

Knowledge for action



*French Institute
of International
Relations*



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Executive Chairman's Statement

Thierry de Montbrial

Founder and Executive Chairman of Ifri



The French Institute of International Relations (Ifri) is the leading French institution for research and debate on the topic. It is also a unique platform for the understanding of the contemporary world. Over the past 40 years, Ifri has become a reference on a worldwide scale, recognized by its peers. Founded in 1979, Ifri has been ranked for the past two years as the 2nd most influential think tank in the world and the 1st in Europe by the University of Pennsylvania's Global Go To Think Tank Index Report.

Its governance, the diversity of its funding, its ethical framework as outlined in its charter, and the high quality of its work guarantee Ifri's independence and continued respect of its fundamental values. Ifri's research teams are made up of tenured professional researchers. The Institute's work aims to inform public and private decision-makers on the international stage. Ifri is built on the principle of transversality and cooperation amongst its researchers, a practice which becomes increasingly necessary as the complexity of the international system increases.

Ifri's mission has always been to work towards the service and benefit of the general interest. Thus, it contributes, through its influence in France and abroad, to the organization and structuring of public debates on the questions that face the world as a whole, with the intention of creating a reasonably open and peaceful world for the long term. "Reasonably" refers to the obligation to understand the culture and fundamental, long-term interests of each nation, in order to promote a structurally stable international governance.

With four decades' experience, covering the end of the cold war, the accelerating digital revolution, the explosion of political Islamism and international terrorism, the unintended effects of globalization, the emergence of global problems such as climate change, the illusions of the Arab spring, and the spread of economic crises, Ifri can now inscribe its action in the long term, like those institutions in England and America which inspired its creation and which are themselves preparing to celebrate their centennial anniversaries.



February 2019

Director's Statement



Thomas Gomart
Director of Ifri

Convinced of the importance of its mission to the general interest, Ifri is fully focused on the heart of its work: research and debate in international relations. Ifri's research is designed and produced as an aid to decision-makers, whether public or private. It is based on identifying problems encountered by different global actors and creating a map of the forces involved. Embedded in the most important networks, our team takes with the utmost seriousness its field missions, background research, and the confrontation and dissemination of ideas.

How can we describe Ifri? Simultaneously French and international; generalist and specialized; conceptual and operational. Six adjectives are not enough to describe the diversity of Ifri's talents but help to discern the direction of its activities, which are conducted based on a shared methodology. It is by working in a transversal and transdisciplinary way that we attend to the expectations of our various partners. Within Ifri, the 11 research units, with the indispensable help of the support staff, each formulate their agendas. They develop external contacts while cooperating on joint projects. One of our strengths lies in this ability to combine the expertise of our different units. Coordinated, they work together to propose a framework of analysis and forecasting that is adaptable over the long term and wellplaced to detect the appearance of new issues.

Over the next four years, Ifri's activities will, among other things, explore three major themes. First, the changing relationship between the United States, China and Russia, which calls multilateralism into question. These triangular relationships have strategic, energy, economic, and technological consequences critical to international stability. Second, the trajectory of Europe, which is experiencing repeated crises (euro, Brexit, migration, populism...) and must rethink the nature of its relations with its different neighbors (Mediterranean, sub-Saharan Africa, Middle East, as well as Arctic, Eastern Europe, the Caucasus, and Central Asia) and major partners (India, Canada, Japan, Australia, Indonesia...). One of the challenges for Europe is obviously to achieve strategic credibility. Third, the issues that are not only related to the environment and demography but also to common spaces (sea, air, space, and the Internet), which, by definition, require a transversal approach. The scope of our intentions is indicative of the diversity of skills gathered within the Ifri team, and its desire to remain active at the forefront of major international think tanks.

A handwritten signature in dark ink, reading "Thomas Gomant". The signature is written in a cursive, slightly stylized font. Below the signature is a short horizontal line.

February 2019

ifri



Ifri, Today
and Tomorrow

Ifri, Today and Tomorrow

A space where free, responsible, operational, and prospective thinking is continuously developed

A COMMUNITY OF VALUES:

- A multinational team that works in the spirit of tolerance, freedom and openness
- Intellectual rigor and a sense of responsibility in financing as well as analysis
- Transparency in decision-making in the spirit of the general interest



1 Thierry de Montbrial,
Executive Chairman of Ifri,
Paris Peace Forum,
November 2018



OUR PROFESSION, OUR COMMITMENT

Since its creation, Ifri has been organized around a team of salaried researchers and a pool of associated researchers who are embedded in international networks and are often involved in field missions. This structure, paired with a methodology based on the combination of regional and thematic approaches (energy, security, digital, political economy...) guarantee regularity and quality in Ifri's work. It is on this basis that Ifri has always been able to maintain a relationship of independence but also close cooperation with public authorities, ongoing interaction with the private sector and decision-making circles, and a strong presence in the media.

If Ifri is committed by nature and conviction to lasting into the future, it also knows how to adapt its work to the immediate international context. The war in Syria, Brexit, and the election of Donald Trump ushered in a new era marked by strong international instability and uncertainty about the future of globalization. On the basis of these observations, Ifri researchers are analyzing global governance and its regional and national consequences. They also take care to identify the elements of continuity and rupture that could represent opportunities for Ifri's partners.

In 2019, Ifri is ranked for the second consecutive year 2nd most influential think tank in the world after *Brookings Institution* (USA) and ahead of *Carnegie Endowment* (USA), according to the University of Pennsylvania's "Global Think Tank Report 2018". Ifri is also ranked as the first think tank in Western Europe.



2

2 Thomas Gomart, Director of Ifri, Mensuelle Ifri/Entreprises with Robin Niblett, Director of Chatham House, December 2018

INTERNATIONAL AMBITION AND REACH

Ifri will keep finding, tomorrow as today, high-level access to public and private decision-makers, continue networking around the world, and combine its mutually sustaining research with debate activities.

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

40 Years: Rich Experience, Unique Role

Ifri, key player in the analysis
of international relations

1979

Thierry de Montbrial
creates the French
Institute of International
Relations (Ifri),

which succeeds to the *Centre d'études
de politique étrangère* born in 1936.
A non-profit organization
established under the French Act
of 1901, recognized as a public
utility organization, Ifri opened its
first headquarters at 6 rue Ferrus,
in the 14th arrondissement of Paris.



1980s

In 1981 the first issue of *Ramses*
(annual global report on the eco-
nomic system and strategies)
is published; the 37th edition will
be published in 2019. Following
the Soviet intervention
in Afghanistan, the Euromissile
crisis, the Strategic Defense
Initiative, the oil crises,
and the Iran/Iraq war, Ifri is at the
heart of the debates that signal
the great changes at the end of
the decade, and affirms its "style":
maintaining systematic dialogue
with all actors on the international
stage – politicians, think tanks,
academics, the private sector,
and the media – in the spirit
of intellectual and ethical
openness and rigor.

1989: Dinner-debate
with **Zbigniew BRZEZINSKI**,
National Security Advisor
to **Jimmy CARTER**,
President of the United States

1990s

A new world is emerging:
collapse of the USSR, multiplication
of international interventions,
break-up of the Balkans, affirma-
tion of the emerging nations...
Ifri moves to 27, rue de la Proce-
sion (Paris 15th), into a building
acquired through private fundrai-
sing. This new facility allows for
a rapid development of activities,
debates, and publications.
In this setting, Ifri strengthens
its team of researchers, organizes
more events, and welcomes key
international actors.

1990: "Europe is our destiny"
conference with **Helmut KOHL**
and **Jacques DELORS**



in 1999

For the combined celebration
of its 20th anniversary and
the turn of the millennium,
Ifri brings together many heads
of state and government in a very
high-level debate (La Villette
international conference).
On this occasion, Jacques Chirac,
President of the French Republic,
declares: "In a generation, Ifri
has become one of the world's
leading institutes."

1999: Dinner-debate
with **Suleyman DEMIREL**,
President of Turkey





40 Years: Rich Experience, Unique Role



2000s

After September 11th, the new Iraq war, and the financial crisis of 2008, the dreams of a happy globalization are dampened. Ifri reinforces its research programs and permanent team of researchers, strengthens its connections with its private partners, and acquires new ways to disseminate its analyses: a website, a collection of "Notes", the renewal of the journal *Politique étrangère*, and a presence on social networks. Ifri's budget becomes largely private.

2000: Dinner-debate with **Vladimir PUTIN**, President of the Russian Federation

2001: "China and the world in the 21st century" conference with **HU Jintao**, Vice-President of the People's Republic of China

2006: "The Iraq of tomorrow" conference with **Jalal TALABANI**, President of the Republic of Iraq



2008

Thierry de Montbrial creates the *World Policy Conference*

International law and a still fledgling multilateralism are not enough to guarantee peace in the face of new forms of conflict and economic turbulence. Through exchanges at the highest level between international actors, the World Policy Conference (WPC) seeks to explore and develop the logic and framework of a new global governance. In the words of Thierry de Montbrial: "The WPC hopes to contribute, albeit modestly, to the sustainable development of a reasonably open world, which allows human beings - whatever their beliefs - to better live both the reality and the mystery of their existences." In ten years, the WPC has welcomed more than 850 major public figures from 90 countries.

2015

Ifri adopts new governance

The modification of its statute allows Ifri to acquire a governance aimed at ensuring its institutional sustainability. Its prominent international position enables it to play a key role in the world's growing debates on the future of multilateralism and the very organization of international society.

2016: Conference-debate with **Hassan ROHANI**, President of the Islamic Republic of Iran

2016: "Where is China headed?", debate with **YANG Jiechi**, Director of the Office of the Foreign Affairs Commission, China

2017: The history and origins of Ifri's beginnings are retraced in **Sabine JANSEN's** book, *Les boîtes à idées de Marianne. État, expertise et relations internationales en France*, Édition du Cerf, 2017

2019

In 2019, now recognized as one of the most influential global think tanks, Ifri celebrates its fortieth anniversary.



Book signing for *Notre intérêt national: Quelle politique étrangère pour la France?* Éditions Odile Jacob, January 2017



Ifri, a Wellspring of Talent

A hub of exchange and openness at the crossroads of multiple cultures, where experts can get informed in an environment of tolerance and intellectual rigor



1 To the right: Dimitri Von Büren, Digital Communications Officer, Ifri, at the *Euro-Mediterranean Youth Forum: Shaping the Digital Future*, October 2018, Lisbon



2 Sharleen Lavergne, Copy Editor,
Marc Hecker, Director of Publications,
Julien Nocetti, Research Fellow,
François Gaulme, Associate Researcher,
at the Conference, *The State, is it a "has
been?"*, Université Paris I Panthéon
Sorbonne, November 2018

A TRAINING PLATFORM

With an eleven research units, a solid team of permanent researchers and their associated networks of French and foreign researchers, Ifri has established a unique analytical research center in France.

TRANSVERSALITY AND MULTIDISCIPLINARITY

The approach of the Institute is interdisciplinary because it is only through dialogue between researchers of different specialties and the interchange of methods that we can approach the complexity of the world today.

The choice of systematic interdisciplinarity, fieldwork, and policy-oriented analysis makes Ifri a unique training ground. Ifri's researchers have been trained to meet the high-level requirements of this work; they are often consulted by private and public decision-makers, and are acclaimed in academia and the media.

A PRESTIGIOUS NETWORK OF EXPERTS

Ifri's prestige and the operational quality of the training it provides have enabled many researchers, over the past four decades, to pursue brilliant careers in the world of politics, higher administration, and the private sector.

Organization and Governance





The team, Ifri, January 2019

CENTERS AND RESEARCH PROGRAMS

SECURITY STUDIES CENTER

Corentin Brustlein, *Director*

Élie Tenenbaum, *Research Fellow*

Marc Hecker, *Research Fellow*

Aline Lebœuf, *Research Fellow*

Morgan Paglia, *Junior Researcher*

DEFENSE RESEARCH UNIT (LRD)

Élie Tenenbaum, *Coordinator*

Corentin Brustlein, *Research Fellow*

Serge Caplain, *Research Fellow*

Aline Lebœuf, *Research Fellow*

CENTER FOR ENERGY

Marc-Antoine Eyl-Mazzega, *Director*

Carole Mathieu, *Research Fellow*

Cécile de Cordier, *Assistant*

CENTER FOR MIGRATION AND CITIZENSHIP

Christophe Bertossi, *Director*

Matthieu Tardis, *Research Fellow*

AFRICA STUDIES CENTER

Alain Antil, *Director*

Victor Magnani, *Project Manager*

Clélie Nallet, *Research Fellow*

CENTER FOR ASIAN STUDIES

Françoise Nicolas, *Director*

Céline Pajon, *Research Fellow*

John Seaman, *Research Fellow*

Alice Ekman, *Research Fellow*

RUSSIA/NIS CENTER

Tatiana Kastouéva-Jean, *Director*

Julien Nocetti, *Research Fellow*

Anne Souin, *Project Manager*

Maxime Audinet, *Junior Researcher*

TURKEY/MIDDLE EAST PROGRAM

Dorothee Schmid, *Head*

Cécile de Cordier, *Assistant*

STUDY COMMITTEE FOR FRANCO- GERMAN RELATIONS (CERFA)

Hans Stark, *Secretary General*

Barbara Kunz, *Research Fellow*

Katja Borck, *Project Manager*

Catherine Naïker, *Assistant*

NORTH AMERICA PROGRAM

Laurence Nardon, *Head*

EUROPE PROGRAM

Éric-André Martin, *Project Manager*

FRENCH-AUSTRIAN CENTER FOR RAPPROCHEMENT IN EUROPE (CFA)

Dominique David, *President*

Ifri by the Numbers

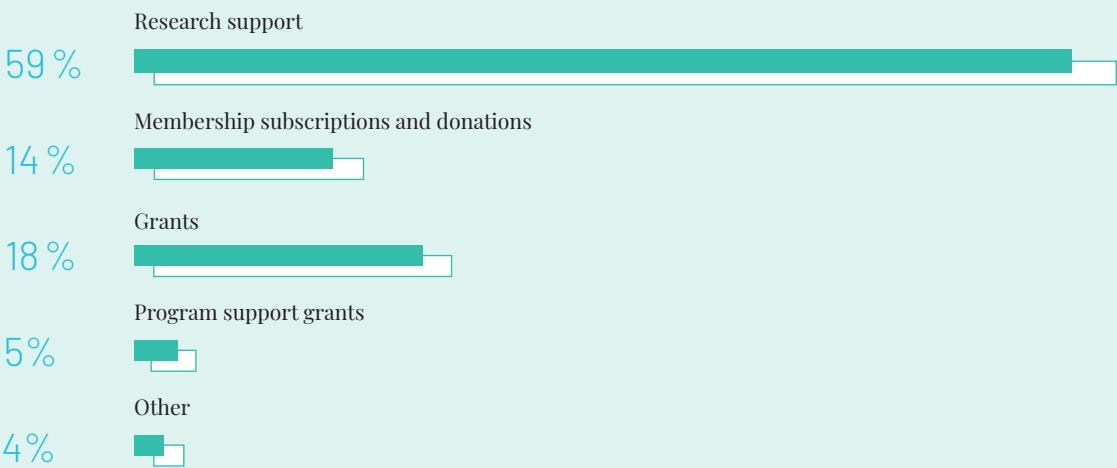
STATUTE

A non-profit organization, as established under the French Act of 1901, Ifri is recognized as a public utility organization and is independent of any administrative or financial supervision. Ifri is not affiliated with any political party. Its independence, endowed by its statute, rests notably on the diversification of its sources of public and private funding.

FINANCIAL RESOURCES

Annual operational revenues as of 31 December 2017: €6.5 million

More than 70% of our funding comes from private donors



In 40 years Ifri has organized:



Conferences, seminars, workshops, high-level events,
and round tables

Since its first website went live, Ifri has published:



digital analyses and studies



Today, Ifri has:



employees



associate researchers



private members



corporate members
in France and abroad



Embassy
and Institutional members



event attendees each year



experts and high-level
guests from France
and abroad each year

CHARTER OF VALUES AND PRINCIPLES*

The Institute is guided by the intention to maintain its independence, objectivity and integrity. It directs its activities to the benefit of the general interest, and exercises them responsibly.

Consequently:

- The Institute neither supports nor defends any particular interest, nor does it support any cause or position of a partisan nature.
- The Institute ensures that its research and debate activities meet a high level of intellectual rigor, objectivity, and responsibility.
- In its overall approach, it maintains a balance between stakeholders and the plurality of opinions expressed.
- Taking responsibility implies that any public expression made in the name of the Institute is marked by moderation in language and judgment.
- The work of Ifri is public, in principle. Due to its nature, however, some research may remain confidential.
- The Institute ensures that the funding and material support it receives, both French and foreign, from public or private sources, has no influence on the principles and values that define it. The Board of Directors is called to decide on any financing that could, by its magnitude or origin, lead to any doubt about the independence of the Institute.

*Adopted by the Board of Directors on 12 December 2018

Ifri's Funders and Members

Analysis, dialogue, networking



SUPPORTING IFRI MEANS CONTRIBUTING TO FREE AND DEEP THINKING

Through its debates and research, Ifri brings together decision-makers, experts, academics, journalists, and representatives of civil society. They all bring their specialty to the table and offer their own perspective on the international situation.

DEVELOPING A CULTURE OF INDEPENDENCE

Since the beginning, Ifri has sought to ensure its economic and financial independence by diversifying its sources of funding between public and private sources.

Only the diversity and sustainability of Ifri's resources can guarantee the long-term quality and relevance of its work. To maintain the complex ecosystem that is the source of Ifri's value, the Institute is supported by the French state, national and international organizations, foreign diplomatic representatives in France, individual members, and corporate partners.

ASSISTING DECISION-MAKING AND PROVIDING A SPACE FOR DIALOGUE

Corporates

Direct access to researchers, networking, in-house interventions, mission reports, event privileges, closed-door events and more. Through personalized support, corporate partners benefit from in-depth analyses accompanied by operational insights on geopolitical risk.

Individual members

Ifri offers a partnership program dedicated to individuals who, through their Institute membership, receive exclusive access to events and publications.

40 years of partnerships

Since 1979, Ifri has grown and maintained its independence through the help of its many partners. It is thanks to the ongoing support of some 20 companies that Ifri has had its own building since 1995, allowing it to welcome the most prestigious guests in the best conditions and to organize high-quality events.

- 1 Dinner-debate with Bruno Le Maire, Minister of the Economy and Finance, June 2018
- 2 Isabelle Carrère, Founder of Alba & CO, Yann Roland, Director of Development, Ifri
- 3 Thomas Gomart, Director of Ifri, Didier Hauguel, Société générale, Robin Niblett, Director of Chatham House, Antoine Creux, Société générale, Mensuelles Ifri/ Entreprises, December 2018

FISCAL INCENTIVE FOR DONORS

For any support of Ifri's activity, the law of 1 August 2003 allows donors to benefit from a tax reduction equal to 60% of the amount paid by companies (within the limit of 5‰ of turnover excluding tax) and 66% for amounts donated by individuals.

To learn more:
www.ifri.org/fr/soutenir-ifri

Events

Exchanging views on all aspects
of international relations

Decode current world realities

Illuminate political and economic
decisions

Forecast major international trends



- 1 Dorothée Schmid, Head, Turkey/Middle East Program, Barham Saleh, President of Iraq, Thierry de Montbrial, Executive Chairman of Ifri, 25 February 2019, Paris
- 2 Thomas Gomart, Director of Ifri, Kersti Kaljulaid, President of Estonia, Roumen Radev, President of Bulgaria, Paris Peace Forum, November 2018





3 Dinner-debate with Nathalie Loiseau, Minister of European Affairs, chaired by Thierry de Montbrial, Executive Chairman of Ifri, November 2018

4 Thierry de Montbrial, Executive Chairman of Ifri, Bernard-Henri Lévy, Writer and Philosopher, Debate: Two conceptions of international politics?

NOTABLE GUESTS:

Hu Jintao, Jalal Talabani, Vladimir Poutine, Hamid Karzaï, Dmitri Medvedev, Abdoulaye Wade, Herman Van Rompuy, Jacob Zuma, José Manuel Barroso, Jakaya Kikwete, John Dramani Mahama, Mario Monti, Mohammad Javad Zarif, Yang Jiechi, Jakaya Kikwete, Nguyen Tan Dung, Benigno S. Aquino II, Peter Altmaier, Recep Tayyip Erdogan, Geun-hye Park, Khaled bin Mohamed Al Attiyah, Hassan Rohani, Abdelkader Messahel, Sheikh Abdullah bin Nasser bin Khalifa Al-Thani

Ifri has also hosted French presidents *Valéry Giscard d'Estaing, Jacques Chirac, Nicolas Sarkozy, Emmanuel Macron*, as well as recent guests, *Bruno Le Maire and Nathalie Loiseau*.

IFRI'S EVENTS

Closed-door seminars: Illuminate a specific issue for the benefit of our public and private partners, with the help of the most qualified international experts.

High-level meetings reserved for our partners – dinner-debates, Mensuelles de l'Ifri, Ambassadors' Table, etc.: business leaders, policy makers, and senior government officials meet to discuss the world's pressing issues.

Conferences: international-level debate for an informed public, with some of the most important leading figures from France and abroad.

International conferences: Ifri's international network is showcased during these unmissable events. Researchers from Ifri participate in multiple forums, seminars, and conferences with their peers as well as leading international personalities – QUAD (the RAND Corporation, SWP, Chatham House and Ifri), Council of Councils Summits, Euro-Med Forum, Think Tanks Summits, etc.

The World Policy Conference (WPC): Founded in 2008, the WPC seeks to “contribute to the promotion of a more open, prosperous, and just world”. Its mission is to work towards the improvement of global governance in all of its forms.

IFRI'S DEBATES BRING TOGETHER:

- Political leaders and senior officials
- Economic decision-makers
- Academics and international experts
- Global media personalities
- Informed members of the public looking to deepen their understanding of international affairs

IFRI'S EVENTS (CONTINUED)

French-Austrian Center for Rapprochement in Europe (CFA): Created in 1978, the CFA concentrates on bilateral relations, the future of the European Union, and the EU's relationship with its global environment.

Paris Peace Forum: In November 2018, Ifri participated in the first Paris Peace Forum, organized as part of the centenary commemoration ceremonies of the end of the First World War. Ifri is a founding member along with the National Foundation for Political Science (Sciences Po), the Körber Foundation, the Mo Ibrahim Foundation, the Montaigne Institute, and the French Republic, represented by the Quai d'Orsay.



- 5 Nikola Dimitrov, Minister of Foreign Affairs for the Republic of North Macedonia, Dominique David, Advisor to the Executive Chairman, Ifri, April 2018
- 6 Élie Tenenbaum, Coordinator of the LRD (Ifri), General Jean-Pierre Bosser, Army Chief of Staff, Thomas Gomart, Director of Ifri and Jean-Dominique Merchet, defense and diplomacy Correspondent, *L'Opinion*.
- 7 Dinner-debate with Salomé Zourabichvili, President of Georgia, chaired by Thierry de Montbrial, Executive Chairman of Ifri, February 2019



Research

An active presence in intellectual debates, extensive fieldwork, an international network, continuity of analysis



1 Thomas Gomart, Director of Ifri, "2018 Global Go To Think Tank Index Launch Event", Brookings Institution, January 2019, Washington

A CORE OF FULL-TIME RESEARCHERS, AN INTERNATIONAL NETWORK OF ASSOCIATE RESEARCH FELLOWS

"No research without researchers" could easily be Ifri's motto, as the Institute relies on a solid core of salaried researchers divided among 11 units working on key regions and themes. This permanent team works closely with long-term associate researchers. Strategically embedded in the most important international networks, Ifri's researchers produce policy-oriented work, held to the highest standards of objectivity, and intended to inform public and private decision-makers in France, Europe, and around the world.

Ifri is committed to welcoming both young researchers (CIFRE doctoral students, for example), researchers in residence (within the framework of an institutional partnership) and experienced researchers (who have spent all or part of their careers at Ifri). Each unit is led by a well-known researcher, who possesses both scientific and organizational skills. Each unit enjoys true autonomy, while still playing an important collaborative role in Ifri's overarching activity.

A MULTIDISCIPLINARY APPROACH, A KNOWLEDGE OF THE FIELD

This model makes it possible to conduct both in-depth research on specific topics as well as large-scale reviews identifying major trends. It requires the researchers' constant attention in order to maintain a high level of output, carry out specialized work, and keep in touch with major international issues. Ifri's researchers seek to eschew jargon in favor of a direct approach to issues. They carry out numerous field missions, constantly diversify their contacts, develop their conclusions based on the major debates of the moment, and disseminate their work not only through Ifri but also through reputable publications, international journals, and media outlets in France and abroad. Research at Ifri would not exist without debate. Mutually beneficial, the combination of research and debate enables a realistic and pragmatic approach to international issues.



Conference-debate "The International Relations Experience" with Hubert Védrine, former Minister of Foreign Affairs, and Thierry de Montbrial, Executive Chairman of Ifri, moderated by Isabelle Lasserre, Deputy Editor, *Le Figaro*, November 2018



Transversal Approach

Transversality of Research

Corentin BRUSTLEIN
*Director of the Security
Studies Center*



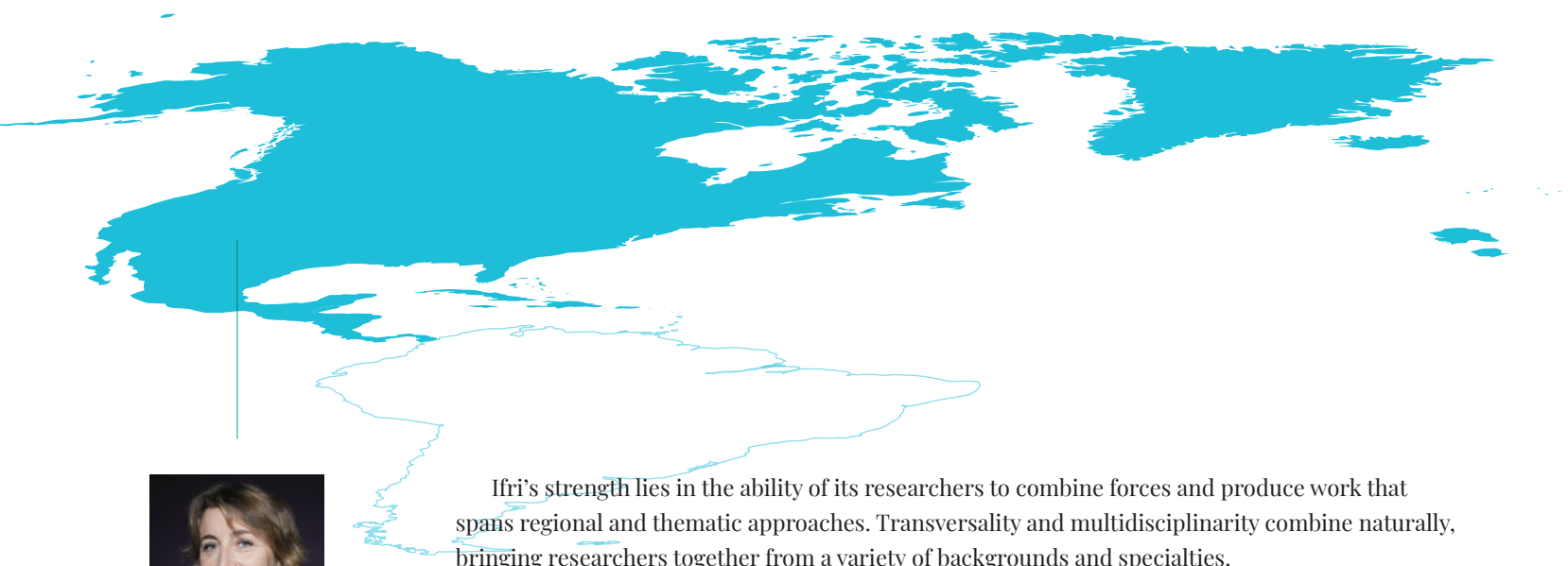
Élie TENENBAUM
*Coordinator of the Defense
Research Unit (LRD)*



Marc-Antoine EYL-MAZZEGA
Director of the Center for Energy



Marc HECKER
*Director of Publications,
Editor-in-chief
of Politique Étrangère*



Laurence NARDON
*Head of the North
America Program*

Ifri's strength lies in the ability of its researchers to combine forces and produce work that spans regional and thematic approaches. Transversality and multidisciplinary combine naturally, bringing researchers together from a variety of backgrounds and specialties.

Ramses and *Politique étrangère*, as well as regular collaborative research analysis, are developed and produced in a transversal way. On most international subjects, Ifri is able to bring together, at short notice, a working group capable of producing on-point analyses and predictions. This know-how and responsiveness are the result of a wealth of experience and constant awareness of the global environment.

Tatiana KANSTOUÉVA-JEAN
Director of the Russia/NIS Center



Hans STARK
*Secretary General of the Study
Committee for Franco-German
Relations (CERFA)*



Christophe BERTOSSI
*Director of the Center for Migration
and Citizenship*



Alain ANTIL
*Director of the Sub-Saharan
Africa Program*



Dorothée SCHMID
*Head of the Turkey /
Middle East Program*



Françoise NICOLAS
*Director of the Center
for Asian Studies*

Research Units

Regional Programs



Asia in the 21st century *Center for Asian Studies*

That the center of gravity for the world's economy is shifting towards Asia is nothing new. However, China's growing diplomatic activism is a major change that has profound effects on the balance of power both regionally and globally.

A perfect illustration of this shift can be observed in the deployment of the Chinese New Silk Road (or Belt and Road) Initiative and the reactions it has provoked. Geo-economic and strategic alternatives based on the Indo-Pacific concept are being promoted by Japan, the United States, India, and Australia, which are increasingly cooperating. Southeast Asia is caught in the midst of the China-US rivalry, but faces its own challenges (migration, democratic processes, etc), while a potential Korean reconciliation reshuffles the cards in Northeast Asia. At the same time, traditional flashpoints (Taiwan strait, territorial disputes in the China seas) remain. In the years to come, the work of the Center for Asian Studies will focus on analyzing the different dynamics of the region and their implications for the world.

Since 2007, the Africa Studies Center (ASC) has worked to address the economic, social, political and security issues facing the continent. The Center achieves its mission through fieldwork in Sub-Saharan Africa (SSA) where it pursues a number of specific subjects:

- Far beyond the 350 million individuals reported in recent years, the African middle class has grown and provides a good opportunity to observe socio-economic dynamics in progress.
- SSA is urbanizing and cities are becoming the engines of economic growth. However, urbanization and sprawl pose challenges to the governance of urban spaces, access to the city, mobility, and land management.
- Elections, which structure the political environment, have become widespread across the continent. Nevertheless, democracy and the rule of law are still lacking in many countries.
- Many international actors are currently present in SSA. Their strategies need to be analyzed to understand SSA's place in the world. SSA faces a resurgence of conflict and the development of gray areas that are poorly controlled by the states.

The ASC, through its conferences and some thirty publications per year, feeds public debate and informs political and economic decision-makers on the continent.

African concerns *Africa Studies Center*



Russian and the post- Soviet space

*Russia/New
Independent
States Center*



A major player, a nuclear power, and an essential energy supplier for Europe, Russia seems to have swapped its emerging market position for the policies of a great power. Even though it has been under sanctions since 2014, its economy has shown only moderately slowed growth. Despite the President's popularity, signs of social discontent are accumulating and weakening the regime of Vladimir Putin. Created in 2004, the Russia/NIS Center works to anticipate and decipher the developments of the post-Soviet countries and their relationship with the world. Its activities are intended, on one hand, to support economic and political decision-makers and, on the other, to inform the public debate on a region crucial to European security.

The Russia/NIS Center focuses on topics such as the interactions between foreign and domestic policies, Russian elites and decision-making processes, the mobilization of old and new tools of influence (military, energy, information, cyber), as well as changes in post-Soviet societies. Renowned as one of the top research units in the international network, the Center publishes its analyses in a trilingual (English, French, Russian) digital collection, *Russie.NEI.Visions*, read in France and abroad.

Risk assessment in the Middle East must now take into account a multifaceted crisis: a shortage of development models, the fragility of political regimes, ethnic and religious fragmentation of societies, and outbreaks of terrorist violence. These tensions will inevitably lead to a deep recomposition of the region. Regional powers are seeking to gain a footing (Turkey, Saudi Arabia, Iran) and new wars have broken out (Libya, Syria, Yemen), all against the background of a widespread arms race.

Ifri's Turkey/Middle East Program aims to combine rigor and responsiveness in monitoring these dynamics, both at regional and state levels. The research, which relies on a network of independent partners and solid fieldwork, seeks to pinpoint the main game-changers while indentifying future interlocutors. The team has chosen three themes to develop, from observation to prediction: the geo-economic dynamics in the region, evolution of political models, and stakes and scopes of the new conflicts.

Middle East: old and new disruptions

Turkey/ Middle East Program





Franco- German issues *Study Committee for Franco- German Relations (Cerfa)*

Created in 1954 through an inter-governmental accord between the Federal Republic of Germany and the French Republic, the Study Committee for Franco-German Relations (Cerfa) is equally funded by the French and German Ministries of Foreign Affairs but benefits from total ideological independence.

The Center's research focuses on the analysis of Franco-German relations, particularly in the context of European construction. It tailors its work to its audiences: for the French public it examines Germany's foreign, domestic and economic policies, and for the German public it looks at French public policies with respect to security and defense, as well as foreign, economic, and domestic policies.

While the European and Franco-German equilibria are weakened by the rise of populism, Cerfa researchers will approach 2020-2021 focusing on the main spheres of European collaboration (defense and security policy, eurozone reform). They will also consider the internal political transformations in France and Germany and the difficulties they will face in preserving the Franco-German relationship, as well as on the two countries' relations with large international actors (the United States, Russia, China, Africa).

Created in 1978 to improve dialogue in a bipolar Europe, the French–Austrian Center for Rapprochement in Europe (CFA) is an international organization supported by the French and Austrian Foreign Ministries, within which Ifri represents the French contribution.

Chaired until 2015 by Thierry de Montbrial and now by Dominique David, it focuses on three main areas: the bilateral dialogue on political, economic and social issues (economic strategies, migration, security issues...); a reflection on the future of European integration (EU policies, the role of Central European countries...); and the relations between the EU and surrounding regions (Eastern Partnership, Western Balkans...).

The challenges facing the EU, uncertainties in Europe about global security, and the threat of new divisions testify to the timeliness of the CFA's activities, which promote dialogue (seminars, conferences in various capitals...) with all the main players from the Old Continent: politicians, corporates, academics, media, and civil society actors.

European integration, new neighborhoods

French–Austrian Center for Rapprochement in Europe (CFA)



Due to the widespread disruptions it has created in a number of areas, the Trump presidency will partially dictate the research agenda of Ifri's North America program over the coming years. Program partners, experts and the general public seek out its analyses on a range of subjects: the deterioration of political discourse, updates on inquiries into the president, insights on the political reorganization that will emerge from the 2020 presidential race, an examination of the economic situation and the future of multilateralism.

The program also offers a specific service to the private sector in France and Europe, aiming to provide companies with an understanding of sanctions and trade wars launched by the Trump administration: the tariff war with China and the European Union, the renegotiation of trade treaties with Canada and Mexico, as well as with South Korea, and the sanctions against Russia, China and Iran. These measures hinder European economic actors. It is therefore necessary, now more than ever, to provide decision-makers with the information they need to develop a coordinated response.

United States: from rupture to isolation? *North America Program*



Thematic Programs



Security and defense: a new range of threats

*Security Studies
Center/Defense
Research Unit*

Heir to a tradition dating back to the founding of Ifri, the Security Studies Center provides public and private decision-makers, as well as the general public, with the keys to understanding power balances and contemporary and future modes of conflict.

Today, France is exposed to a spectrum of increased threats ranging from terrorism to the emerging risk of a major war. This perspective requires renewed reflection, as much on the strategies of conflict prevention (fighting radicalization, non-proliferation, arms control, deterrence...) as on the modalities required to strengthen the budget and capacity-related power of the military apparatus.

This national ambition requires the redesigning of partnerships with the objective of European strategic autonomy. Through its positioning at the intersection of policy and operations, the credibility of its civilian-military team, and the wide distribution of its publications in French and English, the Security Studies Center is unique among French think tanks as a source of research and influence on national and international debates over defense.



Energy through a geopolitical lense *Center for Energy*

The Center for Energy focuses its activities on two main research topics: the geopolitical analysis of hydrocarbon markets, and an analysis of the geopolitical and geo-economic stakes of the transition to low-carbon energy.

While the global energy system is in turmoil and the Paris Agreement is far from being implemented, the Center for Energy employs its solid knowledge of the markets and great capacity for geopolitical and policy analysis to feed strategic thinking on key issues as we approach 2021. Specifically, how do the economic and technological transformations of energy systems upset the equilibrium between states and the private sector, and does this influence the strategies of public and private actors? What are the risks and vulnerabilities related to the deployment of renewable energies? Will China or the United States dominate the energy transition process? What energy and climate strategies will the European Union and its members adopt? What is the future of fossil energies and rentier states?

Migration has become a major point of tension in international relations. Since 1990, the number of migrants in the world has reached 258 million people (3.4% of the world's population). This figure continues to rise slowly, but the rapid development of migration routes and the “refugee crisis” of 2015 have put pressure on northern, particularly European, countries.

European Union member states have been unable to agree on a common policy. They have reinforced the external dimensions of their migration policies, placing migration at the heart of their relations with countries in the south (North Africa, the Sahel) and east (Turkey). However, this “deadlock” is not only technical (Dublin agreement, Frontex, etc), it concerns the rise of new populist rhetoric, both east and west of the EU, as well as in the United States.

To shed light on the issues and dynamics at work in these transformations, the Center for Migration and Citizenship maintains four research and debate programs:

- 1 - Migration and European borders,
- 2 - The diplomacy of international migration,
- 3 - Populism and identity,
- 4 - An observatory of migration and asylum.

Migration: a global challenge

*Center
for Migration
and Citizenship*



Publications

For 40 years, Ifri has enriched public debate on international issues thanks to its numerous publications



RAMSES

Co-Directors: Thierry de Montbrial and Dominique David

An annual reference in French on international topics.

Every year, in September, Ifri publishes its report on international affairs. Designed by the Ifri team, produced by its network of researchers, and opening with Thierry de Montbrial's "Perspectives", Ramses is an eagerly awaited French and European voice, and has been a must-read for more than three decades.

RAMSES 2019. The clashes of the future

*For its 36th edition, Ramses addresses three major questions. **Demography:** aging, urbanization, migration, global warming: how can nine billion humans live together? **China:** economy, diplomacy, military, energy, technology: what are the strengths and the weaknesses of this new power? **Iran/Saudi Arabia:** active on several fronts, will the conflict between these two Middle Eastern powers get worse?*

POLITIQUE ÉTRANGÈRE

Editors-in-chief: Dominique David and Marc Hecker

The oldest and most prestigious journal of international relations in French. Created in 1936, and taken over by Ifri in 1979, *Politique étrangère* has embodied the continuity of French research and debate for more than 75 years. Each quarter, it offers analyses from the most qualified experts on the state of affairs, recent events, and major international issues.

In 2018 : *Brexit, European democracy, nationalist temptations, the role of states in international relations, post-war and peace-building, cybersecurity ...*



DIGITAL PUBLICATIONS

More than 80 digital articles are published by Ifri each year in French, English, Russian, and German in the form of editorials, notes, and studies organized in thematic collections. Cross-cutting issues (defense, energy, etc.) and regional issues (Africa, Asia, Russia, etc.) are dealt with in-depth, and shorter formats shed light on hot topics.

Among the titles published in 2018 are: *“France Facing the Chinese New Silk Roads”*, *“Will Artificial Intelligence Revolutionize the Art of War?”*, *“137 Shades of Terrorism: French Jihadists Before the Courts”*, *“Comply or die? Companies facing Compliance Requirements from the United States”*, *“Macron, Diplomat: A new French Foreign Policy?”*, *“Moscow’s Syria Campaign: Russian Lessons for the Art of Strategy”*, *“Between Political Crisis and European Recovery Attempt: German interrogations”*, *“Immigration: Europe in the Face of an Italian Crisis”*, *“The Trump-led Trade War with China”*, *“The 2018 Elections in Zimbabwe: Analysis of a Fractured State”*, *“The Erosion of Strategic Stability and the Future of Arms Control in Europe”*.



Over time, Ifri’s website (www.ifri.org) has become a real digital library. By making the bulk of its production available, Ifri fully realizes its mission as a public utility organization.

BOOKS

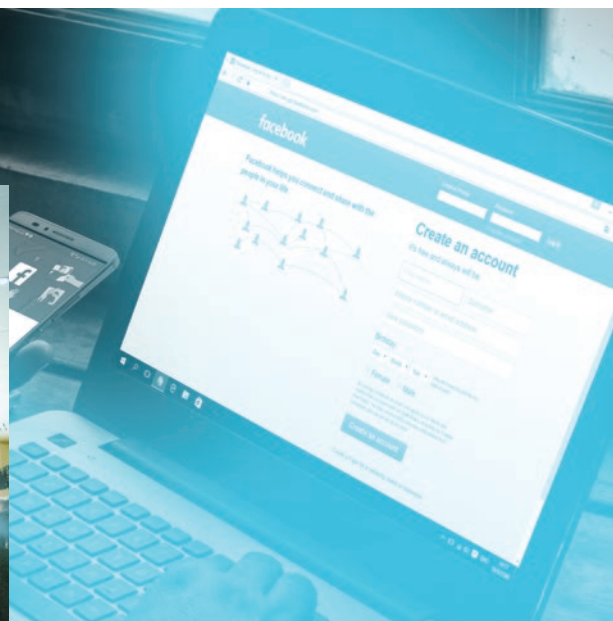
Ifri’s analyses are disseminated to those interested in international relations, but also to the general public through a number of books published by French and foreign publishers.

In 2018, Ifri’s experts published:



Outreach and Dissemination

Ifri is a space for meetings and debates,
an independent forum where different ideas,
analyses and points of view can confront
and enrich each other



1 Conference with Hassan Rohani,
President of the Islamic Republic of Iran,
Ifri, January 2016

ONGOING INTERACTION WITH THE MEDIA

As the upheavals of the international system accelerate, and understanding the world becomes increasingly difficult, Ifri seeks to fulfil its commitment to information sharing through a strong media presence. In addition to numerous feature articles, interviews (about 150 per year), and audiovisual appearances by its researchers (more than 300 broadcast programs a year), the Institute receives more than 4,000 citations and references per year in the French and foreign media.

- More than 40% of articles, interviews, and citations from Ifri's experts are published in foreign press outlets.

In 2018, beyond their strong presence in the French media, Ifri's researchers were cited more than 2,000 times in foreign media, including 1,000 in the English-language press, particularly in the *New York Times*, *Washington Post*, *BBC*, *Financial Times*, *Wall Street Journal*, *Bloomberg*, *Reuters*, *Xinhua News Agency*, *Foreign Policy*, *Euronews*...

A STRENGTHENED ONLINE PRESENCE

In the era of "fake news", Ifri offers open-source, reliable, and in-depth expertise for web users and communities on social networks.

Website: A go-to source on major international issues, the Ifri website had more than 1 million visits and downloads in 2017. Available in four languages (French, English, German, and Russian), it offers visitors the opportunity to easily access Ifri's work and follow its updates.

SOCIAL NETWORKS

Ifri has continued to grow its online presence. The last two years have seen substantial success, with Ifri reaching **100,000 followers on its Facebook page**, **25,000 followers on Twitter**, and **20,000 followers on LinkedIn**. Ifri's conferences are filmed and broadcast on **YouTube**, where Ifri posted more than 200 videos in 2017 to its more than **2,000 followers**. Ifri's digital publications are distributed on Pearlrees, Scribd and Calaméo.

Ifri has also strengthened its capacity for digital impact through the distribution of more than **60 infographics** designed to illustrate the key points of its studies and notes to the general public.



More than 4,000
citations and references
per year in French
and international media outlets



More than 200
videos on YouTube



More than 300
television and radio appearances



100,000
followers on Facebook



25,000
followers on Twitter



20,000
followers on LinkedIn

THE BLOGOSPHERE

Ifri increased its visibility and outreach on the blogosphere, through three blogs:

- **politique-etrangere.com**, Ifri's journal blog
- **ultimaratio-blog.org**, Security Studies Center's blog, one of the top blogs on defense issues
- **afriquedecryptages.wordpress.com**, Africa Studies Center's blog

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