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Ifri, 40 Years

A RICH EXPERIENCE, A UNIQUE PLACE

“With four decades’ experience, covering the end of the Cold War, the accelerating digital revolution, the explosion of political Islamism and international terrorism, the unintended effects of globalization, the emergence of global problems such as climate change, the illusions of the Arab Spring, and the spread of economic crises, Ifri can now count itself among the long-lasting institutions like those in England and America that inspired its creation, and are themselves preparing to celebrate their centennial anniversaries”, Thierry de Montbrial, Founder and Executive Chairman of Ifri.

“A tool for spreading French strategic thinking abroad, Ifri will continue to shed light on international issues, identify important trends and explore key issues for its partners and supporters. In this way, Ifri participates in the affirmation of France’s position on the international scene and in the debate of international ideas”, Thomas Gomart, Director of Ifri.

EVENTS AND ACTIVITIES CELEBRATING IFRI’S 40TH ANNIVERSARY

INTERNATIONAL CONFERENCE “THE FUTURE OF EUROPE IN THE CONTEXT OF SINO-AMERICAN COMPETITION”
GRAND AMPHITHEATRE OF THE SORBONNE, 10 APRIL 2019
Under the high patronage of the President of the Republic

WELCOME ADDRESS: GILLES PÉCOUT, RECTOR OF THE ÎLE-DE-FRANCE REGION, RECTOR OF THE ACADEMY OF PARIS, CHANCELLOR OF THE UNIVERSITIES OF PARIS

OPENING SESSION: BRUNO LE MAIRE, MINISTER OF THE ECONOMY AND FINANCE

THE WORLD OF YESTERDAY AND TOMORROW: SPEECH BY THIERRY DE MONTBRIAL, FOUNDER AND EXECUTIVE CHAIRMAN OF IFRI

CLOSING ADDRESS: JEAN-YVES LE DRIAN, MINISTER FOR EUROPE AND FOREIGN AFFAIRS
The conference had more than 830 attendees, as well as over twenty speakers from France and more than 10 other countries, notably:

Bruno Le Maire, Minister of the Economy and Finance, Jean-Yves Le Drian, Minister for Europe and Foreign Affairs, Franziska Brantner, Member of the Bundestag, Louise Mushikiwabo, Secretary General, Organisation internationale de la Francophonie, former Minister of Foreign Affairs, Rwanda, Jean-Louis Boursanges, Member of the National Assembly, Vice-Chairman of the European Affairs Committee, Bernardino Leon, Director General of the Emirates Diplomatic Academy, former Special EU Representative for the Southern Mediterranean Region, Igor Yurgens, President of the Institute of Contemporary Development (Moscow), Christine Ockrent, Journalist and writer, producer of “Affaires étrangères” on France Culture, John Allen, President of the Brookings Institution, Kishore Mahbubani, Senior Advisor and Professor in the Practice of Public Policy at the National University of Singapore, Sylvie Kauffmann, Editorial Director of Le Monde, Jean-Louis Gergorin, Former Director of the Analysis and Forecasting Centre (CAP), Ministry of Foreign Affairs, Thomas Bagger, Director of Foreign Policy in the Office of the Federal President (Germany), Robin Niblett, Director of Chatham House, Daniela Schwarzer, Director of the DGAP (Deutsche Gesellschaft für Auswärtige Politik), Bassma Kodmani, Director of the Arab Reform Initiative, Jean-Paul Agon, Chairman and CEO of l’Oréal, Patrick Pouyanné, Chairman and CEO of Total, Julian King, European Commissioner for the Security Union, Jean-Marie Guéhenno, former Deputy Secretary General of the United Nations, Wolfgang Ischinger, President of the Munich Security Conference, Nathalie Tocci, Special Advisor to the High Representative of the European Union for Foreign Affairs and Security Policy, Hubert Védrine, former Minister of Foreign Affairs, France, Nicole Gnesotto, President of the Institut Des Hautes Etudes De Défense Nationale (IHEDN).
RECEPTION HOSTED BY ÉDOUARD PHILIPPE, PRIME MINISTER
HÔTEL MATIGNON, 10 APRIL 2019

MORE THAN 150 GUESTS, INCLUDING IFRI’S CORPORATE MEMBERS AND SUPPORTERS, DIPLOMATS, ADMINISTRATION AND MINISTRY REPRESENTATIVES, MEMBERS OF PARTNER THINK TANKS, JOURNALISTS, AND IFRI’S TEAM, ATTENDED FROM FRANCE AND ABROAD.
GALA DINNER
AUTOMOBILE CLUB OF FRANCE, 10 APRIL 2019

MORE THAN 130 GUESTS
ATTENDED THE GALA DINNER
ORGANISED FOR IFRI’S 40TH ANNIVERSARY, INCLUDING FORMER COLLABORATORS AND PARTNERS, CURRENT TEAM MEMBERS, FOREIGN AND FRENCH GUESTS, JOURNALISTS, AND IFRI’S LOYAL MEMBERS AND SUPPORTERS.
CONFERENCE CYCLE FOR IFRI’S 40TH ANNIVERSARY

7 November 2018 – INTERNATIONAL RELATIONS EXPERIENCE

12 December 2018 – HOW IFRI HAS INVENTED AND DEVELOPED INTERNATIONAL RELATIONS EXPERTISE IN FRANCE

17 January – FRANCE AND EUROPE FACING THE NEW SILK ROAD

11 February – WHAT IS THE IMPACT OF THE NEW FRANCO-GERMAN AACHEN TREATY?

20 March – CHAOS, AND AFTER. A CONVERSATION WITH GILLES KEPEL

18 June – WHAT GLOBAL GOVERNANCE FOR MIGRATION?

26 September – IS THERE A RUSSIAN MIDDLE CLASS?

17 October – AFRICA IN INTERNATIONAL RELATIONS

4 November – THE AMERICAN ECONOMY IN 2020: CHALLENGES AND OPPORTUNITIES

27 November – THE EU AND THE CHALLENGE OF CARBON NEUTRALITY IN 2050: WHAT STRATEGIES AND TRAJECTORIES?
TWELFTH REGIONAL CONFERENCE OF THE COUNCIL OF COUNCILS

“DIVISION OR RECONCILIATION: WHAT ROLE WILL THINK TANKS PLAY OVER THE NEXT DECADE?”

19 NOVEMBER 2019, IFRI

From 17 to 19 November 2019, Ifri hosted the 12th regional conference of the Council of Councils (CoC). Created at the initiative of the Council on Foreign Relations, the CoC’s mission is to define major foreign policy challenges by identifying the threats and opportunities of global governance and multilateral cooperation. On the occasion of its 40th anniversary, Ifri organized a public conference with the directors of the world’s leading think tanks. What are the dynamics that will affect the think-tank industry by 2030? What are the major international policy issues for think tanks in the next decade?

The conference opened with a debate between Thierry de Montbrial, Founder and Executive Chairman of Ifri, and Richard N. Haass, President of the Council on Foreign Relations, on the theme “Division or Reconciliation: The Changing Political Agenda and Role of Think Tanks in the Next Decade”.

The conference continued with a round-table discussion, “Ten Years Ahead: Insights into the Agendas of International Think Tanks”.
Debate moderated by Thomas Gomart, Director of Ifri, author Michael Fullilove, Executive Director, Lowy Institute (Australia), Rohinton Medhora, President, Centre for International Governance Innovation (Canada), Patrycja Sasnal, Head of Research, Polish Institute of International Affairs, Samir Saran, President, Observer Research Foundation (India) and Carlos Ivan Simonsen Leal, President, Getulio Vargas Foundation (Brazil).
40th ANNIVERSARY OF IFRI ABROAD: MOSCOW, MGIMO

On 20 and 21 March 2019, under the auspices of the Trianon Dialogue, multiple events were held in Moscow on the occasion of IFRI’s 40th anniversary.

20 March 2019

To celebrate the translation into Russian of Thierry de Montbrial’s book Russian Diaries, MGIMO (Moscow State Institute of International Relations) hosted a gala dinner. This event brought together many high-level decision-makers and Russian researchers.

21 March 2019

Still under the auspices of the Trianon Dialogue, a bilateral Ifri/MGIMO seminar, “Russia and France: reciprocal political perceptions”, was held, with the notable participation of Thierry de Montbrial, Executive Chairman of Ifri, Pierre Morel, French Ambassador, co-President of the Trianon Dialogue, Dominique David, Advisor to the President of Ifri, and Tatiana Kastouëva-Jean, Director of the Russia/NIS Center. Among the Russian participants were Anatoly Torkunov, Rector of MGIMO; Valeriy Fedorov, Director of the Russian Public Opinion Research Centre (VCIOM); Alexander Dynkine, President of IMEMO (Institute of World Economy and International Relations); Iouri Roubinski, former diplomat and Russian specialist on France; Igor Yourgens, member of the Trianon Dialogue Coordination Council.

Among the subjects discussed: the state of bilateral relations between France and Russia and mutual perceptions, the conflict in Ukraine, the situation in the Middle East, and the prospects for relations between Russia and the European Union.
PUBLICATIONS IN THE FRAMEWORK OF THE 40TH ANNIVERSARY


Published by Dunod on 17 April 2019, this beautiful work, illustrated by more than 200 photos, offers a unique and unprecedented look at the history of international relations and Ifri since 1979.

“In four decades, the world as a whole has changed, no doubt more than in any equivalent time-frame in the past. The originality of this book is that we tell the story through the lens of an institution whose objective is to analyze the international system in real time, to try to understand it, and therefore to engage in forecasting or even advising.”

2019-2029: THE WORLD IN 10 YEARS, POLITIQUE ÉTRANGÈRE, VOL. 84, N° 1, SPRING 2019, 216PP

The last four decades have witnessed the profound transformation of the very foundations of the international system: the globalization of trade, technical revolutions, the upheaval of the hierarchy of powers, the emergence of China, the explosion of the Middle East, the mutation of conflicts and threats, climate concerns, etc. This special issue of Politique étrangère celebrates the 40th anniversary of IFRI. It includes contributions by the best international specialists to clarify and shed light on the major trends affecting today’s volatile world: Where is it taking us? What may happen on this global stage, in all its parts, over the next ten years?

Among the prestigious signatures adorning this edition are: Adnan Z. Amin, Jared Cohen, Chantal Delsol, Lawrence Freedman, Fawaz A. Gerges, Hervé Le Bras, Kishore Mahbubani, Jean-Claude Trichet...
Ifri, Leading Think Tank on International Questions

IN 2019, IFRI WAS ONCE AGAIN RANKED AMONG THE TOP THREE MOST INFLUENTIAL THINK TANKS IN THE WORLD, ACCORDING TO THE UNIVERSITY OF PENNSYLVANIA’S GLOBAL THINK TANKS INDEX 2019, WHICH RANKS MORE THAN 8,000 THINK TANKS IN 182 COUNTRIES. IFRI WAS RANKED THIRD GLOBALLY, AND FIRST IN “FOREIGN POLICY AND INTERNATIONAL AFFAIRS”, OUTSIDE OF THE UNITED STATES.

FOUNDED BY THIERRY DE MONTBRIAL IN 1979 ON THE MODEL OF ANGLO-SAXON THINK THANKS, IFRI IS THE PRINCIPAL INSTITUTION IN FRANCE FOR INDEPENDENT RESEARCH AND DEBATE DEVOTED TO THE ANALYSIS OF INTERNATIONAL QUESTIONS AND GLOBAL GOVERNANCE. IFRI IS AN INTEGRAL PART OF A GLOBAL NETWORK OF THE MOST INFLUENTIAL THINK TANKS.

RESEARCH: ANALYZE, PREDICT

Ifri prioritizes analysis and predictions on European and international affairs, employing a multidisciplinary approach that combines local, national and global perspectives.

Ifri brings together an international team of more than fifty collaborators. Its permanent researchers are spread over 10 research units, covering:

• Regional questions: Europe, Russia/NIS, Asia, North America (United States and Canada), Sub-Saharan Africa, Turkey/Middle East.

• Topical questions: Security and strategic affairs, energy and climate, migrations and citizenship, technology.

Ifri disseminates its analyses in multiple languages, including French, English, German, and Russian.

In 2019, Ifri’s experts published 2 books and more than 80 studies and policy papers.

DEBATES: INFORM, STRUCTURE

Research at Ifri runs hand-in-hand with debate: through mutual enrichichement, they combine to provide a realistic and pragmatic approach to addressing international questions.

Ifri’s debates are conducted within an informal and non-partisan framework that promotes exchange between experts and public- and private-sector decision-makers.

In 2019, Ifri organized more than 130 conferences and debates in Paris and abroad, and numerous workshops and seminars. Ifri researchers participated in more than 20 international events.
Ifri, Integral Member of a High-Level International Network

**A KEY PLAYER IN THE ANALYSIS OF INTERNATIONAL RELATIONS**

31 January – WHY FACTS AND THINK TANKS MATTER, Washington DC
2018 Global Go To Think Tank Index launch event.
Speaker/Ifri participant: Thomas Gomart, Director, Ifri.

15-17 February – MUNICH SECURITY CONFERENCE 2019, Munich
IMEMO/Primakov Readings round table.
Issues addressed: Russia, the West and the Rest. What Shape Will the International System Take, What Consequences Will Emerge as a Result of the Retreat of Western Liberalism, whether a New Bipolarity will Develop, and what the Best Way Forward for East-West Relations is under these Circumstances.
Ifri participant: Thierry de Montbrial, Founder and Executive Chairman, Ifri.

9-11 March – THE TOKYO CONFERENCE 2019, Tokyo
Speaker/Ifri participant: Alice Ekman, Head of China Research, Center for Asian Studies, Ifri.

10-12 March – EUROPE THINK TANK SUMMIT 2019, Madrid
Issues addressed: European Think Tanks President’s Panel: "Europe at a Crossroads: Think Tanks A Catalyst for Change, Consensus and Cohesion"; Quality, Independence and Integrity in the Age of Transparency and Info-Wars; Europe, AI and the Technological Revolution; Trade Winds or Trade Wars: Which Way is the Wind Blowing?; Trends and Transitions in Climate Change: Alternative Policies, Paradigms and Public Engagements; Diversity, Innovation and Impact: The Future of Think Tanks and Policy Advice Featuring the Next Generation of Think Tank Scholars and Executives; What Is the New European Narrative? Post-Brexit and European Elections; The Risks and Rewards of New World Reorder; Harnessing Technology to Enhance Research and Engage Policymakers and the Public; Providing Solutions Not Sound Bites in an Age of Economic Insecurity and Inequity; NATO at 70th and the Future of Security Alliances; The Role of Think Tanks in Shaping Europe’s Future.
Speaker/Ifri participant: Thomas Gomart, Director, Ifri.

5-7 May – COUNCIL OF COUNCILS EIGHTH ANNUAL CONFERENCE, Washington DC
Issues addressed: What Should the Future World Order Look Like?; Managing Global Catastrophic Risk: Nuclear Weapons; A Century of Think Tanks; Confronting the Challenges of a Rapidly Urbanizing World; How Do We Ensure Freedom Has a Future?; Global Governance Working Papers: Multilateral Responses to a Planetary Environmental Crisis; Multilateral Conflict Management: Yemen.
Speaker/Ifri participant: Thierry de Montbrial, Founder and Executive Chairman, Ifri; Thomas Gomart, Director, Ifri.

5 June – THINK TANK 7 SUMMIT
G7 Engagement group
With Ivetta Gerasimchuk, Lead, Sustainable Energy Supplies, International Institute for Sustainable Development (IISD); Claire Peacock, Postdoctoral Research Fellow, Université Laval; Hugo Perezcano Díaz, Deputy Director of International Economic Law with the International Law Research Program (ILRP), Centre for International Governance Innovation (CIGI); Anthony Dworkin, Senior Policy Fellow, European Council on Foreign Relations (ECFR); Geert Laporte, Deputy Director, European Centre for Development Policy Management (ECDPM); Guntram Wolff, Director, Bruegel; Laurent Billi, G7/G20 Sous-Sherpa of the French President; Pierre Bollinger, Advisor – Civil Society, Secretariat General of the French G7 Presidency; Thierry de Montbrial, Founder and Executive Chairman, Ifri; Alexandre Escoria, Deputy Director of Policy Planning Staff, French Ministry for Europe and Foreign Affairs; Thomas Gomart, Director, Ifri; Patrick Guillaumont, President, Foundation for International Governance Innovation (CIGI); Manuel Lafont Rapnouil, Head, European Council of Foreign Relations (Paris Office); François Nicolas, Director, Center for Asian Studies, Ifri; Kévin Magron, Head, G7 Task-Force; Sébastien Treyer, Executive Director, Institute for Sustainable Development and International Relations (IDDRI); Thorsten Benner, Co-founder and Director, Global Public Policy Institute (GPPi); Elias Brumm, Advisor on European Affairs, Policy Planning, German Federal Foreign Office; Dominik Groll, Forecasting Center and Research Area “Macroeconomic Policy under Market Imperfections”, Kiel Institute for the World Economy (IIFW); Imme Scholz, Acting Director, German Development Institute (DIE); Edward Brown, Senior Director of Research and Policy Engagements, African Center for Economic Transformation (ACET); Alessia Amighini, Co-Head of Asia Centre and Senior Associate Research Fellow, Istituto per gli Studi di Politica Internazionale (ISPI); Paolo Magri, Executive Vice President & Director, Istituto per gli Studi di Politica Internazionale (ISPI); Nicoletta Pirozzi, Institutional Relations Manager, Head of the EU, Politics and Institutions Programme, Istituto Affari Internazionali (IAI); Michele Tommasi, Deputy Director of Policy Planning Staff, Italian Ministry of Foreign Affairs and International Cooperation; Fumihiko Goto, Principal Deputy Director, Policy Planning Division, Ministry of Foreign Affairs of Japan; Ryosuke Nakata, Chief Economist and Co-Chair of T20 Task Force on “Cooperation with Africa”, JICA Research Institute; Yoichi Otake, Former Deputy Minister of Foreign Affairs, Former Sherpa G8/G20 & Adjunct Fellow, Japan Institute of International Affairs (JIIA); Kiyoyuki Seguchi, Research Director, Canon Institute for Global Studies (CIGS); Akiko Yamanaka, Senior Visiting Fellow, Japan Institute of International Affairs (JIIA); Joanes Atela, Senior Research Fellow and the Head of the Climate Resilient Economies Programme, African Centre for Technology Studies (ACTS); Karim El Aynaoui, President, Policy Center for the New South (PCNS); Thomas Codrington, Senior Policy Planner, Policy Unit, Foreign and Commonwealth Office; Jonathan Eyay, Associate Director for Strategic Research Partnerships, and International Director, Royal United Services Institute (RUSI); Simon Gill, Acting Executive Director, Overseas Development Institute (ODI); Ash Jain, Senior Fellow, Scowcroft Center for Strategy and Security, Atlantic Council; Stewart Patrick, Director of the International Institutions and Global Governance Program, Council on Foreign Relations (CFR); Mark Plant, Chief Operating Officer, Center for Global Development – Europe (CGD); Jeffrey J. Schott, Senior Fellow, Peterson Institute for International Economics (PIIE); Kiron Skinner, Director of the Office of Policy Planning and Senior Policy Advisor to the US Secretary of State, Department of State.

10-12 November – ASIA-PACIFIC THINK TANK SUMMIT 2019, Bangkok

Issues addressed: Think Tanks: Trade Wars or Trade Winds, Which Way is the Wind Blowing?; The Future of Security and Prosperity in Asia; The Risks and Rewards of a New World Orderer; The Role of Think Tanks in Shaping the Future of the Asia Pacific Region.

Speaker/Ifri participant: Françoise Nicolas, Director, Center for Asian, Studies, Ifri.

17-19 November – COUNCIL OF COUNCILS TWELFTH REGIONAL CONFERENCE, Paris

Issues addressed: The Future of the European Union; Toward a Global Governance of Migration?; The Weaponization of Economic Interdependence; European Strategic Autonomy and Transatlantic Relations; Overcoming the Challenge of Meeting the Paris Agreement Goals; The Changing Political Agenda and Role of Think Tanks in the Next Decade.

Speaker/Ifri participant: Thierry de Montbrial, Executive Chairman, Ifri; Thomas Gomart, Director, Ifri; Corentin Brustlein, Director of the Security Studies Center, Ifri; Marc-Antoine Eyl-Mazzega, Director of the Centre for Energy and Climate, Ifri.


Issues addressed: US policy towards China: Implications for Transatlantic Relations; European policy towards China: Implications for Transatlantic Relations; China, Europe, US and the Future of Multilateral and Regional; Russia/China relations, Belt and Road: US and European responses.

Speaker/Ifri participant: Thomas Gomart, Director, Ifri; Françoise Nicolas, Director, Center for Asian Studies, Ifri; John Seaman, Research Fellow, Center for Asian Studies, Ifri.

5-7 December – EURO-MED THINK TANK FORUM/MED 2019, Rome


Speaker/Ifri participant: Dorothée Schmid, Head of Middle East and Turkey Program, Ifri.
11-13 December – GLOBAL THINK TANK SUMMIT 2019, Rio de Janeiro

Issues addressed: Managing Global Turbulence and Transitions: National, Regional and Global Perspectives; Navigating the New World Order: How to Avoid the Sirens of Conflict and Chaos in World Politics; The ‘We’ Movement: Populism Discontent, Democracy and Dictators in an Age of Insecurity and Digital Disruptions; Global Food and Water Security: How to Avert the Coming Crisis; The Climate Change Emergency: No Longer Chicken Little; The Peril and Promise of Artificial Intelligence; Can You Hear Us? Strategic Communications for Think Tanks; New Faces and New Ideas: Diversity and Innovation in Think Tanks; Trade Wars or Trade Winds: Which Ways are the Winds Blowing?; Thinking about the Future of Think Tanks in an Age of Insecurity and Instability; Multilateralism in a Multipolar World: Conflict and Chaos, or Peace and Prosperity?; The Power and Potential of Think Tank Partnerships.

Speaker/Ifri participant: Thomas Gomart, Director, Ifri

12-14 December – ATLANTIC DIALOGUES 2019, Marrakesh


Speaker/Ifri participant: Lea Metke, Project Officer to the Director, Ifri.
Notable Guests in 2019

EXCHANGE ON ALL ASPECTS OF INTERNATIONAL RELATIONS, PROMOTING DIALOGUE BETWEEN EXPERTS, PUBLIC AND PRIVATE-SECTOR DECISION-MAKERS, AND OPINION LEADERS

Christophe Arend, Member of the French National Assembly, LReM, President of the French-German Parliamentary Friendship Group
Thomas Bagger, Diplomatic Adviser to the President, Germany
Amine Benbernou, Head of Country and Sector Risk, Natixis
Aurélien Billot, Head of the Commercial and Development Policies unit at the General Secretariat for European Affairs, France
Franziska Brantner, Member of the European Parliament, Bundestag
Jean-Jacques Bridey, Member of the National Assembly, President of the Defence Committee
General Jean-Pierre Bosser, Chief of Staff of the French Army
Marc Bussieres, Director of Strategy and Outlook, EDF
Thierry Carlier, Director of International, Strategic and Technological Affairs, Directorate General of Armaments
Lucien Castex, Secretary General, Internet Society France Chapter, Paris
Mohamed Ibn Chambas, Special Representative and Head of the United Nations Office for West Africa
Dunia Chalabi, Managing Director, Multilateral and International Affairs, Total
Chih-chung Wu, Representative, Taipei Representative Office in France
Pierre de Bousquet de Florian, Head of the French National Centre for Counter Terrorism
Philippe Errera, Director of Strategic Affairs, Security, and Disarmament of the Ministry of Europe and Foreign Affairs, France
Alexandre Escorcia, Deputy Director of CAPS, Ministry of Europe and Foreign Affairs, France
Laurent Fabius, former Prime Minister, President of the Constitutional Council
Pierre-Alain Gautier, Director of Corporate Strategy, Eramet Group
Sylvie Goulard, Deputy Governor of the Bank of France
Camille Grand, Assistant Secretary General, NATO
Andrei Gratchev, Political Scientist, former Advisor and spokesperson for Mikhail Gorbachev
Alice Guilton, Director General for International Relations and Strategy, Ministry of Armed Forces
Richard N. Haass, President, Council on Foreign Relations, United States
Barbara Honrath, Director, Goethe Institut Paris
Eric Holcomb, Governor of Indiana
Koichi Inoue, Deputy Director-General, JETRO Paris

Edouard Philippe, Prime Minister, Thierry de Montbrial, Executive Chairman of Ifri, reception at the Hôtel Matignon, 10 April 2019

Abdul Abiad, Director of the Macroeconomic Research Division, Asian Development Bank
Jean-Paul Agon, Chairman and CEO of l’Oréal
Chingiz Aidarbekov, Minister of Foreign Affairs, Kyrgyzstan
John Allen, President, Brookings Institution

Lolwa Al Khater, Spokesperson for the Minister of Foreign Affairs, Qatar

Marc-Antoine Eyl-Mazega, Director of the Center for Energy & Climate, Ifri; Tariq Al-Molla, Minister of Petroleum and Mineral Resources, Egypt; Thomas Gomart, Director of Ifri

Tariq Al-Molla, Minister of Petroleum and Mineral Resources, Egypt
Cheikh Mohammed bin Abdulrahman bin Jassim Al-Thani, Deputy Prime Minister and Minister of Foreign Affairs, Qatar
Corentin Brustlein, Director of the Security Studies Center, Ifri; Thomas Gomart, Director of Ifri; Admiral Christophe Prazuck, Navy Chief of Staff; Admiral Philip Jones, First Sea Lord, United Kingdom.

Martin Jahan de Lestang, Managing Director, Global Business line gas and power networks, Engie
Philip Jones, First Sea Lord, United Kingdom
Memduh Karakullukçu, President, Global Relations Forum
Henry Kissinger, former Secretary of State, United States
Andrei Kortunov, Director, Russian International Affairs Council (RIAC), Moscow
Oleg Kravchenko, Vice-Minister of Foreign Affairs, Belarus
Gilles Kepel, Political Scientist
Marc Stenger, Bishop of Troyes, President of Pax Christi
Julian King, European Commissioner for the Security Union
Philippe Lavigne, Chief of Staff of the French Air Force

Bruno Le Maire, Minister of the Economy and Finance
Nancy Mahieu, Director General, Belgian Ministry of Energy
Zohrab Mnatsakanyan, Minister of Foreign Affairs, Republic of Armenia
Vinay Mohan Kwatra, Indian Ambassador to France
Moon Chung-in, Special Advisor to the President of the Republic of Korea on Unification and National Security
Florence Mangin, Director for Continental Europe, Ministry of Europe and Foreign Affairs

Jean-Yves Le Drian, Minister for Europe and Foreign Affairs, Grand Amphithéâtre de la Sorbonne, 10 April 2019

Jean-Baptiste Lemoyne, Secretary of State to the Minister for Europe and Foreign Affairs
Roland Lescure, Member of the French National Assembly for the First Overseas Constituency, President of the Economic Affairs Commission
John Logsdon, former member of the NASA Advisory Council, Advisor for the United States space program
LU Shaye, Ambassador of the People’s Republic of China

Louise Mushikiwabo, Secretary General, Organisation internationale de la Francophonie, Grand Amphithéâtre de la Sorbonne, 10 April 2019

Louise Mushikiwabo, Secretary General of Organisation internationale de la Francophonie, former Minister of Foreign Affairs, Rwanda
Adam Nossiter, Director of the Paris bureau, New York Times
Arkebe Oqubay, Minister and Special Advisor to the Prime Minister of Ethiopia
Gilles Pécou, Rector of the Ile-de-France region, Rector of the Academy of Paris, Chancellor of the Universities of Paris
Sophie Pedder, Paris bureau chief, The Economist
Patrick Pouyanné, Chairman and CEO, Total
Éléonore Peyrat, Head of the Financial Crime and International Sanctions Office, General Directorate of the Treasury, Ministry of the Economy and Finance
André Poschmann, Head of European Electricity Policy and Market Integration, German Ministry of Economy and Energy (BMWi)
Amiral Christophe Prazuck, Navy Chief of Staff
Marie de Saint-Chéron, Director of European Affairs, Safran
Grégoire de Saint-Quentin, Deputy Operations Chief of Staff of the Army
Ahmad Awad Sakine, Ambassador, Head of the Permanent Mission of the African Union to the European Union
Geoffroy Roux de Bézieux, President, MEDEF, Founding President of Notus-Technologies
Riad Salamé, Governor of the Banque du Liban
Sabine Thillaye, Member of the French National Assembly, Chair of the European Affairs Commission
Barham Saleh, President of the Republic of Iraq
tefan Toscani, Member of the Christian Democratic Union, former Minister of Finance of Saarland, President of the State Parliament of Saarland
Nathalie Tocci, Special Advisor to the High Representative of the European Union for Foreign Affairs and Security Policy
Emmanuel Tuchscherer, Director of European Affairs, ENGIE
Thomas Veyrenc, Head of Strategy and Planning, RTE
Peter Wagner, Head of the Support Group for Ukraine, Director in the Directorate-General for Neighbourhood and Enlargement Negotiations, European Commission
Salomé Zourabichvili, President of the Republic of Georgia

PARIS PEACE FORUM

In November 2019, Ifri participated in the second edition of the Forum as a founding member alongside the National Foundation for Political Science (Sciences Po), the Körber Foundation, the Mo Ibrahim Foundation, the Montaigne Institute and the French Republic represented by the Quai d’Orsay. The Paris Peace Forum was organized under the patronage of the President of the Republic.
Ifri’s Publications in 2019

**Most of Ifri’s research is freely available on Ifri’s website.**

**Electronic publications**
- Policy papers, Reports, and Editorials.

**Thematic collections**
Asie.Visions, Notes du Cerfa, Visions franco-allemandes, Potomac Papers, Russie.NEI.Visions, Focus stratégique, Proliferation Papers...

Ifri publishes its analyses in multiple languages, including French, English, German and Russian.

In 2019, Ifri published *A history of the world: 40 years of international relations*. Illustrated with more than 200 photos, this *anniversary book* offers a unique and unprecedented look at the history of international relations and Ifri since 1979.

Ifri also published more than 130 notes, studies and digital editorials and more than 30 articles and contributions.

**Two flagship publications**

**Politique étrangère**
Editors in chief: Dominique David, Marc Hecker

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


**RAMSES 2020: A world without a compass?**

*Annual report on the global economic system and strategies*
Co-Directors: Thierry de Montbrial, Dominique David

Opening with Thierry de Montbrial’s “Perspectives”, an original synthesis of the trends of the past year, this issue covers the whole field of international relations in 2019, with a particular focus on liberal democracy, Donald Trump and the questioning of multilateralism, China’s leadership strategy, crises in the Middle East, the lack of European vision, and the need for real international governance. There are three thematic sections: Dangerous Seas / Latin America’s Meltdown / Does Multilateralism Have a Future? *RAMSES 2020* includes 8 videos of Ifri researchers providing concise analyses of the most critical issues in international affairs. The “Repères” section presents an indispensable documenting tool: statistics, chronology, and original maps.
Ifri’s Corporate Program

Since its creation in 1979, Ifri has developed a special relationship with its corporate members. Dedicated studies, networking, interaction with its research teams, and access to its internationally renowned expertise and connections are some of the advantages Ifri offers its partners.

Breakfasts, lunches, dinner debates, seminars, closed-door meetings and conferences are all a unique opportunities for networking and sharing of analysis, not only with Ifri’s experts but also with high-level personalities and players on the world stage.

As an institution recognized for its public utility, Ifri is financed by private contributions – from companies, embassies, organizations and individual members – accounting for more than 70% of its resources, and also receives state support.

The value of company membership lies in the access to Ifri’s network and the opportunities for exchange with different stakeholders. Through membership, companies actively participate in Ifri’s debates and events alongside the best experts and observers on the international scene and contribute to the influence of French expertise in international relations.

In 2019 Crédit Agricole, Crédit Mutuel Equity, CPR Asset Management, Facebook, MBO&Co, Natixis, Ortec, Vinci, La Caisse de Dépôt and Placement du Québec, the BNP Paribas Fondation, The Fondation de France, and the Total Foundation joined Ifri as members, supporting one or multiple research units. We thank them warmly for their support.

There are two ways to support Ifri:

- Become a member
- Support a specific research program

Tax advantages are available for all forms of patronage and partnership.

“Factoring geopolitics into risk management has become essential for companies in an international setting. Ifri offers these actors the means to follow and to anticipate changes taking place on the international scene, and to assess their impact.

Companies that benefit from this stand to gain visibility by making safe and confident decisions.”, Yann Roland, Director of Development, Ifri.
Meetings Reserved for Ifri’s Members and Partners

**Breakfasts, Lunches, and Dinner-Debates**

**Presided over by: Thierry de Montbrial**

10 January – Jean-Baptiste Lemoyne, Secretary of State to the Minister for Europe and Foreign Affairs

10 January – Riad Salamé, Governor of the Banque du Liban

18 February – Salomé Zourabichvili, President of Georgia

7 March – Eric Holcomb, Governor of Indiana, United States

3 June – Henry Kissinger, former Secretary of State, United States

17 September – Geoffroy Roux de Bézieux, President, MEDEF, Founding President of Notus-Technologies

26 November – Lu Shaye, Ambassador to Paris from the People’s Republic of China

**Les Mensuelles Ifri/Entreprises**

**Lunch Debates with one of Ifri’s Researchers or an External Specialist**

**Presided over by: Thomas Gomart**

With the support of Société générale

**20 February – Geopolitical Perspectives for 2019**

Thomas Gomart, Director of Ifri

**19 March – What is the Future of the Euro Zone?**

Sylvie Goulard, Deputy Governor of the Bank of France, Member of Ifri’s Advisory Board

**23 April – Turkey Between Geopolitics and GeoEconomy**

Memduh Karakullukçu, President, Global Relations Forum

**23 May – European Companies Facing the Energy Transition**

Marc-Antoine Eyl-Mazzega, Director, Center for Energy and Climate, Ifri

**27 June – Paradoxical Evolutions of Democracy in Sub-Saharan Africa**

Alain Antil, Director, African Studies Center, Ifri; Thierry Vircoulon, Associate Researcher, African Studies Center, Ifri, Consultant, International Crisis Group

**16 July – Putin’s Russia, Year 20: Ironclad Stability?**

Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

**26 September – Europe Testing the Polish Model**

Slavomir Debski, Director, Polish Institute of International Affairs (PISM)

**29 October – Sanctions and International Commerce: Diplomatic Tool and Corporate Constraint**

François Nicolas, Director, Center for Asian Studies, Ifri, Eric-André Martin, Advisor on Europe, Ifri

**5 December – Donald Trump: The End of the Beginning or the Beginning of the End?**

Laurence Nardon, Head, North America Program, Ifri
Meetings Reserved for Ifri’s Members and Partners (cont.)

**THE AMBASSADORS’ TABLE**

LUNCH DEBATES WITH FOREIGN AMBASSADORS IN FRANCE

PRESIDED OVER BY: **THIERRY DE MONTBRIAL**

25 January – Vinay Mohan Kwatra, Indian Ambassador to France

CONFERENCE CYCLE CELEBRATING IFRI’S 40TH ANNIVERSARY

17 January – FRANCE AND EUROPE FACING THE NEW SILK ROAD

*With:* Alice Ekman, Research Fellow, Head of China research, Center for Asian Studies, Ifri; Françoise Nicolas, Director, Center for Asian Studies, Ifri; Céline Pajon, Research Fellow, Head of Japan research, Center for Asian Studies, Ifri; John Seaman, Research Fellow, Center for Asian Studies, Ifri; Sophie Boisseau du Rocher, Associate Research Fellow, Center for Asian Studies, Ifri; Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri; Alexandre Escorcia, Deputy Director of CAPS, Ministry of Europe and Foreign Affairs, France.

11 February – WHAT IS THE IMPACT OF THE NEW FRANCO-GERMAN AACHEN TREATY?

*With:* Christophe Arend, Member of the French National Assembly, LRÉM, President of the French-German Parliamentary Friendship Group; Stefan Toscani, Member of the Christian Democratic Union, former Minister of Finance of Saarland, President of the State Parliament of Saarland.

*Moderator:* Hans Stark, Secretary General of Cerfa, Ifri, Professor of German civilisation at Sorbonne University.

20 March - CHAOS, AND AFTER. A CONVERSATION WITH GILLES KEPEL

*With:* Gilles Kepel, Political Scientist; Dorothée Schmid, Head of the Contemporary Turkey and Middle East programs, Ifri.

18 June – WHAT GLOBAL GOVERNANCE FOR MIGRATION?

*With:* Najat Vallaud-Belkacem, Director General, Global Affairs, Ipsos, member of the Advisory Board for the Tent Partnership for Refugees; Juan Manuel Gomez Robledo, Ambassador of Mexico to France; Ahmad Awad Sakine, Ambassador, Head of the Permanent Mission of the African Union to the European Union; Aurélien Taché, National Assembly member from Val d’Oise; Renaud Girard, Reporter, international columnist, *Le Figaro*.

*Moderator:* Christophe Bertossi, Director, Center for Migration and Citizenship, Ifri.
26 September – IS THERE A RUSSIAN MIDDLE CLASS?
With: Julien Vercueil, Professor, Vice-President of INALCO, Europe-Eurasia Research Center (CREE), Paris; Andrei Kolesnikov, Senior Fellow and Chair, Russian Domestic Politics and Political Institutions Program, Carnegie Moscow Center; Lev Gudkov, Director, Levada Center, Moscow.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri.

17 October – AFRICA IN INTERNATIONAL RELATIONS
With: Benjamin Augé, Associate Research Fellow, African Studies Center, Ifri; François Gaulme, Associate Research Fellow, African Studies Center, Ifri; Joan Tilouine, Journalist, Le Monde; Thierry Vircoulon, Associate Research Fellow, African Studies Center, Ifri.
Moderator: Alain Antil, Director, African Studies Center, Ifri.

4 November – THE AMERICAN ECONOMY IN 2020: CHALLENGES AND OPPORTUNITIES
With: Patrick Lenain, Assistant Director, Head of the Economics Department, OECD; Roland Lescure, Member of the French National Assembly for the First Overseas Constituency, President of the Economic Affairs Commission; Laurence Nardon, Head, North America Program, Ifri.
Moderator: Marc Semo, Journalist in charge of the Diplomacy section, Le Monde.

27 November – THE EUROPEAN UNION AND THE CHALLENGE OF CARBON NEUTRALITY IN 2050: STRATEGIES AND TRAJECTORIES
With: Carole Mathieu, Head of European Energy and Climate Policy, Center for Energy and Climate, Ifri; Emmanuel Tuchscherer, Director of European Affairs, ENGIE; Francois Dassa, Head of Global Prospective and International Relations, EDF; Orith Azoulay, Managing Director, Global Head of Green & Sustainable Finance, Natixis; Claude Mandil, Chairman, Global CCS Institute.
Moderator: Marc-Antoine Eyl-Mazzega, Director, Center for Energy and Climate, Ifri.

TWELFTH REGIONAL CONFERENCE OF THE COUNCIL OF COUNCILS

19 November – THE CHANGING POLITICAL AGENDA AND ROLE OF THINK TANKS IN THE NEXT DECADE
With: Thierry de Montbrial, Executive Chairman, Ifri, Richard N. Haass, President, Council on Foreign Relations (United States), Sophie Pedder, Paris Bureau Chief, The Economist, Michael Fullilove, Executive Director, Lowy Institute (Australia), Rohinton Medhora, President, Centre for International Governance Innovation (Canada), Patrycja Sasnal, Head of Research, Polish Institute of International Affairs (Poland), Samir Saran, President, Observer Research Foundation (India), Carlos Ivan Simonsen Leal, President, Getulio Vargas Foundation (Brazil) and Thomas Gomart, Director, Ifri (France).
Ifri’s Partners

CORPORATE PARTNERS

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Air Liquide SA \(\rightarrow\) Management \(\rightarrow\) Mitsui Co. Europe Plc, Paris
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Bouygues \(\rightarrow\) Groupe Sodexo SA \(\rightarrow\) Ortec Expansion
BPIFrance \(\rightarrow\) IFP Energies Nouvelles \(\rightarrow\) Pronutri
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CFAO \(\rightarrow\) Partenaires \(\rightarrow\) Réseau De Transport
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Engie SA \(\rightarrow\) MeDEF \(\rightarrow\) Valourec
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Eutelsat \(\rightarrow\) Michelin \(\rightarrow\) Viel & Cie Finances
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ORGANIZATIONS AND FOUNDATIONS

Organisations

Association Congres \(\rightarrow\) Union Francaise D’Électricité
Notaires De France \(\rightarrow\) Tac Economies
Caisse de Depot Et de Placement Du Quebec \(\rightarrow\) Korean institute for International Economic Policy
Conseil Superieur Du Notariat \(\rightarrow\) Commissariat A L’Energie Atomique Et Aux Energies Alternatives
Jica (Agence De Cooperation Internationale Du Japon) \(\rightarrow\) Jetro
Policy for the New South

Fondations

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Fondation Clarence
Westbury
Fondation De France
Fondation Total
Toshiba International Foundation

EMBASSIES AND DELEGATIONS

Algeria \(\rightarrow\) Estonia \(\rightarrow\) Japan \(\rightarrow\) Russia
Andorra \(\rightarrow\) United States \(\rightarrow\) Kuwait \(\rightarrow\) United Kingdom
Armenia \(\rightarrow\) Finland \(\rightarrow\) Latvia \(\rightarrow\) Serbia
Austria \(\rightarrow\) Georgia \(\rightarrow\) Luxembourg \(\rightarrow\) Singapore
Azerbaijan \(\rightarrow\) Germany \(\rightarrow\) Monaco \(\rightarrow\) Slovakia
Belgium \(\rightarrow\) Greece \(\rightarrow\) Morocco \(\rightarrow\) Switzerland
Brazil \(\rightarrow\) Hungary \(\rightarrow\) New Zealand
Canada \(\rightarrow\) India \(\rightarrow\) Netherlands
China \(\rightarrow\) Indonesia \(\rightarrow\) Poland
Cyprus \(\rightarrow\) Iraq
South Korea \(\rightarrow\) Ireland \(\rightarrow\) Quebec
Spain

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Media Presence

IFRI OFFERS THE FRENCH AND FOREIGN MEDIA A FORUM TO MEET AND DEBATE, AN INDEPENDENT PLATFORM WHERE IDEAS AND ANALYSES CAN BE SHARED AND FURTHER DEVELOPED

In 2019, a year marked by the destabilization of the international system and of Europe in particular, Ifri was very present in the media. In addition to its more than 95 articles, op-eds and interviews, Ifri’s researchers contributed to more than 350 television and radio appearances and were cited over 3,200 times in the French and foreign media.

In 2019, Ifri was very present in the national daily news, notably in Le Monde, Le Figaro, Les Échos, La Tribune and Libération, with more than 50 reviews and interviews published. Ifri’s researchers were also very present on television and the radio, particularly the news hours of France 2, TF1, France 24, ARTE, Euronews and CNN, along with many appearances on “C dans l’air” on France 5; regularly appeared on news channels BFM and BFMBusiness, CNews, LCI and LCP-Public Sénat, engaged in excellent collaboration with France Culture (more than 80 appearances) and RFI as well as with national radio stations France Inter, France Info and Europe 1. Internationally, Ifri’s experts have been cited in The New York Times, Financial Times, BBC, Bloomberg, Politico, USA Today, Die Welt and in the press in China, the Middle East, Africa and Europe.

Emmanuel Macron’s openness toward Russia is testing the patience of NATO allies

“In Germany when you say NATO is brain dead that breaks a taboo,” says Thierry de Montbrial, president of the French Institute of International Relations, a Paris-based think tank, in a reference to Germany’s instinctive dependence on NATO to be at the center of its foreign policy.

“From the point of view of military cooperation, NATO functions well, but there is no political vision and no strategic vision,” de Montbrial continued, in what has become a common criticism of NATO’s lack of clear mission since the Cold War ended.
Digital Outreach

In a time of “fake news”, the role of a think tank such as Ifri is to provide sound, reliable expertise to web and social media users.

In 2019, Ifri strengthened its online presence through 5 main platforms:

THE WEBSITE: WWW.IFRI.ORG

A pre-eminent resource, covering all major international questions, Ifri’s website saw more than 1.3 million visits in 2019. Available in 4 languages (French, English, German and Russian), it allows visitors to keep up with Ifri and easily access its most recent publications.

SOCIAL MEDIA

FACEBOOK: With more than 103,000 followers, Ifri’s Facebook page acts as a daily interface with the public. Studies, media, videos and graphics are published regularly. Besides helping to disseminate Ifri’s publications to a wider audience, this page also provides a space for interaction and feedback from web users.

TWITTER: Instant information, targeted communication, multiple contacts in the political, media and institutional spheres: some 26,700 users have access every day to Ifri’s news highlights.

LINKEDIN: On this leading online platform for professionals, Ifri disseminates rich and diverse daily content to its 27,000 contacts.

VIDEO

YOUTUBE: Main online video platform where Ifri published more than 60 exclusive videos in 2019 and has more than 3,000 subscribers.

INFOGRAPHICS

In 2019, Ifri published more than 10 infographics intended to bring key points of important studies and research to the greater public.

Ifri increases its visibility in the blogosphere with three blogs:

politique-etrangere.com, the blog of the publication Politique étrangère
ultimaratio-blog.org, the blog of the Security Studies Center, a leading blog on security and defense questions
afriquedecryptages.wordpress.com, the blog of the African Studies Center
World Policy Conference

TWELFTH EDITION
12-14 OCTOBER 2019, MARRAKESH

The 12th edition of the World Policy Conference (WPC) was held in Marrakesh from 12 to 14 October 2019. As always, it brought together political and economic decision-makers, experts and opinion leaders to debate current problems and global governance.

The conference opened with an introduction by Thierry de Montbrial, an address by the Prime Minister of Ivory Coast, Amadou Gon Coulibaly and a message from the Prime Minister of France, Edouard Philippe.

The 18 plenary sessions were devoted to discussing the challenges posed by global governance in areas such as: The economic and political outlook in the context of the rise of China, European uncertainties, the consequences of the Trump presidency, and cyberpowers and the cyberthreat. Among the distinguished speakers to share their insights were Enrico Letta (former Prime Minister of Italy), Laurent Fabius (former French Prime Minister), Patrick Pouyanné (Chairman and CEO, Total), Jean-Paul Agon (Chairman and CEO, l’Oréal), Ana Palacio (Member of Council of State of Spain and former Minister of Foreign Affairs, former Senior Vice-President and General Counsel of the World Bank), Serguei Storchak (Vice-Minister of Finances for the Russian Federation), Jean-Yves Le Gall (President of the National Centre for Space Study, chair of the European Space Agency Council), Karl Brauner (Deputy Director General, WTO), Meir Sheetrit (former member of the Knesset, former Minister of Intelligence and the Atomic Energy Committee), Chun-Ying Leung (Vice-President of the National Committee of the Chinese People’s Political Consultative Conference), Nardos Bekele-Thomas (United Nations Resident Coordinator in the Republic of South Africa), Mohamed Ibn Chambas (Special Representative and Head of the United Nations Office for West Africa), and Juliette Tuakli (Founder and Medical Director of Family CHILD & Associates).

The workshops focused on three main themes: Finance and economics, Energy and environment, and Africa – considered from the perspective of global governance. The discussions were particularly constructive, with participants such as Jean-Claude Trichet (Chairman of the Board of Directors of Bruegel, European Chairman of the Trilateral Commission, former President of the ECB), Richard Cooper (Professor of Economics, Harvard University), Olivier Appert (Chair of the Conseil Français de l’Energie, French committee of the World Energy Council), Leila Benali (President of the Arab Energy Forum), Nobuo Tanaka (former Executive Director of the IEA, Chairman of the Sasakawa Peace Foundation), Bertrand Badré (Founder and CEO of Blue like an Orange Sustainable Capital, former Director General of the World Bank), Hélène Rey, Professor of Economics at the London Business School, Member of the National Economic Commission), Robert Dossou (former Minister of Foreign Affairs, Benin), Elisabeth Guigou (President of the Euro-Mediterranean Anna Lindh Foundation for cross-cultural dialogue, former Minister).

With senior figures such as Paul Kagame (President of Rwanda), Cheikh Mohammed bin Abdulrahman bin Jassim Al-Thani (Deputy Prime Minister and Minister of Foreign Affairs, Qatar), Kevin Rudd (President of the Asia Society Policy Institute, former Prime Minister of Australia), Arkebe Oqubay (Minister and Special Advisor to the Prime Minister of Ethiopia), and Aminata Touré (former Prime Minister of Senegal), lunch and dinner debates set the stage for discussion on subjects such as: the situation in the Middle East, China under Xi Jinping, and development in Africa.

This 12th edition of the WPC shed light on several key issues, more clearly revealing the characteristics and scope of the many challenges of global governance.
The Team
As of 31 December 2019

**The Team**

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**The Team**

**As of 31 December 2019**

**Thierry de Montbrial**, Founder, Executive Chairman, Member of the Académie des sciences morales et politiques
Florence Richomme, Project Officer, Project Officer

**Thomas Gomart**, Director
Lea Metke, Project Officer to the Director

**Valérie Genin**, Secretary General
Karina Lusardi, Assistant to the Secretary General

**Doïna Romanenko**, Director of the Office of the Executive Chairman
Vincent Delaire, Assistant

**Thomas Gomart**, Director
Lea Metke, Project Officer to the Director

**Valérie Genin**, Secretary General
Karine Lusardi, Assistant to the Secretary General

**Natacha Crance**, Head of Communications

**RESEARCH PROGRAMS AND SUPPORT STAFF**

**Europe**
Study Committee for Franco-German Relations (Cerfa)
Hans Stark, Secretary General
Katja Borck, Project Manager
Catherine Naiker, Assistant

**Austro-French Center for Rapprochement in Europe (CFA)**
Dominique David, Chair

**Russia/NIS Center**
Tatiana Kastouéva-Jean, Director
Anne Souin, Project Manager
Maxime Audinet, Junior Researcher

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

**Turkey/Middle East Program**
Dorothée Schmid, Head
Cécile de Cordier, Assistant

**African Studies Center**
Alain Antil, Director
Viktor Magnani, Project Manager

**North America Program**
Laurence Nardon, Head

**Security Studies Center**
Corentin Brustlein, Director
Élie Tenenbaum, Research Fellow
Marc Hecker, Research Fellow
Aline Lebœuf, Research Fellow
Morgan Paglia, Junior Researcher

**Defense Research Unit (LRD)**
Élie Tenenbaum, Coordinator
Corentin Brustlein, Research Fellow
Jean-Baptiste Florant, Research Fellow
Aline Lebœuf, Research Fellow
Michel Pesqueur, Research Fellow

**Center for Energy and Climate**
Marc-Antoine Eyl-Mazzea, Director
Carole Mathieu, Research Fellow
Hugo Le Picard, Junior Researcher
Cécile de Cordier, Assistant

**Center for Migration and Citizenship**
Christophe Bertossi, Director
Matthieu Tardis, Research Fellow

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

**Library and Resource Service**
Daniel Marier, Archivist
Azra Isakovic, Archivist

**Digital Communication**
Clothilde Goujard, Digital Communications Officer

**COMITÉ DE DIRECTION**
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Valérie Genin, Secretary General
Yann Roland, Director of Development
Marc Hecker, Director of Publications
François Nicolas, Director, Center of Asian Studies
Tatiana Jean, Director, Russia/NIS Center
Corentin Brustlein, Director, Security Studies

**RAMSES**
Thierry de Montbrial et Dominique David, Co-Directeurs

**Politique étrangère**
Dominique David, Editor in Chief
Marc Hecker, Editor in Chief

**STRATEGIC DEVELOPMENT**
Yann Roland, Director
Sandrine Bañales, Corporate and Embassies Membership Coordinator
Barbara M’Chiri, Individual Members Coordinator
Elia Monpontet-Zabala Partnerships Development Officer

**OFFICE OF THE SECRETARY GENERAL**
Valérie Genin, Secretary General
Karine Lusardi, Assistant
Nadia Fraioli, Travel Manager

**Accounting**
Annie Acher, Accountant and Payroll Manager

**Facilities and Security**
Nathalie Magnier, Director
Mhenna Larbes, Senior Maintenance Technician
Nicolas Lang, Technician
Barbara M’Chiri, Assistant
Catherine Naiker, Receptionist

**The biographies of the Directors and Researchers are available on Ifri’s website (www.ifri.org)**
Board of Directors

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Thierry de Montbrial, Executive Chairman, Ifri, member of the Académie des sciences morales et politiques

Deputy Chairman
Louis Schweitzer, former CEO of Renault

Treasurer
François Drouin, President of ETI Finance

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Jean-Louis Bourlanges, Member of European Parliament, Honorary Counselor at the Cour des comptes
Jean Burelle, President, Burelle S.A.
Nathalie Delapalme, Executive Director and Administrator of the Mo Ibrahim Foundation (promoting good governance practices in Africa and recognizing excellence in African leadership)
Hervé Gaymard, former Minister, former Member of Parliament, President of the Departmental Council of Savoie
Elisabeth Guigou, former Minister, former Member of Parliament, President of the Anna Lindh Euro-Mediterranean Foundation for the Dialogue Between Cultures
Marion Guillou, President of the Board of Directors of Agreennium, French Institute for Agricultural, Forestry, and Veterinary Sciences, Special Councillor, State Council
Didier Lallement, Paris Police Prefect, Honorary Counselor at the Cour des comptes
André Lévy-Lang, Founder and President of the Louis Bachelier Institute, Professor Emeritus at University Paris Dauphine
Christine Manigand, Professor of Contemporary History, University of Paris 3 Sorbonne Nouvelle
Jean-Claude Meyer, Vice-President, Rothschild Europe
Christian Noyer, Honorary Governor, Banque de France
Serge Sur, Professor Emeritus of Public Law, University of Paris 2 Panthéon-Assas
Mostafa Terrab, Chairman and CEO, Groupe OCP

Advisory Board

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Thierry de Montbrial, Executive Chairman, Ifri, member of the Académie des sciences morales et politiques

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Dominique David, Advisor to the Executive Chairman, Ifri
Etienne de Durand, Deputy for Defense Policy and Strategic Foresight, DGRIS, Ministry of Armed Forces
Stanislas de Laboulaye, former Ambassador
Alain Dejammet, French Ambassador
Christine Desouches, Expert consultant to international organizations, former Special Advisor on political and diplomatic affairs to the Secretary General of the Francophonie
Karim El Aynaoui, Director General of the Policy Center for the New South, Dean of the School of Economics and Social Science, University Mohammed VI Polytechnic
Nicole Gnesotto, Professor at the Conservatoire national des arts et métiers, “European Union: Institutions and Policies” Chairholder, Chair of the Board of Directors of the Institute of Higher National Defense Studies (IHEDN)
Thomas Gomart, Director, Ifri
Sylvie Goulard, former Member of European Parliament, former Minister, Deputy Governor, Banque de France
Fadia Kiwan, Honorary Director of the Institute of Political Science at the Saint Joseph University of Beirut
Manuel Lafont-Rapnouil, Head, ECFR Paris, Senior Policy Fellow, Director of the Center of Analysis, Foresight, and Strategy (CAPS)
Jean-David Levitte, French Ambassador, Member of the Académie des sciences morales et politiques
Joseph Maila, Professor of Geopolitics, Mediation and International Relations at ESSEC, former Rector of the Institut Catholique de Paris
Jean-Claude Mallet, Director of Public Affairs, Total
Patrick Messerlin, Professor Emeritus at Sciences Po, Director of the World Economy Group at Sciences Po
Anne-Thida Norodom, Professor of Public Law, Paris Descartes University
Georges-Henri Soutou, Professor Emeritus of Contemporary History at University of Paris 4, Member of the Académie des sciences morales et politiques
Transversal Approach
REGIONAL UNITS

EUROPE
- Study Committee on Franco-German Relations (CERFA)
- Austro-French Center for Rapprochement in Europe (FAC)

RUSSIA/NIS CENTER
Center for Asian Studies

NORTH AFRICA/MIDDLE EAST/MEDITERRANEAN
- Contemporary Turkey
- Middle East
- IFRI - Policy Center for the New South Partnership

AFRICAN STUDIES CENTER

NORTH AMERICA PROGRAM

TOPICAL UNITS

SECURITY STUDIES CENTER/DEFENSE RESEARCH UNIT (LRD)

CENTER FOR ENERGY AND CLIMATE

CENTER FOR MIGRATION AND CITIZENSHIP
REGIONAL UNITS
Europe

Study Committee on Franco-German Relations (Cerfa)

Created in 1954 through an intergovernmental agreement between the Federal Republic of Germany and France, the Study Committee on Franco-German Relations (Cerfa) is today one of the oldest bilateral organizations shared by the two countries. Its main objectives are to:

- Contribute to better understanding of the two countries’ political, social, and economic approaches;
- Analyze the constantly evolving Franco-German relationship in the European Union.

TEAM

Hans Stark, Secretary General of Cerfa, University Professor
Areas of expertise: Contemporary Germany (domestic and foreign policy), Franco-German relations (security issues, European construction), and European integration (history, foreign policy and common security).

Barbara Kunz, Research Fellow (until June 2019)
Areas of expertise: Contemporary Germany, Franco-German relations, German foreign and security policy, France and Germany in NATO and the CSDP, the Weimar Triangle and the Eu Neighbourhood policy in the East, security policies of Nordic states, questions of security in the Baltic Sea region. Representative of Ifri at the OSCE Network of Think Tanks and Academic Institutions.

Katja Borck, Project Manager, ”Dialogue d’avenir franco-allemand”
Catherine Naiker, Assistant

DIGITAL PUBLICATIONS

Policy Papers

Thirty years after the fall of the Wall: German unity, Stephan Steinlein, November 2019.

Notes du Cerfa


Social Networks: The Fight Against Illegal Content in Germany, *Frank Meixner, Pia Figge*, n° 149, October 2019.

30 years after the fall of the Wall. A united Germany, a divided population, *Hans Stark*, n° 150, November 2019.


**Editorials**


**Contributions to Politique étrangère**


**Contributions and articles outside of Ifri**


DEBATES

11 February – WHAT IS THE IMPACT OF THE NEW FRANCO-GERMAN AACHEN TREATY?
Conference cycle for Ifri’s 40th anniversary
With Christophe Arend, Member of the French National Assembly, LR, E, President of the French-German Parliamentary Friendship Group; Stefan Toscani, Member of the Christian Democratic Union, former Minister of Finance of Saarland, President of the State Parliament of Saarland.
Moderator: Hans Stark, Secretary General of Cerfa, Ifri, Professor of German civilization at Sorbonne University.

26 March – AT THE HOUR OF A NEW ELYSEE TREATY, WHAT IS THE FRANCO-GERMAN INDUSTRIAL DEFENSE POLICY?
In partnership with the DGAP
With Jean-Jacques Bridey, Member of the National Assembly, President of the Defense Committee; Jean-Charles Larssonneur, Member of the French National Assembly from Finistère, Member of the Defense Commission; Sabine Thillaye, Member of the French National Assembly, Chair of the European Affairs Commission; Sebastian Groth, Deputy Director of the Planungsstab, Ministry of Foreign Affairs of Germany; Thierry Carlier, Director of International, Strategic, and Technological Affairs, Directorate General of Armaments; Barbara Kunz, Research Fellow, Cerfa, Ifri; Alexandre Escorcia, Deputy Director of CAPS, Ministry of Europe and Foreign Affairs, France; Alice Guittton, Director General for International Relations and Strategy, Ministry of Armed Forces; Christian Mölling, Deputy Director of the DGAP; Gaëlle Winter, Associate Research Fellow, FRS.

5-7 April – DIALOGUE D’AVENIR FRANCO-ALLEMAND – 1ST SEMINAR, Arc-et-Senans
In partnership with the Robert Bosch Foundation and the DGAP
Issues addressed: The Franco-German pair and European identity(ies); How to create more social cohesion in Europe?
With: Yasmin Raya, First Secretary, German Embassy in Paris; Marie Beaurepaire, Project Chief, AFMD; David Duarte, Researcher and author; Jérémie Gauthier, Sociologist, University of Strasbourg.

10-12 April – SOCIAL EUROPE: WHAT PERSPECTIVES?, Genshagen
Groupe Daniel Vernet
In partnership with the Genshagen Foundation
With: Amandine Crespy, Assistant Professor, Université Libre de Bruxelles; Antoine Lelarge, Secretary General UD 49, CFDT Maine-et-Loire; Wolfgang Schulz-Weidner, European Representation of the German Social Insurance.

6 May – IS IT ALL GOING TO VAU-L’EAU? OPTIMISM AND PESSIMISM IN FRANCE AND GERMANY, Institut Goethe, Paris
With Barbara Honrath, Director, Goethe Institut Paris; Barbara Kunz, Research Fellow, Cerfa, Ifri; Heinz Bude, Sociologist, University of Kassel; Claudia Senik, Economist, Paris School of Economics.
Moderator: Géraldine Mosna-Savoye, Journalist, France Culture

15 May – THE FRANCO-GERMAN RELATIONSHIP AFTER THE AACHEN TREATY
Seminar for the Diplomatic and Consular Institute of the Ministry for Europe and Foreign Affairs
With Thomas Gomart, Director, Ifri; Claire Demesmay, Research Fellow, Director of the Franco-German programme, Deutsche Gesellschaft für Auswärtige Politik (DGAP); Jean-Daniel Weisz, Economist, consultant/researcher, Kohler C&C; Hans Stark, Secretary General of Cerfa, Ifri, Professor at Sorbonne University; Barbara Kunz, Research Fellow, Cerfa, Ifri; Dominique David, Advisor to the Executive Chairman, Ifri, Editor in chief, Politique étrangère, co-Director of Ramses.

20-23 June – DIALOGUE D’AVENIR FRANCO-ALLEMAND – 2ND SEMINAR, Cluj-Napoca
In partnership with the Robert Bosch Foundation, the DGAP and the French Institute of Cluj-Napoca
Issues addressed: Romania in 2019: Challenges for Democracy, Civil Society and Identity(ies)?; Romania and the Presidency of the Council of the EU: Unmet expectations?
With: Barbu Mateescu, Sociologist, Cluj-Napoca; Mădălina Mocan, Political Scientist, Center for the Study of Democracy (CSD), Cluj-Napoca; Mihaela Stoica, Political Scientist, Babeș-Bolyai University Cluj-Napoca.

26-28 September – DIALOGUE D’AVENIR FRANCO-ALLEMAND – 3RD SEMINAR, Bad Belzig
In partnership with the Robert Bosch Foundation and the DGAP
Issues addressed: Citizen integration and engagement at Bad Belzig; presentation of the results of “Europe, cohesion and identity”
With: Prune Antoine, Journalist and author; Damian Boeselager, Member of European Parliament; Sebastian Gröning von Thüna, Head of the Europe unit, Representation of North Westphalia to the federal government, Berlin; Pauline Véron, Deputy to the Mayor of Paris.

14-15 November – BILATERALISM FOR THE EUROPEAN UNION: FRANCO-GERMAN AND GERMANO-POLISH COOPERATIONS, Genshagen
Groupe Daniel Vernet
In partnership with the Genshagen Foundation
With: Stefan Bantle, Head of the division of bilateral relations in France, Netherlands, Belgium, Luxembourg, Monaco, Auswärtiges Amt, Berlin; Martin Kremer, Head of the EU economic policy division, Ministry of Foreign Affairs, Berlin.

27 November – FACING COMPETITION BETWEEN CHINA AND THE UNITED STATES, WHAT IS EUROPE’S ROLE?, Berlin
In partnership with the Deutsche Gesellschaft für Auswärtige Politik
With: Claire Demesmay, Research Fellow, DGAP; Hans Stark, Secretary General of Cerfa, Ifri; Jean-Daniel Weisz, Associate, Kohler Consulting & Coaching; Shahin Vallée, Research Fellow, DGAP; Charles de Marcilly, EPSC, European Commission, Brussels; Ursula Groden-Kranich, MdB; Sebastian Groth, Director of the Planungsstab, Federal Ministry of Foreign Affairs; Frédéric Grare, Ministry of Europe and Foreign Affairs; Alice Ekman, Research Fellow, European Institute for Security Studies (IEES), Paris; Gerrit Kurtz, Research Fellow, DGAP; Barbara Kunz, Research Fellow, Institute for Peace Research and Security Policy (IFSH), Hamburg; Nicolas Berghmans, Institute of Sustainable Development and International Relations (IDDRI); Helga Barth, Ministry of Foreign Affairs, Berlin; Jana Puglierin, Research Fellow, DGAP; Christophe Arend, Member of the French National Assembly, LRen; Manuel Lafont Rapnouil, Head, ECFR Paris, Senior Policy Fellow.
Austro-French Center for Rapprochement in Europe (CFA)

The Austro-French Center for Rapprochement in Europe (FAC) is an intergovernmental organization created in 1978 for the purpose of working towards the consolidation of French-Austrian relations. The FAC focuses its activities on problems related to EU expansion in Central and Eastern Europe, and to helping develop public and private dialogues between European countries on the future of European institutions and the continental architecture.

TEAM
Dominique David, President, CFA
Hans Dietmar Schweisgut, Secretary General, CFA
Peter Jankowitsch, former Secretary General, Member of the Board of Directors
Florent Marciacq, Project Manager
Magda Stumvoll, Officer
Dominique Letourneur, Advisor

DEBATES
2 April – THE EUROPEAN UNION AND THE WESTERN BALKANS: IS IT FOOLISH TO TALK ABOUT ENLARGEMENT IN TIMES OF CRISIS? Jean Jaurès Foundation, Paris
With Sébastien Gricourt, Director of the Balkans Observatory, Jean Jaurès Foundation, Paris; Matthias Waechter, Director General, Centre international de formation européenne (CIFE), Nice/Berlin; Christophe Hillion, Professor-Researcher, Norwegian Institute for International Affairs, Oslo, Swedish Institute for European Policy Studies, Stockholm, Leiden University; Florence Mangin, Director for Continental Europe, Ministry of Europe and Foreign Affairs, Paris; Sena Marić, Research Fellow, European Policy Centre (CEP), Belgrade; Pierre Mirel, Honorary Director General, European Commission, Senior Lecturer, Sciences Po Paris; Natasha Wunsch, Research Fellow, Center for Comparative and International Studies, Swiss Federal Institute of Technology in Zurich (ETH Zürich).
Moderator: Florent Marciacq, Deputy Secretary General, Austro-French Centre for Rapprochement in Europe, Vienna, Senior Fellow, Centre international de formation européenne, Nice/Berlin.
4 April – MULTILATERALISM UNDER THREAT? THE FUTURE OF THE UNITED NATIONS IN INTERNATIONAL PEACE AND SECURITY, Vienna

With Dominique David, President, Austro-French Centre for Rapprochement in Europe, Advisor to the Executive Chairman of Ifri; Michael Pfeiffer, Secretary General, Foreign Policy and United Nations Association of Austria; Hans Dietmar Schweisgut, Secretary General, Austro-French Centre for Rapprochement in Europe, Vienna; Jean-Marc Séré-Charlet, Deputy Director for the United Nations, International Organizations, Human Rights and the Francophonie, Ministry of Europe and Foreign Affairs, Paris; Andreas Riecken, Head of EU and Multilateral Affairs Department, Federal Ministry of Europe, Integration and Foreign Affairs of the Republic of Austria, Vienna; Judy Dempsey, Non-resident Senior Fellow, Carnegie Europe.

Moderator: Hans Dietmar Schweisgut, Secretary General, Austro-French Center for Rapprochement in Europe

28 November – THE FUTURE OF THE EUROPEAN UNION: THREE MAIN PROJECTS TO REVIVE EUROPE: BREXIT, CLIMATE, MIGRATIONS, Paris

With: Dominique David, President, Austro-French Centre for Rapprochement in Europe, Ifri; Jean-Louis Bourlanges, Deputy, National Assembly, Paris; Michael Linhart, Austrian Ambassador to Paris; Jakub Wisniewski, Vice-President and Head of Research, GLOBSEC Policy Institute, Bratislava; Thierry de Montbrial, Founder and Executive Chairman, Ifri.
RUSSIA

Russia/New Independent States Center

RUSSIA AND THE NEW INDEPENDENT STATES (NIS) SHOW ALL THE CHARACTERISTICS OF AREAS MARKED BY STRONG POTENTIAL AND CHRONIC INSTABILITY. AN INCONTOVERTIBLE ENERGY PARTNER WITH A PROMISING MARKET, RUSSIA IS PLAGUED BY INTERNAL CONFLICTS, AND REMAINS DIFFICULT TO PENETRATE. BECAUSE OF ITS INTERNATIONAL STATUS AND POWER POLITICS, IT IS AN EMERGING COUNTRY UNLIKE ANY OTHER. THE REGION IS DISTINGUISHED BY ITS EXTREME HETEROGENEITY, AND THE INTERVENING DEVELOPMENTS THAT HAVE ALTERED 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 INSIGHTS TO DECISION-MAKERS.

TEAM
Tatiana Kastouéva-Jean, Director of the Russia/NIS Center
Areas of expertise: Russian and Ukrainian domestic and foreign policies, political and security issues of the post-Soviet space.

Julien Nocetti, Research Fellow
Areas of expertise: Russian policy in the Middle East, politics and economics of the Internet in Russia, Internet governance, geopolitics of artificial intelligence and cyber-security.

Maxime Audinet, Researcher
Areas of expertise: soft power, Russian influence and public diplomacy (international media, cultural diplomacy).

Anne Souin, Project Manager

DIGITAL PUBLICATIONS

Reports
Russie.Nei.Reports


Russia’s Relations with Southeast Asia, Dmitry Gorenburg, Paul Schwartz, n° 26, March 2019.


Policy Papers
Russie.Nei.Visions

Russia’s Militia Groups and their Use at Home and Abroad, Marlène Laruelle, n° 113, April 2019.

Russia’s “Great Return” to Africa? Arnaud Kalika, n° 114, April 2019.


Friends in Need: Whither the Russia-India Strategic Partnership? Aleksei Zakharov, n° 116, October 2019.

Contributions and articles outside of Ifri


The autocephaly of the Ukrainian Orthodox Church and its political consequences, Maxime Audinet, Tatiana Kastouéva-Jean, “Schisme, conflits et jeux de pouvoir en orthodoxie” section, Observatoire international du religieux, n° 27, March 2019.


Perceptions of Russia in the Middle East: The Impact of the War in Syria in La Russie dans le monde, Julien Nocetti, Paris, CNRS éditions, March 2019.


Envisioning Opportunities for U.S.-Russia Cooperation in and with Central Asia, Marlène Laruelle, Andrey Kortunov, RIAC, April 2019.

Turkey and Russia, in The Routledge Handbook of Turkish Politics, Pavel Baev, Routledge, May 2019.

How RT and Sputnik weave Moscow’s web abroad, Maxime Audinet, INA, La Revue des Médias, June 2019.

Russia in search of its “sovereign Internet”, Julien Nocetti, INA, La Revue des Médias, June 2019.

Is a “Reset” Between France and Russia Needed and, If So, Is It Possible? Tatiana Kastouéva-Jean, Russia Matters, December 2019.
DEBATES

14 March – PRESIDENTIAL ELECTIONS IN UKRAINE: WILL THE COUNTRY EMERGE AS A WINNER?
With Volodymyr Fesenko, Director du Centre d’études politiques “Penta”, Kiev; Peter Wagner, Head of the Support Group for Ukraine, Director in the Directorate-General for Neighbourhood and Enlargement Negotiations, European Commission; Vladislav Inozemtsev, Founder and Director of the Center for Post-Industrial Studies, Moscow; Ioulia Shukan, Lecturer in Slavic studies at the University of Paris Nanterre, Research Fellow at the Institute of Social Sciences of Politics.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

28 March – CAN THE RUSSIAN POLITICAL SYSTEM SURVIVE VLADIMIR PUTIN?
With Gleb Pavlovsky, Founder and Director, Foundation for Effective Politics; Françoise Thom, Lecturer in Contemporary History, University of Paris-Sorbonne.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

18 April – STRATEGIC STABILITY: WHAT TO EXPECT IN THE CONTEXT OF THE CONFRONTATION BETWEEN MOSCOW AND WASHINGTON?
With Andrei Kortunov, Director, Russian International Affairs Council (RIAC), Moscow; Corentin Brustlein, Director, Security Studies Center, Ifri.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

16 May – UKRAINE: WHAT ARE THE PERSPECTIVES FOLLOWING THE ELECTION OF A NEW PRESIDENT?
With Vadim Omelchenko, President, Gorshenin Institute, Kiev; Céline Marangé, Research Fellow, Institut de recherche stratégiqie de l’École militaire (IRSEM).
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

21 May – FOREIGN AND SECURITY POLICY IN BELARUS AT A CROSSROADS
With Oleg Kravtchenko, Vice-Minister of Foreign Affairs, Belarus
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

21 June – WASHINGTON-MOSCOW: HOW TO GET OUT OF DEADLOCK?
With Matthew Rojansky, Director, Kennan Institute, Wilson Center (Washington DC); Florent Parmentier, Lecturer, Sciences Po.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

18 September – RUSSIA-TURKEY: A SUSTAINABLE PARTNERSHIP?
With Oksana Antonenko, Director of the International Risk Analysis Department, Control Risks, London; Dorothée Schmid, Head of the Turkey/Middle East Program, Ifri.
Moderator: Julien Nocetti, Research Fellow, Russia/NIS Center, Ifri

26 September – IS THERE A RUSSIAN MIDDLE CLASS?
Conference cycle for Ifri’s 40th anniversary
With Julien Vercueil, Professor, Vice-President of INALCO, Europe-Eurasia Research Center (CREE), Paris; Andrei Kolesnikov, Senior Fellow and Chair, Russian Domestic Politics and Political Institutions Program, Carnegie Moscow Center; Lev Gudkov, Director, Levada Center, Moscow.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

18 October – ELITES AND RUSSIAN SOCIETY: WAITING FOR A TRANSITION
With Ekaterina Schulmann, Professor, School of Public Policy of the Russian Presidential Academy, Russian Presidential Council for Civil Society and Human Rights; Clémence Fauconnier, ATER, University of Paris I, Panthéon-Sorbonne.
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

20 November – THE STATE OF RELATIONS BETWEEN THE EUROPEAN UNION AND CENTRAL ASIA
With Chingiz Aidarbekov, Minister of Foreign Affairs, Kyrgyzstan
Moderator: Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri

26 November – RUSSIA: CONTRADICTORY AMBITIONS?
With Thomas Gomart, Director, Ifri; General Luc de Rancourt, Deputy Director General of International Relations and Strategy, Ministry of Armed Forces; Tatiana Kastouéva-Jean, Director, Russia/NIS Center, Ifri; Olivier de Boysson, Chief Economist in charge of the analysis of emerging markets, Société Générale; Natalia Zoubarevitch, Chief Research Fellow, Institute for Social Policy, HSE University, Professor of economic geography, Moscow State University; Jean-François Ratelle, Professor in conflict studies and human rights, Graduate School of Public and International Affairs, University of Ottawa; Bobo Lo, Associate Research Fellow, Russia/NIS Center, Ifri; Maxim Samoroukov, Associate Editor, Carnegie
Center, Moscow; Victor Jefets, Professor and Director of the Center for Ibero-American Studies, School of International Relations, St Petersburg State University; Aleksei Zakharov, Research Fellow, Institute of Oriental Studies of the Russian Academy of Sciences, Moscow; Isabelle Facon, Deputy Director, Foundation for Strategic Research; Anastasiya Shapochkina, Lecturer in geopolitics of Europe and Russia, Sciences Po Paris; Konstantin Makienko, Deputy Director of the Center for Strategy and Technology Analysis (CAST), Moscow; Kimberly Marten, Professor of Political Science and Department Head, Barnard College, Columbia University, New York; Anne de Tinguy, Research Fellow, CERI Sciences Po, Paris; Volodymyr Fesenko, Director General, Penta Center for Political Studies, Kiev; Artyom Chraïbm, political contributor to TUT.BY (Minsk) and the Carnegie Center in Moscow; Stanislav Secriér, Senior Analyst in charge of Russia and the Eastern Neighborhood, European Union Institute for Security Studies (EUISS), Paris; Manuel Lafont Rapnouil, Head, ECFR Paris, Senior Policy Fellow.
The emergence of Eastern and Southern Asia on the international scene has intensified the complex economic, political and security issues that the vast region faces. Through its research, partnerships with important international research centres, and the events organized through collaboration and synergy with other IFRI research programs, 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
*Area of expertise*: Economic integration of Asia Pacific, commercial and investment dynamics.

Céline Pajon, Research Fellow, Head of Japan research
*Area of expertise*: Japanese foreign and defence policy, Indo-Pacific geostrategy.

John Seaman, Research Fellow
*Area of expertise*: China, energy issues, geoeconomic dynamics.

Alice Ekman, Research Fellow, Head of China research
*Area of expertise*: Domestic and foreign policies of China, Taiwan, and the Korean peninsula.

DIGITAL PUBLICATIONS

Reports


Policy Papers

Asie.Visions


Seven Years of The 16+1: An Assessment of China’s ‘Multilateral Bilateralism’ in Central Europe, Justyna Szczudlik, n° 107, April 2019.


India’s Space Program – International Competition and Evolution, Rajeswari Pillai Rajagopalan, n° 111, December 2019.

Editorials

Lettre du Center for Asian Studies


70e anniversaire de la République Populaire de Chine: Pékin entre célébrations et interrogations, Sophie Boisseau du Rocher, Eric André Martin, Françoise Nicolas, John Seaman, n° 78, October 2019.

Contributions and articles outside of Ifri


France and China’s Belt and Road Initiative, Françoise Nicolas, ISPI Commentary, April 2019.


Japan in South East Asia: Looking for a Balanced Indo-Pacific, Céline Pajon, ISPI Commentary, December 2019.


DEBATES

17 January – FRANCE AND EUROPE FACING THE NEW SILK ROAD
Conference cycle for Ifri’s 40th anniversary
With Alice Ekman, Research Fellow, Head of China research, Center for Asian Studies, Ifri; Françoise Nicolas, Director, Center for Asian Studies, Ifri; Céline Pajon, Research Fellow, Head of Japan research, Center for Asian Studies, Ifri; John Seaman, Research Fellow, Center for Asian Studies, Ifri; Sophie Boisseau du Rocher, Associate Research Fellow, Center for Asian Studies, Ifri; Tatiana Kastoueva-Jean, Director, Russia/NIS Center, Ifri; Alexandre Escorcia, Deputy Director of CAPS, Ministry of Europe and Foreign Affairs, France.

21 January – FROM CRISIS TO PEACE-MAKING IN KOREA: PRESIDENT MOON JAE-IN’S PEACE INITIATIVE
With Moon Chung-in, Special Advisor to the President of the Republic of Korea on Unification and National Security, Moon Jae-in.
Moderator: Françoise Nicolas, Director, Center for Asian Studies, Ifri

19 March – ELECTIONS IN THAILAND: HAVE THE DICE ALREADY BEEN THROWN?
With Sophie Boisseau du Rocher, Associate Research Fellow, Center for Asian Studies, Ifri; Gilles Garachon, former Thai Ambassador to France.
Moderator: Françoise Nicolas, Director, Center for Asian Studies, Ifri

15 April – ELECTIONS IN INDONESIA: THE IMPACT OF THE ISLAMIC FACTOR
With Sophie Boisseau du Rocher, Associate Research Fellow, Center for Asian Studies, Ifri; Corinne Breuzé, Diplomatic Advisor, IHEEDN, former French Ambassador to Indonesia.
Moderator: Françoise Nicolas, Director, Center for Asian Studies, Ifri

3 June – AHEAD OF THE G20 AND G7 SUMmits: DEBATING GLOBAL GOVERNANCE ON TRADE AND DIGITAL AFFAIRS
With Martin-Pierre Chariot, Desk Officer, G7 Task Force – 2019 French Presidency, French Ministry for Europe and Foreign Affairs; Sébastien Jean, Director, CEPII; Françoise Nicolas, Director, Center for Asian Studies, Ifri; Yoichi Otobe, former Deputy Minister of Foreign Affairs, former sherpa G8/G20; Akiko Yamanaka, Special Advisor to the President of ERIA (Economic Research Institute for ASEAN and East Asia); John Seaman, Research Fellow, Center for Asian Studies, Ifri; Yuko Harayama, former Executive Member of the Council for Science, Technology and Innovation of the Cabinet Office, Government of Japan; Henri Verdier, France’s Ambassador for Digital Affairs; Patrick Nicolet, Group Chief Technology Officer, Member of the Group Executive Board, Capgemini.

3 July – IS XI JINPING’S CHINA STILL COMMUNIST?
With Alice Ekman, Research Fellow, Head of China research, Center for Asian Studies, Ifri; Françoise Nicolas, Director, Center for Asian Studies, Ifri.
Moderator: Laurence Nardon, Head, North America Program, Ifri

6 September – FRANCO-JAPANESE COOPERATION IN AFRICA AFTER THE G7 AND TICAD 7
With Naohiro Kitano, Visiting Fellow, JICA Research Institute; Sébastien Minot, Vice-Director for Sub-Saharan Africa, AFD; Patrice Fonllosa, President, Medef Africa; Céline Pajon, Research Fellow in charge of Japan, Center for Asian Studies, Ifri; Alain Antif, Head of the Sub-Saharan Africa Program, Ifri; Mika Inoue-Hanzawa, Associate Professor, Toyogakuen University; Aline Leboeuf, Research Fellow, Center for Security Studies, Ifri; Kenichi Matsui, Deputy Defense Attaché, Embassy of Japan in France.

2 October – SOUTH KOREA AT A CROSSROADS: SECURITY AND ECONOMIC REGIONAL STRATEGY IN A FLUID ENVIRONMENT
With Ramon Pacheco-Pardo, KF-VUB Korea Chair, Institute for European Studies, Vrije Universiteit Brussel, and King’s College, London; Françoise Nicolas, Director, Center for Asian Studies, Ifri; John Nilsson-Wright, Senior Lecturer, Japanese Politics and International Relations, University of Cambridge, Senior Research Fellow for Northeast Asia, Chatham House; Kim Wonsoo, Distinguished Professor, Yonsei University; Lee Jae-Seung, Professor and Jean Monnet Chair, Korea University; Alice Ekman, Senior Analyst, EUISS; Patrick Messerslin, Professor Emeritus, Sciences Po Paris; Choi Byung-il, Professor, Ewha Woman’s University GSIS; Christophe André, Korea desk, OECD; Edouard Bourcieu, DG Trade Representative, European Commission.

16 October – THE US-CHINA TRADE CONFLICT AND ITS IMPLICATIONS FOR ASIA
With Abdul Abiad, Director, Division of macroeconomic research, Asian Development Bank
Moderator: Françoise Nicolas, Director, Center for Asian Studies, Ifri
7 November – THE US-CHINA RIVALRY: ADJUSTING STRATEGIES IN ASIA AND EUROPE
With Thierry de Montbrial, Founder and Executive Chairman, Ifri; François Chih-chung Wu, Representative, Taipei Representative Office in France; David Rank, Senior Advisor, Cohen Group, former Deputy Chief of Mission, US Embassy in China; Song Luzheng, Research Fellow, China Institute, Fudan University; John Seaman, Research Fellow, Center for Asian Studies, Ifri; Laurence Nardon, Head, North America Program, Ifri; Chikako Ueki, Professor, Graduate School of Asia-Pacific Studies, Waseda University; Malcolm Cook, Senior Fellow, Institute of Southeast Asian Studies (ISEAS) – Yusof Ishak Institute; Yujen Kuo, Professor, Institute of China and Asia-Pacific Studies, National Sun Yat-sen University, and Executive Director, Institute for National Policy Research (INPR); Yul Sohn, Professor, Graduate School of International Studies (GSIS), Yonsei University, and President, East Asia Institute (EAI); Françoise Nicolas, Director, Center for Asian Studies, Ifri; Monika Sie Dhian Ho, Director General, Netherlands Institute of International Relations, Clingendael; Aurélien Billot, Head of Trade and Development Policy, General Secretariat for European Affairs, Office of the Prime Minister of France; André Loesekrug-Pietri, Speaker for Joint European Disruptive Initiative (JEDI); Eric André Martin, Senior Advisor to the Director, Ifri.

10 December – THE NEW EU-JAPAN PARTNERSHIP: WHAT LIES AHEAD?
With Françoise Nicolas, Director, Center for Asian Studies, Ifri; Yuka Fukunaga, Professor, Waseda University; Iana Dreyer, Founder and Editor, Borderlex; Koichi Inoue, Deputy Director-General, JETRO Paris; Céline Pajon, Research Fellow, Center for Asian Studies, Ifri; Yukari Takamura, Professor, Tokyo University; Axel Berkofsky, Professor, University of Pavia, Italy, and Co-Head of ISPI Asia Center; Romana Vlahutin, Ambassador at Large for Connectivity, European External Action Service.
The Contemporary Turkey Program, established in 2007, has two main objectives:
1) To develop new tools for analyzing the political, economic and social dynamics within Turkey itself, as well as understanding the country’s rise in the international scene;
2) To strengthen the instruments of Franco-Turkish dialogue between the political and economic decision-makers of both countries and between civil-society groups.

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

TEAM
Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program
Areas of expertise: Turkey, political and economic governance, foreign policy; conflicts in the Middle East; regional Mediterranean issues; French Middle East policy.
Cécile de Cordier, Assistant, Turkey/Middle East Program

Contributions and articles outside of Ifri


DEBATES

6 November – RE-THINKING TURKISH FOREIGN POLICY IN THE WESTERN BALKANS, Belgrade
In partnership with Heinrich Böll Foundation, ISAC Fund, Al Sharq Forum
With Simon Ilse, Heinrich Böll Foundation, Belgrade; Milan Pajević, ISAC Fund; Mustafa Aydin, Kadir Has University; Natan Albahari, ISAC Fund; Igor Novakovic, ISAC Fund; Milan Igrutinović, Institute for European Studies; Oya Dursun-Özkanca, Elizabethtown College; Igor Novakovic, ISAC Fund Hamdi, Fırat Büyük, BIRN; Birgül Demirtaş, Turkish-German University; Dino Mujadžević, Humboldt University; Dorothée Schmid, Ifri; Zlatko Dizdarevic, Journalist and former diplomat in the Middle East; Road Federico Donelli, University of Genoa; İnan Rüma, Istanbul Bilgi University; Marion Kraske, Heinrich Böll Foundation, Sarajevo; Serif Onur Bahçeçik, METU; Matteo Bonomi, IAI; Svetlana Cenić, Business Plus; Mikhail Krutikhin, Carnegie Moscow Center; Kristian Brakel, Heinrich Böll Foundation, Istanbul.
Ifri’s Middle East/North Africa program aims to provide expertise on the evolution of the region’s political systems, societies, and economies through deep analyses of local, regional, and international dynamics in order to inform the development of new policies. The program seeks to anticipate new directions for each country and decipher the risks and potential outcomes. It draws on a network of international researchers and experts, who work together closely on a variety of crucial subjects stretching from North Africa to the Gulf.

TEAM
Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program
Areas of expertise: Turkey, political and economic governance, foreign policy; conflicts in the Middle East; regional Mediterranean issues; French Middle East policy.
Cécile de Cordier, Assistant, Turkey/Middle East Program

DIGITAL PUBLICATIONS

Reports

Contributions and articles outside of Ifri
A Protest Made in Algeria, Dalia Ghanem, Carnegie Middle East Center Commentary, April 2019.
The Shifting Foundations of Political Islam in Algeria, Dalia Ghanem, Carnegie Middle East Center Commentary, April 2019.

DEBATES

23 January – THE MIDDLE EAST IN 2019: WHAT TO EXPECT
With Loulouwa Al Rachid, Research Fellow, Carnegie Middle East Center; Amine Benbernou, Head of country and sector risk, Natixis; Dunia Chalabi, Managing Director, Multilateral and International Affairs, Total; Georges Malbrunot, Senior reporter in foreign service, Le Figaro; Michel Duclos, former Ambassador, Special Advisor, Institut Montaigne.
Moderator: Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program, Ifri
14 February – A DISCUSSION WITH ALI SAMIKH AL-MARRI, PRESIDENT OF THE HUMAN RIGHTS COMMITTEE IN QATAR
With Dominique David, Advisor to the Executive Chairman, Ifri; Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program, Ifri

20 March – CHAOS, AND AFTER. A CONVERSATION WITH GILLES KEPEL
Conference cycle for Ifri’s 40th anniversary
With Gilles Kepeil, Political Scientist; Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program, Ifri.

22 March – FRANCE AND THE MIDDLE EAST (IRAQ, SYRIA, LEBANON): FROM VIOLENCE TO HOPE, Collège de France, Paris
With Antoine Compagnon, Professor, Collège de France; Marc Stenger, Bishop of Troyes, President of Pax Christi; Saad Salloum, Mustansiriya University; Omar Mohammed, Historian and founder of Mosul Eye, Yale University; Saja Muzahim Sadqi Salim, Increase Social Safety in Mosul; Bassma Kodmani, Initiative Arab Reform, Paris; Marwan Olu, Lawyer, minority rights advocate, Bakhidia; Samira Mobaied, Vice-President of SCP (Christian Syrians for Peace); Loulouwa Al-Rachid, Carnegie Middle East, Beirut; Faris Nadhmi, Researcher in Social Psychology, Salahaddin University, Erbil; Antoine Garapon, Esprit, Paris; Ali Hamdan, Damascus University Faculty of Law, University of Paris-Ouest; Nicolas Hénin, former Journalist, President of Action Resilience; Salam Kawakibi, Arab Center for Research and Political Studies, Paris; Faris Harram, Poet, Professor and Activist, Najaf; Feurat Alani, creator of an animated web series, Dubai; Nawal Alhalah, Professor-Researcher, INALCO, Afrah Shawqi, independent Journalist and civic activist; Laurent Larcher, Journalist, La Croix; Farouk Mardam Bey, Editor, Actes Sud; Henry Laurens, Professor, Collège de France; Abbas Hallabi, former Magistrate and Law Professor, Beirut; Muzahim Al-Khyatt, President, Nineveh University; Hélène Sallon, Journalist, Le Monde; Dorothée Schmid, Head of the Turkey/Middle East Program, Ifri.

19 June – ALGERIA AGAINST THE WALL
With Dalia Ghanem, Associate Research Fellow, Turkey/Middle East Program, Ifri, Research Fellow, Carnegie Middle East Center, Beirut.
Moderator: Dorothée Schmid, Research Fellow, Head of the Turkey/Middle East Program, Ifri

11 December – MIDDLE EAST: CAN THE ECONOMY BRING PEACE?
With Dorothée Schmid, Head of the Turkey/Middle East Program, Ifri; Samir Aita, President, Circle of Arab Economists; Thierry Coville, Research Fellow, Institut de relations internationales et stratégiques; Tim Eaton, Research Fellow, Middle East programme, Chatham House; Virginie Robert, Head of International Service, Les Echos; Loulouwa Al-Rachid, Associate Research Fellow, Carnegie Middle East; Joseph Daher, Lecturer, University of Lausanne; Jeremy Wildeman, Associate Research Fellow, University of Bath; Ivan Martin, Research Fellow, GRITIM, Pompeu Fabra University of Barcelona; Pierre Haski, Journalist, Columnist, France Inter.
Following an initial phase (2011-2013) during which Ifri and the OCP Policy Center came together to produce several studies and events focused particularly on North Africa, the Middle East and Africa, the two have established a partnership aimed at expanding the spectrum of research into other regional and topical themes. This partnership is based on three pillars: reports, conferences and dissemination of information. The program brings together various research units at Ifri, as well as associated researchers.

Team

Thomas Gomart, Director, Ifri
Lea Metke, Project Manager, Ifri

Digital Publications

Reports


Policy Papers


The Development of Hydrocarbons in East Africa: Political and Security Challenges, Benjamin Augé, October 2019.

Debates

25 January – 4X4 Directors Forum 2019, Rabat

African-European Think Tank Dialogue

With Guntram Wolff, Director, Bruegel; Michael Baltensperger, Research Assistant, Bruegel; Kidane Kiros, Director, IPSS; Yonas Adeye Adeto, Associate Academic Director & Assistant Professor, IPSS; Thomas Gomart, Director, Ifri; Marc-Antoine Eyl-Mazzeo, Director, Centre for Energy and Climate, Ifri; Paolo Magri, Executive Vice-President and Director, ISPI; Matteo Villa, Research Fellow, Europe and Global Governance and Business Scenarios Centre, ISPI; Karim El Aynaoui, Managing Director, Policy Center for the New South; Mohammed Loulichki, Senior Fellow, Policy Center for the New South; former Permanent Representative to the United Nations in Geneva and New York; Obiageli Ezekwesili, Director, AEDPI; Idayat Hassan, Director, Center for Democracy and Development; Karin von Hippel, Director-General, RUSI; Jonathan Eyal, Associate Director, Strategic Research Partnerships, RUSI.
11 July – THE CHALLENGES OF CYBERSECURITY: DISASSOCIATING RISKS FROM OPPORTUNITIES FOR INTERNATIONAL POLICY

With Marc Hecker, Director of Publications & Research Fellow, Ifri (Paris); Mohammed Loulichki, Senior Fellow, Policy Center for the New South (Morocco); Stephanie Hare, Independent Researcher and Broadcaster (London); Kevin Signé, Information Security Expert & Managing Partner, LMPS Group (Rabat); Patryk Pawlak, Executive Officer, EUISS (Brussels); Isabel Skierka, Research Analyst and Advisor, Digital Society Institute, ESMT (Berlin); Joan Ali Beri, Lecturer on Cyber Criminality, University of Buea and ENAM, Expert in Cyber Security and Cyber Criminality (Douala); Alfredo Valladão, Senior Fellow, Policy Center for the New South (Rabat); Megan Lamberth, Research Assistant, Technology and National Security Program, Center for a New American Security (Washington DC); Lucien Castex, Secretary-General, Internet Society France Chapter (Paris); Jan-Peter Kleinhans, Project Director Security in the Internet of Things, Stiftung Neue Verantwortung (Berlin); Jean-Christophe Noël, Associate Fellow, Security Studies Center, Ifri (Paris); Julien Nocetti, Research Fellow, Ifri (Paris); Jean-Luc Vuillemin, Executive VP International Networks, Infrastructures & Services, Orange (Paris); Camille Morel, PhD Candidate, IRSEM (Paris); Clément Jeanneau, Cofounder, Blockchain Partner (Paris); Réda Berrehili, Founder, Ki Foundation (Paris); Douglas Gichuki, Scholar in Information Law and Technology, Strathmore Law School and University of Cape Town; Alice Ekman, Head of China Research, Ifri (Paris).

16 November – THE PERSPECTIVES OF RAMSES 2020, Rabat

With Thierry de Montbrial, Founder and Executive Chairman, Ifri
Created at the end of 2007, the African Studies Center aims to produce detailed and qualitative analysis of the African continent, tracking its transversal dynamics and analysing 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-society 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 towards traditional and emerging partners; governance and geopolitics of the mining sector; security issues, particularly in the Sahel and Great Lakes; and trafficking.

TEAM
Alain Antil, Director, African Studies Center
Areas of expertise: Mauritania, Sahel, West Africa, security and terrorism, trafficking.
Clélie Nallet, Research Fellow
Areas of expertise: Ethiopia, East Africa, socio-economic changes, cities, middle classes.
Victor Magnani, Project Manager
Areas of expertise: South Africa, Southern Africa, political parties, elections.

DIGITAL PUBLICATIONS

Reports
Emmanuel Macron and Africa. The vision and the legacy, François Gaulme, January 2019.

Policy Papers
The province of South Kivu: an unknown multidimensional battlefield, Jean Battory, Thierry Vircoulon, February 2019.

South Africa: political and economic challenges of agrarian and land reforms, Cécile Perrot, March 2019.

Changes in the mining sector in Burundi: from development to capture, Thierry Vircoulon, April 2019.


From popular to holy. The sacralisation of the Presidential figure in Burundi, Lior Fagnots, September 2019.

The anglophone conflict in Cameroon. A dialogue without partners, Cynthia Petrigh, October 2019.


Conflict and trade transformations in the Central African Republic, Mathilde Tarif, November 2019.

Editorials

L’Afrique en questions


Dakar: who’s running the city? Tensions between the municipality and the Senegalese central state over the management of street vending, Gabriella Tanvé, n° 48, April 2019.

Tunisia’s African policy: between opportunism and untapped opportunities, Benjamin Augé, n° 49, July 2019.


Contributions to Politique étrangère


Contributions and articles outside of Ifri


AFRIQUE DÉCRYPTAGES BLOG: HTTPS://AFRIQUEDECRYPTAGES.WORDPRESS.COM/

(28 BLOG POSTS AND 21,900 PAGE VISITS IN 2018).
The blog, launched in February 2014, provides readers with original content, short summaries of some of our publications and seminars, as well as book reviews, the analyses of guest researchers, and videos. Some sixty posts are currently available on Afrique Décryptages.

DEBATES

21 February – POLITICAL AND ECONOMIC RECONFIGURATIONS UNDER ABIY AHMED IN ETHIOPIA
With René Lefort, Journalist and independent Researcher; Merera Gudina, Professor at the University of Addis Ababa, leader of the opposition party, Oromo People’s Congress; Mehdi Labzaé, Research Fellow, Paris 1 Panthéon-Sorbonne University; Olivier Poujade, President of EAGate Holdings SAS and co-Founder of East Africa Gate, Vice-President of the French Business Club in Ethiopia; Edegilign Hailu Woldegebrael, Research Fellow, Paris-Nanterre University; Sabine Planel, Research Fellow, Institute of Research for Development, Institute of African Worlds.
Moderator: Clélie Nallet, Research Fellow, African Studies Center, Ifri

7 June – WHAT IS THE STATE OF DEMOCRACY IN AFRICA?
With Greg Mills, Director, Brenthurst Foundation; Tendai Biti, former Minister of Finance, Zimbabwe; Thierry Vircoulon, Associate Research Fellow, African Studies Center, Ifri; Olusegun Obasanjo, former President of Nigeria.
Moderator: Alain Antil, Director, African Studies Center, Ifri

17 October – AFRICA IN INTERNATIONAL RELATIONS
Conference cycle for Ifri’s 40th anniversary
With Benjamin Augé, Associate Research Fellow, African Studies Center, Ifri; François Gaulme, Associate Research Fellow, African Studies Center, Ifri; Joan Tilouine, Journalist, Le Monde; Thierry Vircoulon, Associate Research Fellow, African Studies Center, Ifri.
Moderator: Alain Antil, Director, African Studies Center, Ifri

29 November – A LOOK AT THE GABON CRISIS
With Axel Augé, Lecturer, Rennes 2 University, seconded to the schools of Saint-Cyr Coëtquidan; Jean du Bois de Gaudusson, Professor of Law; Delphine Lecoutre, independent Researcher; Douglas Yates, Associate Professor, Cergy-Pontoise University.
Moderator: François Gaulme, Associate Research Fellow, African Studies Center, Ifri
THE ELECTION OF THE POPULIST DONALD TRUMP TO THE WHITE HOUSE IN NOVEMBER 2016 SHOWS TO WHAT EXTENT AN ANALYSIS AND FOLLOW-UP OF THE AMERICAN POLITICAL LANDSCAPE IS NECESSARY — EVEN MORE SO IN LIGHT OF THE FACT THAT THE VICTORY OF SUCH AN UNUSUAL POLITICIAN RESONATES WITH SIMILAR EVENTS IN EUROPE AND THROUGHOUT THE WORLD. CREATED IN 2000, THE UNITED STATES PROGRAM SEEKS TO UNDERSTAND AMERICAN CULTURE AND POLICY FROM THE INSIDE. IT ALSO ANALyzES CHANGES IN THE COUNTRY’S DIPLOMACY AND FOREIGN AND DEFENSE POLICIES. FINALLY, IT PLAYs AN IMPORTANT ROLE IN MAINTAINING A STRONG TRANSATLANTIC RELATIONSHIP, PRODUCING AND DISSEMINATING ANALYSIS ON THE UNITED STATES THROUGHOUT FRANCE AND EUROPE, AND REGULARLY ORGANIZING EVENTS AND MEETING OPPORTUNITIES WITH AMERICAN RESEARCHERS AND OFFICIALS.


TEAM
Laurence Nardon, Research Fellow, Head of the United States Program
Areas of expertise: History of political ideas in the United States, American foreign policy and transatlantic relations, trade policy of the Trump administration.

DIGITAL PUBLICATIONS
Policy Papers
Potomac Papers


Editorials

Chroniques américaines

The search for scapegoats in the repression of economic crime, a structural flaw of the American model, Laurent Cohen-Tangui, June 2019.


Contributions and articles outside of Ifri


Trump 2020: The President’s inner circle, Laurence Nardon, Politique internationale, n° 164, July 2019.

Trump, the media, and public opinion, Laurence Nardon, Questions internationales, n° 98, August 2019.

How can the Democratic party be rebuilt? Laurence Nardon, Etudes, n° 10, October 2019

DEBATES

7 February – THE UNITED STATES RETURNS TO THE MOON
With John Logsdon, former member of the NASA Advisory Council, Advisor for the United States space program
Moderator: Laurence Nardon, Head, North America Program, Ifri; Xavier Pasco, Director, Foundation for Strategic Research

4 November – THE AMERICAN ECONOMY IN 2020: CHALLENGES AND OPPORTUNITIES
Conference cycle for Ifri’s 40th anniversary
With Patrick Lenain, Assistant Director, Head of the Economics Department, OECD; Roland Lescure, Member of the French National Assembly for the First Overseas Constituency, President of the Economic Affairs Commission; Laurence Nardon, Head, North America Program, Ifri.
Moderator: Marc Semo, Journalist in charge of the Diplomacy section, Le Monde

6 December – ONE YEAR BEFORE THE 2020 ELECTIONS
With Eric-André Martin, Project Manager for the Director, Ifri; Éléonore Peyrat, Head of the Financial Crime and International Sanctions Office, General Directorate of the Treasury, Ministry of the Economy and Finance; Marie de Saint-Chéron, Director of European Affairs, Safran; Marion Leblanc-Wohrer, Research Fellow; John Zogby, Senior Partner, John Zogby Strategies LLC and founder, The Zogby Poll; Sébastien Mort, Lecturer in United States History and Society, Lorraine University (Metz); Adam Nossiter, Paris Bureau Director, New York Times; Laure Mandeville, Senior Reporter, Le Figaro; Gordon Adams, Professor Emeritus in International Relations, School of International Service, American University; Michael Lind, Guest Professor, Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin; Manuel Lafont Rapnouil, Head, ECFR Paris, Senior Policy Fellow; Laurence Nardon, Head, North America Program, Ifri.
TOPICAL UNITS

Security Studies Center/Defense Research Unit

The Security Studies Center, in keeping with the values vested in IFRI upon its foundation, provides public and private decision-makers and the general public with the keys to understanding power balances and current and future modes of conflict. Today, France is exposed to a spectrum of increased threats ranging from terrorism to the emerging risk of major war. This perspective requires renewed reflection, as much on the strategies of conflict prevention (fighting radicalization, non-proliferation, arms control, deterrence…) as on the modalities required to strengthen the budget and capacity-related power of the military apparatus. This national goal requires the redesigning of partnerships with an eye towards creating European strategic autonomy. Through its positioning at the intersection of policy and operations, the credibility of its civilian-military team, and the wide distribution of its publications in French and English, the Security Studies Center is unique among French think tanks as a source of research and influence on national and international defence debates.

TEAM

Corentin Brustlein, Research Fellow, Director of the Security Studies Center
Areas of expertise: Nuclear deterrence and proliferation, transformation of armies, American and French defense policies, antimissile defence, air power.

Serge Caplain (until July 2019), Lieutenant-Colonel, Military, Research Fellow at the Defense Research Unit
Areas of expertise: command, military doctrine, tactical and operative analysis.

Jean-Baptiste Florant (from September 2019), French Navy officer, detached frigate captain, Research Fellow, Defense Research Unit
Areas of expertise: cyberwar; information war; Middle East.

Marc Hecker, Research Fellow, Security Studies Center, Director of Publications, Editor in Chief, Politique étrangère
Areas of expertise: terrorism, asymmetrical conflicts, wartime communication.

Aline Lebœuf, Research Fellow, Security Studies Center, Defense Research Unit
Areas of expertise: changes in world conflicts, stabilization and post-conflict reconstruction, African conflicts.

Morgan Paglia, Research Fellow, Security Studies Center, Defense Research Unit
Areas of expertise: American strategic debate, military interventions and foreign operations, coercive diplomacy, strategic competition between the great powers.

Michel Pesqueur (from September 2019), Army Officer, seconded Colonel, Research Fellow, Defense Research Unit (LRD)
Areas of expertise: foresight and military doctrine; tactical and operational analysis.

Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit
DIGITAL PUBLICATIONS

Reports

**Focus stratégique**


Different perspectives on electronic warfare, *Olivier Letertre, Patrick Justel, Romain Lechâble, Stéphane Dosse*, n° 90, July 2019.


Mutual Reinforcement: CSDP and NATO in the Face of Rising Challenges, *Corentin Brustlein (ed.)*, n° 93, October 2019.

**Proliferation Papers**


Editorials


Contributions and articles outside of Ifri

The future battle space. What role will linearity play? What will be the consequences for joint maneuvers? *Corentin Brustlein, Morgan Paglia* and *Elie Tenenbaum* (with *Philippe Gros* and *Vincent Tourret*), FRS/Ifri, Observatoire des conflits futurs, January 2019.


American nuclear deterrence and the return of strategic competition, Corentin Brustlein, Politique américaine, n° 33, 2019/2, September 2019.

The United States challenged by irregular wars, Elie Tenenbaum, Politique américaine, n° 33, 2019/2, September 2019.


Who are the jihadists in France? in Etats de la radicalisation, Marc Hecker, Paris, Seuil, October 2019.


DEBATES

7 January – MADMEN AND NUCLEAR WEAPONS: THE PSYCHOLOGY OF NUCLEAR THREATS IN THE 21ST CENTURY
With Robert Jervis, Professor, Columbia University, New York
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

17 January – ANNUAL STUDY DAY
Future Conflicts Observatory
With Xavier Pasco, Director, FRS; Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD); Marc Hecker, Director of Publications, Research Fellow, Ifri; Philippe Gros, Research Associate, FRS; Corentin Brustlein, Director, Security Studies Center, Ifri; Vincent Tourret, Researcher, FRS; Marc Julienne, Associate Research Fellow, FRS; Nicole Vilboux, Associate Research Fellow, FRS.

22 January – THE ARMY’S STRATEGIC OFFER
Brown Bag Seminar Series
With General Jean-Pierre Bosser, Chief of Staff of the French Army; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Elie Tenenbaum, Research Fellow, Security Studies Center, Ifri, Coordinator of the Defense Research Unit.
Moderator: Thomas Gomart, Director, Ifri

8 February – DEFENSE STRATEGIES AND CAPACITY ISSUES: THE CASES OF CHINA, INDIA AND BRAZIL
Future Conflicts Observatory
With Antoine Bondaz, Research Fellow, FRS; Gilles Boquérat, Research Fellow, FRS; Philippe Gros, Research Fellow, FRS; Nathalie Ruffié, Research Fellow, FRS.
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

13 February – THE INDO-PACIFIC: SHARING PERSPECTIVES FROM FRANCE AND AUSTRALIA
Brown Bag Seminar Series
With Michael Fullilove, Executive Director of the Lowy Institute; Philippe Errera, Director of Strategic Affairs, Security and Disarmament of the Ministry of Europe and Foreign Affairs, France; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion.
Moderator: Thomas Gomart, Director, Ifri

11 March – FORCES OF PRESENCE AND SOVEREIGNTY: FROM TERRITORY PROTECTION TO PRE-POSITIONING
Seminar du Defense Research Unit (LRD)
With Colonel Alain Vidal, Staff Officer for Overseas Territories and Foreign Affairs; Admiral Olivier Coupry, Inspection of Armed Forces; Colonel Vincent Breton, Deputy to the Deputy General for overseas and foreign affairs (GALOME).
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)

28 March – DEFENSE INNOVATION: MODELS, LESSONS AND CHALLENGES
Seminar of the Defense Research Unit (LRD)
With Lieutenant Colonel Julien Vasseau, program officer in the Army Technical Section; Emmanuel Tonnegliere, Grouping of land and AirLand defense and security industries; Colonel Erwan Rolland, sub-chieftaincy capacity consistency, Army Staff;
30 April – MULTI-DOMAIN SYNERGY
Future Conflicts Observatory
With Philippe Gros, senior Research Fellow at the Foundation for Strategic Research
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)

14 May – THE PLACE OF THE UNITED STATES IN FRANCE’S FOREIGN POLICY
Brown Bag Seminar Series
WITH Gérard Araud, French Ambassador; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Laurence Nardon, Head, North America Program, Ifri.
Moderator: Thomas Gomart, Director, Ifri

15 May – IRANIAN POWER: FROM ASYMMETRICAL COMBAT TO HIGH-INTENSITY CAPACITY
Seminar of the Defense Research Unit (LRD)
With Nader Uskowi, Associate Research Fellow, Atlantic Council
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)

16 May – THE FRENCH AND BRITISH NAVIES FACING WORLD NAVAL COMPETITION
Brown Bag Seminar Series
With Admiral Christophe Prazuck, Navy Chief of Staff; Admiral Philip Jones, First Sea Lord of the Royal Navy; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Corentin Brustlein, Director, Security Studies Center, Ifri.
Moderator: Thomas Gomart, Director, Ifri

7 June – ELIMINATING WMD PROGRAMS: LESSONS LEARNED FOR FUTURE EFFORTS
With Rebecca Hersman, Director, Project on Nuclear Issues, Center for Strategic and International Studies; Patrick Terrell, Deputy Director, Center for the Study of Weapons of Mass Destruction, National Defense University.
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

12 June – TERRORISM: STATE OF THE THREAT
Brown Bag Seminar Series
WITH Pierre de Bousquet de Florian, Head of the French National Centre for Counter-Terrorism; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Marc Hecker, Research Fellow, Security Studies Center, Ifri, Director of Publications, Ifri, Editor in Chief, Politique étrangère.
Moderator: Thomas Gomart, Director, Ifri

27 June – GEOPOLITICS AND JIHADISM
Conference day organized for the benefit of the Ministry of Justice
With Marc Hecker, Research Fellow, Security Studies Center, Ifri; Christophe Bertossi, Director, Center for Migration and Citizenship, Ifri; Alain Antil, Director, African Studies Center, Ifri; Elie Tenenbaum, Coordinator of the Defense Research Unit (LRD), Ifri.
Moderator: Marc Hecker, Research Fellow, Security Studies Center, Ifri

2 July – TURKEY’S MILITARY EMERGENCE UP TO 2035
Future Conflicts Observatory
With Nathalie Ruffié, Research Fellow, FRS; Vincent Tourret, Research Fellow, FRS.
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)

September – THE INDIAN ARMED FORCES FACING THE CHALLENGE OF MODERNIZATION
With Laxman Kumar Behera, Research Fellow, Institute for Defence Studies and Analyses (IDSA); Isabelle Saint-Mézard, Associate Research Fellow, Center for Asian Studies, Ifri.
Moderator: Aline Leboeuf, Research Fellow, Security Studies Center, Ifri

24 September – THE IMPACT OF FOREIGN OPERATIONS ON FRENCH SECURITY POLICY
Brown Bag Seminar Series
WITH General Grégoire de Saint-Quentin, Deputy Operations Chief of Staff of the Army; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Corentin Brustlein, Director, Security Studies Center, Ifri.
Moderator: Thomas Gomart, Director, Ifri

1 October – THE CAPACITY AND OPERATIONAL STRATEGIES OF IRANIAN PROXIES IN THE MIDDLE EAST
Future Conflicts Observatory
With Morgan Paglia, Research Fellow, Security Studies Center, Ifri; Vincent Tourret, Research Fellow, FRS.
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)

9 October – THE CRISIS OVER THE JCPOA AND THE FUTURE OF IRAN’S STRATEGY
With Dina Esfandiary, Research Fellow, Belfer Center for Science and International Affairs, Harvard University
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

15 October – AEROSPACE POWER: RISKS AND OPPORTUNITIES
Brown Bag Seminar Series
With General Philippe Lavigne, Chief of Staff of the French Air Force; Jean-Dominique Merchet, Journalist, specialist on defense issues, L’Opinion; Corentin Brustlein, Director, Security Studies Center, Ifri.
Moderator: Thomas Gomart, Director, Ifri

In partnership with the Foundation for Strategic Research (FRS)
With Admiral (2S) Charles-Edouard de Coriolis, former Military Representative of France to the EU and NATO, former Chief of the Strategic Oceanic Force (FOST).
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

12 November – PASSIVE DEFENSE CAPABILITIES IN CURRENT AND FUTURE OPERATIONS
Future Conflicts Observatory
With Nathalie Ruffié, Research Fellow, FRS; Vincent Tourret, Research Fellow, FRS; Philippe Gros, Senior Research Fellow, FRS.

13 November – RUSSIAN NUCLEAR FORCE POSTURE’S PRESENT AND FUTURE
With Thomas C. Moore, independent consultant and former expert for the United States Senate.
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

3 December – DEBATING STRATEGIC AUTONOMY AS A EUROPEAN AMBITION
With Eva Hagström Frisell, Deputy Research Director, Totalförsvarets forskningsinstitut (FOI); Marek Kret, Head of Policy, Polish Embassy in France; Olivier Landour, Director of the Europe, North America and Multilateral Action Service, Directorate General for International Relations and Strategy, Ministry of the Armed Forces; Tony Lawrence, Research Fellow, International Center for Defense Studies (ICDS); Frédéric Mauro, lawyer at the Brussels Bar, Associate Research Fellow at the Institute of International and Strategic Relations; Magnus Petersson, Professor of Modern History, Norwegian Institute for Defence Studies (IFS); Ester Sabatino, Research Fellow, Istituto Affari Internazionali; Luis Simon, Senior Analyst, Real Instituto Elcano; Dick Zandee, Head Security Unit, Clingendael Institute.
Moderator: Corentin Brustlein, Director, Security Studies Center, Ifri

18 December – RUSSIA’S STRATEGY IN THE EASTERN MEDITERRANEAN
Future Conflicts Observatory
With Isabelle Facon, Deputy Director, FRS
Moderator: Elie Tenenbaum, Research Fellow, Security Studies Center, Coordinator of the Defense Research Unit (LRD)
The Center for Energy and Climate aims to inform public and private decision-makers about geopolitical developments in global energy markets and analyze their economic, political and environmental implications, as well as their effects on European policy. The center’s work focuses on subjects such as the geopolitics of fossil fuel, European energy policies, the electricity sector, climate policies, and energy transitioning.

TEAM
Marc-Antoine Eyl-Mazzea, Director, Center for Energy and Climate
Areas of expertise: Oil and gas, Russia, Ukraine, Sub-Saharan Africa, the European Union.
Carole Mathieu, EU energy and climate policy head, Center for Energy and Climate
Areas of expertise: Climate change governance, European energy policy, electricity markets, France.
Hugo Le Picard, Research Fellow
Areas of expertise: Energy saving, access to electricity, Sub-Saharan Africa, environment.
Olivier Appert, Advisor
Cécile Maisonneuve, Advisor
Cécile de Cordier, Assistant

DIGITAL PUBLICATIONS

Reports


Biogas and Biomethane in Europe: Lessons from Denmark, Germany and Italy, Marc-Antoine Eyl-Mazzea, Carole Mathieu (eds.), April 2019.


Small modular reactors around the world: geopolitical, technological, industrial and energy perspectives, Charles Merlin, May 2019.


Offshore Wind Power Floating in its Industrial and Technological Dimension, Michel Cruciani, July 2019.


Editorials

Edito Énergie


Russia-Ukraine Gas Relations: The Mother of All Crises or a New Start to 2030? Marc-Antoine Eyl-Mazzega, April 2019.

The European Battery Alliance is Moving up a Gear, Carole Mathieu, May 2019.


(De)globalisation of International Plastic Waste Trade: Stake at Play and Perspectives, Eugénie Joltreau, September 2019.

China’s Ambiguous Positions on Climate and Coal, Marc Velinski, September 2019.

The war on carbon: five priorities for the European Green Deal, Marc-Antoine Eyl-Mazzega, Carole Mathieu, October 2019.


Contributions and articles outside of Ifri


DEBATES

24 January – GEOPOLITICS OF ENERGY TRANSITION: WHAT STRATEGIES FOR CRITICAL METALS?

With Marc-Antoine Eyl-Mazzega, Director, Centre for Energy and Climate, Ifri; John Seaman, Research Fellow, Center for Asian Studies, Ifri; Raphaël Danino-Perraud, Doctoral Student, BRGM; Mikaa Mered, Professor of Geopolitics of the Arctic and polar areas, ILERI; Nicolas Mazzucchi, Research Fellow, FRS; Commodore Mike Deeks, government of Western Australia; Emmanuel Hache, Economist, IFPEN; Pierre-Alain Gautier, Director of Corporate Strategy, Eramet Group; Benjamin Nénot, Senior Consultant, Synergy; Claude Chanson, Director General, Association RECHANGE; Catherine Girard, raw materials and energy expert, Renault; Olivier Appert, Advisor, Center for Energy and Climate; Maité Le Gleuher, Mineral intelligence unit, BRGM; Cécile Pelaudeix, Associate Research Fellow, Laboratoire PACTE-Sciences Po; Fabrice Stassin, European public affairs, Umicore; Rémi Galin, Head of the Water and Biodiversity Department, MTES; Patrice Millet, Project Manager, Resource and raw material efficiency, European Commission.
30 January – CHINA’S ENERGY POLICIES IN THE ERA OF TRUMP
With Kevin TU, China Program Manager, IEA; John Seaman, Research Fellow, Center for Asian Studies, Ifri; Marc-Antoine Eyl-Mazega, Director, Centre for Energy and Climate, Ifri.

28 March – A NEW ROLE FOR GAS IN THE EUROPEAN ENERGY TRANSITION, Brussels
Ifri Energy Breakfast Roundtables
With Martin Jahan de Lestang, Managing Director, Global Business line gas and power networks, Engie; Morten Johansen, Economist, Fremsyn; Domenico Maggi, Head of the European Affairs Office, Snam; Bartek Gurba, Team Lead, Wholesale markets, electricity and gas, DG ENER, European Commission; Johannes Trüby, Director, Economic Advisory, Energy & Regulation, Deloitte.
Moderator: Marc-Antoine Eyl-Mazega, Director, Centre for Energy and Climate, Ifri.

24 April – SHIFTING PARADIGMS FOR GAS IN THE EUROPEAN ENERGY TRANSITION, Brussels
Ifri Energy Breakfast Roundtables
With Martin Jahan de Lestang, Managing Director, Global Business line gas and power networks, Engie; Morten Johansen, Economist, Fremsyn; Domenico Maggi, Head of EU Affairs, Snam; Bartek Gurba, Team Leader, DG Energy, Unit B2 – Wholesale markets, electricity & gas, European Commission; Johannes Trüby, Director, Economic Advisory, Energy & Regulation, Deloitte; Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri.

10 May – G2030: CHINA
With David Benazeraf, China project manager, IEA; Thibaut Voïta, Associate Research Fellow, Centre for Energy and Climate, Ifri; Françoise Nicolas, Director, Center for Asian Studies, Ifri; Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri.

6 June – CLOSURE OF NUCLEAR AND COAL CAPACITIES IN THE NORTH-WESTERN REGION OF CONTINENTAL EUROPE: ENSURING SECURITY OF SUPPLY BEYOND 2022, Brussels
Ifri Energy Breakfast Roundtables
With Andreas Ehrenmann, Segment Director, Tractebel, Engie; Nancy Mahieu, Director General, Belgian Ministry of Energy; Thomas Veyrenc, Head of Strategy and Planning, RTE; Marc Bussieras, Director of Strategy and Outlook, EDF; André Poschmann, Head of European Electricity Policy and Market Integration, German Ministry of Economy and Energy (BMWi); Timm Kraegenow, Director of European Affairs, TenneT; Oliver Koch, Deputy Head of the Electricity and Gas Markets Unit, DG Energy, European Commission.
Moderator: Carole Mathieu, EU energy and climate policy head, Center for Energy and Climate, Ifri.

12 June – BREAKFAST DEBATE WITH TAREK AL MOLLA, MINISTER OF OIL AND MINING RESOURCES OF EGYPT
With Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Thomas Gomart, Director, Ifri.

10 July – THE CHINESE CIVIL NUCLEAR STRATEGY
With Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri; Kevin Tu, Fellow, SIPA Columbia Center on Global Energy Policy (Beijing), former head of the China office at IEA; Dominique Vignon, member of the Académie des technologies, former CEO of Framatome; Olivier Appert, Special Advisor, Center for Energy and Climate, Ifri.

11 July – OVERVIEW OF EUROPEAN ELECTIONS AND PERSPECTIVES FOR THE ENERGY TRANSITION
With Carole Mathieu, EU energy and climate policy head, Center for Energy and Climate, Ifri; Jérémie Zeitoun, energy policy advisor (Les Verts - AL), European Parliament; Alexis Prokopiev, former coordinator of LaREM at the National Assembly, founder of Russie-Libertés; Hans Stark, Secretary General, Study Committee on Franco-German Relations (Cerfa), Ifri; Antoine Guillou, energy-climate manager, Terra Nova; Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri.

10 October – BATTERIES: WHAT BIG CHALLENGES FOR TODAY AND TOMORROW? AccorHotels Arena, Paris
In partnership with BPIfrance
With Pierre-Alain Gautier, Director of Corporate Strategy, Eramet Group; Marianne Chami, Head of Storage, Strategy Department, CEA Liten; Clémence Siret, Head, Eco-conception, SAFT; Eric Mevellec, Director General, DREEV; Raphaël Danino-Perraud, doctoral student, Geological and Mineral Resources Office (BRGM).
Moderator: Carole Mathieu, EU energy and climate policy head, Center for Energy and Climate, Ifri.

24 October – UKRAINE ENERGY SECTOR REFORMS AND PERSPECTIVES POST 2020
With Pavel Klimkin, former Minister of Foreign Affairs of Ukraine; Olena Pavlenko, President, DiXi Group; Oleksandr Kharchenko, Senior Energy Advisor, National Security and Defense Council of Ukraine; Vadym Glamazdin, Head of Government Relations, Naftogaz; Olivier Appert, Senior Advisor, Center for Energy & Climate, Ifri; Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri.
8 November – G2030: INDIA
With Sylvia Beyer, Country Desk Officer, IEA; Navroz K. Dubash, Professor, Center for Policy Research; Isabelle Saint-Mézard, Associate Research Fellow, Center for Asian Studies, Ifri; Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri.

20 November – PRESENTATION OF THE WORLD ENERGY OUTLOOK 2019, Sciences Po, Paris
In partnership with PSIA Sciences Po
With Tim Gould, Head of the Energy Supply Division, International Energy Agency (IEA); Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri; François Kaladiyan, IFP Energies Nouvelles; Denis Florin, Sciences Po Alumni Energy, Infrastructures and Mobilities Group; Enrico Letta, Dean of PSIA; Giacomo Luciani, Scientific Advisor of the Master in International Energy, PSIA.

21 November – AN EU INDUSTRIAL STRATEGY TOWARDS CLIMATE-NEUTRALITY, Brussels
Ifri Energy Breakfast Roundtables
With Juho Korteniemi, Ministry of Economic Affairs and Employment of Finland; Hans van Steen, Director, DG Energy, European Commission; Bertrand Picard, Founder and Chairman, Solar Impulse Foundation; Marc Nézet, Senior Vice-President Innovation, Schneider Electric; Giles Dickson, CEO, WindEurope; Jean-Baptiste Pernot, Board Member, SAFT Batteries; Benjamin Denis, Policy Advisor, IndustriALL European Trade Union; Walburga Hemetsberger, CEO, Solar Power Europe; Ewelina Wójcik, Director, Regional Office of Silesia Voivodeship in Brussels; Dirk Vansintjan, CEO, RESCoop.EU; Carole Mathieu, Research Fellow, Center for Energy and Climate, Ifri; Gwénoëlé Cozigou, Director Industrial Transformation and Advanced Value Chains, DG GROW, European Commission; Verena Fennemann, Director of EU office, Fraunhofer; Emilie Alberola, Director of Research & Innovation, EcoAct; Vincent Thouvenin, Director European Affairs, RTE; Øyvind Vessla, Head of European Affairs, Ørsted; Guy Ethier, SVP Environment, Health & Safety, Umicore; Cédric Philibert, Associate Fellow, Ifri; Jochen Hierl, Principal Advisor, European Investment Bank; Christophe Desrumaux, Partner Venture, Demeter; Christophe Hadjal, Head of Advisory & Business Development – Natural Ressources, Metals & Mining, Société Générale; Michel Matheu, Head of EU Strategy and Stakeholder Relations, EDF; Clive Pitt, CFO and board member, Allego; Diego Pavia, InnoEnergy; Pascal Canfin, Chair of ENVI committee, European Parliament.

27 November – THE EUROPEAN UNION AND THE CHALLENGE OF CARBON NEUTRALITY IN 2050: WHAT STRATEGIES AND TRAJECTORIES?
Conference cycle for Ifri’s 40th anniversary
With Carole Mathieu, EU energy and climate policy head, Center for Energy and Climate, Ifri; Emmanuel Tuchscherer, Director of European Affairs, ENGIE; François Dassa, Director of the Foresight and International Relations mission, EDF; Orith Azoulay, Managing Director, Global Head of Green & Sustainable Finance, Natixis; Claude Mandil, Chairman, Global CCS Institute.
Moderator: Marc-Antoine Eyl-Mazega, Director, Center for Energy and Climate, Ifri
Through the creation of the Center for Migration and Citizenship in 2011, Ifri sought to better structure French and European research on migration and new citizenship practices, key international relations issues in an increasingly interdependent world. The center offers fresh thinking on migration and diversity, using an innovative methodology that involves actors directly affected by these questions; institutions, decision-makers, NGOs, corporates, migrants and inhabitants of working-class neighborhoods are all participants, as well as beneficiaries, of the research carried out by the Center for Migration and Citizenship.

TEAM
Christophe Bertossi, Director, Center for Migration and Citizenship
*Areas of expertise:* Citizenship, multiculturalism, institutions, discrimination, migration policies, Muslims in Europe, migration and the private sector.
Matthieu Tardis, Research Fellow
*Areas of expertise:* Migratory policy and asylum in Europe, refugees and asylum seekers in the world, migration and the private sector.

DIGITAL PUBLICATIONS

Reports

*Another Story from the “Refugee Crisis”. Resettlement in Small Towns and Rural Areas in France*, Matthieu Tardis, July 2019.

Contributions to *Politique étrangère*

18 June – Is Citizen Engagement the Future of Refugee and Migrant Reception?
With Michel Rousseau, Tous migrants; Alice Barbe, Director, Singa; Pascal Godon, responsible for the refugee reception platform, Fédération de l’entraide protestante; Cécile Pierra Schiever, President, Kodiko; Alain Régnier, interministerial delegate for the reception and integration of refugees, Ministry of the Interior; Suzanne de Bellescize, Head of the Migrant Solidarity program, Fondation de France; Jean-Jacques Goron, Managing Director, BNP-Paribas Foundation; Eric Recoura, Director of International Affairs, City of Grenoble, Daniele Albanese, Head of migration policies and international protection, Caritas Italiana.

18 June – What Global Governance for Migration?
Conference cycle for Ifri’s 40th anniversary
With Najat Vallaud-Belkacem, Director General, Global Affairs, Ipsos, member of the Advisory Board for the Tent Partnership for Refugees; Juan Manuel Gomez Robledo, Ambassador of Mexico to France; Ahmad Awad Sakine, Ambassador, Head of the Permanent Mission of the African Union to the European Union; Aurélien Taché, National Assembly member for Val d’Oise; Renaud Girard, Reporter, international columnist, Le Figaro.
Moderator: Christophe Bertossi, Director, Center for Migration and Citizenship, Ifri

24 September – Responding to the Needs of Refugees and the Territories: Lessons from the Correzián Reception Model, Uzerche
With Frédéric Veau, prefect of Corrèze; Pierre Delmas, Director, Departmental Directorate of social cohesion and protection of the population; Matthieu Tardis, Research Fellow, Center for Migration and Citizenship, Ifri.

24 September – Welcoming Refugees Around the World: Are Small Towns Building the Model of Tomorrow?, Uzerche
With Céline Schmitt, public information manager, HCR France; Matthieu Tardis, Research Fellow, Center for Migration and Citizenship, Ifri; Jean-Paul Grador, Mayor, city of Uzerche.

26 November – Refugee and Migrant Participation: From Users’ Rights to Association Governance, Saint-Denis
With Sophie Bilong, Consultant; Nadine Camp, Consultant; Matthieu Tardis, Research Fellow, Center for Migration and Citizenship, Ifri; Christophe Bertossi, Director, Center for Migration and Citizenship, Ifri.
PUBLICATIONS IN 2019

BOOKS


POLITIQUE ÉTRANGÈRE


BOOKS PUBLISHED IN PARTNERSHIP WITH OR OUTSIDE OF IFRI


DIGITAL PUBLICATIONS FROM RESEARCH UNITS

REGIONAL UNITS

AFRICAN STUDIES CENTER

Reports

Emmanuel Macron and Africa. The vision and the legacy, François Gaulme, January 2019.

Policy Papers


The province of South Kivu: an unknown multidimensional battlefield, Jean Battory, Thierry Vircoulon, February 2019.


South Africa: political and economic challenges of agrarian and land reforms, Cécile Perrot, March 2019.

Changes in the mining sector in Burundi: from development to capture, Thierry Vircoulon, April 2019.


From popular to holy. The sacralisation of the Presidential figure in Burundi, Lior Fagnots, September 2019.

The anglophone conflict in Cameroon. A dialogue without partners, Cynthia Petrigh, October 2019.


Conflict and trade transformations in the Central African Republic, Mathilde Tarif, November 2019.
Editorials

*L’Afrique en questions*


Contributions to *Politique étrangère*


Contributions and articles outside of Ifri


**NORTH AMERICA PROGRAM**

Policy Papers

*Potomac Papers*


Editorials

*Chroniques américaines*


Contributions and articles outside of Ifri


Trump 2020: The President’s inner circle, Laurence Nardon, Politique internationale, n° 164, July 2019.

Trump, the media, and public opinion, Laurence Nardon, Questions internationales, n° 98, August 2019.

How can the Democratic party be rebuilt? Laurence Nardon, Etudes, n° 10, October 2019

CENTER FOR ASIAN STUDIES

Reports


Policy Papers

Asie.Visions


Seven Years of The 16+1: An Assessment of China’s ‘Multilateral Bilateralism’ in Central Europe, Justyna Szczudlik, n° 107, April 2019.


India’s Space Program – International Competition and Evolution, Rajeswari Pillai Rajagopal, n° 111, December 2019.

Editorials

Lettre du Centre Asie


70th anniversary of the People’s Republic of China: Beijing between celebrations and interrogations, Sophie Boisseau du Rocher, Eric André Martin, Françoise Nicolas, John Seaman, n° 78, October 2019.

Contributions and articles outside of Ifri

France and China's Belt and Road Initiative, Françoise Nicolas, ISPI Commentary, April 2019.


Japan in South East Asia: Looking for a Balanced Indo-Pacific, Céline Pajon, ISPI Commentary, December 2019.


STUDY COMMITTEE ON FRANCO-GERMAN RELATIONS (CERFA)

Policy Papers

Thirty years after the fall of the wall: German unity, Stephan Steinlein, November 2019.

Notes du Cerfa


Where is the SPD going? The German Social Democrats and the way out of crisis, Etienne Dubslaff, n° 147, May 2019.


Social Networks: The Fight Against Illegal Content in Germany, Frank Meixner, Pia Figge, n° 149, October 2019.

30 years after the fall of the Wall. A united Germany, a divided population, Hans Stark, n° 150, November 2019.


Editorials


The social dimension of European policy: a new domain of Franco-German responsibility, Groupe Daniel Vernet, September 2019.
Contributions to *Politique étrangère*


Contributions and articles outside of Ifri


**RUSSIA/NIS CENTER**

Reports
*Russie.Nei.Reports*


Policy Papers
*Russie.Nei.Visions*


Russia’s “Great Return” to Africa? *Arnaud Kalika*, n° 114, April 2019.


Contributions and articles outside of Ifri


The autocephaly of the Ukrainian Orthodox Church and its political consequences, Maxime Audinet, Tatiana Kastouéva-Jean, “Schisme, conflits et jeux de pouvoir en orthodoxie” section, Observatoire international du religieux, n° 27, March 2019.


Perceptions of Russia in the Middle East: The Impact of the War in Syria in La Russie dans le monde, Julien Nocetti, Paris, CNRS éditions, March 2019.


Envisioning Opportunities for U.S.-Russia Cooperation in and with Central Asia, Marlène Laruelle, Andrey Kortunov, RIAC, April 2019.

Turkey and Russia, in The Routledge Handbook of Turkish Politics, Pavel Baev, Routledge, May 2019.

How RT and Sputnik weave Moscow’s web abroad, Maxime Audinet, INA, La Revue des Médias, June 2019.

Russia in search of its “sovereign Internet”, Julien Nocetti, INA, La Revue des Médias, June 2019.

Is a ‘Reset’ Between France and Russia Needed and, If So, Is It Possible? Tatiana Kastouéva-Jean, Russia Matters, December 2019.

TURKEY/MIDDLE EAST PROGRAM

Reports


Contributions and articles outside of Ifri

A Protest Made in Algeria, Dalia Ghanem, Carnegie Middle East Center Commentary, April 2019.

The Shifting Foundations of Political Islam in Algeria, Dalia Ghanem, Carnegie Middle East Center Commentary, April 2019.


TOPICAL UNITS

CENTER FOR ENERGY AND CLIMATE

Reports


Biogas and Biomethane in Europe: Lessons from Denmark, Germany and Italy, Marc-Antoine Eyl-Mazzega, Carole Mathieu (eds.), April 2019.


Small modular reactors around the world: geopolitical, technological, industrial and energy perspectives, Charles Merlin, May 2019.


Offshore Wind Power Floating in its Industrial and Technological Dimension, Michel Cruciani, July 2019.


Editorials

Edito Energie


Russia-Ukraine Gas Relations: The Mother of All Crises or a New Start to 2030? Marc-Antoine Eyl-Mazzega, April 2019.

The European Battery Alliance is Moving up a Gear, Carole Mathieu, May 2019.


(De)globalisation of International Plastic Waste Trade: Stake at Play and Perspectives, Eugénie Joltreau, September 2019.

China’s Ambiguous Positions on Climate and Coal, Marc Velinski, September 2019.

The war on carbon: five priorities for the European Green Deal, Marc-Antoine Eyl-Mazzega, Carole Mathieu, October 2019.

Contributions and articles outside of Ifri


SECURITY STUDIES CENTER

Reports

Focus stratégique

What is the future of jihadism? Al-Qaeda and ISIS after the Caliphate, Marc Hecker, Elie Tenenbaum, n° 87, January 2019.


Operational command structures in the face of high-intensity threats, Serge Caplain, n° 89, June 2019.

Different perspectives on electronic warfare, Olivier Lébertre, Patrick Justel, Romain Lechâte, Stéphane Dosse, n° 90, July 2019.


No Longer a Middle Power: Australia’s Strategy in the 21st Century, Andrew Carr, n° 92, September 2019.

Mutual Reinforcement: CSDP and NATO in the Face of Rising Challenges, Corentin Brustlein (ed.), n° 93, October 2019.

Proliferation Papers


Editorials

Commanding the armies of tomorrow, Serge Caplain, July 2019.


Sub-Surface Competition in the Euro-Atlantic Area: The Challenge to Western Dominance, Lee Willett, October 2019.


Contributions and articles outside of Ifri

The future battle space. What role will linearity play? What will be the consequences for joint maneuvers? Corentin Brustlein, Morgan Paglia and Elie Tenenbaum (with Philippe Gros and Vincent Tourret), FRS/Ifri, Observatoire des conflits futurs, January 2019.


Five myths about denial of access, Corentin Brustlein, Cahiers de la Revue Défense Nationale, June 2019.


Who are the jihadists in France?, *in Etats de la radicalisation, Marc Hecker*, Paris, Seuil, October 2019.


**CENTER FOR MIGRATION AND CITIZENSHIP**

Reports

Another Story from the “Refugee Crisis”. Resettlement in Small Towns and Rural Areas in France, *Matthieu Tardis, July 2019.*

**Contribution à Politique étrangère**


**IFRI–POLICY CENTER FOR THE NEW SOUTH PARTNERSHIP**

Reports


Policy Papers


**DIGITAL PUBLICATIONS NOT ATTRIBUTED TO ONE RESEARCH UNIT**

Reports


Artificial intelligence and international policy. The impacts of a technological breakthrough, Julien Nocetti, November 2019.

Editorials

Assessing Europe’s Space Dependency and Its Implications, Guilhem Penent, June 2019.

Contributions to Politique étrangère


Contributions and articles outside of Ifri


Think Tank 7 – Recommendation note for the G7 presidency, Membres du T7, August 2019.


Ifri’s blogs

Blog Politiques étrangère
Ultima Ratio
Afrique décryptages
CONFERENCES AND DEBATES IN 2019

25 February  
AFTER ISIS, A NEW IRAQ  
With Barham Saleh, President of the Republic of Iraq  
Moderator: Thierry de Montbrial, Executive Chairman, Ifri, Member of the Académie des Sciences morales et politiques

18 March  
GEOPOLITICAL OVERVIEW - 2019  
With Thomas Gomart, Director, Ifri  
Moderator: Thierry de Montbrial, Executive Chairman, Ifri, Member of the Académie des Sciences morales et politiques

10 April  
THE FUTURE OF EUROPE IN THE CONTEXT OF SINO-AMERICAN COMPETITION, Sorbonne, Paris

With Gilles Pécout, Rector of the Ile-de-France region, Rector of the academy of Paris, Chancellor of the universities of Paris; Bruno Le Maire, Minister of the Economy and Finance; Thierry de Montbrial, Founder and Executive Chairman, Ifri; Franziska Brantner, Member of European Parliament, Bundestag; Jean-Louis Bourlanges, Deputy, Vice-President of the European Affairs Commission, National Assembly; Bernardino Leon, Director General of the Emirates Diplomatic Academy, former Special EU Representative for the Southern Mediterranean Region; Igor Yurgens, President of the Institute of Contemporary Development (Moscow); Christine Ockrent, Journalist and writer, producer of “Affaires étrangères” on France Culture; Louise Mushikwabo, Secretary General of Organisation internationale de la Francophonie, former Minister of Foreign Affairs, Rwanda; John Allen, President, Brookings Institution; Kishore Mahbubani, Senior Advisor and Professor in the Practice of Public Policy at the National University of Singapore; Sylvie Kauffmann, Editorial Director, Le Monde; Jean-Louis Gergorin, former Director of the Centre d’Analyse et Prévision, Ministry of Foreign Affairs; Thomas...
Gomart, Director, Ifri; Marc Hecker, Director of Publications, Ifri; Thomas Bagger, Diplomatic Advisor to the President, Germany; Robin Niblett, Director, Chatham House; Daniela Schwarzer, Director, DGAP; Bassma Kodmani, Director of the Arab Reform Initiative; Jean-Paul Agon, Chairman and CEO of l’Oréal; Patrick Pouyanné, Chairman and CEO, Total; Julian King, European Commissioner for the Security Union; Jean-Marie Guéhenno, former Deputy Secretary General of the United Nations; Wolfgang Ischinger, President, Munich Security Conference; Nathalie Tocci, Special Advisor to the High Representative of the European Union for Foreign Affairs and Security Policy; Hubert Védrine, former Minister of Foreign Affairs; Nicole Gnesotto, President, IHEDN; Jean-Yves Le Drian, Minister for Europe and Foreign Affairs.

18 September  A WORLD WITHOUT A COMPASS?
Presentation of RAMSES 2020
With Dominique David, Advisor to the Executive Chairman, Ifri, co-Director of RAMSES; Olivier Dabène, University Professor, Research Fellow, Observatoire politique de l’Amérique latine et des Caraïbes (OPALC); Eric André Martin, Project Manager for the Director, Ifri; Morgan Paglia, Research Fellow, Security Studies Center, Ifri; Thierry de Montbrial, Executive Chairman and Founder, Ifri, Member of the Académie des Sciences morales et politiques; François Clemenceau, editor-in-chief, international columnist, Le Journal du Dimanche.

12-14 October  12TH EDITION OF THE WORLD POLICY CONFERENCE, Marrakesh
Thierry de Montbrial, Executive Chairman and Founder, Ifri, Member of the Académie des Sciences morales et politiques

With Andreï Gratchev, Political Scientist, former Advisor and spokesperson for Mikhail Gorbachev; Hubert Védrine, former Minister of Foreign Affairs; Daniela Schwarzer, Director, German Council on Foreign Relations (DGAP); Yoichi Suzuki, Adjunct Fellow, Japan Institute of International Affairs (JIIA), Former Japanese Ambassador to Singapore and France. 
Moderator: Thomas Gomart, Director, Ifri

2 December  HAS THE WORLD GONE CRAZY? BPI, Centre Pompidou
With Nicole Gnesotto, holder of the chair on the European Union, Centre national des arts et métiers (CNAM); Thomas Gomart, Director, Ifri.
Financial Annex
## Accounts - 31 December 2019

<table>
<thead>
<tr>
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<td>Books</td>
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<td>General travel and meetings</td>
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<td>Postage and telephone</td>
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<td>Other management fees</td>
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<td>Taxes on salaries</td>
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<td>Other taxes</td>
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<td>Exceptional expenditures</td>
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<td>6 783 324</td>
<td>6 721 839</td>
<td>6 152 329</td>
<td>6 783 324</td>
<td>6 721 839</td>
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- Subsidies
- Private funding
- Donations and membership
- Publications
- Program and contract fund
- Other income
### Balance sheet - 31 December 2019

<table>
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<tr>
<th><strong>ASSETS</strong></th>
<th><strong>LIABILITIES</strong></th>
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<td>Office equipment, furniture, computer hardware</td>
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<td>Fixed assets in progress</td>
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<td>Deposits</td>
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<td>Loans</td>
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<td>Other investments</td>
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<tr>
<td><strong>CURRENT ASSETS</strong></td>
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<td>Inventories</td>
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<td>Other debtors/pre-payments</td>
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<tr>
<td>Receivables and related accounts</td>
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<td>Other assets</td>
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<td>Investment securities</td>
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<td>Bank balances</td>
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<td>Accrued income</td>
<td>135,284</td>
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<td><strong>SUPPLIER DEBTS AND ACCOUNTS PAYABLE</strong></td>
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<tr>
<td>Accounts payable and other liabilities</td>
<td>384,454</td>
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<tr>
<td>Accrued expenses</td>
<td>35,049</td>
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<td>Advances and payments</td>
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<td>Other debts (excluding expenses)</td>
<td>173,825</td>
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<td><strong>TAXES AND SOCIAL SECURITY</strong></td>
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<td>Staff and accounts payable</td>
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<tr>
<td>Social and tax administration/state</td>
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<td><strong>LIABILITIES ON FIXED ASSETS AND RELATED ACCOUNT</strong></td>
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<tr>
<td>Accruals and deferred income</td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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