

# Annual Report 2013



Institut français des relations internationales  
The French Institute of International Relations

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# Ifri, the Leading French Think Tank on International Questions

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



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

Ifri's policy-oriented research strives to illuminate international events and put them into perspective. It is primarily useful for political and economic decision-makers as well as academics, opinion leaders, and civil society representatives. Ifri's research interacts with issues in four major spheres: **politics, business, academics and the media.**

## Analysis and Foresight

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

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

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

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

## Structuring the Debate

Ifri's research is complemented by informal and non-partisan debates that facilitate the bringing-together of experts and decision-makers, private and public alike. In 2013, Ifri organized more than **100 conferences and debates** in Paris and Brussels, 20 large international events in France and abroad, and numerous workshops and seminars. At its events, Ifri has hosted more than **120 high-level guests**, among them heads of state and government officials, and a total of approximately **9,000 event participants.**

## Ifri Brussels, a European Network

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



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

# In 2013, Ifri Notably Hosted ...



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**Egemen Bağış**, Minister for European Affairs of the Republic of Turkey  
**José Manuel Barroso**, President of the European Commission  
**Mohamed Bazoum**, Minister of State for Foreign Affairs, Cooperation, African Integration, and Nigeriens Abroad of the Republic of Niger  
**Chris Beddoes**, Director General, Europa European Petroleum Industry Association  
**Thomas Boni Yayi**, President of the Republic of Benin  
**Nicole Bricq**, Minister for Foreign Trade  
**Ditmir Bushati**, Minister for Foreign Affairs of Albania  
**Hervé Charpentier**, Military governor of Paris  
**Titus Corlatean**, Minister for Foreign Affairs of Romania  
**John Dramani Mahama**, President of the Republic of Ghana  
**Charles Ellinas**, Executive President, Cyprus National Hydrocarbons Company  
**Jose W. Fernandez**, Secretary of State for Economic, Energy, and Business Affairs, USA  
**Élisabeth Guigou**, President of the Foreign Affairs Commission, National Assembly  
**Robert Hormats**, Under Secretary of State for Economic Growth, Energy, and the Environment, USA  
**Lee Hsien Loong**, Prime Minister of Singapore  
**Yu Hyun-seok**, President of the Korea Foundation  
**Wolfgang Ischinger**, President of the Munich Security Conference (MSC)  
**Mohammad Javad Zarif**, Minister for Foreign Affairs of the Islamic Republic of Iran  
**Ioannis Kasoulides**, Minister for Foreign Affairs of the Republic of Cyprus  
**Jakaya Kikwete**, President of the United Republic of Tanzania  
**Shinichi Kitaoka**, President of the International University of Japan, acting chair of Prime Minister Shinzo Abe's Panel on Restructuring the Legal Basis for National Security and chair of the Panel on National Security and Defense Capabilities  
**Bernard Kouchner**, Former Minister for Foreign Affairs  
**Alexeï Koudrine**, Former Minister for Finance (2000-2011) and Former Deputy Prime Minister (2007-2011) of the Russian Federation  
**Jack Lang**, President of the Arab World Institute  
**Elisabeth Laurin**, Director for Asia and Oceania, Ministry of Foreign Affairs

1/ Mohammad Javad Zarif, Thierry de Montbrial

2/ Dominique David, Dramani Mahama

3/ Thomas Boni Yayi

4/ Emmanuel Macron





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**Jean-David Lévitte**, Professor, Sciences Po, Paris, Distinguished Fellow, Brookings Institution, former Diplomatic Adviser and *sherpa* for Presidents Chirac and Sarkozy  
**Pierre Lévy**, Director of European Union Department, Ministry of Foreign Affairs  
**David Lidington**, Minister of State at the Foreign Office, serving as Minister for Europe, United Kingdom  
**Emmanuel Macron**, Deputy Secretary-General to the Presidency of the Republic, G20 *sherpa* for President Hollande

**Henri Malosse**, President of the European Economic and Social Committee  
**Saïd Mouline**, Director General, Agency for Development of Renewable Energy and Energy Efficiency, Morocco  
**Edward Nalbandian**, Minister for Foreign Affairs of the Republic of Armenia

**Pierre Nkurunziza**, President of the Republic of Burundi

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

**Alexey Ouliukaev**, Minister for Economic Development of the Russian Federation

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

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

**Claus Raidl**, President of the Austrian National Bank

**Thierry Repentin**, Minister for European Affairs

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

**Michel Rocard**, Former Prime Minister

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

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

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

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

**Herman Van Rompuy**, President of the European Council

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



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4/ Alexey Ouliukaev, Tatiana Kastouéva-Jean, Thomas

Gomart

5/ Nguyen Tan Dung

6/ Lee Hsien Loong, Thierry de Montbrial

7/ David Lidington

8 / Titus Corlatean

# Ifri's 2013 Publications

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

## Ifri's E-notes (digital collections)

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

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

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

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

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

- **Études de l'Ifri** – longer texts that contribute to academic research on international relations.

- **Séminaires** – summaries of Ifri's events.

- **Actuelles de l'Ifri** – concise and timely analyses of current international events.

## Two Flagship Publications

### *Politique étrangère*

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

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

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

### **RAMSES 2013**, 32<sup>nd</sup> edition – *Les jeunes vers l'explosion ?*

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

**Annual Global Report on the Economic System and Strategies**  
*This annual reference book, which comes out every September, offers indispensable tools for elucidating global developments.*

As an introduction, Thierry de Montbrial's "**Perspectives**" presents an original synthesis of the trends of the past year, covering the entire field of international relations, with particular emphasis on the emergence of a global civil society. This is followed by **7 thematic sections**: Youth Today; Global Economy; Europe; the Arab World; Africa; Asia and the Americas, and the "**Compass**", which offers a vast documentary resource: chronology, statistics, original maps created for RAMSES, and a detailed index.



# Ifri's Partner Businesses

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

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

Support for Ifri comes in different forms:

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

*All these forms of support offer tax advantages to donors.*



Jean-François Tallec - CMA CGM, Thomas Gomart, Virginie Robert - *Les Echos*

Ifri partners' motivations for getting and staying involved include: benefiting from illuminating research; participating in discussions with the experts, policymakers and international personalities that make up Ifri's network; supporting research in international relations, and allowing a French think tank to increase its weight in international debate.



Anne Boddaert – Le Chèque Déjeuner CCR, Emmanuelle Farrugia, Bernard Fournier, sénateur

Ifri extends warm thanks to its loyal supporters, including CMA-CGM and Hess Oil France, who joined in 2013.



# Events Reserved for Ifri Members and Partners

## Dinners and lunch debates

Chair: **Thierry de Montbrial**

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

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

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

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

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

**28 May – Alexeï Koudrine**, Former  
Finance Minister (2000-2011) and  
Former Deputy Prime Minister (2007-  
2011) of the Russian Federation

**4 June – Marwan Lahoud**, Deputy  
Chief Executive, EADS

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

**29 October – Lee Hsien Loong**, Prime  
Minister of Singapore

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



## Les Mensuelles Ifri/Entreprises

Lunch Debates with Ifri's researchers Chair:  
**Dominique David**

*With the support of the Fondation du  
Crédit Mutuel*



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

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

**28 February – China: new team, new  
directions?**

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

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

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

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

With *Denis Bauchard*, Adviser on the  
Middle East, Ifri

**11 June – Mali: French intervention and  
reconstruction**

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

**4 July – Energy in Europe**

With *Cécile Maisonneuve*, Director, Center  
for Energy, Ifri

**15 September – Egypt, Tunisia: the Arab  
spring, between revolution and counter-  
evolution**

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

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

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



## Ambassadors' Table

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

Chair: **Thierry de Montbrial**

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

**4 April – Ichiro Komatsu**, Ambassador  
of Japan

**9 October – Tomasz Orłowski**,  
Ambassador of Poland

## Conferences reserved for members of Ifri

**28 March – Mansouria Mokhefi**, Head,  
Middle East/North Africa Program, Ifri  
*Political transformations west of the  
Mediterranean*

**24 April – Thierry de Montbrial**,  
President, Ifri  
*Has globalization reached its limits?*

**22 October – Hans Stark**, Secretary  
General, Cerfa, Ifri  
*What to expect from Germany's new  
government*



## Ifri's Partners

AFD – AGENCE FRANÇAISE  
DE DÉVELOPPEMENT  
AIR FRANCE  
AIR LIQUIDE  
AREVA  
AXA  
BANQUE DE FRANCE  
BEARINGPOINT FRANCE  
BNP PARIBAS  
BOUYGUES  
BRITISH COUNCIL (THE)  
BUREAU DE REPRÉSENTATION  
DE TAIPEI EN FRANCE  
BURELLE SA  
CAISSE DES DÉPÔTS ET  
CONSIGNATIONS (CDC)  
CHENIÈRE LNG INTERNATIONAL  
CITIGROUP FRANCE  
CMA CGM  
COGES  
COMMISSARIAT À L'ÉNERGIE  
ATOMIQUE ET AUX ÉNERGIES  
ALTERNATIVES (CEA)  
CONSEIL SUPÉRIEUR DU NOTARIAT  
CONVICTIONS ASSET MANAGEMENT

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

LAZARD FRÈRES GESTION SAS  
MARKAZ – KUWAIT FINANCIAL  
CENTER S.A.K.  
MAZARS  
MEDEF  
MICHELIN  
OCP  
ORANGE  
OSEO  
PERNOD RICARD  
PRONUTRI  
PRICEWATERHOUSECOOPERS  
RENAULT  
ROTHSCHILD & C<sup>ie</sup> BANQUE  
RTE  
SAFRAN  
SANOFI  
SOCIÉTÉ GÉNÉRALE  
SODEXO  
SSB CORPORATIONS  
TOTAL  
UNIGRAINS  
VALLOUREC  
VEOLIA PROPRETÉ  
VIEL & C<sup>ie</sup>  
VINCI

## Member Organizations

BREWERS OF EUROPE (THE) (Belgium)  
CENTRAL EUROPE ENERGY PARTNERS (Belgium)  
CENTRE DE TRADUCTION DU MINEFE ET MBCPFP  
CONSEIL SUPÉRIEUR DU NOTARIAT  
INSTITUT DE RECHERCHE STRATÉGIQUE DE L'ÉCOLE  
MILITAIRE (IRSEM)

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

## Member Embassies

ALGERIA  
ANDORRA  
ARMENIA  
AUSTRIA  
AZERBAIJAN  
BRAZIL  
CANADA  
CHINA  
CROATIA  
CYPRUS  
CZECH REPUBLIC  
DENMARK  
ESTONIA

FINLAND  
GEORGIA  
GERMANY  
GREECE  
HUNGARY  
INDIA  
INDONESIA  
IRAQ  
IRELAND  
ISRAEL  
ITALY  
JAPAN  
KAZAKHSTAN

KUWAIT  
LATVIA  
LEAGUE OF ARAB STATES  
LUXEMBOURG  
MALAYSIA  
MONACO  
NETHERLANDS  
NEW ZEALAND  
NORWAY  
POLAND  
POLAND OECD  
PORTUGAL  
QUEBEC

ROMANIA  
RUSSIA  
SERBIA  
SINGAPORE  
SLOVAKIA  
SOUTH KOREA  
SWEDEN  
SWITZERLAND  
TAIPEI  
TURKEY  
UNITED KINGDOM  
UNITED STATES  
VIETNAM

# Ifri and the Media: A Rich Ongoing Dialogue

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

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

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



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



## A Growing Digital Presence

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

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

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

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

# Sixth World Policy Conference

13-15 December 2013, Monaco



The sixth World Policy Conference (WPC) was held in Monaco from 13<sup>th</sup> to 15<sup>th</sup> December 2013. It brought together political and economic decision-makers, experts and opinion leaders to discuss current events and global governance, as it has done in the past years. The meetings opened with an introduction from Thierry de Montbrial, followed by a speech by Albert II, Prince of Monaco, and Ali Babacan, Deputy Prime Minister of Turkey.

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

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

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

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



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## Sponsors:

Principality of Monaco, EFG International, OCP, Total, EADS, Capgemini, Fondation Latsis Internationale, Lafarge, Axa, Grampet Group, Renault Nissan, Poongsan, Fondation Zinsou, EximBank, SN Nucleaelectrica, Alro, APCO Worldwide

1 / Laurent Fabius

2 / Thierry de Montbrial,  
HRH Turki Al Faisal

3/ Energy and Environment workshop

**Media partners:** An-Nahar, Les Échos, EurActiv, Euronews, Jeune Afrique, Mael Business, L'Orient-Le Jour

**Website:** [www.worldpolicyconference.com](http://www.worldpolicyconference.com)/[www.worldpolicyconferencetv.com](http://www.worldpolicyconferencetv.com)

# The Team *as of the 31<sup>st</sup> of December 2013*

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

**Dominique David** Executive Vice-President  
Nadia Fraïoli, Assistant

**Dominique Moïsi**, Special Adviser

Song-Nim Kwon, Director of WPC Programs

Natacha Crance, Communications/Media Relations officer

## Research

### Europe

#### Study Committee for Franco-German Relations (Cerfa)

Hans Stark, Secretary General  
Yann-Sven Rittelmeyer, Research Fellow  
Nele Katharina Wissmann, Junior Research Fellow  
Sandrina Delgrange, Assistant

#### French-Austrian Center (CFA)

Dominique David, Adviser  
Éliane Mossé, Adviser for Central Europe  
Nele Katharina Wissmann, Junior Research Fellow

#### Ifri Brussels

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

#### Russia/NIS Center

Thomas Gomart, Director  
Tatiana Kastouéva-Jean, Research Fellow  
Julien Nocetti, Research Fellow

#### Ifri Center for Asian Studies

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

#### Middle East/North Africa/Mediterranean

##### Middle East/North Africa Program

Denis Bauchard, Adviser  
Mansouria Mokhefi, Head

##### Maghreb Facing New Global Challenges Program

Mansouria Mokhefi, Head

##### Contemporary Turkey Program

Dorothee Schmid, Head

##### Sub-Saharan Africa Program

Alain Antil, Head  
Hélène Quénot-Suarez, Research Fellow

#### United States Program

Laurence Nardon, Head

#### Security Studies Center

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

#### Defense Research Unit (LRD)

Étienne de Durand, Head  
Antoine d'Évry (Major), Research Fellow  
Guillaume Garnier (Major), Research Fellow  
Aline Lebœuf, Research Fellow  
Corentin Brustlein, Research Fellow

#### Economic Studies Program

Jacques Mistral, Economic Adviser

#### Center for Energy

Jacques Lesourne, Chairman of the Scientific Committee  
William Ramsay, Adviser  
Maïté Jauréguy-Naudin, Director (until January 2013)  
Cécile Maisonneuve, Director (beginning in February 2013)  
Maïté de Boncourt, Research Fellow  
Laura Parmigiani, Associate Researcher  
Martine Breux, Assistant

#### Space Program

Laurence Nardon, Head  
Martine Breux, Assistant

#### Center for Migrations and Citizenship

Christophe Bertossi, Director  
Dorothee Prud'homme, Research Fellow  
Emma Broughton, Research Fellow

*Researchers' bios are available online at [www.ifri.org](http://www.ifri.org).*

## Ifri's Executive Committee

**Thierry de Montbrial**, President

**Dominique David**, Executive Vice-President

**Valérie Genin**, Secretary General

**Thomas Gomart**, Vice-President for Strategic Development

**Étienne de Durand**, Director of Ifri Security Studies Center

**Françoise Nicolas**, Director of Ifri Center for Asian Studies

## RAMSES

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

## Politique étrangère

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

## Publications

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

## Library and Resource Services

Daniel Marier, Archivist  
Azra Isakovic, Archivist

## Strategic Development

**Thomas Gomart**, Vice-President for Strategic Development

**Emmanuelle Farrugia**, Deputy Manager

Dominique Desgranges, Research and Prospect Management

Cécile Campagne, Corporate and Embassy Members Relations

Barbara M'Chiri, Individual Members Relations

## Secretary General

**Valérie Genin**, Secretary General

Françoise Henry, Assistant

## Accounting

Annie Acher, Accountant  
Nathalie Reculon-Dupont, Accountant

## Facilities and Security

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

## Information Technology

Daniel Safon, IT Manager



# Board of Directors

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December 2013

## Chairman

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# Advisory Board

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December 2013

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

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# Europe Study Committee for Franco-German Relations (Cerfa)

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

Its main goals are to:

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

## Team

**Hans Stark**, Research Fellow, Secretary General of Cerfa, University Professor

*Areas of expertise:* history of Franco-German relations and European integration, Common Foreign and Security Policy (CFSP), European Security and Defense Policy (ESDP), French and German foreign and security policies

**Yann-Sven Rittelmeyer**, Research Fellow

*Areas of expertise:* European integration, Franco-German relations

**Nele Katharina Wissmann**, Junior Research Fellow, Head of the "Dialogue for the Future" program

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

**Michel Drain**, Associate researcher

*Areas of expertise:* German security and defense policies

**Stephan Martens**, Associate researcher

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

## Publications



"The Federal Elections of the 22<sup>nd</sup> of September 2013: Overview, analysis and perspectives", Hans STARK and Jérôme VAILLANT (ed.), *Allemagne d'aujourd'hui*, n° 206, October-December 2013.

## "Notes du Cerfa"

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

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

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

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

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



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

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

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

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

## "Visions franco-allemandes"

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

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

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

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

## Articles and Contributions outside of Ifri

**Ein gedrosselter Motor: Widerstände gegen den europäischen Einigungsprozess in Deutschland und Frankreich**, Yann-Sven Rittelmeyer, Hans Stark in Martin Koopmann, Joachim Schild, Hans Stark (eds.), *Neue Wege in ein neues Europa. Die deutsch-französischen Beziehungen seit dem Ende des Kalten Krieges*, Baden-Baden, Nomos, 2013, p. 35-53.

**Der Vertrag von Prüm – Ergebnis einer engen Zusammenarbeit zwischen Deutschland und Frankreich**, Nele Wissmann (with Marion Gaillard), in *Die Konsenswerkstatt. Deutsch-französische Kommunikations- und Entscheidungsprozesse in der Europapolitik*, Baden-Baden, Nomos, 2013, p. 195-209.



**From One Electoral Campaign to Another: Franco-German Relations in Turbulent Times**, Yann-Sven Rittelmeyer, *The Polish Quarterly of International Affairs*, vol. 22, n° 2/2013, p. 45-61.

**The institutional consecration of the European Council**, Yann-Sven Rittelmeyer in *The European Council and European Governance. The Commanding Heights of the EU*, Routledge, 2013, p. 25-42.

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

## Conferences and Debates

### 16 January – France/Germany: Fifty years after the Élysée treaty

With *Hélène Miard-Delacroix*, Professor at University Paris-Sorbonne; *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.

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

### 25 September – Germany after the federal elections of September 22<sup>nd</sup>

In collaboration with the Maison Heinrich Heine.

With *Stefan Kornelius*, Head of Foreign Policy, *Süddeutsche Zeitung*, Munich, Author of *Angela Merkel: Die Kanzlerin und ihre Welt*, 2013; *Pierre-Yves Le Borgn'*, Deputy (PS), President, Franco-German Friendship Group of the Assemblée nationale; *Andreas Schockenhoff*, Federal Deputy (CDU), President, Franco-German Friendship Group of the Bundestag; *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.

Chair: *Henry Ménudier*, Honorary Professor, University Sorbonne Nouvelle, Paris III

### 22 October – What to expect from Germany's new government

Conference reserved for Ifri members.

With *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.

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

### 12 November – The EU and Paris-Berlin relations after the German elections: a new deal?

In cooperation with the Fondation Friedrich-Ebert

Principal themes discussed: *Where is Germany headed? Internal political and economic issues after the September 22<sup>nd</sup> elections – The international implications of the September 22<sup>nd</sup> elections: Impacts on Germany's European policy and Franco-German relations.*

With *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne; *Peter Gey*, Director, Fondation Friedrich-Ebert, Paris; *Günter Gloser*, Former German Minister of State for European Affairs and secretary for Franco-German cooperation, Berlin; *Ulrich Eith*, Professor, University of Fribourg; *Barbara Lippert*, Executive Board Director of Research, Stiftung Wissenschaft und Politik, Berlin; *Ernst Hillebrand*, Director of International Political Analysis, Fondation Friedrich-Ebert, Berlin.

## International Seminars

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

### 25 March – French-German Defense Cooperation: Obstacles and Opportunities

Co-organized with Ifri's Defense Research Unit (LRD).

Principal themes discussed: *Barriers to cooperation – Relaunching a difficult partnership? Confronting visions* with *Aline Leboeuf*, Research fellow, LRD, Ifri; *Étienne de Durand*, Head, LRD, Ifri; *Christian Mölling*, Associate Researcher, Stiftung Wissenschaft und Politik (SWP); *Hans Stark*, Secretary General, Cerfa, Ifri, University Paris-Sorbonne; *Claudia Major*, Deputy Director, Politique de Sécurité Research Group, SWP; *Alexis Morel*, Special Adviser, Foreign Ministry, Paris.

### 2 April – France, Germany and the future of Europe

Seminar organized in partnership with the Policy Planning Staff of the Ministry of Foreign and European Affairs and the Planning Staff of the German Federal Foreign Office.

Principal themes discussed: *What is the role of the Franco-German relationship in tomorrow's Europe?; The means for overcoming the debt crisis; Europe, a failed project?; The architecture of Europe after the crisis.*

Opening by *Reinhard Schäfers*, Ambassador of Germany in France, and *Dominique David*, Executive Vice-President, Ifri.

With *Thomas Bagger*, Director, Planungsstab, Ministry of Foreign Affairs, Berlin; *Ansgar Belke*, Professor, University of Duisburg-Essen, Director of Research at the Deutsches Institut für Wirtschaftsforschung (DIW); *Jean-Michel Casa*, Director, European Union Division, Paris; *Jean-Dominique Giuliani*, President, Robert Schuman Foundation; *Sylvie Goulard*, European Deputy; *Ulrike Guérot*, Director, Berlin Office of the European Council on Foreign Relations (ECFR); *Christian Lequesne*, Director, Centres d'études et de recherches internationales (CERI), Sciences Po Paris; *Joseph Maïla*, Director, Policy Planning Staff of the Ministry of Foreign and European Affairs, Paris; *Peter Schoof*, Deputy Director General, European Affairs Division, Ministry of Foreign Affairs, Berlin; *Hans Stark*, Secretary General, Cerfa, Ifri; *Álvaro de Vasconcelos*, Director, Institute of Security Studies of the European Union, Paris; *Werner Weidenfeld*, Professor, Ludwig-Maximilians-Universität Munich.

### 26 April – France, Germany, and Poland: shared interests and divided strategies in a Europe in crisis

Weimar Triangle seminar in collaboration with the Genshagen Foundation and the Bertelsmann Foundation.

Principal themes discussed: *What future for the transatlantic partnership?; Between cohesion, solidarity and disunity: how can the monetary and political unions be strengthened?; Europe between the South and the East: how can the European Neighbourhood Policy be reinforced?*

With *Hans Stark*, Secretary General, Cerfa, Ifri; *Cornelius Ochmann*, Project Manager, Bertelsmann Foundation, Berlin;

*Martin Koopmann*, Director, Genshagen Foundation; *Alexandra de Hoop Scheffer*, Director, The German Marshall Fund of The United States (GMF), Paris; *Marcin Terlikowski*, Researcher, Polish Institute of International Affairs (PISM); *Claudia Major*, Deputy Director, Security Policy Research Group, Stiftung Wissenschaft und Politik (SWP), Berlin; *Christian Lequesne*, Professor, Director of CERI, Sciences Po Paris; *Isabell Hoffmann*, Project Manager, Bertelsmann Foundation; *Agnieszka Lada*, Director, Europe Program, Institute of Public Affairs (ISP), Warsaw; *Stephen Bastos*, Project Manager, European Dialogue, Genshagen Foundation; *Janusz Styckzek*, Deputy Director, European Policy Division, Ministry of Foreign Affairs, Warsaw; *Serge Telle*, Interministerial Delegate for the Mediterranean, Paris; *Iris Kempe*, Researcher, American Institute for Contemporary German Studies (AICGS), Berlin; *Piotr Buras*, Director, European Council on Foreign Relations (ECFR), Warsaw; *Stéphane Crouzat*, Under-Director, Eastern-Central Europe and Baltic Region, European Union Division, Ministry of Foreign Affairs, Paris; *Markus Meckel*, Minister for Foreign Affairs of the former government of the GDR.

### **28/30 June – Dialogue on the Franco-German future – Lille**

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

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

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

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

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

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

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

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

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

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

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

In partnership with the Konrad-Adenauer Foundation.

Issues discussed: *Professionalization of the Bundeswehr: a completed reform?; The White Paper on France and its impact on defense policy and French security.*

With *Christian Piotr*, former Chief of the Contrôle général des armées; *Roderich Kiesewetter*, Deputy, Deutscher Bundestag, Berlin; *Ulrich Reineke*, Vessel Captain, Division Chief, Under-Director of Planning I, Federal Defense Ministry, Berlin; *Camille Grand*, Director, Foundation for Strategic Research (FRS), Paris; *Jean-Marc Duquesne*, Major, Director, Institute of Advanced Studies in National Defense (IHEDN), Paris; *Rene Leitgen*, Colonel (GS) Head of Section Strategic Guidelines for the Bundeswehr Ministry of Defense, Berlin; *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.

## **International Conferences**

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

Co-organized with Ifri Brussels, in Brussels.

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

With *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne; *Alexis Dutertre*, Deputy Permanent Representative, Permanent Representation of France to the EU; *Dominique David*, Executive Vice-President, Ifri; *Yann-Sven Rittelmeyer*, Research Fellow, Cerfa, Ifri; *Nicolas Scharioth*, Consultant, Gallup Europe, Brussels; *Jacqueline Hénard*, Essayist, Berlin.

## Europe

# French-Austrian Center (CFA)

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

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

### Team

**Peter Jankowitsch** (Vienna), Secretary General

**Thierry de Montbrial**, President

**Dominique David**, Executive Director, Adviser for the CFA

**Éliane Mossé**, Adviser to Ifri on Central and Southeastern Europe

**Nele Katharina Wissmann**, Junior Researcher

### International Conferences

**7 November – 35 years of European construction: current situation and prospects**

***On the occasion of the CFA's 35<sup>th</sup> anniversary***

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

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

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

## Europe Ifri Brussels

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

At the heart of the Brussels think-tank network, Ifri Brussels, along with 11 other think tanks, is responsible for organizing the Brussels Think Tank Dialogue, an annual event devoted to the state of the European Union. Its fourth meeting was held in April 2013.

### Team

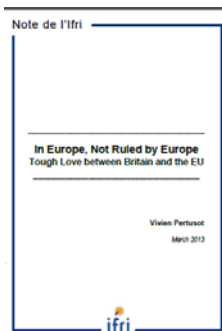
**Vivien Pertusot**, Research Fellow, Head of Ifri Brussels  
*Areas of expertise:* security and defense questions (NATO and CSDP); European affairs; relations between the United Kingdom and the European Union

**Laura Parmigiani**, Research Fellow, Center for Energy, Ifri  
*Area of expertise:* gas markets

**Eva Vaudolon**, Assistant

### Digital Publications

#### "Notes de l'Ifri"



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

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

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

### Articles and Contributions

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

## Seminars and Symposiums

### 30 May – The French White Paper on Defense: What are the implications for European defense?

With *General Gilles Rouby*, MilRep of France to NATO and to the European Union; *Luis Simón*, Research Fellow, Institute of European Studies, Université libre de Bruxelles; *Étienne de Durand*, Director, Security Studies Center, Ifri.

Chair: *Vivien Pertusot*, Head, Ifri Brussels.

### 26 June – More Flexibility: What Does the UK Want and What Could the Others Accept?

Issues discussed: *The UK Domestic Debate: Is the Europe Debate as Polarized as Portrayed and Can it Export?; Flexibility: How Contortionist Could the EU Be?*

With *Lord Stewart Wood*, Shadow Minister without Portfolio, Adviser to Ed Miliband, London; *William Sleath*, Unit Chief, Secretary General, European Commission, Brussels; *Piotr Kaczynski*, Policy Adviser, European Parliament, Brussels; *Vivien Pertusot*, Head, Ifri Brussels.

Chair: *Paul Adamson*, Editor-in-Chief, *E! Sharp*; *Yann-Sven Rittelmeyer*, Research Fellow, Cerfa, Ifri.

### 18 September – Presentation RAMSES 2014

Filigranes Bookstore.

With *Philippe Moreau Defarges*, Research Fellow, Co-Director of RAMSES, Ifri; *Dominique David*, Executive Vice-President, Ifri.

Chair: *Vivien Pertusot*, Head, Ifri Brussels.

### 30 October – Syria, what now?

Central Economic Council.

With *Philippe Setton*, Representative to the Political and Security Committee (PSC), Permanent Representation of France to the EU; *Dorothée Schmid*, Head, Contemporary Turkey Program, Ifri; *Julien Nocetti*, Research Fellow, Russia/NIS Center, Ifri; *Denis Bauchard*, Adviser on the Middle East, Ifri; *Étienne de Durand*, Director, Security Studies Center, Ifri.

Chair: *Vivien Pertusot*, Head, Ifri Brussels; *Dominique David*, Executive Vice-President, Ifri

### 13 December – The EU and the Security Sector Reform

With *Aline Lebœuf*, Research Fellow, Security Studies Center/LRD, Ifri.

## International Conference

### 22 April – Federalism or Fragmentation: Spelling out Europe's F-word – Brussels Think Tank Dialogue – State of the Union 2013

Annual conference organized by Ifri and the European think tanks Bertelsmann Stiftung, Bruegel, Center for European Policy Studies (CEPS), Confrontations Europe, European Policy Centre (EPC), Egmont Institute, Friends of Europe, Madariaga College of Europe, SWP.

Issues discussed: *The EU's New Industrial Policy. Panacea against the Rampant Job Crisis?; Energy Internal Market: State of the Art and Challenges Ahead; After the Crisis: Rethinking the EU's Global Role in a Changing World; A Roadmap for EU Reform: Short, Medium and Long-term Challenges.*



With *José Manuel Barroso*, President of the European Commission; *Herman Van Rompuy*, President of the European Council; *Thierry de Montbrial*, President, Ifri; *Aart De Geus*, Chairman and Chief Executive Officer, Bertelsmann Foundation; *Elisa Ferreira*, Member of European Parliament; *Andreas Maurer*, Director, Brussels Office, Stiftung Wissenschaft und Politik (SWP); *Matina Stevis*, *The Wall Street Journal*; *Philippe Herzog*, President, Confrontations Europe; *Antti Peltomäki*, Deputy Director General, DG Enterprise and Industry, European Commission; *Luc Triangle*, Deputy Secretary General, industriAll Europe; *Adrian van den Hoven*, Deputy Director General, BusinessEurope; *Klaus-Dieter Borchardt*, Director of the Internal Energy Market at DG Energy, European Commission; *Andrei Marcu*, Senior Adviser and Head of the CEPS Carbon Market Forum; *Laura Parmigiani*, Research Fellow, Center for Energy, Ifri; *Georg Zachmann*, Research Fellow, Bruegel; *Simon Taylor*, Assistant Editor, *European Voice*; *Ruprecht Polenz*, Foreign Affairs Commission, Bundestag; *Rosa Balfour*, Head, Europe in the World Programme, European Policy Centre (EPC); *Marc Trenteseau*, Director General, Egmont Institute; *Pierre Defraigne*, Executive Director, Madariaga – College of Europe Foundation; *Daniel Gros*, Director, Centre for European Policy Studies (CEPS); *Giles Merritt*, Secretary General, Friends of Europe/Les Amis de l'Europe; *Guntram Wolff*, Deputy Director, Bruegel; *Fabian Zuleeg*, Chief Economist, European Policy Centre (EPC).

## Russie/NEI Russia/NIS Center

Both Russia and the Newly Independent States (NIS) show all the characteristics of areas marked by strong potential and chronic instability. An obvious and unavoidable energy partner with a promising market, Russia is plagued by various internal conflicts and remains difficult to penetrate. Because of its international status, it is not an emerging country like any other. The region is distinguished by its extreme heterogeneity and the fundamental changes in the relations that each country maintains with Moscow and other external players. The Russia/NIS Center was created in 2004 with three main objectives: to anticipate changes in the region, provide expertise, and offer policy solutions to decision-makers.

### Team

**Thomas Gomart**, Research Fellow, Head of the Russia/NIS Center

*Areas of expertise:* civil-military relations, interaction between foreign policy and energy policy, European Union/Russia partnerships, nation branding, digital power

**Tatiana Kastouéva-Jean**, Research Fellow

*Areas of expertise:* Russian higher education, innovation systems, technological potential, Russian soft power, human capital, Russian companies

**Julien Nocetti**, Research Fellow

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

**Pavel Baev**, Associate Researcher

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

**Bobo Lo**, Associate Researcher

**Cécile Campagne**, Assistant

### Book

**Are Russian Universities Competitive?** *Tatiana Jean* (ed.), Paris, CNRS Éditions/Ifri, February 2013, 316 p.



## Digital Publications

### “Russie.Nei.Visions”

(series published in English, French and Russian)

**Antimissile Defense: The Improbable Cooperation between Russia and Nato**, n° 67, *Richard Weitz*, January.  
**Governors, oligarchs and siloviki: oil and power in Russia**, n° 68, *Ahmed Mehdi, Shamil Yenikeeff*, February.

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



**Russia's Eastern Energy Policy: A Chinese Puzzle for Rosneft**, n° 70, *Nina Poussenkova*, April.

**Afghanistan after 2014: The Way Forward for Russia?** n° 71, *Ekaterina Stepanova*, May.

**Japan-Russia: Toward a Strategic Partnership?** n° 72, *Céline Pajon*, September.

**The Influence of the State on Expanding Russian MNEs: Advantage or Handicap?** *Andreï Panibratov*, n° 73, December.

### “Russie.Nei.Reports”

(series published in English or French)

**Russian LNG: The Long Road to Export**, n° 16, *Tatiana Mitrova*, December.

## Articles and Contributions outside of Ifri

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

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

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

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

**Russia: social networks and bloggers, new political actors**, *Julien Nocetti*, in *A. Dubien* (ed.), *Yearbook 2013*, Observatoire franco-russe, Paris, Cherche-Midi, April.

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

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

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

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

## Conferences and Debates

### 14 May – Academic and political power rankings: the case of Russia

With *Jamil Salmi*, former coordinator of the World Bank's tertiary education program, author of *The Challenge of Establishing World-Class Universities* (2009) and co-author of *The Road to Academic Excellence: The Making of World-Class Research Universities* (2011); *Tatiana Kastouéva-Jean*, Research Fellow, Russia/NIS Center, Ifri, author of *Are Russian Universities Competitive?* (Paris, CNRS Éditions/Ifri, 2013).

Chair: *Thomas Gomart*, director, Russia/NIS Center, Ifri.

### 18 November – The Economic Situation in Russia: Challenges and Perspectives

With *Alexeï Oulioukaev*, Minister for Economic Development of the Russian Federation.

Chair: *Thomas Gomart*, Director, Russia/NIS Center, Ifri.

## Seminars and Symposiums

### 15 May – The metamorphosis of the Russian petroleum industry

With *Thane Gustafson*, Professor of Government, Georgetown University, Senior Director of IHS Cambridge Energy Research Associates (CERA).

Chair: *Thomas Gomart*, Director, Russia/NIS Center, Ifri.

### 8 October – The Prospects of Russian LNG Exports

With *Tatiana Mitrova*, Head of Oil and Gas Department at Energy Research Institute RAS, Russian Science Academy, former head of the global energy department, Skolkovo Center for Research and Development.

Chair: *Thomas Gomart*, Director, Russia/NIS Center, Ifri.

## Asia

# Ifri Center for Asian Studies

The emergence of Eastern and Southern Asia on the international scene has intensified the already complex issues the region faces; the economic, political and security stakes could not be higher. Through its research, programs, partnerships with important international research centers, and the events that it organizes, the Ifri Center for Asian Studies aims to offer in-depth insight and analysis, input in decision-making and a forum for dialogue on crucial issues.

### Team

**Françoise Nicolas**, Director

**Céline Pajon**, Research Fellow

*Area of expertise:* Japan

**John Seaman**, Research Fellow

*Area of expertise:* China, energy issues

**Alice Ekman**, Associate Researcher

*Area of expertise:* China

**Isabelle Saint-Mézard**, Associate Researcher

*Area of expertise:* South Asia

### Digital Publications

#### "Asie.Visions"

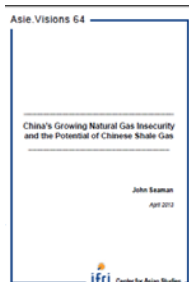
**Japan and the South China Sea: Forging Strategic Partnerships in a Divided Region**, n° 60, Céline Pajon, January.



**Security Partnerships in Japan's Asia Strategy – Creating Order, Building Capacity and Sharing Burden**, n° 61, Ryo Sahasi, February.

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

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



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

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

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

### Articles and Contributions outside of Ifri

**Beijing-Taipei: After the 18<sup>th</sup> Congress**, *Politique internationale*, Winter 2012-2013, Alice Ekman.

**China: New Leaders, New Reforms?** *Politique étrangère*, 1:2013, Alice Ekman.

**Shale Gas: An Answer to China's Energy Problem?** *Les Carnets du CAPS*, n° 17, Spring 2013, John Seaman.

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

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

**The French Strategic Vision of the Indian Ocean**, *Journal of the Indian Ocean Region*, vol. 9, n° 1, June 2013, Isabelle Saint-Mézard.

**India and North Africa's New Relationship**, *L'année du Maghreb*, n° 9, 2013, Isabelle Saint-Mézard.

**China's Direct Investment in the European Union: Challenges and Policy Responses**, EABER working paper, n° 86, Australian National University, November 2013, Françoise Nicolas.

**Japan's "Smart" Strategic Engagement in Southeast Asia**, *The Asian Forum*, Vol. 1, n°3, 6 December 2013, Céline Pajon.

**Lessons from Investment Policy Reform in Korea**, with Stephen Thomsen and Mi-Hyun Bang, *OECD Working Papers on International Investment*, n° 2013/02, OECD Publishing, 2013, Françoise Nicolas.

**China and International Investments – Toward Normalization**, in Mathieu Arès and Éric Boulanger (eds.), *L'investissement et la nouvelle économie mondiale: trajectoires nationales, réseaux mondiaux et normes internationales*, Brussels, Bruylant, 2013, Françoise Nicolas.

**Political Impasses and the Decision-Making Crisis in India: What Does the Future Hold?** Jean-Luc Racine, *Annuaire Asie* 2013, Paris, La Documentation Française, 2013, Isabelle Saint-Mézard.

**India's Relations in South Asia**, in K. Bates, Mathieu Boisvert, Serge Granger, C. Jaffrelot (eds.), *L'Inde et ses avatars: Pluralités d'une puissance*, Montréal, Presses de l'université de Montréal, 2013, Isabelle Saint-Mézard.

**The China-India Border Dispute: How Far Will the Status Quo Go?** in Béatrice Giblin, Frédérick Douzet (eds.), *Des frontières indépassables?* Paris, Armand Colin, 2013, Isabelle Saint-Mézard.

## North Africa/Middle East/Mediterranean Middle East/North Africa Program

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

### Team

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

### Digital Publications

#### "Notes de l'Ifri"



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

#### Intervention Still A Viable Option?

Corentin Brustlein, Étienne de Durand, Guillaume Garnier, Marc Hecker, Élie Tenenbaum, September.

### Conference and Debates

#### 11 June – Iran on the Eve of Elections: Towards a Renewal of the Islamic Republic?

With *Michel Makinsky*, Lecturer, France Business School, Poitiers, Research Associate, University of Liège; *Louis Racine*, Doctoral Candidate, EHESS; *Clément Therme*, Associate Researcher, Centre d'analyse et d'intervention sociologique (CADIS), EHESS and IRSEM.

Chair: *Mansouria Mokhefi*, Head of the Middle East/North Africa Program, Ifri.

### Seminars and Symposiums

#### 15 March – France and the United States: A Comparative Look at the New Arab World

In partnership with New York University – Paris.

Themes discussed: *French diplomacy in the Face of the "Arab spring"*; *Israel's Options in a Changing Region*; *Implications for American and European Policy*; *From Tunis to Damascus: Moscow's Dissonant Vision*; *Saudi Arabia, A Changing Gulf and Implications for the West*; *Terrorism in the Sahel. A Shared Concern and the Complementarity Between France and the United States*; *Iraq, Ten Years After the American Military Invasion: From Inner Conflict to Regional Upheaval*.

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

#### 28 March – Political Transformation to the West of the Mediterranean

Conference reserved for Ifri members.

With *Mansouria Mokhefi*, Head of the Middle East/North Africa Program, Ifri.

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

#### 26 September – The Southern Maghreb: Changes in Progress

In collaboration with the Sub-Saharan Africa Program.

Themes discussed: *Toward a new geopolitics in the Sahara - redefining migration*.

Introduction:

*Jean-Pierre Chevènement*, Senator, Co-president of the Sahel working group, Senate Committee on Foreign Affairs, Defense and Armed Forces.

*Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri  
*Mansouria Mokhefi*, Head of the Middle East/North Africa Program, Ifri.

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

## North Africa/Middle East/Mediterranean North Africa Facing New Global Challenges Program

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

### Team

**Mansouria Mokhefi**, Program Head, Research Fellow

### Digital Publications

#### • “Notes de l’Ifri”

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

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

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



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

**Water in North Africa: Constraints, Challenges and Prospects**, *Eugenia Ferragina*, *Giovanni Canitano*, July.

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

**Healthcare Systems in Algeria, Morocco and Tunisia: Unfinished Transitions**, *Michel Legros*, *Farid Chaoui*, September.

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

**A Contribution to the Debate on Colocation in North Africa**, *Mihoub Mezouaghi*, December.

**Agricultural Processing and Influence: How to Interpret Saudi Land Investment in Ethiopia?** *Matthieu Brun*, December.



**North Africa in Turkey's Arab Policy – Insights into the Evolution of a Strategy**, *Mansouria Mokhefi*, December

**Green Investments in Moroccan Agriculture**, *Najib Akasbi*, December

**South Africa’s Regional Positioning Strategy: What Can North Africa Learn?** *Mohamed Tawfik Mouline*, December.

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

**Qatar: A Major Player in the Geopolitical Restructuring of North Africa?** *Mansouria Mokhefi*, December.



## North Africa/Middle East/Mediterranean Contemporary Turkey Program

The activities of the Contemporary Turkey Program, established in 2007, have two main objectives: 1) to develop new tools for analyzing the political, economic and social dynamics within Turkey itself and to comprehend the rise of the country in the international arena;

2) to strengthen the instruments of Franco-Turkish dialogue between the political and economic decision-makers of both countries and between civil societies.

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

### Team

**Dorothee Schmid**, Program Head, Research Fellow

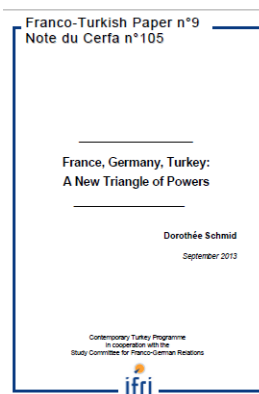
Areas of expertise: Franco-Turkish relations, Turkish foreign policy, Mediterranean regional issues, EU Middle East policy

### Digital Publications

#### "Notes franco-turques"

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

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



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

### Conference and Debates

#### 21 February – Turkey for a New Europe

With *Egemen Bağış*, Turkish Minister for European Affairs.

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

### Seminars and Symposiums

#### 2 July – Turkey's Energy Strategy Under Pressure: Domestic Bets and Regional Constraints

Breakfast with the Center for Energy at Ifri Brussels.

With *Dorothee Schmid*, Research Fellow, Head of the Contemporary Turkey Program, Ifri; *Mithat Rende*, Ambassador, Director General for Multilateral Economic Affairs, Turkey; *Denis Simonneau*, Diplomatic Adviser, Director, Executive Committee in charge of European and international relations, GDF Suez; *Ozan Acar*, Researcher, TEPAV; *Sohbet Karbuz*, Director of the Hydrocarbon division, Observatoire méditerranéen de l'énergie (OME); *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

#### 13/14 November – The New Kurdish Dynamic

In collaboration with the Arab World Institute (IMA).

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

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

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

Closing speech: *Kendal Nezan*, Kurdish Institute of Paris.

## Africa Sub-Saharan Africa Program

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

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

### Team

**Alain Antil**, Program Head, Research Fellow

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

**Camille Niaufre**, Project Manager, Communication

**Hélène Quénot-Suarez**, Research Fellow

*Areas of expertise:* Ghana, Burkina Faso, West Africa, African cities, middle classes, local and urban governance, development of the private sector

**Thierry Vircoulon**, Associate Researcher

*Areas of expertise:* South Africa, Democratic Republic of the Congo (DRC), mineral/raw material issues, conflicts in Africa, reform of the security sector, China and Africa, governance, rule of law

**Benjamin Augé**, Associate Researcher

*Areas of expertise:* petroleum and gas, border conflicts related to hydrocarbons, Nigeria, the Sudan, Angola, Uganda, DRC, Ghana, South Africa, Mozambique, Tanzania

**Cyril Musila**, Associate Researcher

*Areas of expertise:* RDC, Great Lakes zone, Central Africa, regional cooperation, post-conflict reconstruction, cross-border economic dynamics

**Matthieu Pellerin**, Associate Researcher

*Areas of expertise:* Madagascar, safety/risk countries, corporate social responsibility, Mali, Niger, Libya, Mauritania, Ghana, Sahel

**Sylvain Touati**, Associate Researcher

*Areas of expertise:* electoral processes, emerging African countries, Sahel, French policy in Africa

**Kathryn Nwajiaku-Dahou**, Associate Researcher

*Areas of expertise:* Nigeria, Niger delta, hydrocarbons

## Digital Publications

### “Études de l’Ifri”



**Billboards in Abidjan: Mirrors of Brands, Markers of Consumption**, *Hélène Quénot-Suarez*, December.

**A Class Defined “by Consumption”: The Grocery-Shopping Practices of the Lower-Middle Classes in Johannesburg, South Africa**, *Élodie Escusa*, April.

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

**Equal Partners? Economic Relations between South Africa and China since 1994**, *Vincent Darracq*, July.

## Conferences and Debates

### 6 February – Natural Resources in Mauritania: Opportunities and Challenges

With *Taleb Ould Abdi Vall*, Mauritanian Minister for Petroleum, Energy and Mines; *James Crossland*, Vice-President, Kinross; *Jean Daniel Blasco*, North African Director, Total; *Kane Amadou Mamadou*, Director General, Société de production d'électricité et de gaz (SPEG); *Benjamin Augé*, Associate Researcher for Sub-Saharan Africa Program, Ifri.

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

### 7 February – Democracy and Development in Africa: The Stakes, Challenges and Prospects

With *Thomas Boni Yayi*, President of the Republic of Benin.  
Chair: *Thierry de Montbrial*, President, Ifri.

### 12 March – Peace and Security in the Great Lakes Region of Africa: Burundi's Role

With *Pierre Nkurunziza*, President of Burundi.  
Chair: *Dominique David*, Executive Vice-President, Ifri; *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri.

### 29 May – Africa: New Opportunities, New Policy Directions

With *John Dramani Mahama*, President of Ghana.  
Chair: *Dominique David*, Executive Vice-President, Ifri.

## Seminars and Symposiums

### 22 February – Discussion about Madani Amadou Tall, Malian Political Party Leader

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

## **22 April – French Intervention in Mali, Lessons and Perspectives**

In collaboration with the LRD Program.

With *Matthieu Pellerin*, Associate Researcher, Ifri; *Pierre Boilley*, Historian, Director, Centre d'étude des mondes africains (Cemaf); *Frédéric Garnier*, Colonel, CPCO; *Charles Tenenbaum*, Researcher, IEP Lille.

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

## **13 June – The Central African Republic: Understanding the New Crisis Through the Old**

With *Thierry Vircoulon*, Associate Researcher, Ifri

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

## **4 December – Security Threats Along the Niger Border**

With *Mohamed Bazoum*, Minister of State for Foreign Affairs, Cooperation, African Integration and Nigerians Abroad of the Republic of Niger.

Chair: *Dominique David*, Executive Vice-President, Ifri; *Alain Antil*, Head of the Sub-Saharan Africa Program, Ifri.

## **International Conferences**

### **24 June – Access to Farmland in Sub-Saharan Africa, A Key to Development**

Themes discussed: Demographic and Diet Evolutions and Land Grabbing Phenomena; From Rights Competition to Land Policies; Land Access as a Development Issue: The Example of Landholding (TSS).

Opening speech: *Dominique David*, Executive Vice-President, Ifri. With *Marc Dufumier*, Agronomist, Agro Paristech; *Madiodio Niasse*, Director, International Land Coalition; *Étienne Le Roy*, Professor of Legal Anthropology, Director, Paris Laboratory of Legal Anthropology (LAJP), Sorbonne University Paris 1; *Jean Schmitz*, Anthropologist, Director of Research, Institute of Research and Development (IRD); *Bruno Angsthelm*, African Project Manager, CCFD-Terre solidaire; *Florence Liégeois*, Head of RDS, RCN Justice & Democracy Programs; *Abdoulaye Harissou*, Notary, President of the “Landholding” Work Group, International Union of Latin Notaries (UINL); *Didier Nourissat*, Notary, Coordinator of the “Landholding” Committee for the High Council of French Notaries, General Counsel, UINL; *Bachir Dieye*, Adviser, Commission for Development and Cooperation, Parliamentary Assembly of French-Speaking Countries; *Michel Merlet*, Director, aGter Association.

## **26 September – North African Countries and their Southern Region: Ongoing Change**

In collaboration with the Middle East/North Africa Program.

Themes discussed: Towards a New Geopolitics for the Sahara; Redefining Migrations.

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

### **22 November – South Africa: 20th Anniversary of Freedom and the General Elections of 2014**

Themes discussed: State of the Nation: Economy, Politics and Society; South Africa on the International Scene, New Horizons?

Opening speech: *Dominique David*, Executive Vice-President, Ifri; with *Laurent Clavel*, Commissioner General of the French-South Africa Season 2013; *Véronique Voulard-Aneini*, Deputy Director for Africa and the Indian Ocean, French Ministry of Foreign Affairs; *Jens-Christian Hoj*, Senior Economist on South Africa, Economics Department, OECD, Paris; *Anthony Butler*, Professor, Department of Political Studies, University of Cape Town; *Raphael Botiveau*, University of Paris-1 Pantheon Sorbonne; *Seeraj Mohamed*, Director of Corporate Strategy and Industrial Development, Senior Lecturer, University of Witwatersrand, Johannesburg; *Hélène Quénot-Suarez*, Research Fellow, Ifri; *Alfredo Tjiurimo Hengari*, Head of the South African Foreign Policy and African Drivers Program, South African Institute of International Affairs, Johannesburg; *Thierry Vircoulon*, Associate Researcher, Ifri; *Agathe Maupin*, South African Institute of International Affairs, Johannesburg.

## United States

# United States Program

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

### Team

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

**Anne-Lorraine Bujon**, Associate Researcher  
Areas of expertise: political theory, social and cultural questions

**Alexandra De Hoop Scheffer**, Associate Researcher  
Areas of expertise: foreign policy and security issues

**François Vergniolle de Chantal**, Associate Researcher  
Areas of expertise: institutions and domestic policy

### Digital Publications

#### "Potomac Papers"

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

**The Republican Party's Ideological Crisis**, n° 17, *Aurélien Godet*, June.

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

### Policy Briefs

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



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

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

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

**The Republicans and American Foreign Policy: What's in Store for 2016?** *Laurence Nardon*, April.

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

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

**The Pentagon Faced with Sequestration and the End of Wars: The Art of Budgetary Blurring?** *Aude Fleurant*, September.

### Articles and Contributions outside of Ifri

**Is the United States Moving Toward Energy Independence?** *Politique étrangère*, 2013/2, *Laurence Nardon*, June.

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

### Conference and Debates

#### 4 July – Immigration Reform in the US: Challenges Ahead

With *Patrick Weil*, Director of Research, CNRS, Center of 20<sup>th</sup> Century Social History, University of Paris 1, Visiting Professor, Yale University; *Anne Bagamery*, European Day Editor, *The International Herald Tribune*.

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

#### 30 September – Fall 2013: Where Does the US Stand in the World?

In partnership with the American Embassy in Paris.

With *Walter Russel Mead*, Professor, Bard College, Columnist, *The American Interest*; *Justin Vaïsse*, Director, Centre d'Analyse, de prévision et de stratégie (CAPS), Ministry of Foreign Affairs.

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

### Annual Conference

#### 6 December – Where Does the US Stand in the World?

United States Program annual conference, in partnership with the American Embassy in Paris.

With the support of Starbucks, David Pol, Viel & Cie, and the Clarence Westbury Foundation.

Themes discussed: *Looking for the Next President*; *The State of the US Economy*; *Can the United States Escape the Middle East?*; *The Transatlantic Security Relationship*.

With *John Zogby*, Analyst, Zogby Analytics; *Aurélien Godet*, Senior Lecturer, University of Paris VII Diderot; *Michael Tomasky*, Editor-in-Chief, *Democracy*; *Florence Pisani*, Economist, Dexia Asset Management; *Michele Dunne*, Researcher, Carnegie Endowment for International Peace; *Jeffrey Mankoff*, Deputy Director, Russia and Eurasia Program, Center for International and Strategic Studies (CSIS); *Alireza Nader*, Political Analyst, Rand Corporation; *François Bujon de l'Estang*, French Ambassador, former Ambassador to Washington, President, FBE International Consultants; *Leo G. Michel*, Senior Research Fellow, Institute for National Strategic Studies (INSS); *Laurence Nardon*, Head of the United States Program, Ifri.



## Security Studies Center Defense Research Unit (LRD)

For more than 20 years, the Security Studies Center has contributed to strategic security analysis in France and throughout the world through its original research, publications, and participation in debate through research and seminars. The center is also working to develop a far-reaching presence in new media (*Ultima Ratio* blog, Twitter, videos on Dailymotion). Devoted to the subject "French defense in question", the 2012-2013 brown-bag seminar cycle, organized in partnership with the Foundation for Strategic Research (FRS) and the *Secret Défense* blog, received widespread attention.

### Team

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

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

**Michel Baud**, Major, Research Fellow at the LRD

*Areas of expertise:* strategic and military questions, French defense policy

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

*Areas of expertise:* antimissile defense, nuclear deterrence, American defense policy, proliferation of weapons of mass destruction, military transformation

**Antoine d'Évry**, Battalion Commander (on secondment to Ifri), Research Fellow at the LRD

*Areas of expertise:* evolution of contemporary military engagements, the future of the armored forces, French military cooperation in Africa

**Guillaume Garnier**, Lieutenant Colonel (on secondment to Ifri), Research Fellow at the LRD

*Areas of expertise:* amphibious operations, urban combat, counter-insurgency, intelligence

**Marc Hecker**, Research Fellow, Deputy Editor-in-Chief of *Politique étrangère*

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

**Aline Leboeuf**, Research Fellow at the LRD

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

**Élie Tenenbaum**, Assistant Research Fellow

*Areas of expertise:* guerrillas and counter-insurgency, military doctrine, communication of strategic intelligence

**Thomas Rid**, Associate Researcher

*Areas of expertise:* cyberdefense, war communication, asymmetrical conflicts, counter-insurgency

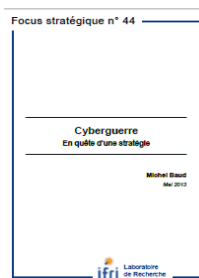
### Digital Publications

#### "Focus stratégiques"

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

**Ever More Expensive? The Complexity of Armaments and the Inflation of Military Expenditures**, n° 42, *Sophie Lefeez*, February.

**Defence Reform in the United Kingdom: A Twenty-First Century Paradox**, n° 43, *John Louth*, March.



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

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

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

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

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

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

#### "Proliferation Papers"

**Command and Control in a Nuclear-Armed Iran**, n° 45, *Shahram Chubin*, January-February.

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

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

#### "Notes de l'Ifri"



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



## Articles and Contributions outside of Ifri

**Does France Have an Exit Strategy in Mali?** *Étienne de Durand, foreignaffairs.com*, February 2013.

**What Future for French Military Interventions?** *Aline Lebœuf, ISN ETH Zürich*, 15 August 2013.

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

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

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

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

**Western Air Power in 2025 (2/2): Elements of Sustainability**, *Corentin Brustlein, Étienne de Durand, Élie Tenenbaum, Revue Défense nationale*, December 2013.

## Seminars

### Brown-bag Seminars

In partnership with the Foundation for Strategic Research (FRS) and the blog *Secret Défense*.

#### 24 January – The French Defense Budget: What Changed in 2012-2013?

With *Martial Foucault*, Director, EU Center of Excellence, McGill University, Montreal; *Camille Grand*, Director, Foundation for Strategic Research (FRS); *Jean-Dominique Merchet*, author of the blog *Secret-Défense*.

Chair: *Étienne de Durand*, Director, Security Studies Center, Ifri.

#### 14 February – Role of the Armed Forces in National Defense: Scenarios

With General *Hervé Charpentier*, Military Governor of Paris; *Étienne de Durand*, Director, Security Studies Center, Ifri; *Jean-Dominique Merchet*, author of the blog *Secret-Défense*.

Chair: *Camille Grand*, Director, Foundation for Strategic Research (FRS).

#### 28 March – Arms Acquisition and Industries: A Call from Europe

With *Hélène Masson*, Senior Research Fellow, FRS; *Camille Grand*, Director, FRS; *Jean-Dominique Merchet*, author of the blog *Secret-Défense*.

Chair: *Étienne de Durand*, Director, Security Studies Center, Ifri.

#### 27 June – The White Paper: A Review of French Defense

With *Camille Grand*, Director, FRS; *Jean-Dominique Merchet*, author of the blog *Secret-Défense*.

Chair: *Étienne de Durand*, Director, Security Studies Center, Ifri.

## LRD Seminars

### 22 March – FRUK Defense Forum Round Table – London

In partnership with the Centre for European Reform, Chatham House, the Foundation for Strategic Research, and the Royal United Services Institute (RUSI).

Themes discussed: *Operational and Industrial Implementation of the Treaties; Implications of the French White Paper for FR-UK Defense Cooperation*.

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

### 25 March – French-German Defense Cooperation: Obstacles and Opportunities

In collaboration with Cerfa.

Themes discussed: *Barriers to Cooperation; Relaunching a Difficult Partnership?; Confronting Visions*.

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

### 22 April – French Intervention in Mali: Lessons and Perspectives

In collaboration with the Sub-Saharan Africa Program.

Themes discussed: *Feedback on the Serval Operation; Peace Building?*

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

### 11 July – The Sustainability of Defense Equipment Policies

Themes discussed: *Military Inflation: An Inexorable Race to Exhaustion?; How to Maintain Coherent Forces and a Long-Term BITD with a Consistent Budget?*

With *Alain Bouquin*, General, Departmental Head, Systems of Force Architecture, DGA; *Sophie Lefeez*, Doctoral Candidate, CETCOPRA/Paris 1 and EADS; *Gilles Desclaux*, General, ThalesRaytheonSystems, former Commander of Air Defense and Air Operations; *Renaud Bellais*, Associate Researcher, ENSTA Brittany; *Olivier Martin*, Secretary General, MBDA.

Chair: *Étienne de Durand*, Director, Security Studies Center/LRD, Ifri; *Guillaume Garnier*, Lieutenant-Colonel, Research Fellow, LRD, Ifri.

**3 September – Defense: For What Purpose?**

Lunch debate with *Jacques Gautier*, Senator (UMP); *Daniel Reiner*, Senator (PS).

Chair: *Étienne de Durand*, Director, Security Studies Center/LRD, Ifri.

**11 December – Light Footprint Operations: Relevance of the Concept and the Role of Ground Forces**

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

**Seminar of the Proliferation and Dissuasion Program****25 November – US Nuclear Future: Deterrence Challenges at Lower Numbers**

Seminar with *James Acton*, Senior Associate, Carnegie Endowment for International Peace.

Chair: *Corentin Brustlein*, Research Fellow, Security Studies Center/LRD, Ifri.

**In collaboration with Ifri/Brussels****30 May – The French White Paper on Defense: What Implications for European Defense? – Brussels**

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

Chair: *Vivien Pertusot*, Head of Ifri Brussels.

**13 December – The EU and the Security Sector Reform – Brussels**

With *Didier Lenoir*, Director of Crisis Management and Planning Directorate (CMPD), European External Action Service; *Aline Lebæuf*, Research Fellow, Security Studies Center/LRD, Ifri.

## Space Program

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

**Team**

**Laurence Nardon**, Research Fellow, Head of the Space Program

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

**Guilhem Penent**, Associate Researcher

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

**Julien Béclard**, Associate Researcher

*Areas of expertise:* European space policy

**Martine Breux**, Assistant

**Digital Publications****“Actuelles de l’Ifri**

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

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

**Articles and Contributions outside of Ifri**

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

**U.S. Opportunity in Asia Is Not Strategy**, *Guilhem Penent*, *Space News*, March.

## Seminars and Symposiums

### 23 April – Orbital Slots and Spectrum Use: A Governance Outlook

Themes discussed: *Main Challenges for Today's Space Community; Orbits and Frequencies: Status; Repartition, Regime; Political Issues of Satellite Telecommunications; The Current Legal Regime and its Inadequacies.*

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

### 19 November – The Militarization of Space and Norway's Satellite Stations: Bases for Debate in the Next Military Space Era

With *Bård Wormdal*, author of *The Satellite War*, 2012, Journalist, NRK.

Chair: *Guilhem Penent*, Associate Researcher, Space Program, Ifri.

## Center for Energy

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

### Team

**Cécile Maisonneuve**, Research Fellow, Director (beginning in February 2013)

*Areas of expertise:* geopolitics of energy, international strategies of firms relating to energy governance issues

**Jacques Lesourne**, Chairman of the Center's Scientific Committee

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

**Maïté de Boncourt**, Research Fellow

*Areas of expertise:* transportation, Middle East

**Laura Parmigiani**, Research Fellow (Brussels)

*Areas of expertise:* gas markets

**Benjamin Augé**, Associate Researcher

*Areas of expertise:* petroleum, gas, electricity, conflicts linked to fuel, Africa

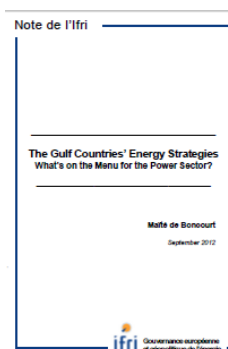
**Sylvie Cornot-Gandolphe**, Associate Researcher

*Areas of expertise:* gas and coal markets, shale gas

**Martine Breux**: Assistant

## Digital Publications

### "Notes de l'Ifri"



**The Gulf Countries' Energy Strategies. What's on the Menu for the Power Sector?**  
Maïté de Boncourt, January

**Photovoltaics: An Effective Development Tool for Sub-Saharan Economies**, *Karim Megherbi*, January.

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

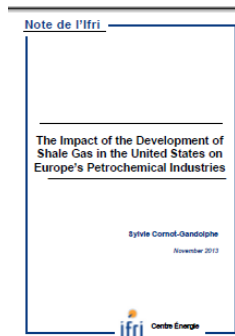
**Offshore Gas in the East Mediterranean: From Myth to Reality**, *Maïté de Boncourt*, May.

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

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

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

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



**The Impact of the Development of Shale Gas in the United States on Europe's Petrochemical Industries**, *Sylvie Cornot-Gandolphe*, November.

## “Éditos”

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

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

**Europe and Energy: Are you listening, Brussels?** *Jacques Lesourne*, June.

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

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

## Conferences and Debates

### 9 January – European Policies and Energy Transitions

With *Jean-Arnold Vinois*, Head of Unit on Energy Policy and Security of Supply and Networks, DG Énergie, European Commission; *Daniel Dobbeni*, Director General, Elia; *Maïté Jauréguy-Naudin*, Director, Center for Energy, Ifri.

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

### 14 March – Status and Outlook for Shale Gas and Tight Oil Development in the US

With *Adam Sieminski*, Administrator of the US Energy Information Administration.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

### 30 May – Unconventional Hydrocarbons: Is a European Approach Possible?

With *Olivier Appert*, President, IFP Énergies nouvelles; *Sylvie Dufлот*, Administrative Director and Public Relations, Total Gas Shale Europe (TGSE); *Capella Festa*, Senior Energy Analyst, International Energy Agency (IEA); *Boguslaw Sonik*, Member of the European Parliament, Parliament Rapporteur for the report “The Environmental Impacts of Shale Gas and Shale Oil Extraction Activities”.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

### 9 July – German Energy Policy: A Good Example?

With *Michel Cruciani*, Project Manager, Center of Geopolitics of Energy and Raw Materials (CGPEM), University of Paris IX-Dauphine; *Christian Pierret*, former Minister for Industry, President of the think tank Énergie Vista.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

### 21 November – Shale Gas Boom in the US: What Future for European Petrochemical Industries?

With *Sylvie Cornot-Gandolphe*, Energy Consultant; *Isabelle Muller*, General Delegate, Union française des industries pétrolières (UFIP).

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

## Seminars and Symposiums

### 2 July – Turkey's Energy Strategy Under Pressure: Domestic Bets and Regional Constraints

In collaboration with the Contemporary Turkey Program.

With *Dorothee Schmid*, Head of the Contemporary Turkey Program, Ifri; *Mihat Rende*, Ambassador, Director General for Multilateral Economic Affairs, Turkish Ministry of Foreign Affairs; *Denis Simonneau*, Diplomatic Counselor, Member of the Executive Committee, Director of European and International Relations, GDF Suez; *Sohbet Karbuz*, Director of Hydrocarbons, OME; *Ozan Acar*, Economist, Economic Policy Research Foundation of Turkey, TEPAV.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.



## The Ifri Energy Breakfast Roundtables (Brussels)

### 19 February – What Lies behind Europe's Refining Crisis?

With *Chris Beddoes*, Director General, Europia (European Petroleum Industry Association); *Antoine Halff*, Head of the Oil Industry and Markets Division, editor of the *Oil Market Report*, International Energy Agency (IEA); *Saïd Nacet*, President, Energy and Consulting & Advisory Services (ECAS), Senior Lecturer, IFP School, Professor, Sciences Po Paris, National Expert, Directorate General for Energy and Climate (DGEC).

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri; *Jacques Lesourne*, Chairman of the Scientific Committee, Center for Energy, Ifri.

### 21 March – New Energy Resources in East Africa: Pushing back the Continent's Last Hydrocarbon Frontier

With *Benjamin Augé*, Associate Researcher, Sub-Saharan Africa Program, Ifri; *Roger M. Carvalho*, Director General, Corporate Finance, SPTEC Advisory; *Yorick de Mombynes*, Vice-President Country Delegate for Kenya and Tanzania, Total E&P, East Africa.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri; *Jacques Lesourne*, Chairman of the Scientific Committee, Center for Energy, Ifri.

### 4 June – East Mediterranean New Offshore Gas Resources: What's in It for Europe?

With *Charles Ellinas*, Executive President, Cyprus National Hydrocarbons Company; *Philip Hagyard*, Senior Vice-President, LNG/GTL Business, Technip; *Olivier Silla*, Deputy Head of Unit, International Relations and Enlargement, DG Énergie, European Commission; *Menelaos Ydreos*, Vice-President, Market and Customer Service, Union Gas Ltd, Vice-President, Coordination Committee, International Gas Union; *Maïté de Boncourt*, Research Fellow, Center for Energy, Ifri.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri; *Jacques Lesourne*, Chairman of the Scientific Committee, Center for Energy, Ifri.

### 17 October – Hydrocarbons in Algeria, Long-Term or Uncertain Supplier for EU?

With *Mustapha Faïd*, Former Vice-President, Sonatrach, President, SPTEC Advisory; *Francis Perrin*, President, *Le pétrole et le gaz arabes*; *Olivier Silla*, Deputy Head of Unit, International Relations and Enlargement, DG Énergie, European Commission, Executive Representative, GDF-SUEZ.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri; *Jacques Lesourne*, Chairman of the Scientific Committee, Center for Energy, Ifri.

### 4 December – Shale Gas Boom in the US: What Future for European Petrochemical Industries?

With *Sylvie Cornot-Gandolphe*, Associate Researcher, Center for Energy, Ifri; *José Mosquera*, Director of Industrial Policy, Cefic-European Chemical Industry Council; *Cristian Kanovits*, Policy Officer, Energy and Transport, Sustainable Industrial Policy and Constructions Unit, DG Enterprise & Industry, European Commission.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

## Center for Migrations and Citizenship

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

### Team

**Christophe Bertossi**, Center Director, Research Fellow  
*Areas of expertise:* citizenship, multiculturalism, institutions (armies and health), migration policies

**Emma Broughton**, Research Fellow  
*Areas of expertise:* migration policies (Europe and developing countries), migration and firms

**Dorothée Prud'homme**, Research Fellow  
*Areas of expertise:* discrimination and health, ethnicity, migration policies

**Danièle Joly**, Associate Researcher  
*Areas of expertise:* migration policies, asylum, discrimination, multiculturalism, Muslims in Europe

**Marie Bassi**, Associate Researcher  
*Areas of expertise:* migration policies, immigration in Southern Europe

**Imad Bou Akl**, Associate Researcher  
*Areas of expertise:* culture and health, multiculturalism, Lebanon

**Jan Willem Duyvendak**, Associate Researcher  
*Areas of expertise:* citizenship, multiculturalism, social movements, Muslims in Europe

### Book Published outside of Ifri

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





## Digital Publications

### “Notes de l’Ifri”

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

**Labor Migration in the State of Qatar: Policy Making and Governance**, Zahra R. Babar, December.

### Conference and Debates

#### 7 January – Western Europe States and Their Muslim Citizens – Institutions, Perceptions, Boundaries

Conference in partnership with the British Council.

With Jan Willem Duyvendak, University of Amsterdam; Carolyn Sargent, Washington University in St. Louis; John Bowen, Washington University in St. Louis; James Beckford, University of Warwick; Christophe Bertossi, Director, Center for Migrations and Citizenship, Ifri.

### Seminars and Symposiums

#### 9 April – Migration Policy and the Competitiveness of Firms in Europe – Brussels

With Emma Broughton and Dorothee Prud’homme, Research Fellows, Center for Migrations and Citizenship, Ifri.

### International Conference

#### 22/26 May – European Citizenship Days – Palermo

Workshops and the international conference Health and Multiculturalism held as part of the SUCCESS project (Voicing Democracy in Successful European Societies – Palermo)

In collaboration with the University of Palermo and under the patronage of the National Institute of Health (ISS), Rome.

With the support of the Calouste Gulbenkian Foundation, the Regional Council of Île-de-France and the European Commission’s Europe for Citizens program.

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

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

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

Conclusion: Leoluca Orlando, Mayor of Palermo.

# Publications

## Books Published outside Ifri or in Co-edition

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

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

**The European Council and European Governance. The Commanding Heights of the EU**, *Yann-Sven Rittelmeyer, François Foret* (eds.), Abingdon, Routledge, 2013.

**Are Russian Universities Competitive?** *Tatiana Jean* (ed.), Paris, CNRS Éditions/Ifri, February 2013, 316 p.

## Digital Publications, Articles

### Europe

#### • Cerfa's Publications

#### "Notes du Cerfa"

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

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

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

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

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

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

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

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

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

#### "Visions franco-allemandes"

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

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

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

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

#### • Publications by Ifri Brussels

#### "Notes de l'Ifri"

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

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

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

## Articles and Contributions

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

## Russia/NIS

### Book

**Are Russian Universities Competitive?** *Tatiana Jean* (ed.), Paris, CNRS Éditions/Ifri, February 2013, 316 p

#### "Russie.Nei.Visions"

(series published in English, French and Russian)

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

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

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

**Russia's Eastern Energy Policy: A Chinese Puzzle for Rosneft**, n° 70, *Nina Poussenkova*, April.

**Afghanistan after 2014: The Way Forward for Russia?** n° 71, *Ekaterina Stepanova*, May.

**Japan-Russia: Toward a Strategic Partnership?** n° 72, *Céline Pajon*, September.

**The Influence of the State on Expanding Russian MNEs: Advantage or Handicap?** Andreï Panibratov, n° 73, December.

### **“Russie.Nei.Reports”**

(series published in English or French)

**Russian LNG: The Long Road to Export**, n° 16, Tatiana Mitrova, December.

### **Articles and Contributions outside of Ifri**

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### **Asia**

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

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## Middle East/North Africa/Mediterranean

### • Middle-East/North Africa

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**Water in North Africa: Constraints, Challenges and Prospects**, *Eugenia Ferragina, Giovanni Canitano*, July.

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## United States

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

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

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## Security

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

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**Command and Control in a Nuclear-Armed Iran**, n° 45, *Shahram Chubin*, January.

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### Articles and Contributions outside of Ifri

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## Energy

### "Notes de l'Ifri"

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

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### **"Éditos"**

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

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**Europe and Energy: Are you listening, Brussels?** *Jacques Lesourne*, June.

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

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

## **Migrations and Citizenship**

### **Book Published outside of Ifri**

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

### **"Notes de l'Ifri"**

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

**Labor Migration in the State of Qatar: Policy Making and Governance**, *Zahra R. Babar*, December.

# Conferences and Debates

## January

### **7 January – Western Europe States and their Muslim Citizens – Institutions, Perceptions, Boundaries**

Conference in partnership with the British Council.

With *Jan Willem Duyvendak*, University of Amsterdam; *Carolyn Sargent*, Washington University in St. Louis; *John Bowen*, Washington University in St. Louis; *James Beckford*, University of Warwick; *Christophe Bertossi*, Director, Center for Migrations and Citizenship, Ifri.

### **9 January – European Policies and Energy Transitions**

With *Jean-Arnold Vinois*, Head of Unit on Energy Policy and Security of Supply and Networks, DG Energy, European Commission; *Daniel Dobbeni*, Director General, Elia; *Maïté Jauréguy-Naudin*, Director, Center for Energy, Ifri.

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

### **16 January – France/Germany: Fifty years after the Élysée treaty**

With *Hélène Miard-Delacroix*, Professor at University of Paris-Sorbonne; *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University of Paris-Sorbonne.

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

## February

### **6 February – Natural Resources in Mauritania: Opportunities and Challenges**

With *Taleb Ould Abdi Vall*, Mauritanian Minister for Petroleum, Energy and Mines; *James Crossland*, Vice-President, Kinross; *Jean Daniel Blasco*, North African Director, Total; *Kane Amadou Mamadou*, Director General, Société de production d'électricité et de gaz (SPEG); *Benjamin Augé*, Associate Researcher for the Sub-Saharan Africa Program, Ifri.

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

### **7 February – Democracy and Development in Africa: The Stakes, Challenges and Prospects**

With *Thomas Boni Yayi*, President of the Republic of Benin.

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

### **13 February – China After the 18<sup>th</sup> Congress of the Communist Party**

Third Parliament/Ifri meeting

With *Élisabeth Guigou*, President of the Commission of Foreign Affairs at the Assemblée Nationale; *Thierry de Montbrial*, President, Ifri; *Jean-Marie Le Guen*, Member of

French Parliament, President of the France-China Friendship Group; *Patrice Martin-Lalande*, Member of the French Parliament, President of fact-finding mission on

China; *Françoise Nicolas*, Director, Center for Asian Studies, Ifri; *Michel Destot*, Member of French Parliament, rapporteur for fact-finding mission on China; *Marie-Louise Fort*, Member of French Parliament, author of report for Commission of European Affairs on EU-China relations; *John Seaman*, Research Fellow, Center for Asian Studies, Ifri.

### **19 February – Do diplomacy and social media mix?**

Conference organized in the framework of the 2013 Social Media Week in Paris.

With *Anne Chounet-Cambas*, Head of the Digital Team, Ministry of Foreign Affairs; *Bertrand de La Chapelle*, Director of the Internet and Jurisdiction program, Académie diplomatique internationale, Member of the Board of Directors of ICANN; *Thomas Gomart*, Vice-President for Strategic Development, Ifri; *Joan Tilouine*, journalist, creator of the e-Diplomacy application of the AFP.

Chair: *Marc Hecker*, Research Fellow, Ifri.

### **21 February – Turkey for a New Europe**

With *Egemen Bağış*, Turkish Minister for European Affairs.

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

## March

### **12 March – Peace and Security in the Great Lakes Region of Africa: Burundi's Role**

With *Pierre Nkurunziza*, President of Burundi

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

### **14 March – Status and Outlook for Shale Gas and Tight Oil Development in the U.S.**

With *Adam Sieminski*, Administrator of the US Energy Information Administration.

Chair: *Cécile Maisonneuve*, Director, Center for Energy, Ifri.

### **26 March – Foreign policy of Jacques Chirac: an overview**

With *Jean-David Lévitte*, Professor, Sciences Po Paris, Distinguished Fellow, Brookings Institution, former Diplomatic Adviser and *sherpa* to Presidents Chirac and Sarkozy; *Richard Banegas*, Professor, Sciences Po, Paris; *Pierre Melandri*, Professor Emeritus, Sciences Po Paris.

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

### **28 March – Political Transformation to the West of the Mediterranean**

Conference reserved for Ifri members.

With *Mansouria Mokhefi*, Head of the Middle East/North Africa Program, Ifri.

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

## April

### 24 April – Has Globalization Reached its Limits?

Conference reserved for Ifri members.

With *Thierry de Montbrial*, President, Ifri.

## May

### 14 May – Academic and political power rankings: the case of Russia

With *Jamil Salmi*, former coordinator of the World Bank's tertiary education program, author of *The Challenge of Establishing World-Class Universities* (2009) and co-author of *The Road to Academic Excellence: The Making of World-Class Research Universities* (2011); *Tatiana Kastouéva-Jean*, Research Fellow, Russia/NIS Center, Ifri, author of *Are Russian Universities Competitive?* (Paris, CNRS Éditions/Ifri, 2013).

Chair: *Thomas Gomart*, Director, Russia/NIS Center, Ifri.

### 14 May – Armenia, The Caucasus, and Europe

With *Edward Nalbandian*, Minister for Foreign Affairs, Republic of Armenia

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

### 21 May – Russia in the Middle East

Conference-debate on the issues addressed by *Politique étrangère*, 1/2013

With *Julien Nocetti*, Research Fellow, Russia/NIS Center, Ifri; *Frédéric Pichon*, Research Fellow, François Rabelais University, Tours.

Chair: *Dominique David*, Editor in Chief, *Politique étrangère*.

### 29 May – Africa: New Opportunities, New Policies Directions

With *John Dramani Mahama*, President of Ghana.

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

### 30 May – Unconventional Hydrocarbons: Is a European Approach Possible?

With *Olivier Appert*, President, IFP Énergies nouvelles; *Sylvie Duflot*, Administrative Director and Public Relations, Total Gas Shale Europe (TGSE); *Capella Festa*, Senior Energy Analyst, International Energy Agency (IEA); *Boguslaw Sonik*, Member of the European Parliament, Parliament Rapporteur for the report "The Environmental Impacts of Shale Gas and Shale Oil Extraction Activities".

Chair: *Cécile Maisonnewe*, Director, Center for Energy, Ifri.

### 31 May – France's European Policy

With *Thierry Repentin*, Ministre délégué chargé des Affaires européennes.

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

## June

### 4 June – Geopolitics of the Eastern Mediterranean: A Cypriot vision

With *Ioannis Kasoulides*, Minister for Foreign Affairs, Republic of Cyprus.

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

### 11 June – Iran on the Eve of Elections: Towards a Renewal of the Islamic Republic?

With *Michel Makinsky*, Lecturer, France Business School, Poitiers, Research Associate, University of Liège; *Louis Racine*, Doctoral Candidate, EHESS; *Clément Therme*, Associate Researcher, Centre d'analyse et d'intervention sociologique (CADIS), EHESS and IRSEM.

Chair: *Mansouria Mokhefi*, Head of the Middle East/North Africa Program, Ifri.

### 26 June – Colombia's Security Environment: Internal and External Challenges

With *Juan Carlos Pinzón Bueno*, Minister for National Defense, Republic of Colombia.

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

### 27 June – Corporate Social Responsibility: The Crossroads Between Business and Diplomacy

With *Jose W. Fernandez*, US Assistant Secretary for Economic and Business Affairs.

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

## July

### 4 July – Immigration Reform in the US – Challenges Ahead

With *Patrick Weil*, Director of Research, CNRS, Center of 20<sup>th</sup> Century Social History, University of Paris 1, Visiting Professor, Yale University; *Anne Bagamery*, European Day Editor, *The International Herald Tribune*.

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

### 9 July – German Energy Policy: A Good Example?

With *Michel Cruciani*, Project Manager, Center of Geopolitics of Energy and Raw Materials (CGPEM), University of Paris IX-Dauphine; *Christian Pierret*, former Minister for Industry, President of the think tank Énergie Vista.

Chair: *Cécile Maisonnewe*, Director, Center for Energy, Ifri.

## September

### 11 September – Presentation of RAMSES 2013. The youth: towards explosion?

With *Nicole Bricq*, Minister for Foreign Commerce; *Thierry de Montbrial*, President, Ifri; *Philippe Moreau Defarges*, Researcher, Co-Director of RAMSES; *Cécile Maisonnewe*, Director, Center for Energy, Ifri; *Marc Hecker*, Research Fellow, Security Studies Center, Ifri.

### 24 September – The Strategic Franco-Vietnamese Partnership: Building Strategic Confidence

With *Nguyen Tan Dung*, Prime Minister, Vietnam.

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

### 25 September – Germany after the federal elections of September 22<sup>nd</sup>

In collaboration with the Maison Heinrich Heine.

With *Stefan Kornelius*, Head of Foreign Policy, *Süddeutsche Zeitung*, Munich, author of *Angela Merkel. Die Kanzlerin*

*und ihre Welt*, 2013; *Pierre-Yves Le Borgn'*, Deputy (PS), President, Franco-German Friendship Group of the Assemblée nationale; *Andreas Schockenhoff*, Federal Deputy (CDU), President, Franco-German Friendship Group of the Bundestag; *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University of Paris-Sorbonne.

Chair: *Henry Ménudier*, Honorary Professor, Université Sorbonne Nouvelle – Paris 3.

### **30 September – Fall 2013: Where Does the US Stand in the World?**

With the support of the American Embassy in Paris.

With *Walter Russell Mead*, Professor, Bard College, Columnist, *The American Interest*; *Justin Vaïsse*, Director, Centre d'Analyse, de prévision et de stratégie (CAPS), Ministry of Foreign Affairs.

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

## **October**

### **10 October – Wars of Tomorrow – Strategy, Technology and Ethics**

Presentation by *Politique étrangère* 3/2013.

With *Jean-Baptiste Jeangène Vilmer*, Policy Adviser, Centre d'analyse, de prévision et de stratégie (CAPS), French Ministry of Foreign Affairs; *Jean-Christophe Noël*, Colonel, CAPS, French Ministry of Foreign Affairs; *Jean-Jacques Roche*, Professor, University of Panthéon-Assas, Director of l'Institut supérieur de l'armement et de la défense.

Chair: *Dominique David*, Editor-in-Chief of *Politique étrangère*.

### **16 October – The Future of the European Union: our Shared Agenda**

With *David Lidington*, Minister of State at the Foreign Office, Minister for Europe, United Kingdom.

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

### **22 October – What to expect from Germany's new government**

Conference reserved for Ifri members.

With *Hans Stark*, Secretary General, Cerfa, Ifri, Professor at University Paris-Sorbonne.

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

# Financial Appendix





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# Accounts 2013

	Budget 2013	Net 2013	Net 2012		Budget 2013	Net 2013	Net 2012
<b>Expenditures</b>				<b>Public grants</b>			
Office supplies	76 450	60 769	80 326		1 676 238	1 665 047	1 820 755
EDF/GDF/Water	32 030	27 774	39 174				
Books	27 970	29 709	28 421				
	16 450	3 286	12 731				
<b>Other external expenditures</b>	<b>2 493 729</b>	<b>2 137 838</b>	<b>2 548 016</b>	<b>Private funding</b>	<b>4 586 710</b>	<b>4 318 868</b>	<b>4 649 454</b>
Printing fees	95 180	45 194	106 007	Donations and member subscriptions	1 440 000	1 211 549	1 449 430
Rental fees	55 800	50 498	49 748	Publications	78 200	80 909	104 345
Maintenance	157 760	141 471	153 550	Program and contract funding	3 047 440	3 006 459	3 081 415
Insurance	55 051	51 547	47 987	Other income	21 070	19 950	14 264
Research material	41 481	33 531	30 869				
Honoraria and professional services	1 462 352	1 208 035	1 450 148				
Donations, membership subscriptions	6 800	156 887	188 936				
General travel and meetings	539 435	382 871	449 801				
Postage and telephone	77 870	65 993	68 613				
Other management fees	2 000	1 811	2 357				
<b>Taxes</b>							
Taxes on salaries	343 583	339 855	330 294				
Other taxes	160 000	164 107	152 826				
	185 583	175 748	177 468				
<b>Staff costs</b>	<b>3 130 102</b>	<b>3 229 887</b>	<b>3 048 249</b>				
<b>Deferred grant revenue</b>	<b>0</b>	<b>54 847</b>	<b>17 834</b>	<b>Deferred grant revenue reversal</b>	<b>24 080</b>	<b>17 834</b>	<b>44 085</b>
<b>Depreciation and provisions</b>	<b>293 162</b>	<b>296 188</b>	<b>248 927</b>	<b>Provision reversal</b>		<b>4 136</b>	<b>18 142</b>
				<b>Other income</b>		<b>5 527</b>	<b>0</b>
<b>Management expenditures</b>				<b>Management income</b>		<b>324</b>	<b>1 617</b>
<b>Operational expenditures</b>	<b>6 337 028</b>	<b>6 119 384</b>	<b>6 273 646</b>	<b>Operation income</b>	<b>6 287 028</b>	<b>6 011 736</b>	<b>6 534 052</b>
<b>Financial expenditures</b>		<b>0</b>	<b>195</b>	<b>Financial income</b>	<b>50 000</b>	<b>134 918</b>	<b>38 261</b>
<b>Exceptional expenditures</b>		<b>8 142</b>	<b>14 689</b>	<b>Financial provisions reversal</b>	<b>0</b>	<b>0</b>	<b>155</b>
<b>Corporate taxes</b>		<b>17 280</b>	<b>127 062</b>	<b>Exceptional income</b>		<b>31 657</b>	<b>2 216</b>
<b>Income after taxes</b>		<b>33 505</b>	<b>159 092</b>				
<b>TOTAL</b>	<b>6 337 028</b>	<b>6 178 311</b>	<b>6 574 684</b>	<b>TOTAL</b>	<b>6 337 028</b>	<b>6 178 311</b>	<b>6 574 684</b>

Editor  
Natacha Crance

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