, renewal and strategic undercurrents, *Hélène Quenot-Suarez, Aline Leboeuf*, November.

“Notes de l’Ifri”

The Mining Boom in the Sahel. Sustainable development?

Alain Antil, February.

The recomposition of Turkish foreign policy in Sub-Saharan Africa: Between public diplomacy and private actors,

Gabrielle Angey, March.

Gas in Mozambique a High-Risk Economic Revolution,

Benjamin Augé, April.

Fake medicines trafficking in West Africa, Supply chains and distribution networks (Nigeria, Benin, Togo, Ghana),

Camille Niaufre, May.

Support from the European Union: from development to security, the example of the European Development Fund, *Dominique Lecompte, Thierry Vircoulon*, June.

Gas in Mozambique, a high-risk Economic Revolution,

Benjamin Augé, June.

Madagascar, managing the legacy of transition, *Mathieu Pellerin*, November.

The European Union’s Development Aid: from

Development to Security, *Dominique Lecompte, Thierry Vircoulon*, November.

Fake medicines trafficking in West Africa – Supply chains and distribution networks (Nigeria, Benin, Togo, Ghana),

Camille Niaufre, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Mauritania. “I have to control everything.” Change from one mode of governing, in *L’Année du Maghreb*, Paris, CNRS Éditions, *Alain Antil*, November.

Economy of trafficking in the Sahara-Sahel, *Alain Antil*, in *Un atlas du Sahara-Sahel. Géographie, économie et insécurité*, OCDE / Club du Sahel et de l'Afrique de l'Ouest, December.

Atlantic Basin: new geopolitics of hydrocarbons between the Americas and Africa, *Benjamin Augé*, *Hérodote*, N° 4-2014.

INTERNATIONAL CONFERENCE

20 January – Burkina Faso and issues of transparency in the mining sector

Issues addressed: *The mining issue in the Sahel, what governance? – Stakes in the mining sector in Burkina Faso – France's action in favor of transparency in the extractive sector.*

With *Lamoussa Salif Kabore*, Minister of Mining, Quarries and Energy of Burkina Faso; *Marc Trouyet*, Deputy Director of Democratic Governance, Ministry of Foreign Affairs and International Development; *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri.

CONFERENCES-DEBATES

23 June – Three years after the election of Alpha Condé: where is Guinea-Conakry now?

With *Lansana Kouyate*, former Prime Minister of Guinea-Conakry.

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

28 October – France's policy towards Africa: are "normal" politics possible?

With *Hélène Quénot-Suarez*, Associate Researcher, Sub-Saharan Africa Program, Ifri.

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

SEMINARS AND CONFERENCES

31 October – French and German policy in Africa: what lessons can be learned from the crisis in Mali?

In partnership with the Friedrich-Ebert-Stiftung (FES)

Issues addressed: *French and German policy in Africa: the necessary synergy? – The new Franco-African partnership – German strategy in Africa – The EEAS and the construction of the EU's Africa policy: the example of the Sahel – New lines between African politics and the German government: what's the potential for cooperation? – France's policy*

towards Africa: are "normal" politics possible? – From Françafrique to AfricaFrance.

Opening: *Dominique David*, Executive Vice-President, Ifri.
Manfred Öhm, Director of the Africa Department, Friedrich-Ebert-Stiftung (FES).

With *Yann-Sven Rittelmeyer*, Research Fellow, Cerfa, Ifri; *François Loncle*, Deputy, National Assembly; *Herta Däubler-Gmelin*, former German Minister of Justice; *Michel Reveyrand de Menthon*, Special Representative for the Sahel region, European Union; *Tobias Koepf*, Associate Researcher, DGAP; *Christian von Soest*, Interim Director of the Berlin office, German Institute of Global and Area Studies; *Hélène Quénot-Suarez*, Associate Researcher, Sub-Saharan Africa Program, Ifri; *Antoine Glaser*, Journalist and writer.

18 December – The return of the Sahara: a crossroads for globalization

In partnership with the *Laboratoire d'anthropologie sociale*, CNRS, Chatham House and the *École des hautes études en sciences sociales* (EHESS).

With the support of the French Development Agency (AFD).

Issues addressed: *What is the place of the Sahara-Sahel in globalization? – Political Islam – Development despite insecurity: how to stabilize the Sahara between Libya and Mali?*

Opening: *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri.
François Gaulme, Research Director, French Development Agency.

Paul Melly, Associate Researcher, Africa program, Chatham House.

With *Emmanuel Grégoire*, Research Director, Institut de recherche pour le développement (IRD); *Benjamin Augé*, Associate Researcher, Sub-Saharan Africa Program, Ifri; *Vikki Chambers*, Research Fellow, Overseas Development Institute (ODI); *François Grünewald*, Executive Director, Groupe URD; *André Bourgeot*, Research Fellow Emeritus, CNRS, EHESS and Collège de France; *Marc-Antoine Pérouse de Montclos*, Professor, Institut français de géopolitique, University of Paris 8, Associate Researcher, Centre Population & Développement, Associate Researcher, Sub-Saharan Africa Program, Ifri, Chatham House, Global Fellow, Peace Research Institute in Oslo; *Christian Seignobos*, Research Fellow, Institut de recherche pour le développement (IRD); *Salim Chena*, Associate Researcher, Les Afriques dans le monde, Sciences Po Bordeaux/CNRS 5115, Deputy Editor, *Dynamiques internationales*; *Alain Antil*, Head, Sub-Saharan Africa Program, Ifri; *André Marty*, Sociologist, Institut de recherches et d'applications des méthodes du développement (Iram).



Europeans share many cultural similarities with the United States, but the US is founded on a political philosophy and a reference system that is very different from that of the old continent. Moreover, America's institutions, political system and economic conditions contribute to a framework never before seen in the world. How does this culture and practice translate into Washington's foreign policy? Ifri's United States Program seeks to understand and explain the US from the inside and to illuminate the way toward more productive interactions with its partners, primarily Europe.

TEAM

Laurence Nardon, Research Fellow, Program Head
Areas of expertise: domestic policy, foreign policy, social evolution

DIGITAL PUBLICATIONS

"Potomac Papers"

Reducing portion sizes: food wars in the United States, N° 19, *Laurence Nardon*, July.

L'Échiquier numérique américain: quelle place pour l'Europe? N° 20, *Olivier Sichel*, September.

Homeland, an Obama-era series, N° 21, *Éric Gatefin*, September.

US-Russian Relations: The Path Ahead after the Crisis, N° 22, *Jeffrey Mankoff*, December.

CONTRIBUTIONS AND ARTICLES OUTSIDE OF IFRI

Obama, Kerry and the Middle East, *Laurence Nardon*, *Politique internationale*, winter 2014

CONFERENCES-DEBATES

5 November – United States: the day after the midterm elections

Private Conference for Ifri's Members

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

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

5 December – Obama's International Legacy: Now or Never?

Annual conference

In partnership with the Embassy of the United States in Paris. With the support of Davis Polk, VIEL & Cie and the Clarence Westbury Foundation.

Issues addressed: *Foreign Policy: From Bad to Worse – The United States and International Trade – After the Midterms, the Presidential Race Begins.*

With *Fawaz Gerges*, Professor of International Relations at the London School of Economics (LSE); *Jeffrey Mankoff*, Fellow and Deputy Director, Russia & Eurasia Program, Center for Strategic and International Studies (CSIS); *Frédéric Douzet*, Professor at the Institut français de géopolitique, University of Paris 8; *Jim Bittermann*, Senior European Correspondent, CNN; *Elvire Fabry*, Senior Research Fellow, Notre Europe; *Françoise Nicolas*, Head of the Asia Program, Ifri; Ambassador (ret.) *Shaun Donnelly*, Vice-President, Investment and Financial Services, Council for International Business (USCIB); *Anne-Lorraine Bujon*, Editorial Director, Institut des hautes études sur la justice

(IHEJ); *Charlie Cook*, Editor and Publisher, *The Cook Political Report*; *E.J. Dionne*, Columnist, *The Washington Post*; Laurence Nardon, Head of the US Program, Ifri .

SEMINARS AND CONFERENCES

15 May – US policy in the Middle East: Can disappointment be staved off?

In partnership with the Embassy of the United States in Paris

With *Michele Dunne*, Senior Research Fellow, Mid-East Specialist, Carnegie Endowment for International Peace;

Arshad Mohammed, Correspondent, *Thomson Reuters*; *Bruno Tertrais*, Research Director, Foundation for Strategic Research (FRS).

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

29 September – The new political season in Washington

In partnership with the Embassy of the United States in Paris

With *Michael Lind*, Co-Founder and Policy Director of the Economic Growth Program, New America Foundation.

CROSSCUTTING PROGRAMS

SECURITY STUDIES CENTER DEFENSE RESEARCH UNIT



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

TEAM

Étienne de Durand, 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

Corentin Brustlein, Research Fellow at the LRD and Head of the Proliferation and Deterrence Program

Areas of expertise: nuclear deterrence, antimissile defense, American defense policy, army transformation and adaptation, air strength

Antoine d’Evry, Battalion Commander (on secondment to Ifri), Research Fellow at the LRD

Areas of expertise: evolution of contemporary military engagements, the future of the armed forces, French military 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 Lebœuf, Research Fellow at the LRD

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

DIGITAL PUBLICATIONS

“Focus stratégique”

Unmanned Air Systems: The Future of Air & Sea Power?

N° 49, *Paul Rogers*, January.

The Amphibious Endeavour: Tactical Risk, Strategic Influence, N° 46 bis, *Guillaume Garnier*, February.

What prospects for European land armaments industry?

N° 50, *Aude-Emmanuelle Fleurant, Yannick Quéau*, March.

Security sector reform, between bureaucracy and strategy,

N° 51, *Aline Leboeuf*, April.

The snares in the ascent to power: challenges and pitfalls of military recovery, N° 52, *Guillaume Garnier*, May.

Tanks, an untimely legacy? N° 53, *Antoine d’Evry*, September.

Weapons that can do everything? Modularity and flexibility of military equipment, N° 54, *Joseph Henrotin*, October.

“Proliferation Papers”

Poland and Ballistic Missile Defense: The Limits of Atlanticism, N° 48, *Lukasz Kulesa*, January.

Between Allies and Rivals: Turkey, Nuclear Weapons and BMD, N° 49, *Mustafa Kibaroglu*, March.

On the Strategic Value of Ballistic Missile Defense, N° 50, *Brad Roberts*, June.

Syria and Beyond: The Future of the Chemical Weapons Threat, N° 51, Richard Weitz, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Air Supremacy at Risk – Threats and counter-strategies for 2030, Corentin Brustlein, Étienne de Durand, Élie Tenenbaum, Paris, La Documentation française, 2014.

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

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

The Digital Tsunami: Natural Disasters Management in the Age of Social Media, Marc Hecker, *Études*, July-August.

SEMINARS AND CONFERENCES

Proliferation and Deterrence Program Seminars

30 January – Nuclear Weapons Complexes in an Age of Austerity

With Hans Kristensen, Director, Nuclear Information Project, Federation of American Scientists; David Jarvis, Director, UK Project on Nuclear Issues, RUSI.

14 February – The Role and Value of Ballistic Missile Defense in the 21st Century

With Brad Roberts, William J. Perry Fellow on International Security, Center for International Security and Cooperation, Stanford University.

30 June – The Pakistani Nuclear Build-Up: Where to?

With Feroz H. Khan, Professor, US Naval Postgraduate School, Monterey.

11 July – Confronting Regional Nuclear Adversaries: Problems and Prospects

With Keir A. Lieber, Associate Professor, Edmund A. Walsh School of Foreign Service, Georgetown University.

19 September – Russian Perspectives on Regional Deterrence

With Dmitry Adamsky, Lecturer, IDC Herzliya.

11 December – The Challenges of Maintaining a Nuclear Culture

With Linton Brooks, Ambassador and Consultant, CSIS; Tom McKane, Guest Researcher, LSE, Associate Researcher, RUSI.

DEFENSE RESEARCH UNIT SEMINARS

12 March – Reinsurance under NATO: scenarios and implications for France

Issues addressed: *Reinsurance: definition and stakes – reinsurance scenarios involving France – Norwegian*

perspective on reinsurance in Northern Europe – Threats to stability on the southeast flank of the Alliance – European commitments: Non-nuclear alternatives for reinsurance in the NATO framework – Allies' political and strategic expectations for France.

With CV Torbjorn Eidal, Defence Attaché, Royal Norwegian Embassy in Paris; General Jean-Fred Berger, Deputy Chief of Staff for Operations, Naples; Diego Ruiz Palmer, Director, Economics and Assessments Unit, NATO; Tomas Valasek, Ambassador of Slovakia to NATO; Étienne de Durand, Director, Security Studies Center, Ifri.

29 April – The defense industries of emerging countries

Issues addressed: *Strengths and constraints of defense industries in emerging countries – The Turkish ambitions: to ensure a sustainable rise – The rise in power by the BITD: a Russian industrial resurgence? – The difficulty and integration of foreign technology: large naval contracts DCNS (India/Brazil) – Complementarities with European BITD: strategic partnerships, substitutes of the European impasse? – Exports versus offsets: who wins?*

With Yannick Quéau, Associate Researcher at the Group for Research and Information on Peace and Security; Isabelle Facon, Research Director, Foundation for Strategic Research (FRS); Bruno Richebé, Director, Technology Transfer, DCNS; Bruno Hellendorff, Research Fellow at the Group for Research and Information on Peace and Security; Joseph Henrotin, Research Fellow, Centre for Analysis and Forecasting of International Risks.

Moderator: Étienne de Durand, Director, LRD, Ifri.
Guillaume Garnier, Research Fellow, LRD, Ifri.

17 June – Salon Eurosatory – Europe's military death?

In collaboration with the Foundation for Strategic Research (FRS)

With General Bertrand Ract-Madoux, Army Chief of Staff; Christian Mölling, Research Fellow, SWP, Berlin; Yves Boyer, Deputy Director, FRS; Julian Lindley-French, Research Fellow, Institute for Statecraft, London; Ulf Hammarström, Director-General, Swedish Defense and Security Export Agency, Stockholm; Étienne de Durand, Director, Security Studies Center/LRD, Ifri.

12 December – Ground forces during a time of battlefield automation

Issues addressed: *Politics of capability and tactical priorities for armies – Promises and pitfalls of robotics.*

With Lieutenant Colonel Vincent Martinelli, auditor at the Institut des hautes études de défense nationale (IHEDN) and Associate Researcher at the US Army War College; Colonel Bruno Yver, Staff of the Army, armaments engineer, Plans office;; Nicolas Sorel, direction of the strategy of the DGA, CATOD; General Michel Yakovleff, Deputy Chief of Staff, SHAPE.

RESET SEMINARS

2 July – European Defense: Planning for What? Brussels

Issues addressed: *EU and NATO Defense Planning Processes – Possible Consequences of the Ukraine Crisis on Capability Development.*

With *Olli Ruutu*, Deputy Head of Policy Planning Unit, European Defense Agency; *James Squelch*, Senior Officer, Defense Policy and Planning Division, NATO; *Étienne de Durand*, Director of the Security Studies Centre, Ifri; *Andres Vosman*, Director of Policy Planning, Ministry of Defense, Estonia; Group Captain *Neale Dewar*, Head of Capabilities, UK Joint Delegation to NATO; Admiral *Xavier Paillard*, Vice-President for Public Affairs, Airbus France; *Vivien Pertusot*, Head, Ifri Brussels.

10 October – Franco-British Cooperation in the Broader Picture: Going Beyond the Bilateral Dimension? Brussels

In partnership with the Centre for European Reform

Issues addressed: *Franco-British defense cooperation within the EU and NATO – Potential of partnership with other minilateral groups for Franco-British defense cooperation.*

With *Piritta Asunmaa*, PSC Ambassador, Finnish Permanent Representation to the EU; *Marcus Rantala*, State Secretary, Ministry of Defense, Finland; *Sir Peter Ricketts*, British Ambassador to France; *Alice Guitton*, French Deputy Permanent Representative to NATO; *Axel de Martens*,

Member of Cabinet of Michel Barnier, European Commission; *Charles Grant*, Director, CER; Colonel *Philippe Adam*, Deputy Director for Euroatlantics Affairs, Ministry of Defense, France; *John Andreas Olsen*, Director and Head of Security Policy Analysis section, Ministry of Defense, Norway; *Andrew Selves*, Regional Strategic Advisor (Nordic Baltic), British Embassy; *Étienne de Durand*, Director, Center for Security Studies Centre, Ifri.

DOMESTIC SECURITY SEMINAR

13 October – Echoes of the Israeli-Palestinian conflict in France: looking back at the tensions of the summer of 2014

With the support of CAPS (Ministry of Foreign Affairs)

Issues addressed: *New actors, new violence? – Social media and Web: impact of the conflict in France – Public authorities facing the “importation of the Israeli-Palestinian conflict” – Is France an exception? International comparison.*

With *Marc Hecker*, Research Fellow, Head of Domestic Security program, Ifri; *Pascal Courtade*, Head of Bureau central des cultes, Ministry of the Interior; *Samuel Ghiles-Meilhac*, Professor, Sciences Po; *Agnès Levallois*, Professor, ENA, former Director of the Arab branch of *France 24*; *Yaël Hirsch*, Professor, Sciences Po; *Étienne Stoskopf*, Cabinet of the Prime Minister; *Yves Aubin de la Messuzière*, President, Mission laïque française; *Jonathan Laurence*, Associate Professor, Boston College; *Jean-Marc Dreyfus*, reader, University of Manchester.

SPACE PROGRAM



Ifri's Space Program seeks to establish the importance of space as a political subject among policymakers and the general public, highlighting 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 program 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 and governance

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

Governing the Geostationary Orbit: Orbital Slots and Spectrum Use in an Era of Interference, *Guilhem Penent*, January.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Europe in Space: decline or surge, *Guilhem Penent*, Paris, Éditions Argos, September.

Chinese ASAT weapons and “hit-to-kill”: the reversal of the US space diplomacy, *Guilhem Penent*, *Défense et Sécurité internationale*, N° 108, November.

INTERNATIONAL CONFERENCE

9 October – Orbital Slots and Spectrum Use in an Era of Interference – Brussels

In partnership with the Secure World Foundation

Issues addressed: *Interference and Freedom of Information – Interference and Telecommunication Services – Interference and the Governance of Geostationary Arc*

With *Guilhem Penent*, Research Associate, Space Program, Ifri; *Simon Spanswick*, Chief Executive, Founder Director, Association for International Broadcasting (AIB); *Yasir Hassan*, Director of Transmission Operations, Arabsat; *Michel de Rosen*, Chairman, CEO, Eutelsat; *Yvon Henri*, Chief, Space Services Department (SSD), Radiocommunication Bureau, ITU; *Eanna O Conghaile*, Ireland's Representative, Council of Europe's Steering Committee on Media and Information Society (CDMSI), member of the CDMSI Bureau; *Aarti Holla-Maini*, Secretary General, ESOA; *Nigel Fry*, Head of Distribution, BBC World Service Group; *Cecil Ameil*, Senior Manager, European Affairs, SES; *Frank Zeppenfeldt*, European Space Agency (ESA); *Roberto Viola*, Deputy Director-General, DG Connect, European Commission; *Victoria Samson*, Washington Office Director, SWF; *François Rancy*, Director of the ITU Radiocommunication Bureau; *Gary L. Thatcher*, Associate Director, United States International Broadcasting Bureau; *Ron Busch*, Chairman, Intelsat's Executive Director, Space Data Association (SDA); *Richard Roithner*, Director, Satcom, Euroconsult.



The Center for Energy aims to inform public and private decision-makers and stakeholders about developments in global energy markets, and their economic, political and environmental implications, as well as their effects on European policy. The Centre's work focuses on subjects such as the new geopolitics of hydrocarbons, European energy markets, the energy policies of emerging powers, and the fight against climate change.

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

TEAM

Marie-Claire Aoun, Director (March 2014).

Jacques Lesourne, Chairman of the Center's Scientific Committee

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

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

Cécile Maisonneuve, Advisor

William C. Ramsay, Advisor

Martine Breux, Assistant

DIGITAL PUBLICATIONS

"Notes de l'Ifri"

Dynamics and drivers of shale gas development in three European countries: can a European policy be imagined?
Sylvie Cornot-Gandolphe, January.

Europe and Energy: a contract to be urgently renewed,
Cécile Maisonneuve, April.

The cost of renewable energy, *Michel Cruciani*, September.

The European Energy Policy: Building New Perspectives,
Cécile Maisonneuve, October.

China's gas strategy: develop competition between national production and imports, *Sylvie Cornot-Gandolphe*, October.

"Éditos Énergie"

2014: a year to rebuild a European energy policy, *Jacques Lesourne*, January.

Ukraine: Is Europe Ready for Another Gas Cut? *Maïté de Boncourt*, March.

Middle East Oil and Gas Producers: Soon To Be Back in the Lead? *Maïté de Boncourt*, March.

Revising European energy policy, *Jacques Lesourne*, March.

Reading Rouhani Right, *William C. Ramsay*, March.

Raising the Costs to President Putin, *William C. Ramsay*, April.

Europe-Russia: is energy interdependence inevitable?
Marie-Claire Aoun, April.

State Aid: reorienting support to renewables, *Aurélie Faure-Schuyer*, April.

Mobilization for the COP21: when the climate challenge becomes an opportunity, *Carole Mathieu*, October.

CONTRIBUTIONS OUTSIDE OF IFRI

Strengths and Weaknesses of the European Union Gas Security of Supply, Lead Authors: *Marie-Claire Aoun* and *Quentin Boulanger* (Ifri), *Hot Energy Topic 1*, Insight_E, May 2014.

SEMINARS AND CONFERENCES

27 February – Presentation of the *World Energy Outlook of the International Energy Agency (IEA)* – Global energy context and national energy transitions

In collaboration with Ministry of Ecology, Sustainable Development and Energy, and the International Energy Agency (IEA)

With *Maria Van der Hoeven*, Executive Director, IEA; *Pierre-Marie Abadie*, Director, Energy, DG Energy and Climate, Ministry of Ecology, Sustainable Development and Energy; *Fatih Birol*, Chief Economist, IEA; *Olivier Appert*, President, IFP Énergies nouvelles; *Alain Grandjean*, consultant and economist, former President of the Expert group *Débat national sur la transition énergétique* (DNTE); *Cécile Maisonneuve*, Advisor, Center for Energy, Ifri.

20 June – Iran's Oil and Gas: Back on the Market Soon?

With *Jean-Pierre Favennec*, Professor, IFP Énergies nouvelles, consultant, WD Cooperation and Fair Links; *David Ramin Jalilvand*, Research Fellow, Center for Caspian Region Studies, Freie Universität Berlin; *Majid Rafizadeh*, President of the International American Council on the Middle East, Harvard University; *Jamie Webster*, Director, Research, IHS CERA; *Maïté de Boncourt*, Research Fellow, Center for Energy, Ifri.

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

9 September – Energy and Security in West Africa

In partnership with the International Peace Institute (IPI) and the International Gas Union (IGU)

With *Walter Kemp*, Senior Director for Europe and Central Asia, IPI; *Jérôme Ferrier*, President, IGU; Prof. *Ogulande R. Davidson*, Former Minister of Energy and Water Resources, Dean/Board of Postgraduate Studies, University of Sierra Leone.

2 December – The Chinese Gas Strategy: Challenges and Policy Responses

With *Sylvie Cornot-Gandolphe*, Associate Research Fellow, Ifri Center for Energy; *Kevin Jianjun Tu*, China Program Manager, International Energy Agency (IEA); *Arnaud Erbin*, International Director, European and International Affairs Direction, GDF Suez.

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

Ifri Energy Breakfast Round Tables – Brussels

29 April – Shipped or Piped: Can Shale Gas Secure EU Supplies?

Opening: *Jacques Lesourne*, Chairman of the Scientific Committee, Center for Energy, Ifri.

With *Sylvie Cornot-Gandolphe*, Associate Researcher, Center for Energy, Ifri; *Thierry Deschuyteneer*, Executive Secretary, Gas Infrastructure Europe (GIE); *Serge Heidrich*, Partner, KPMG.

Moderator: *Marie-Claire Aoun*, Director, Center for Energy, Ifri, *William C. Ramsay*, Advisor, Center for Energy, Ifri.

1^{er} July – European Energy Policy: Building New Perspectives

With *Cécile Maisonneuve*, Senior Advisor, Energy Center, Ifri; *Kilian Gross*, acting Head of Unit, Responsible for Energy Policy Coordination, DG Energy, European Commission; *François-Régis Mouton*, Chairman, Gas Naturally; *Graham Weale*, Chief Economist, RWE AG.

Moderator:

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

Jacques Lesourne, Chairman of the Scientific Committee, Center for Energy, Ifri.

14 October – The Cost of Renewable Energy Sources

With *Michel Cruciani*, Associate Research Fellow, Ifri; *Tom Howes*, Deputy Head, Unit A4, Economic Analysis and Financial Instruments, DG Energy, European Commission; *Mike Waldron*, Senior Market Analyst, Renewable Energy Division, IEA.

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

Climate Breakfast Round Tables

In partnership with the Caisse des dépôts Climat

28 October – Climate Change: Australian Domestic Policy Response

With *Gordon de Brouwer*, Secretary of the Australian Department of the Environment.

Moderators: *Marie-Claire Aoun*, Director, Center for Energy, Ifri, *Benoît Leguet*, Research Director for CDC Climat.

28 November – Towards COP21: The South Korean Perspective

With *Jae Chul Choi*, Ambassador for Climate Change of South Korea. Moderators: *Marie-Claire Aoun*, Director, Center for Energy, Ifri, *Benoît Leguet*, Research Director for CDC Climat.

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 businesses and migration policies. The Center also focuses on Islam and the citizenship of populations viewed as “Muslim” in Europe.

TEAM

Christophe Bertossi, Director

Areas of expertise: citizenship, multiculturalism, institutions, discrimination, migration policies, Muslims in Europe

Emma Broughton, Research Fellow

Areas of expertise: migration policies (Europe and developing countries), migration and businesses

Dorothée Prud’homme, Research Fellow

Area of expertise: hospitals

DIGITAL PUBLICATIONS

“Notes de l’Ifri”

Brazil and International Migrations in the Twenty-first Century: Flows and Policies, Duval Fernandes, Maria do Consolacao, Gomes de Castro, Silvana Pena Knup, April.

Do Companies Get a Say in French Migration Policy-Making? Emma Broughton, May.

Emerging Markets and Migrations Policy: China, Frank N. Pieke, July.

Migrations Flow and Policies: India at a Turning Point, Anajali Kumar, October.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Integrating Immigrants in Europe, Christophe Bertossi, Jan Willem Duyvendak, Peter Scholten, in *The Co-Production of National Models of Integration in Europe: A View From France and the Netherlands*, Peter Scholten, Rinnus Penninx, Han Entzinger, Stijn Verbeek (eds.), Berlin, Springer, 2014.

INTERNATIONAL CONFERENCE

19/21 June – Birmingham – European conference on citizenship

Issues addressed: *What Kind of Europe Do We Want to Shape and See in 5 Years’ Time? – Young Citizens: Involvement and Influence at the EU Level – Influencing and Changing Institutions at Local Level: Young People and the Police – SUCCESS, Citispyce and Future European Projects: Promoting Young People’s Public Participation and Citizenship in Europe.*

With Sion Simon, Member of European Parliament, Labour, West Midlands; Mariam Khan, Birmingham City Councillor, Labour, Washwood Heath; Yvonne Mosquito, Deputy Police Crime Commissioner, West Midlands; Randianina Peccoud, Chargée d’Affaires, Civil Society, Diversity and Social Affairs, US Embassy, Paris; Alima Boumédiène-Thiéry, Former Member of French Senate, Green Party and Community Leader, Paris; Ajmal Hussain, Lead Researcher, Citispyce European project, Aston University, Birmingham; Christophe Bertossi, Director, Migrations/Citizenships Center, Ifri.

PUBLICATIONS

WORKS PUBLISHED OUTSIDE OF IFRI OR CO-PUBLISHED

Europe in Space: decline or surge, *Guilhem Penent*, Paris, Éditions Argos, 2014.

Air Supremacy at Risk, *Corentin Brustlein, Étienne de Durand, Élie Tenenbaum*, Paris, La Documentation française, 2014.

DIGITAL PUBLICATIONS, ARTICLES

EUROPE

• Cerfa publications

“Notes du Cerfa”

On Germany and its economy, N° 108, *Patrick Allard*, January.

EU, Russia and Eastern Partnership: which dynamics under the new German government? N° 109, *Dominik Tolksdorf*, February.

Salafism in Germany: a challenge for Democracy, N° 110, *Marwan Abou-Taam*, March.

German-Algerian Relations: A new start with energy cooperation? N° 111, *Christoph Partsch*, April.

Professional training in Germany: socio-economic dynamics and the system’s ability to adapt, N° 112, *René Lasserre*, May.

German defense policy in 2014 and beyond: is change possible? N° 113, *Claudia Major, Christian Mölling*, June.

Climate and energy policies of the Federal German government: contributions to the Franco-German dialog, N° 114, *Camilla Bausch, Matthias Duwe, Benjamin Görlach*, July.

The parliamentary dimension of German defense policy, N° 115, *Michel Drain*, August.

A new “Agenda” for Germany? Understanding the economic and social challenges (2014-2030), N° 116, *Pierre Zapp*, September.

Into the wide world? German foreign trade from the EU to the BRICS, N° 117, *Hans Brodersen*, November.

Engagement of the Bundeswehr in Afghanistan: lessons for Germany’s defense policy, N° 118, *Michel Drain*, December.

“Visions franco-allemandes”

Memory Asymmetry: a Franco-German look at WWI, N° 24, *Élise Julien*, July.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Beratung statt Belehrung. Auch ein Schlüssel zu Tunesiens Demokratisierung, *Nele Katharina Wissmann*, *Dokumente/Documents*, vol. 2/2014.

The European Elections in France: The Paradox of a More European yet More Eurosceptic Campaign, *Yann-Sven Rittelmeyer* (with *Vivien Pertusot*), *EPIN Commentary*, N° 16, 2014.

Frankreich vor der Europawahl, *Yann-Sven Rittelmeyer*, *Welttrends*, N° 95, 2014.

• Ifri Brussels publications

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

European Defense: The Tipping Point, *Vivien Pertusot*, *Discussion Paper, Brussels Think Tank Dialogue*, January 2014.

A Tale of Two Europes, *Vivien Pertusot, ElSharp*, January 2014.

High Representative: What Good is a Great Pilot Without an Adequate Fighter Aircraft? *Vivien Pertusot*, *European Geostrategy*, N° 27, July 2014.

Britain Outside Europe? The French View, *Vivien Pertusot*, in *Almut Möller, Tim Oliver* (eds.), *The United Kingdom and the European Union: What Would a “Brexit” Mean for the EU and Other States Around the World?*, DGAP Analyse, N° 16, September 2014.

RUSSIA/NIS

“RUSSIE.NEI.VISIONS”

(collection published in English, French and Russian)

EU, Russia and Eastern Partnership: which dynamics under the new German government? N° 74, *Dominik Tolksdorf*, February.

Rosneft, Gazprom and the Government: the Decision-Making Triangle on Russia’s Energy Policy, N° 75, *Pavel Baev*, March.

Russia: Youth and Politics, N° 76, *Mikhail Korostikov*, April.

Russia's Academy of Sciences' Reform: Causes and Consequences for Russian Science, N° 77, *Irina Dejina*, May.

The Crisis in Ukraine: An Insider's View, N° 78, *Oleg Grytsaienko*, June.

"Green Economy": Opportunities and Constraints for Russian Companies, N° 79, *Peter Kiryushin*, August.

Russia and Global Climate Politics, N° 80, *Nina Tynkkynen*, September.

Moldova's National Minorities: Why are they Euroskeptical? N° 81, *Marcin Kosienkowski*, *William Schreiber*, November.

"RUSSIE.NEI.REPORTS"

(collection published in English or French)

Russia's Eastern Direction: Distinguishing the Real from the Virtual, N° 17, *Bobo Lo*, January.

Gazprom in Europe: A Business Doomed to Fail? N° 18, *Aurélie Bros*, July.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Russia: A Challenged Growth Model, *Thomas Gomart* and *Tatiana Kastouéva-Jean*, *HEC Hommes et Commerce*, special Entrepreneurs edition, January-February 2014.

Internet, new horizon of Russian diplomacy, *Julien Nocetti*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Paris, Éditions Cherche-Midi, 2014.

Russian Universities: taking stock, *Tatiana Kastouéva-Jean*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Paris, Éditions Cherche-Midi, 2014.

The reform of the Russian Academy of Sciences, *Tatiana Kastouéva-Jean*, in *Russie 2014. Regards de l'Observatoire franco-russe*, Paris, Éditions Cherche-Midi, 2014.

Between state control and market development: The financing of higher education in Russia, *Tatiana Kastouéva-Jean*, *Revue internationale d'éducation*, N° 65, April 2014.

Ukraine: the crisis begins, with contributions from *Thomas Gomart* and *Tatiana Kastouéva-Jean*, *Note de l'Ifri*, June 2014.

Crimea, return of the past and forward fight, *Thomas Gomart*, *Revue des deux mondes*, June 2014, p. 63-71.

French Think Tanks, *Thomas Gomart*, *Thierry de Montbrial*, *Le Débat*, September-October 2014.

French foreign policy: denial or denigration? *Thomas Gomart*, *Revue des deux mondes*, October-November 2014.

Russian soft power? *Tatiana Kastouéva-Jean*, *Gare de l'Est – Cahiers des Mondes de l'Est*, vol. 3, November 2014–March 2015, p. 150-160.

Парадоксы "мягкой силы" России [*The paradoxes of Russian "soft power"*], in Russian, *Tatiana Kastouéva-Jean*, *Общая темпадь*, N° 2-3 (65), 2014.

ASIA

"ASIE.VISIONS"

China/ASEAN: an all-round diplomacy conducted smoothly, N° 67, *Sophie Boisseau du Rocher*, February.

New Asian Economic Diplomacy: China, Japan, and Korea as infrastructure exporters, N° 68, *Céline Pajon*, *Françoise Nicolas*, *John Seaman*, May.

The Distinctive Features of China's Middle Classes, N° 69, *Alice Ekman*, June.

Nationalism in China and Japan and implications for bilateral relations, N° 70, *Céline Pajon*, *Alice Ekman*, July.

Chinese soft power in Africa: reinforcing China's interests in the name of Sino-African friendship, N° 71, *David Benazeraf*, September.

Japan's Energy Policy in a Post-3/11 World: Juggling Safety, Sustainability and Economics, N° 72, *Hikaru Hiranuma*, September.

The religious question in Burma in transition, N° 73, *Bénédicte Brac de la Perrière*, November.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Institutional issues in Chinese foreign policy, *Alice Ekman*, *Revue française d'administration publique*, special issue "Administration et Action publique en République populaire de Chine", N° 150, vol. 2/2014.

Social Networks, Internet, Cyberspace: Impact on Chinese Society and Political Stability, *Alice Ekman*, in *D. Ventre* (ed.), *Chinese Cybersecurity and Cyberdefence*, London, Wiley-ISTE, 2014.

The Chinese Vision of Maghreb, *Alice Ekman*, in *T. Pairault* and *F. Talahite* (eds.), *Chine-Algérie. Une relation singulière en Afrique*, Paris, Riveneuve Éditions, 2014.

China's Direct Investment in the European Union: Challenges and Policy Responses, *Françoise Nicolas*, *China Economic Journal*, vol. 7, N° 1, 2014.

East Asia changing, *Françoise Nicolas*, *Transformations*,

Revue *Interventions économiques*, CEIM, UQAM, February 2014.

Economic Regionalism in East Asia: The End of an Exception? *Françoise Nicolas*, in *Tong Sarah* (ed.), *Globalization, Development and Security in East Asia*, vol. 2: *Trade, Investment and Economic Integration*, World Scientific Publishing, 2014.

East Asia: the impossible economic community, *Françoise Nicolas*, *Annuaire français des relations internationales* 2014, Brussels, Bruylant, 2014.

Regional Integration Within Greater China: State of Play and Future Prospects, *Françoise Nicolas*, in *B. Andreosso-O'Callaghan, J. Jaussaud, B. Zolin* (eds.), *Economic Integration in Asia: Towards the Delineation of a Sustainable Path*, Basingstoke, Palgrave Macmillan, 2014.

Economic Integration in Asia: an uncertain future for ASEAN, *Françoise Nicolas*, *Accomex*, N° 113, September 2014.

Be the Mentor, not the Master, *Françoise Nicolas*, in *Melissa Conley Tyler and Nick Snelling* (eds.), *G20: Words into Action Brisbane 2014*, Sydney, Australian Institute of International Affairs and Faircount Media, 2014.

India and regional integration in East Asia: the progressive attachment of large peripheral actor, *Isabelle Saint-Mézard*, *Monde chinois*, N° 37, spring 2014.

India on the eve of the spring 2014 general elections, *Isabelle Saint-Mézard*, *Annuaire Asie 2014/2015*, Paris, La Documentation française, June 2014.

Seeking power: Indian foreign policy since the nuclear tests of May 1998, *Isabelle Saint-Mézard*, in *C. Jaffrelot* (ed.), *L'Inde contemporaine*, Paris, Fayard, 2014.

Social Cost of Militarism in India, *Isabelle Saint-Mézard*, in *A. Guneratne, A.M. Weiss*, *Pathways to Power: The Domestic Politics of South Asia*, New Delhi, Orient BlackSwan, 2014.

MIDDLE EAST/NORTH AFRICA/MEDITERRANEAN

• Middle East/North Africa

“NOTES DE L'IFRI”

Al Jazeera in Maghreb – difference and indifference, *Mansouria Mokhefi*, February.

North African immigration in Qatar: what perspectives? *Mansouria Mokhefi*, March.

The Middle East facing Daech, challenges and responses, *Denis Bauchard*, October.

IFRI-OCP POLICY CENTER PARTNERSHIP

“NOTES DE L'IFRI”

North Africa in Turkey's policy towards the Arab world – Insights into a developing strategy, *Mansouria Mokhefi*, January.

Qatar, actor in North African regional recomposition, *Mansouria Mokhefi*, January.

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

The new challenges for oil-based sovereign wealth funds, *Marie-Claire Aoun* (forthcoming).

China in Asia: what are Xi Jinping's objectives? *Alice Ekman* (forthcoming).

CONTEMPORARY TURKEY

“NOTES FRANCO-TURQUES”

Arab Atatürk: the weight of history, N° 10, *François Zabbal*, January.

The Left in Turkey: A Fragmented History, N° 11, *Paul Cormier*, July.

Turkey/GCC Economic Relations, N° 12, *Jules Subervie*, September.

The Left in Turkey: A Fragmented History, *Paul Cormier*, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Middle East: the Kurdish destiny, *Dorothee Schmid*, *Politique internationale*, N° 3-2014.

France/Turkey: return of the alliance? *Dorothee Schmid*, *Institut du Bosphore, Études et Notes*, January 2014.

AFRICA

“ÉTUDES DE L'IFRI”

France's policy towards Africa under François Hollande, renewal and strategic undercurrents, *Hélène Quenot-Suarez, Aline Leboeuf*, November.

“NOTES DE L'IFRI”

The Mining Boom in the Sahel. Sustainable development? *Alain Antil*, February.

The recomposition of Turkish foreign policy in Sub-Saharan Africa: Between public diplomacy and private actors, *Gabrielle Angey*, March.

Gas in Mozambique a High-Risk Economic Revolution,
Benjamin Augé, April.

Fake medicines trafficking in West Africa, Supply chains and distribution networks (Nigeria, Benin, Togo, Ghana), *Camille Niaufre, May.*

Support from the European Union: from development to security, the example of the European Development Fund,
Dominique Lecompte, Thierry Vircoulon, June.

Gas in Mozambique, a high-risk Economic Revolution,
Benjamin Augé, June.

Madagascar, managing the legacy of transition, *Mathieu Pellerin, November.*

The European Union's Development Aid: from Development to Security, *Dominique Lecompte, Thierry Vircoulon, November.*

Fake Medicines Trafficking in West Africa – Supply Chains and Distribution Networks (Nigeria, Benin, Togo, Ghana),
Camille Niaufre, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Mauritania. "I have to control everything." Change from one mode of governing, in *L'Année du Maghreb*, Paris, CNRS Éditions, *Alain Antil*, November.

Economy of trafficking in the Sahara-Sahel, *Alain Antil*, in *Un atlas du Sahara-Sahel. Géographie, économie et insécurité*, OCDE / Club du Sahel et de l'Afrique de l'Ouest, December.

Atlantic Basin: new geopolitics of hydrocarbons between the Americas and Africa, *Benjamin Augé, Hérodote*, N° 4-2014.

ÉTATS-UNIS

"POTOMAC PAPERS"

Reducing portion sizes: food wars in the United States, N° 19,
Laurence Nardon, July.

L'Échiquier numérique américain: quelle place pour l'Europe?
N° 20, *Olivier Sichel, September.*

Homeland, an Obama-era series, N° 21, *Éric Gatefin, September.*

US-Russian Relations: The Path Ahead after the Crisis, N° 22,
Jeffrey Mankoff, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Obama, Kerry and the Middle East, *Laurence Nardon, Politique Internationale*, winter 2014.

SECURITY

"FOCUS STRATÉGIQUE"

Weapons that can do everything? Modularity and flexibility of military equipment, N° 54, *Joseph Henrotin*, October.

Unmanned Air Systems: The Future of Air & Sea Power?
N° 49, *Paul Rogers*, January.

The Amphibious Endeavour: Tactical Risk, Strategic Influence, N° 46 bis, *Guillaume Garnier*, February.

What prospects for European land armaments industry?
N° 50, *Aude-Emmanuelle Fleurant, Yannick Quéau*, March.

Security sector reform, between bureaucracy and strategy,
N° 51, *Aline Leboeuf*, April.

The snares in the ascent to power: challenges and pitfalls of military recovery, N° 52, *Guillaume Garnier*, May.

Tanks, an untimely legacy? N° 53, *Antoine d'Evry*, September.

Weapons that can do everything? Modularity and flexibility of military equipment, N° 54, *Joseph Henrotin*, October.

"PROLIFERATION PAPERS"

Poland and Ballistic Missile Defense: The Limits of Atlanticism, N° 48, *Lukasz Kulesa*, January.

Between Allies and Rivals: Turkey, Nuclear Weapons and BMD, N° 49, *Mustafa Kibaroglu*, March.

On the Strategic Value of Ballistic Missile Defense, N° 50,
Brad Roberts, June.

Syria and Beyond: The Future of the Chemical Weapons Threat, N° 51, *Richard Weitz*, December.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Air Supremacy at Risk – Threats and counter-strategies for 2030, *Corentin Brustlein, Étienne de Durand, Élie Tenenbaum*, Paris, La Documentation française, 2014.

Military innovation, surprise and strategy, *Corentin Brustlein, Stratégique*, N° 106, June 2014.

Is a French Intifada Brewing? *Marc Hecker, The American Interest*, April 2014.

The Digital Tsunami. Natural Disasters Management in the Age of Social Media, *Marc Hecker, Études*, July-August 2014.

SPACE

"THE EUROPE & SPACE SERIES"

Development of the Northern Sea Route: How Great is the Need for Satellite Observation? N° 14, *Bad Wormdal*, March.

Ariane 6: the challenges to space access in Europe, N° 15, *Guilhem Penent*, November.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Europe in Space: decline or surge, *Guilhem Penent*, Brussels, Éditions Argos, September 2014.

Chinese ASAT weapons and “hit-to-kill”: the reversal of the US space diplomacy, *Guilhem Penent*, *Défense et Sécurité Internationale*, N° 108, November 2014.

ENERGY

“NOTES DE L’IFRI”

Dynamics and drivers of shale gas development in three European countries: can a European policy be imagined? *Sylvie Cornot-Gandolphe*, January.

Europe and Energy: a contract to be urgently renewed, *Cécile Maisonneuve*, April.

The cost of renewable energy, *Michel Cruciani*, September.

The European Energy Policy: Building New Perspectives, *Cécile Maisonneuve*, October.

China’s gas strategy: develop competition between national production and imports, *Sylvie Cornot-Gandolphe*, October.

MIGRATION AND CITIZENSHIP

“NOTES DE L’IFRI”

Brazil and International Migrations in the Twenty-first Century: Flows and Policies, *Duval Fernandes*, *Maria do Consolacao*, *Gomes de Castro*, *Silvana Pena Knup*, April.

Do Companies Get a Say in French Migration Policy-Making? *Emma Broughton*, May.

Emerging Markets and Migrations Policy: China, *Frank N. Pieke*, July.

Migrations Flow and Policies: India at a Turning Point, *Anajali Kumar*, October.

ARTICLES AND CONTRIBUTIONS OUTSIDE OF IFRI

Integrating Immigrants in Europe, *Christophe Bertossi*, *Jan Willem Duyvendak*, *Peter Scholten*, in *Peter Scholten*, *Rinnus Penninx*, *Han Entzinger*, *Stijn Verbeek* (eds.), *The Co-Production of National Models of Integration in Europe: A View From France and the Netherlands*, Berlin, Springer, 2014.

CONFERENCES AND DEBATES

FEBRUARY

5 February – Middle East: finding order after the transition
4th meeting between Ifri and the Parliament of the National Assembly

Issues addressed: The democratic mirage in the Middle East – Turkey in regional power struggles – Egypt after the January 2014 constitutional referendum – Iran: “a great bargain”?

With *Élisabeth Guigou*, Chair of the Foreign Affairs Committee, French National Assembly; *Thierry de Montbrial*, President, Ifri; *Pouria Amirshahi*, Secretary of the Foreign Affairs Committee, French National Assembly, French Foreign Deputy (North Africa/West Africa); *Alain Marsaud*, French National Assembly, French Foreign Deputy (Middle East/Sub-Saharan Africa); *Dorothee Schmid*, Head, Contemporary Turkey Program, Ifri; *Jean Glavany*, Deputy of Hautes-Pyrénées, Member of the Foreign Affairs Commission, French National Assembly; *Denis Bauchard*, Advisor on the Middle East, Ifri.

MARCH

4 March – European elections: Back to the Future?

Conference reserved for Members of Ifri.

With *Vivien Pertusot*, Head of Ifri Brussels.

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

10 March – Ukraine: a zero sum game for Russia and the EU?

With *Thomas Gomart*, Director of Strategic Development, Ifri; *Tatiana Kastouéva-Jean*, Head, Russia/NIS Center, Ifri; *Vivien Pertusot*, Head of Ifri Brussels.

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

APRIL

2 April – What issues does the East raise for EU Neighborhood Policy?

With *Calin Popescu-Tariceanu*, President of the Senate, Romania.

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

MAY

12 May – The Great War and the world of tomorrow (Musée de l'Armée)

In partnership with *Libération*.

With the support of the Musée de l'Armée.

With *Jean-Pierre Chevènement*, Senator, former Minister; *Nicolas Baverez*, Columnist and essayist; *Myriam Benraad*, Political scientist; *Dorothee Schmid*, Research Fellow, Head, Contemporary Turkey Program, Ifri.

Moderators: *Dominique David*, Executive Vice-President, Ifri; *Alexandra Schwarzbrod*; *Marc Semo*, *Libération*.

15 May – US policy in the Middle East: Can disappointment be staved off?

In partnership with the Embassy of the United States in Paris.

With *Michele Dunne*, Senior Research Fellow, Mid-East Specialist, Carnegie Endowment for International Peace; *Arshad Mohammed*, Correspondent, *Thomson Reuters*; *Bruno Tertrais*, Research Director, Foundation for Strategic Research (FRS).

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

21 May – Ukraine, East Asia... is the world in danger?

Conference reserved for Members of Ifri.

With *Thierry de Montbrial*, President, Ifri.

JUNE

10 June – Edi Rama, Prime Minister of Albania

Moderator: *Thierry de Montbrial*, President, Ifri.

17 June – Andorra: a country in transformation

With *Gilbert Saboya*, Minister of Foreign Affairs of the Principality of Andorra.

Moderator: *Thierry de Montbrial*, President, Ifri.

22 June – What is the role of the OSCE in a Europe in crisis?

With *Ranko Krivokapic*, Speaker of the Parliament of Montenegro and President of the Social Democratic Party of Montenegro (SDP).

Moderator: *Thierry de Montbrial*, President, Ifri.

23 June – 23 June – Three years after the election of Alpha Condé: where is Guinea-Conakry now?

With *Lansana Kouyate*, former Prime Minister of Guinea-Conakry.

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

24 June – Europe seen from afar: strengths and weaknesses

Conference reserved for Members of Ifri.

With *Simon Serfaty*, holder of the Zbigniew Brzezinski Chair in Global Security and Geostrategy, Center for Strategic and International Studies (CSIS), Washington, Advisor, United States Program, Ifri.

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

SEPTEMBER

18 September – Development and stability in Asia-Pacific: Towards a France-Philippines Partnership

With *Benigno S. Aquino III*, President of the Philippines.

Moderator: *Thierry de Montbrial*, President, Ifri.

23 September – Presentation of *Ramses 2015 – Le défi des émergents*

With *Jean-Pisani-Ferry*, Commissioner General for Strategy and Planning; *Sophie Pedder*, Paris Bureau Chief, *The Economist*; *Thierry de Montbrial*, President, Ifri.

OCTOBER

7 October – Dollar, Euro, and Yuan: takes three to tango? The future of international monetary affairs

With *Jacques Mistral*, Economic Advisor, Ifri.

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

31 October – Recep Tayyip Erdogan, President of the Republic of Turkey

Moderator: *Thierry de Montbrial*, President, Ifri.

NOVEMBER

4 November – 25 years after the fall of the Berlin Wall – Building Mediterranean bridges

With *Nele Katharina Wissmann*, Research Fellow, Study Committee for Franco-German Relations (Cerfa), Ifri;

Manfred Haferburg, former political prisoner at Hohenschönhausen prison, author of *Wohn-Haft*; *Hamza Chourabi*, Head of “Against forgetting – projects for the treatment of the past in Tunisia”, Berlin-Hohenschönhausen Memorial; *Hichem Ben Ammar*, Director of “La mémoire noire”; *Simone Lellouche*, Member of the opposition group “Perspectives tunisiennes”.

In cooperation with the Maison Heinrich Heine and the Berlin-Hohenschönhausen Memorial.

5 November – The United States: the day after the mid-term elections

Conference reserved for Members of Ifri.

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

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

27 November – China: a new diplomacy?

Presentation of N° 3-2014 of *Politique étrangère*, Librairie Pedone, Paris.

With *Alice Ekman*, Associate Researcher, Center for Asian Studies, Ifri; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri.

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

FINANCIAL APPENDIX

Balance sheet as of December 31, 2014

Assets	2014		2013		Liabilities	2014	2013
	gross	accumulated depreciation	net	net			
Fixed Assets					Funds		
Intangible assets					General funds	8 470 553	8 470 553
Tangible assets					Restricted fund	47	47
Software	80 879	72 560	8 320	23 061	Reserve	1 198 526	1 165 021
Land	3 886 345		3 886 345	3 886 345	Reserve - association project	150 000	150 000
Buildings	5 712 865	3 559 032	2 153 833	2 288 172	Net income for the year	327 773	33 505
General facilities	896 045	541 655	354 390	337 892	Tax depreciation	7 278	21 825
Transportation equipment	31 240	31 240	0	0	Funds	10 154 176	9 840 951
Office equipment, furniture, computer hardware	657 913	525 746	132 167	87 628			
					Provisions		
Down payments to fixed assets	0	0	0	1 476	General risks	0	0
					Retirement expenditures	268 301	248 216
Financial assets					Other provisions	25 359	156 495
Deposits	17 109		17 109	17 109			
Interest	11		11	11	Deferred grant revenue		
Loans	2 660		2 660	2 660	Deferred grant revenue	79 794	77 627
Other investments	23		23	23			
					Creditors		
	11 285 089	4 730 232	6 554 857	6 644 376	Bank	0	0
Current assets							
					Accounts payable and other liabilities		
Inventories	27 771	9 399	18 372	23 491	Accounts payable and other liabilities	257 276	335 668
Other debtors/pre-payments	225 760		225 760	352 951	Accrued expenses	26 505	38 105
Receivables and related accounts	472 542		472 542	357 499	Advances and downpayments	0	0
					Taxes and social security		
Investment securities	2 260 968		2 260 968	2 234 883	Staff and accounts payable	183 652	188 819
Bank balances	2 291 131		2 291 131	2 175 706	Social and tax administration/state	490 617	533 115
Accrued income	82 149		82 149	101 952			
	5 360 321	9 399	5 350 922	5 246 481	Liabilities on fixed assets and related accounts	38 241	17 199
					Accruals and deferred income	381 859	454 663
Currency conversion adjustment	0		0	0			
Total assets	16 645 410	4 739 631	11 905 779	11 890 858	Currency conversion adjustment	0	0
					Total Liabilities	11 905 779	11 890 858

Accounts 2014

	Budget 2013	Net 2013	Net 2012		Budget 2013	Net 2013	Net 2012
Achats				Public grants			
Office supplies	71 130	66 484	60 769		1 581 634	1 637 308	1 665 047
EDF/GDF/Water	29 630	36 091	27 774				
Books	32 750	25 584	29 709				
	8 750	4 809	3 286				
Other external expenditures	1 898 295	1 791 722	2 137 838	Private funding	3 987 201	4 353 972	4 318 868
Printing fees	78 830	66 368	45 194	Donations and member subscriptions	890 000	873 666	1 211 549
Rental fees	56 900	51 699	50 498	Publications	78 200	89 773	80 909
Maintenance	157 201	176 947	141 471	Program and contract funding	2 798 167	3 386 566	3 006 459
Insurance	18 965	17 860	51 547	Other income	21 070	3 967	19 950
Research material	45 086	30 046	33 531				
Honoraria and professional services	871 857	929 267	1 208 035				
Donations, membership subscription	7 087	6 958	156 887				
General travel and meetings	586 919	439 263	382 871				
Postage and telephone	73 440	71 003	65 993				
Other management fees	2 000	2 312	1 811				
Taxes	347 520	354 147	339 855				
Taxes on salaries	160 000	165 985	164 107				
Other taxes	187 520	188 162	175 748				
Staff costs	3 119 489	3 388 872	3 229 887				
Deferred grant revenue	0	57 014	54 847	Deferred grant revenue reversal	54 847	54 847	17 834
Depreciation and provisions	251 795	275 511	296 188	Provision reversal		131 136	4 136
				Other income		17 450	5 527
Management expenditures				Management income		3	324
Operational expenditures	5 688 229	5 933 750	6 119 384	Operation income	5 623 682	6 194 716	6 011 736
Financial expenditures		0	0	Financial income	50 000	147 432	134 918
Exceptional expenditures		1 582	8 142	Financial provisions reversal	0	0	0
Corporate taxes		94 023	17 280	Exceptional income	14 547	14 980	31 657
Income after taxes		327 773	33 505				
TOTAL	5 688 229	6 357 128	6 178 311	TOTAL	5 688 229	6 357 128	6 178 311

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