

# ANNUAL REPORT 2016

## FOREWORD BY ENRICO LETTA



2016 will remain a memorable year for the European Union and for our Think Tank.

It is against this particularly unstable backdrop for the EU that we have developed our work in relation with European and national decision-makers, in order to inform the general public. Our work focused in particular on the European response to the terrorist attacks and on the consolidation of the Schengen area, the outcome of the referendum on Brexit and the development of the European Federation of Nation States, the completion of the Economic and Monetary Union, the promotion of a genuine “Energy Union”, the EU’s trade strategy and the election of Donald Trump as American president. The first section of this Annual Report gives an overview of this work, which I urge you to look at in more detail on our website [www.institutdelors.eu](http://www.institutdelors.eu).

The second section of this Annual Report sets out the spectacular results we recorded in 2016 in terms of profile in the conferences and seminars we organise and in which we take part, our exposure in European and international media, the rise in the number of our readers, and fans and followers on social media, etc. The section also illustrates how we have utilised our available resources, for which I would like to thank all our public and private partners, contributors and donors. Lastly, it presents the main changes to our governing bodies and teams, reminding that I was given the honour and duty of taking over from António Vitorino in July.

I would like to acknowledge António’s contribution and legacy here. I thank him sincerely for his decisive contribution to the development of our think tank over the last five years. I would also like to thank our Founding President Jacques Delors and our President *Emeritus* Pascal Lamy for their invaluable input. Lastly, I thank our Director, Yves Bertoncini, the Director of our office in Germany, Henrik Enderlein, and their teams, for their unfailing commitment and efficiency.

For us, 2016 was also the year in which we celebrated the 20th anniversary of our creation under the name “Notre Europe”: this celebration gave rise to several top-level events discussed hereafter and the publication of an [Activity report 1996-2016](#) which traces our major achievements of the last twenty years. I strongly recommend that you read this report.

I hope you enjoy reading this Annual Report, and that it will incite you to follow our analyses and recommendations even more over this year, and to support us in our initiatives with European decision-makers and the general public, in France, Germany and across the EU.

A handwritten signature in black ink, appearing to read 'Enrico Letta'.

Enrico Letta  
President of the Jacques Delors Institute

## A FEW FACTS AND FIGURES FOR 2016

- **76 publications** in English and French (and sometimes German), comprising 30 Tribunes, 29 Policy Papers, 7 Studies & Reports and 10 Syntheses, addressing the future of the Economic and Monetary Union, the Schengen Area, the European governance, social Europe, the Transatlantic Trade and Investment Partnership (TTIP), the Energy Union and much more.
- **38 events** hosted or co-hosted in **6 European countries** (Belgium, France, Germany, Italy, Portugal, Switzerland) and one on the Web.
- **157 interventions** in conferences and seminars in **24 countries** (17 EU member states and 7 countries outside the EU); all in all **more than 20,000 citizens** present during our events or interventions.
- **17 videos and 20 sound bites** produced, **more than 42,000 hits** on videos posted on our YouTube channel.
- The **celebration of the 20 years of the Jacques Delors Institute**, with a Gala Dinner with the French President François Hollande, a public conference where Jean-Claude Juncker and Manuel Valls held a debate, and the publication of an **Activity Report 1996-2016**.
- **More than 900 media appearances** by our presidents, governing bodies, directors and teams in **48 countries and in international outlets** addressing in particular the vote for Brexit, the European migrant crisis and Schengen, TTIP and much more.
- **More than 149,000 unique visitors** (and around 205,000 visits) to our website [www.delorsinstitute.eu](http://www.delorsinstitute.eu) (data supplied by "Google Analytics").
- **More than 12,000 Facebook fans**, which has allowed us to maintain our position in the **top 3** most-liked think-tanks devoted to EU issues on this social medium.
- **Publications downloaded more than 113,000 times** and more than 25,000 disseminated in hard-copy.
- The opening of the **personal archives** of our **Founding President for consultation** in our premises in Paris and in the premises of our academic partners (College of Europe, Bruges; Université Catholique de Louvain, Louvain la Neuve; Centre d'histoire de Sciences Po, Paris; Historical Archives of the European Union, Florence; College of Europe, Natolin; Jean Monnet Foundation, Lausanne).
- The awarding of the **Jacques Delors Prize for Best Thesis** (for students of the College of Europe) to **Marine Borchardt** and of the first **Jacques Delors Scholarship** to **Alessandra Bitumi**.
- The Jacques Delors Institute ranked **1st Think Tank in global performance and transparency** by the European Observatory of Think Tanks in 2016.
- The organisation of the first session of the **Think Tanks Tandem initiative**, Vaux-de-Cernay, 8-9 July.
- **The development of the activities of our office in Germany**, the Jacques Delors Institut - Berlin, with the dissemination of publications in German, the organisation of conferences in Berlin, a growing number of appearances in the German media and so forth.

## THE 20TH ANNIVERSARY OF THE JACQUES DELORS INSTITUTE: REVIVE EUROPE!

In 2016, The Jacques Delors Institute celebrated the 20th anniversary of its creation under the name “Notre Europe”. The Institute used this opportunity to debate its analyses and propositions to help shape Europe, and to disseminate an [Activity Report 1996-2016](#).

It was in this perspective that French President François Hollande spoke on 6 October 2016 during a [Gala Dinner](#) about France’s European vision at a crucial moment in the history of the European Union. What is France’s role in the European project? After the British referendum, what kind of Europe does France want? Is the Union a threat or a solution? What lies on the horizon for younger generations? Such questions were tackled by François Hollande during his speech before the guests brought together at the Collège des Bernardins.



EU Commission President Jean-Claude Juncker and French Prime Minister Manuel Valls held a debate on Friday, 7 October during a [public conference](#) about the political future of the EU, organised at the Conservatoire National des Arts et Métiers and broadcast live on our websites and social networks.



The European Union and its member states are facing a multi-faceted crisis, the outcome of which will determine the future of the European project. After the British referendum, what kind of Europe do we want? What will the European identity be in a globalised world? Where should the EU's borders lie? How can we assure the collective security of Europeans? What sort of approach should we take in terms of economic and social policy? Such questions were answered by Jean-Claude Juncker and Manuel Valls during the conference. Partnerships with the European media and civil society organisations from several EU countries allowed for even greater participation from web users in this interactive debate involving the President of the European Commission and the French Prime Minister.

Our **2016 European Steering Committee** gathered on 7 October 2016 to debate on the future of the European Union after the British referendum, during two round tables.



The **first round table** focused on the issues of collective European security, was introduced by Élisabeth Guigou, Chair of the French National Assembly's Foreign Affairs Committee, and Étienne Davignon, President of Friends of Europe and Belgian Minister of State, and was chaired by Nicole Gnesotto, titular professor of the European Union Chair at the CNAM and Vice-President of the Jacques Delors Institute.

The **second round table** dealt with European identity in the context of globalisation, starting with the internal perception offered by Margrethe Vestager, the European Commissioner for Competition, and the external perception illustrated by Lakhdar Brahimi, former Algerian Minister for Foreign Affairs and a former High Representative of the United Nations in the course a debate introduced by Pascal Lamy, President *Emeritus* of the Jacques Delors Institute.

Following these discussions, a **Tribune** entitled "Yes, we are European" was adopted, published in 6 European media outlets (*Le Figaro*, *Handelsblatt*, *La Stampa*, *El País*, *El País Catalunya* and *To Víma*) and disseminated through our websites and social media.

**TRIBUNE** VIEWPOINT — 7 OCTOBER 2016

## YES, WE ARE EUROPEAN!

Jacques Delors, Jean-Claude Juncker, Manuel Valls, Étienne Davignon and the participants in the meeting of our 2016 European Steering Committee

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This Tribune is based on the debate between the participants of our European Steering Committee on 7 October 2016.

It was already published in several European outlets: *El País* (Spain), *El País Catalunya* (Spain), *Handelsblatt* (Germany), *Le Figaro* (France), *La Stampa* (Italy) and *To Víma* (Greece).

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We are European, like the hundreds of millions of our compatriots, because we think Europe is our destiny, our project and our hope.

We are European because we want our countries to fully assert their sovereignty in the face of challenges such as climate change, tax evasion, Islamist terrorism, or Russian aggressiveness. We believe that it is in sharing our national sovereignties that we can provide a more effective defence of our common interests, by fostering cooperation and solidarity rather than by the division of our strengths in a world that continental states are trying to shape.

We acknowledge the wishes of our British friends to choose a solitary path and to begin the divorce proceedings, while wishing to maintain close relations with the United Kingdom, today and also in the future. We call on the national and European authorities to focus, without delay, on the numerous other challenges that the EU must urgently address, all the while underlining why we are stronger together.

We are European because we are connected by the values of democracy, the rule of law, gender equality, the protection of minorities, as well as our non-use of the death penalty. We should be proud of these principles, as it is rare to find them applied with such intensity as on our continent.

We do not consider asylum-seekers as threats, but as victims. We commend the efforts for the effective control of our external borders which enable consideration of their applications in a more expeditious manner, while strengthening our security.

Our Union acts as a community of values which have been affirmed by our treaties and for which compliance is non-negotiable—it could not function with only

a selective form of solidarity. We are concerned by the refusal of some Member States to apply decisions commonly adopted on refugees and by the political shifts observed in countries such as Poland and Hungary.

We are European because we are united by a development model with the capacity to produce around one quarter of global wealth while seeking to limit its CO<sub>2</sub> emissions. We are pleased that the EU successfully encouraged world leaders to sign the Paris Agreement, the global climate deal negotiated at the COP21 conference. The EU is planting a "green flag" rather than a blue one for many countries of the world, which we can also be proud of!

We are attached to our social market economy, which strives to combine economic efficiency with social cohesion, like no other region in the world. We are aware of the constant efforts required in terms of innovation and competitiveness which must be made to reconcile these two central objectives, which to us are inseparable.

We know that the world is not at peace and how our neighbourhood is unstable in the Ukraine and Russia, Syria and Iraq, in Libya and in the Sahel. In order to face these threats, we must stand together, stand united for our defence and develop our capacity to cooperate militarily without relying solely on our American ally.

We are European, even when we lament that our endless crises of co-owners sap so much of our energy.

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## 1. Our activities in 2016

Throughout 2016 we focused on issues lying at the heart of the agenda of the new decision-makers appointed in 2014 or at the heart of the very lively public debate sparked by the European Union (EU). Our work sought to clarify the fundamentals in the most important controversies relating to the EU, to offer analyses and operational recommendations and to fuel the adoption of positions aiming both to consolidate and to deepen the construction of Europe.

Our efforts were developed by our offices in Paris and in Berlin, on the basis of a working agenda aiming to “address common threats together” and “seize European and international opportunities”.

We produced **76 publications**, including 30 Tribunes, 29 Policy Papers, 7 Studies & Reports and 10 Syntheses. All of these publications were disseminated free of charge in French, English and sometimes German through our website and our social media platforms, by e-mail and through the regular post, not to mention at our events. (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Publications”)

We organised or co-organised **38 events** (conferences, debates, presentations with debates and select small-scale seminars) in **6 European countries**: Belgium, France, Germany, Italy, Portugal, and Switzerland; and on the Web. (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”)

Our members were regularly invited to address conferences hosted by other institutions and organisations in their capacity as experts, taking part in **157 events in 24 countries**, both within the EU and outside it. (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”)

We intervened on a broad scale in the European and international media in 2016, which allowed us to promote our work and to adopt a stance in the most important current debates. All in all, **more than 900 media appearances** by our presidents, governing bodies, directors and teams were recorded in the various media **in 46 countries and in international outlets**. (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Medias”)

Our work developed along three major axes: “the European Union and its Citizens”, “Competition, Cooperation and Solidarity”, and “European External Action”, generating the main activities illustrated in greater detail below. Our work will continue throughout 2017 in an effort to remain in tune with the European decision-making agenda and with ongoing and emerging political debates, reflecting the work programme approved by our Board of Directors. (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Themes of our work”)



## 1.1. Addressing Common Threats Together

The European Union is facing an unprecedented set of circumstances consisting in threats that are at once external (terrorism, the destabilisation of its neighbourhood, climate change and so forth) and internal (Europhobia, economic stagnation and so on), thus forcing us to defend the basics of European construction while at the same time calling for progress that would allow us the better to address these common challenges together.

### 1.1.1. Getting Europe Involved in its Neighbourhood and in the Wider World

We pursued our geopolitical programme in a situation marked by crises destabilising the EU's immediate neighbourhood (Ukraine/Russia, Syria, the Mediterranean and Africa) and in the context of a review of the European security strategy, of its neighbourhood policy (including in connection with migration) and of its defence and security policy.

#### Getting Europe Involved in its Neighbourhood and in the Wider World 10 main activities in 2016

- "EU external action and Brexit: relaunch and reconnect", Policy Paper No. 178 by Nicole Koenig, 22 November
- "The struggle against Islamist terrorism: Franco-German and European responses", Synthesis of the Think Tank Tandem on 8 and 9 July, by Yves Bertoncini, 27 October
- "The US and the EU: renewing the transatlantic partnership", intervention of Elvire Fabry in the debate organised by the Ditchley Foundation, New York, 16-18 September
- "EU - Russia: beyond rivalries?", Policy Paper No. 170 by Cyril Bret and Florent Parmentier, 7 July
- "The EU and our collective security: stronger together!", Tribune by Jacques Delors, António Vitorino, Pascal Lamy, Enrico Letta and Yves Bertoncini, 17 June
- "Towards a new global geopolitical order", interventions of Pascal Lamy and Enrico Letta at the International Economic Forum of the Americas, Montréal, 13 June
- "Re-energising the Eastern Partnership", expert seminar organised by the Jacques Delors Institut - Berlin, in cooperation with the Chancellery and the European Commission, Warsaw, 13 June
- "Tango in Brussels: where is the European defence strategy?", intervention of Yves Bertoncini during a Forum organised by the IHEDN, Paris, 2 April
- "Taking the European Neighbourhood Policy beyond the conception-performance gap", Policy Paper No. 160 by Nicole Koenig, 23 March
- "EU security: a matter of political urgency", Tribune of the Task force RELEX: Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Élisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe De Schoutheete, Elvire Fabry, Nicole Koenig and Thomas Pellier-Carlin, 1st March

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Headings "Think Global – Act European" and "EU and Neighbours"



"EU external action and Brexit: relaunch and reconnect", Policy Paper No. 178 by Nicole Koenig, 22 November



"The EU and our collective security: stronger together!", Tribune by Jacques Delors, António Vitorino, Pascal Lamy, Enrico Letta and Yves Bertoncini, 17 June

### 1.1.2. Promoting a Genuine “Energy Union”

With the launch of its project for an Energy Union, the European Commission revived the idea of creating a “European Energy Community” first formulated by the Jacques Delors Institute as long ago as in 2010 and detailed in its January 2015 report entitled “From the European Energy Community to the Energy Union: A New Policy Proposal”.

With the entry into force of the Paris Agreement, we have furthered our proposals on how to build a genuine Energy Union which is able to step up energy transition, focused on citizens, based on renewable energy and energy efficiency, driven by innovation and including a strong social dimension.

### Promoting a Genuine “Energy Union” 10 main activities in 2016

- “A new chapter in EU-Algeria energy relations”, Policy Paper No. 173 by Jekaterina Grigorjeva, 30 September
- Intervention of Thomas Pellerin-Carlin during the conference organised by WWF and MEP Bas Eickhout, Brussels, 28 September
- Participation to the seminar “EU-India Cooperation on Sustainable Urbanisation” organised by the Friedrich Ebert Stiftung and the Global Relations Forum, in Bombay-Pune (15-16 September) and in Brussels (5 October)
- “From distraction to action—towards a bold Energy Union Innovation Strategy”, Policy Paper No. 167 by Thomas Pellerin-Carlin and Pierre Serkine, 14 June
- “Energy Union—1 year on”, Tribune based on the speech by Vice-President Maros Šefčovič at the conference on 25 February, 8 June
- Intervention of Jean-Arnold Vinois at the conference organised by Norden on “The Industrial Challenges for the Energy Sector”, Tallin, 11-12 May
- “Geopolitics of energy and Nordstream 2 - Expert seminar”, Berlin, 12 May
- Intervention of Jean-Arnold Vinois at the conference “EU-Canada: global cooperation on the environment, climate change and energy”, Ottawa, 9 May
- “How can the Juncker Plan unlock energy efficiency investment in the short and long term?”, Study by Thomas Pellerin-Carlin, in the Report under the direction of Eulalia Rubio on the Juncker Plan, March
- “Energy Union, 1 year on—Putting the consumer at the centre, driving innovation”, event organised in Brussels in front of 220 people, 25 February

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “Energy Union”



“Energy Union, 1 year on—Putting the consumer at the centre, driving innovation”, event organised in Brussels, 25 February



“Energy Union—1 year on”, Tribune based on the speech by Vice-President Maros Šefčovič at the conference on 25 February, 8 June

### 1.1.3. Beefing Up the EU's Contribution to a Successful Crisis Exit Strategy

We have adopted a stance on the actions adopted at the European level to reforme the EU budget and revive investment, affording special attention to the way the Juncker Plan is unfolding and to the exercise involving the mid-term review of the European budget.

#### **Beefing Up the EU's Contribution to a Successful Crisis Exit Strategy** **10 main activities in 2016**

- Intervention of Eulalia Rubio during a seminar on the Juncker Plan organised by SOLEP (Société Luxembourgeoise de l'Évaluation et de la Prospective), Luxembourg, 7 December
- Intervention of Eulalia Rubio during an expert seminar on the future of the European budget organised by the Clingendael Institute, The Hague, 6 December
- Presentation of the study "Public Sector Reform: How the EU budget is used to encourage it" by Eulalia Rubio with Friedrich Heinemann and Fabian Zuleeg before the European Parliament Committee on Budgetary Control, Brussels, 26 September
- "EFSI: stakeholders'view", intervention of Eulalia Rubio during a stakeholders' consultation event on the European Fund for Strategic Investments (EFSI) organised by the European Investment Bank (EIB), Luxembourg, 7 September
- "Public Sector Reform: How the EU budget is used to encourage it", study by Eulalia Rubio and David Rinaldi with researchers of the ZEW and the EPC, requested by the European Parliament Committee on Budgetary Control, September
- "Investment: Taking it up to the next level", intervention of Eulalia Rubio during a conference organised by Confrontations Europe, Brussels, 15 June
- "Investment in Europe: Making the best of the Juncker Plan", presentation of the Juncker Report to the Working Group on "Long Term Growth" led by la Caisse de Dépôts by Eulalia Rubio, Thomas Pellerin-Carlin and David Rinaldi, Paris, 24 May
- "Investment in Europe: Making the best of the Juncker Plan", interventions of Eulalia Rubio and David Rinaldi, Mannheim, 3 May
- "Moving towards a fiscal capacity for the Eurozone: five recommendations", article by *EU visions*, April
- "Investment in Europe: Making the best of the Juncker Plan. With case studies on digital infrastructure and energy efficiency", Report by Eulalia Rubio, Thomas Pellerin-Carlin and David Rinaldi for the CdC, March

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Axis "Competition, cooperation and solidarity"



"Investment in Europe: Making the best of the Juncker Plan. With case studies on digital infrastructure and energy efficiency", Report by Eulalia Rubio, Thomas Pellerin-Carlin and David Rinaldi for the CdC, March



"Public Sector Reform: How the EU budget is used to encourage it", study by Eulalia Rubio and David Rinaldi with researchers of the ZEW and the EPC, requested by the European Parliament Committee on Budgetary Control, September

### 1.1.4. Promoting the Right to Freedom of Movement, a Basic Ingredient of European Citizenship and of the Internal Market

We have adopted a position on the issues raised by the exercise of Europeans’ right to freedom of movement and by management of the Schengen area. We have committed to preserving freedom of movement within the Union, to reinforcing the EU’s external border controls and to improving the police and judicial cooperation between member states.

In particular, we have highlighted the rules on the basis of which that right is exercised and its economic, social and political impact. We have explored the differences between freedom of movement and immigration, as well as the different legal systems to which economically active and inactive citizens are subject. We have also anticipated the 30th anniversary of the Erasmus programme to illustrate an other dimension of the free movement of Europeans.

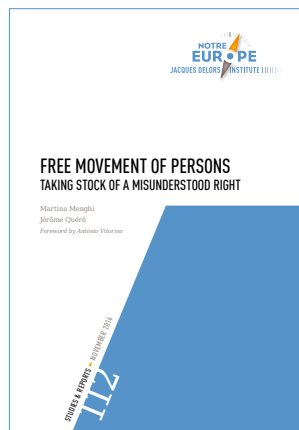
**Promoting the Right to Freedom of Movement**  
**10 main activities in 2016**

- Yves Bertoncini on France Inter on the 30 years of the Erasmus programme, 14 December
- “Schengen at the Crossroads”, intervention by Yves Pascouau and António Vitorino on EuradioNantes, 29 November
- “Free movement of Europeans—Taking stock of a misunderstood right”, Study by António Vitorino, Martina Menghi and Jérôme Quéré, November
- Our proposal Erasmus Pro mentioned in the Belgian newspaper *L’Écho* : « Un Erasmus pour les apprentis », 23 September
- Yves Bertoncini on BFM TV to report on the French-Belgian border, 22 September
- “After Brexit: Schengen Remains In The Balance, But The Border Question Should Not Be Neglected”, article by António Vitorino and Yves Bertoncini in *Eurasia Review*, 15 July
- Yves Bertoncini on RFI International on the 31 years of Schengen and its evolution, 14 June
- “The economic costs of non-Schengen: what the numbers tell us”, Policy Paper No. 162 by Anna auf dem Brinke, 20 April
- “De jure freedom of movement and de facto mobility in the EU internal market”, Policy Paper No. 161 by Paul-Jasper Dittrich and Nathalie Spath, 18 April
- “Schengen’s stress test: political issues and perspectives”, Policy Paper No. 158 by António Vitorino and Yves Bertoncini, 15 February

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “Free movement/Schengen”



“Schengen’s stress test: political issues and perspectives”, Policy Paper by António Vitorino and Yves Bertoncini, 15 February



“Free movement of Europeans — Taking stock of a misunderstood right”, Study by António Vitorino, Martina Menghi and Jérôme Quéré, November

### 1.1.5. Consolidating the “European Federation of Nation States” ahead of the British Referendum

We have expressed our position in the intense debate prompted by the British referendum on membership, analysing its causes and consequences for European construction—and then conducted similar work upon the election of Donald Trump. We strive to make a distinction between British Europhobia and Euroscepticism expressed on the continent, to identify the avenues and means of stimulating European citizen’s desire for union, and to clarify the European Union’s political future.

We have developed our work on “unity in diversity” within the EU, by highlighting the elements of a “European identity” in relation to other regions of the world.

We have also drafted recommendations on the organisation of political and institutional differentiation within the EU and in the euro area in particular.

### Consolidating the “European Federation of Nation States” ahead of the British Referendum

#### 10 main activities in 2016

- “Yes, we are European”, Tribune by Jacques Delors, Enrico Letta, Pascal Lamy, Yves Bertoncini and our European Steering Committee, 20 December
- Intervention of Yves Bertoncini in the panel about the coming struggles for the building of a Federal Europe, during the symposium “70 years of commitment for Europe’s political unity” organised by the Union of European Federalists, Paris, 3 December
- “Europe in search of Europeans: The road of identity and myth”, Study by Gérard Bouchard prefaced by Pascal Lamy, December
- Intervention of Yves Bertoncini during the seminar “Unity and efficiency” organised by the French and the Dutch ministries of Foreign Affairs, The Hague, 21 November
- Intervention of Yves Bertoncini on LCI to analyse the issues of the Bratislava summit, 16 September
- “Brexit: between British Europhobia and continental Euroscepticisms”, Policy Paper No. 171 by Yves Bertoncini, 30 September
- “Stronger together—even at 27!”, Tribune by Yves Bertoncini and Enrico Letta, also published on *EurActiv* et *Le HuffingtonPost*, 16 September
- “Brexit: a British drama, a challenge for the EU”, Tribune by Enrico Letta, Yves Bertoncini, Josep Borrell Fontelles, Jean-Louis Bourlanges, Laurent Cohen-Tanugi, Pavel Fischer, Nicole Gnesotto and Riccardo Perissich, 22 July
- Intervention of Pascal Lamy on the BBC on the issue “Brexit, now what ?”, 25 June
- « Bruxelles questionne l'euro-compatibilité de la Pologne », interview of Yves Bertoncini in *Le Temps*, 13 January

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “Federation of Nation States”



“Brexit: a British drama, a challenge for the EU”, Tribune by Enrico Letta, Yves Bertoncini, Josep Borrell Fontelles, Jean-Louis Bourlanges, Laurent Cohen-Tanugi, Pavel Fischer, Nicole Gnesotto and Riccardo Perissich, 22 July



“Europe in search of Europeans: The road of identity and myth”, Study by Gérard Bouchard prefaced by Pascal Lamy, December

### 1.1.6. Our Citizen Dialogues

We organised 16 “Citizen Dialogues” to allow us to exchange views with lay audiences in six EU member states, including in the context of our partnerships with Macif and with the Gulbenkian Foundation. We were also invited to intervene on 26 different occasions in citizen dialogues organised by other organisations in the course of 2016.

In addition to these Citizen Dialogues, we addressed the issues of democracy and European citizenship on numerous occasions in the course of a dozen or so hosted or co-hosted events, and during interventions in the course of events hosted by partners in various EU member states.

#### Our Citizen Dialogues 10 main activities in 2016

- “The political future of the European Union”, livestreaming event in all Europe during the celebrations of the 20th anniversary of the Jacques Delors Institute, 7 October
- “Enrico Letta answers your questions on the state of the European Union”, citizen web dialogue with Enrico Letta, 13 September
- “Europe and sport: what relationship?”, conference organised with the Commission Representation in France, Sport et Citoyenneté and les Jeunes Européens – France, Paris, 7 July
- “The C.E.S: For a social Europe”, conference organised with the CFDT Franche-Comté, Dijon, 2 June
- “Pope Francis and the EU: give sense to the European project again?”, conference organised with the Institut Catholique de Paris, Paris, 18 May
- “What European project for the future?”, conference organised with the Management School of Normandie, Le Havre, 15 March
- Blind test “European anthems” at the Fête de l’Europe, Paris, 7 May
- “The Schengen area and the massive influx of refugees”, conference organised with France Terre d’Asile, the mairie de Saint-Omer and the Mouvement européen France, Saint-Omer, 9 March
- “TTIP: Fears and opportunities”, conference organised with the Toulouse School of Economics and the association Say it aloud, Toulouse, 27 January
- “Are we done with mad finance in Europe?”, conference organised with the Collectif Roosevelt and the Mouvement européen Loiret, Orléans, 21 January

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “Citizen Dialogues”



“TTIP: Fears and opportunities”, conference organised with the Toulouse School of Economics and the association Say it aloud, Toulouse, 27 January



“Enrico Letta answers your questions on the state of the European Union”, citizen web dialogue with Enrico Letta, 13 September

## 1.2. Seizing European and International Opportunities

The European Union must allow the peoples of Europe to better seize the opportunities open to them, in a situation marked by the globalisation process in which strength lies in unity. Seizing those opportunities presupposes encouraging people to make the most of existing European policies (single market, commercial policy and social Europe) and working for a strengthening of the European dimension in those spheres where it is still limited (economic union, migration policy and citizenship).

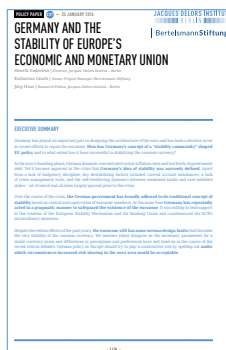
### 1.2.1. Completing the Economic and Monetary Union

We have adopted a position in favour of a deepening of the EMU in order to endow it with an economic pillar and to make full use of the single currency's potential. We have produced analyses and recommendations of both a political and a technical nature in connection with three principal issues: sharing sovereignty within the EMU in the economic and social fields; sharing the risks and tools of financial mutualisation; the political and institutional improvements required in the sphere of EMU governance.

#### Completing the Economic and Monetary Union 10 main activities in 2016

- "Fiscal union—Toward a treasury for the euro area?", intervention of Eulalia Rubio during a conference on EMU governance organised par the Austrian Central Bank, Vienna, 24 November
- "Does the Eurozone need a Parliament?", Policy Paper No. 176 by Valentin Kreilinger and Morgan Larant, 14 November
- Presentation of the Report "Repair and prepare: growth and the euro after Brexit", Berlin and Brussels in September, Paris in October
- "Automatic stabilizers for the Euro area and the European social model", Tribune by Frank Vandenbroucke, 22 September
- "Repair and prepare: growth and the euro after Brexit", Report under the direction of Henrik Enderlein and Enrico Letta, September
- "Federalising the Eurozone: Towards a true European budget?", intervention of Eulalia Rubio during a seminar organised by the Open Society Foundation, Brussels, 16 June
- "Why the Eurozone can't agree on convergence. And how structural reforms can help", Policy Paper No. 165 by Anna auf dem Brinke, Henrik Enderlein and Jörg Haas, 24 May
- "Germany and the stability of the EMU", Policy Paper No. 157 by Henrik Enderlein, Katharina Gnath and Jörg Haas, 25 January
- "Are we done with mad finance in Europe?", conference organised with the Collectif Roosevelt and the Mouvement européen Loiret, Orléans, 21 January
- Strong presence of the Report "Repair and Prepare" in the European media and numerous interventions in the German, French and European medias, particularly of Henrik Enderlein

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Euro and Economic Governance"



"Germany and the stability of the EMU", Policy Paper by Henrik Enderlein, Katharina Gnath and Jörg Haas, 25 January



"Are we done with mad finance in Europe?", conference organised with the Collectif Roosevelt and the Mouvement européen Loiret, Orléans, 21 January

## 1.2.2. Deepening the Single Market and Social Europe

Thirty years on from the signing of the Single Act, we formulated analyses and recommendations designed to optimise the advantages to be gained from the single market, particularly in the digital and energy (electricity and gas) spheres.

We have conducted work on the EU's social dimension, with an emphasis on three challenges: i) the free movement of workers (single labour market, access to benefits for mobile workers, posted workers); ii) the social dimension of the EMU (social convergence, the EU's basic core of social rights); and iii) youth employment ("Erasmus Pro" proposal).

### Deepening the Single Market and Social Europe 10 main activities in 2016

- "Giving a new impetus to the Union? For an improved single European act", debate organised by the Jacques Delors Institute at the European Commission, Brussels, 8 December
- "The European pillar of social rights, which Social Europe?", intervention of Sofia Fernandes at the European Economic and Social Committee (EESC), Paris, 14 October
- "Automatic stabilizers for the Euro area and the European social model", Tribune by Frank Vandenbroucke, 22 September
- "Is there such a thing as 'Social Europe'?", Tribune by Sofia Fernandes and David Rinaldi, 6 September
- « Travailleurs détachés : il ne faut pas adopter un discours de rupture », Sofia Fernandes, article in *La Croix*, 4 July
- "Access to social benefits for EU mobile citizens: 'tourism' or myth?", Policy Paper No. 168 by Sofia Fernandes, 20 June
- "A deepened Single market for labour and digital innovation", Policy Paper No. 164 by Paul-Jasper Dittrich, 11 May
- "What answers to youth unemployment in Europe?", intervention of Sofia Fernandes during a seminar organised by the ADAFA, Paris, 23 April
- « Jacques Delors lance un appel à l'Europe sociale », Tribune by Jacques Delors in *Challenges*, 17 February
- "A new start for social Europe", Study by David Rinaldi, 3 February

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Social Europe"



"A new start for social Europe",  
Study by David Rinaldi, 3 February



« Travailleurs détachés : il ne faut pas adopter un discours de rupture », Sofia Fernandes, article in *La Croix*, 4 July



### 1.2.3. Optimising the EU's Commercial Policy

In 2016, there was heightened debate in Europe on the fears and opportunities of the Transatlantic Trade and Investment Partnership (TTIP/TAFTA), and the bilateral trade agreement between the EU and Canada (CETA). We have continued to identify the major priorities of the common trade policy, analysing the increasing opposition to free trade expressed by some EU member states and by the USA.

## Optimising the EU's Commercial Policy

### 10 main activities in 2016

- "Stopping CETA and TTIP will not stop globalisation", Tribune by Elvire Fabry, 15 November
- "Globalisation ethics", Tribune by Pascal Lamy, 18 October
- "What's the problem with TTIP?", intervention of Pascal Lamy and Elvire Fabry during the conference organised with the Graduate Institute of International and Development Studies, Geneva, 18 October
- "Free Trade or Protectionism? Isolation amidst Globalisation", intervention of Elvire Fabry, Pittsburgh, 20 September
- "Globalisation looking for meaning and rights", intervention of Pascal Lamy during the debate organised by the Collège des Bernardins, Paris, 7 June
- "2016 and the politics of trade and globalisation", Pascal Lamy, World Trade Symposium, London, 7 June
- "Fear of TTIP, globalisation, or a middle class downgrade?", Tribune by Elvire Fabry, 3 May
- "TTIP : Fears and opportunities", conference organised with the Toulouse School of Economics, Toulouse, 27 January
- "TTIP and German opinion's legitimate fears", Synthesis by Elvire Fabry during the Berlin Conference of 28 October 2015 with Matthias Fekl, Sigmar Gabriel, and Pascal Lamy, 7 January
- Numerous media appearances of Pascal Lamy and Elvire Fabry in the French and international press, in particular: France Culture, France 2, LCI, France Inter, Arte, Public Sénat, LCP, CNN, *Financial Times*, *Les Échos*, *la Documentation française*, *Politique étrangère*, *Revue Politique et Parlementaire*...

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Euro and Economic Governance"



"Fear of TTIP, globalisation, or a middle class downgrade?", Tribune by Elvire Fabry, 3 May



"What's the problem with TTIP?", intervention of Pascal Lamy and Elvire Fabry during the conference organised with the Graduate Institute of International and Development Studies, Geneva, 18 October

### 1.2.4. Developing a European Migration Policy

We adopted a position in debates relating to the management of the refugee crisis and working on the European management of the right of asylum. In particular, we formulated proposals aiming to ensure effective monitoring of the Schengen area's external borders and to develop a common policy on legal immigration, helping to fuel our economic and social dynamism.

#### Developing a European Migration Policy

##### 10 main activities in 2016

- “Towards strategic migration and refugee policies in Europe”, Tribune by Yves Bertoncini, Piero Gastaldo, Aart De Geus, Mikko Kosonen, Robin Niblett, Artur Santos Silva, Izabela Styczynska and Guntram Wolff, 5 December
- Intervention of Enrico Letta and Yves Pascouau at the Vision Europe Summit on the issue “Improving the Response to the Migration and Refugee Crisis in Europe”, Lisbon, 21-22 November
- Intervention by Yves Bertoncini on France 24 to analyse the results of the referendum in Hungary, 2 October
- “Towards Dublin IV: Sharing norms, responsibility and costs”, Policy Paper No. 169 by Henrik Enderlein and Nicole Koenig, 29 August
- “Terrorist threat and refugee crisis: French and German answers”, Final declaration of the Think Tank Tandem organised with Terranova, July
- Intervention of Yves Bertoncini on TRT World about the application of the EU-Turkey deal on the refugee crisis, 12 May
- Audition of Yves Pascouau by the Foreign affairs, defence and armed force Commission of the Senate on the topic “European migration policy starts outside the EU”, Paris, 11 May
- “A jobseeker’s visa for third-country nationals”, Policy Paper No. 163 by Yves Pascouau, April
- “The refugee crisis: A European call for action”, Tribune by Yves Bertoncini, Piero Gastaldo, Aart De Geus, Mikko Kosonen, Robin Niblett, Artur Santos Silva and Guntram Wolff, 18 March
- “What migration strategy for the EU?”, Synthesis by Yves Bertoncini and Yves Pascouau, 1st March

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “Free Movement / Schengen”



Intervention of Enrico Letta and Yves Pascouau at the Vision Europe Summit on the issue “Improving the Response to the Migration and Refugee Crisis in Europe”, Lisbon, 21-22 November

“The refugee crisis: A European call for action”, Tribune by Yves Bertoncini, Piero Gastaldo, Aart De Geus, Mikko Kosonen, Robin Niblett, Artur Santos Silva and Guntram Wolff, 18 March

### 1.2.5. Making European Citizenship Come Alive

We expressed our position on the occasion of national elections and referendums held within the EU throughout the year, to analyse their domestic context and European dimension.

We organise numerous “Citizen Dialogues”, inviting a non-technical audience (comprising social players, teachers and young people in particular), primarily in the context of the “More EU” project, and analysing trends in the evolution of the man-in-the-street’s perception of the EU.

We disseminate our project on EU “Anthems and Flags” to mark the thirtieth anniversary of the first official use of the European anthem and flag, and looking at the youth and sport policies’ contribution to the moulding of a European citizenship through the 2106 UEFA European football championship.

**Making European Citizenship Come Alive**  
**10 main activities in 2016**

- Animation by Jean-Pierre Bobichon of a conference-debate co-organised with the Maison de l’Europe Strasbourg-Alsace about the European social policy, Strasbourg, 17 November
- Debate between Jean-Claude Juncker and Manuel Valls during a public conference on the political future of the European Union at the CNAM, Paris, 6 October
- “Enrico Letta answers your questions on the state of the European Union”, citizen web dialogue of Enrico Letta, 13 September
- Intervention of Henrik Enderlein during the debate “Rebuilding trust and redefining Europe in tough times”, Berlin, 28 June
- “The EU, despite everything? European public opinion in the face of crisis (2005–2015)”, Study by Daniel Debomy, 22 June
- Intervention of Jean-Pierre Bobichon on the European syndical movement history during the conference organised by the CFTD France-Comté “The C.E.S: For a social Europe”, Dijon, 2 June
- Co-organisation with Das Progressive Zentrum and the German Federal Ministry of Foreign Affairs of the “Dialogue on Europe: Rebuilding trust and redefining Europe in tough times” project, Marseille, 26 May
- Intervention of Yves Bertoncini during the opening plenary of the European Green Party 24th council on the topic “What holds Europe together?”, Utrecht, 20 May
- Animation by Claire Versini of the round table “Tomorrow’s Europe by the youth” organised by the Jeunes Européens Yvelines, Versailles, 31 March
- Co-organisation with France Terre d’asile of a debate “The Schengen area and the massive influx of refugees”, Saint-Omer, 9 March

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
 Heading “European Union and Citizens”



Co-organisation with France Terre d’asile of a debate “The Schengen area and the massive influx of refugees”, Saint-Omer, 9 March



Debat between Jean-Claude Juncker and Manuel Valls during a public conference on the political future of the European Union at the CNAM, Paris, 6 October

## 2. Our operations in 2016

The events of 2016 prompted us to play an active role in the public debate associated with the crises confronting the EU (particularly Brexit, the refugee crisis and the terrorist threat), with the aim of generating analyses and recommendations capable of enlightening the man in the street and of fuelling European decision-makers' agendas and action. In conjunction with our direct contacts with national and Community authorities, the substantial growth in our public profile illustrates the breadth of our efforts in terms of publications, events, appearances in the media and our presence on the web (*see §2.1. Our profile in 2016*).

In pursuing these activities we mobilised our human resources—both team members and members of our governing bodies—in full (*see §2.2. Our team, our governing bodies and our Founding President*) in order to make the most of our technical expertise and of our network of contacts. At the same time, we also had to face major financial challenges in view of the curtailment of some of our structural funding, although the shortfall was made up in part by project funding and by recourse to new resources (*see §2.3. Our funding in 2016*). Our heartfelt thanks go to all of the players who funded us and who supported our work in 2016, and to all of the organisations with which we established partnerships in order to allow us to pursue our activities.

### 2.1. Our profile in 2016

Throughout 2016, the Jacques Delors Institute made every effort to familiarise a growing number of players everywhere in Europe and beyond with its activities and its work. In particular, our dissemination activity led us to debate our publications, to take part in numerous conferences and seminars, to make frequent appearances in the media and to expand our presence on the web.

#### 2.1.1. Our highest-profile publications

We disseminated from Paris and Berlin the 76 publications that we produced in 2016, comprising 30 Tribunes, 29 Policy papers, 7 Studies & Reports and 10 Syntheses, addressing in particular the future of the Economic and Monetary Union, the Schengen Area, the globalisation process, the Transatlantic Trade and Investment Partnership (TTIP), the Energy Union and so forth (*see [www.delorsinstitute](http://www.delorsinstitute), Heading "Publications"*) to all of our contacts (almost 70,000 at the end of 2016) via e-mail, and we complemented this activity by also sending out monthly and special newsletters.

All in all, our publications were downloaded almost 113,000 times in the course of 2016. Some of the publications were sent out in hardcopy format to an audience of decision-makers and opinion-makers selected on the basis of the particular theme addressed, but they were also disseminated at the events that we organised, with a total of more than 25,000 hardcopy versions of our publications being disseminated in 2016.

Some of the analyses and recommendations that we published attracted a particular response in terms of requests from decision-makers and from event organisers, of the number of downloads, and of the number of references to them in other publications or in the media. They were of great help in allowing us to play a full role in the most topical debates.

## Highest-Profile Publications of the Jacques Delors Institute 10 main publications in 2016

- "Yes, we are European", Tribune by Jacques Delors, Enrico Letta, Pascal Lamy, Yves Bertoncini and our European Steering Committee, 20 December
- "Brexit: a British drama, a challenge for the EU", Tribune by Enrico Letta, Yves Bertoncini, Josep Borrell Fontelles, Jean-Louis Bourlanges, Laurent Cohen-Tanugi, Pavel Fischer, Nicole Gnesotto and Riccardo Perissich, 22 July
- "The EU, despite everything? European public opinion in the face of crisis (2005–2015)", Study by Daniel Debomy, 22 June
- "Access to social benefits for EU mobile citizens: 'tourism' or myth?", Policy Paper No. 168 by Sofia Fernandes, 20 June
- "Repair and prepare: growth and the euro after Brexit", Report under the direction of Henrik Enderlein and Enrico Letta, September
- "The EU-UK Agreement: much ado about (almost) nothing?", Tribune by Yves Bertoncini, Alain Dauvergne and António Vitorino, 25 February
- "A new start for Social Europe", Report by Jacques Delors, David Rinaldi, Nicolas Schmit and Marianne Thyssen, 4 February
- "Schengen: a race against the time or a fools' game?", Tribune by Yves Bertoncini and António Vitorino, 26 January
- "Federalising the Eurozone: Towards a true European budget?", Policy Paper No. 155 by Eulalia Rubio, 14 January
- "TTIP and German opinion's legitimate fears", Synthesis by Elvire Fabry during the Berlin Conference of 28 October 2015 with Matthias Fekl, Sigmar Gabriel, and Pascal Lamy, 7 January

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Publications"



"Yes, we are European", Tribune by Jacques Delors, Enrico Letta, Pascal Lamy, Yves Bertoncini and our European Steering Committee, 20 December



"Repair and prepare: growth and the euro after Brexit", Report under the direction of Henrik Enderlein and Enrico Letta, September

### 2.1.2. The Jacques Delors Institute at conferences and seminars

In 2016, we hosted or co-hosted 38 events, of which 27 were in France, 10 in the rest of Europe (Belgium, Germany, Italy, and Switzerland) and one on the Web.

We intervened fully on 157 occasions in 24 different countries, in Europe (Austria, Belgium, Bulgaria, Denmark, Estonia, France, Germany, Italy, Latvia, Luxembourg, Monaco, the Netherlands, Poland, Portugal, Slovakia, Spain, the United Kingdom) and in the world (Canada, China, USA, India, Lebanon, Turkey and Web).

All in all, out of 192 events and interventions, we hosted, co-hosted or took part in events on 99 occasions in France, on 92 occasions in the rest of Europe and on 9 occasions in the rest of the world.

We hosted or co-hosted 16 Citizen Dialogues and our members took part in 26 citizen dialogues.

Almost 20,000 citizens were present during our events or interventions.

The Jacques Delors Institut - Berlin hosted or co-hosted 15 events.

#### The Jacques Delors Institute at conferences and seminars 10 main events in 2016

- "Europe after Brexit: intersecting views", event organised with the City of Strasbourg, 9 November
- "20 years of Europe!", gala diner organised for the 20th anniversary of the Jacques Delors Institute, Paris, 6 October
- Presentation of the Report "Repair and prepare: growth and the euro after Brexit", Berlin, 20 September
- "Europe and sport: what relationship?", conference organised with the Commission Representation in France, Sport et Citoyenneté and les Jeunes Européens – France, Paris, 7 July
- "Resolving the refugee crisis, fighting the terrorist threat", first session of the Think Tanks Tandem initiative, Vaux-de-Cernay, 8-9 July
- Co-organisation with Das Progressive Zentrum and the German Federal Ministry of Foreign Affairs of the "Dialogue on Europe: Rebuilding trust and redefining Europe in tough times" project, Marseille, 26 May
- Presentation of the Study "Investment in Europe" at the Caisse des Dépôts, Paris, 24 May
- "What is the EU doing for its citizens?", conference organised with the Master of European Affairs of Sciences Po and the Fondation Hippocrène, Paris, 15 April
- "Energy Union, 1 year on—Putting the consumer at the centre, driving innovation", Brussels, 25 February
- "What role for the EU in globalisation?", conference with the Commission Representation, Paris, 19 February

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Events"



"Energy Union, 1 year on—Putting the consumer at the centre, driving innovation", Brussels, 25 February



"Resolving the refugee crisis, fighting the terrorist threat", first session of the Think Tanks Tandem initiative, Vaux-de-Cernay, 8-9 July

### 2.1.3. The Jacques Delors Institute in the media

In 2016, we appeared nearly 910 times in all media types, in 48 countries, including 22 of the 28 EU countries as well as 26 outside countries. The media appearances dealt mainly with Brexit, the migratory crisis and the Schengen area, the Transatlantic trade and investment partnership (TTIP), etc.

Our head office, the Jacques Delors Institute, made 760 media appearances in 2016.

The media appearances of our Institute are diverse in terms of media types:

- 275 in the traditional press;
- 290 in the audiovisual media;
- 194 in online media.

From a geographic point of view, these media appearances can be divided into three categories:

- 394 times in France ;
- 252 times in 21 other EU states: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Germany, Greece, Hungary, Ireland, Italy, Lithuania, Luxembourg, Poland, Portugal, Romania, Spain, United Kingdom;
- 113 times in international media and in 26 other countries: Australia, Brasil, Canada, Cayman Islands, China, Cuba, Gabon, India, Israel, Japan, Kuwait, Lebanon, Mexico, Morocco, Namibia, Norway, Russia, Serbia, Singapore, South Africa, Switzerland, Turkey, United Arab Emirates, USA, Vatican, Vietnam.

Our office in Germany, the Jacques Delors Institute - Berlin, appeared about 150 times in 2016, in 22 countries:

- 47 in the traditional press;
- 24 in the audiovisual media;
- 76 in online media.

#### The Jacques Delors Institute in the media 10 main media appearances in 2016

- Intervention of Yves Bertoncini on BFM TV on the process of divorce between UK-EU and the Hungarian referendum, 2 October
- "EU-27, still strong together", tribune of Enrico Letta and Yves Bertoncini on *EurActiv.com*, 14 September
- "Brexit, a catastrophe?", interview of Enrico Letta on France Inter, 16 June
- « Speciale La radio ne parla », emission with Yves Bertoncini on Radio Uno, 23 May
- Programme with Elvire Fabry about the TAFTA and globalisation on Arte, 25 April
- Pascal Lamy on Europe1 about the TTIP, Brexit and the policy of the European Central Bank, 23 April
- « Europa muss sich ändern », article by Jacques Delors with Hans-Gert Pöttering in the *Frankfurter Allgemeine Zeitung*, 18 February
- "World at one", interview of Pascal Lamy on BBC radio4, 12 February
- « Só damos protecção aos refugiados que podem pagar? », interview of António Vitorino on the Portuguese media *Sapo24*, 29 January
- Interview of Yves Bertoncini to analyse the last reforms in Poland and the dialogue with the EU on the French media RMC, 19 January

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "Media"



2016年9月17日 14:00 2016年11月16日 07:07

专访：特朗普贸易立场软还是硬？嘴硬也得看现实--前WTO总干事



2016年9月16日 专访前WTO总干事帕斯卡尔·拉米(Pascal Lamy)的推特推文截图。 Source: @pascal\_lamy



CARREFOUR DE L'EUROPE

COP21, l'Europe à la pointe du combat contre le changement climatique



LA CROIX

Il ne faut pas adopter un discours de rupture

Sofia Fernandes, Chercheuse à l'Institut Jacques Delors



Elvire FABRY

Politologue, Chercheuse à l'Institut Jacques Delors

Politologin, Wissenschaftlerin des Thinktanks "Institut Jacques Delors"



Le Monde

Peut-on encore sauver l'Europe ?

Alors que s'ouvre, le 16 septembre, à Bratislava, le sommet des Vingt-Sept destiné à relancer le projet après le Brexit, l'Union européenne cherche un nouvel élan et à sortir d'une crise autant morale que politique.



L'EXTRÊME DROITE BATTUE EN AUTRICHE.

NEWS 24/7 Pollution : la circulation alternée ne sera pas mise en place demain à Paris (Ch. Najdovski, maire-adjoint de Paris à BFMTV).



## 2.1.4. The Jacques Delors Institute on the web

2016 confirmed the steady increase in our presence on the web, allowing us to reach out to an ever-growing and more diversified audience throughout Europe and beyond.

### 2.1.4.1. Our website

The Jacques Delors Institute's website ([www.delorsinstitute.eu](http://www.delorsinstitute.eu)) is our primary tool for communication, comprising over 4,000 items devoted to our publications, events, media appearances, videos and sound bites. It consists of 100% "rich media" and is perfectly integrated into the social media on which we operate (Facebook, Twitter, YouTube and Soundcloud). In 2016, more than 149,000 unique visitors (and around 205,000 visits) went on our website (data supplied by "Google analytics").

For more information, see our website [www.delorsinstitute.eu](http://www.delorsinstitute.eu)

### 2.1.4.2. Our presence in social media

With a diversified dissemination strategy specially devised for our social media, our Facebook account now counts more than 12,000 followers, making us one of the top three most-liked think tanks on Facebook in the field of European affairs.

Our presence on Twitter, which allows us to reach out to an audience of experts specialising in European affairs and of militants who are highly active in this field, permitted us to mobilise a community of almost 12,000 followers, including numerous European commissioners, parliamentarians, journalists and professionals in the sphere of European affairs.

For more information, see our Facebook and Twitter accounts

### 2.1.4.3. Our audiovisual production

In an effort to reach out to an ever wider and more diversified audience, we imparted a vigorous push to the audio-visual production hosted on our YouTube and SoundCloud channels.

In 2016, we produced 17 videos aimed at different audiences, both experts and laymen, and our YouTube channel attracted over 42,000 hits. Our audiovisual output also comprised sound bites and podcasts of speeches made at our events or of stances adopted on different issues. By the end of 2016 they numbered 400 on our SoundCloud channel and had been listened to over 2,350 times.

## The Jacques Delors Institute in videos and sounds 10 main productions in 2016

- François Hollande, "France's European Vision", in the video series on the 20th anniversary of the Jacques Delors Institute, video, 4 November
- "The revival of the EU at 27", message of Enrico Letta on the main issues at stake in the European Council on 20 and 21 October 2016, video, 20 October
- "Citizen Web Dialogue—Enrico Letta answers your questions on the state of the European Union", video, 20 October
- Jean-Claude Juncker, "The political future of the European Union", in the video series on the 20th anniversary of the Jacques Delors Institute, video, 17 October
- "The Jacques Delors Institute in three minutes", presentation of the Jacques Delors Institute, video, 11 October
- Audition of Yves Bertoncini, director of the Jacques Delors Institute by the European Affairs Committee, video, 2 June
- "United in diversity: Anthems and flags of the European Union—The EU anthem", video, 27 May
- Enrico Letta, "Pope Francis and the Italian vision of the migratory crisis", podcast, 18 May
- Jean-Christophe Ploquin, « Les voyages du Pape en Europe », podcast, 18 May
- Maroš Šefčovič on the Energy Union, podcast, 25 February

For more information, see our YouTube and SoundCloud channels



Enrico Letta, President of the Jacques Delors Institute

"The revival of the EU at 27", message of Enrico Letta on the main issues at stake in the European Council on 20 and 21 October 2016, video, 20 October



Jacques Delors  
Founding President

"The Jacques Delors Institute in three minutes", presentation of the Jacques Delors Institute, video, 11 October

## 2.2. Our team, our governing bodies and our Founding President

### 2.2.1. Our team

On 31 December 2016, the Jacques Delors Institute team, under the direction of Yves Bertoncini, comprised eleven permanent members of six different nationalities (French, German, Irish, Italian, Portuguese and Spanish). It also benefited throughout the year from regular contributions from six advisers and two associate research fellows, and from the invaluable input of António Vitorino, Enrico Letta, Pascal Lamy, and Jacques Delors.

David Rinaldi, research fellow in charge of economic and social affairs, left the Jacques Delors Institute in May 2016. Tiphaine Milliez joined the team in November as research fellow in charge of energy policy. For a period of time, we also enjoyed the assistance of Hamza Abbas and Emmett Strickland with regard to institutional issues and international relations respectively, following their research assistant internships previously completed at the IJD. Cliona Chadwick joined the team in September as Administrative Assistant and Executive Assistant.

The Jacques Delors Institute also took in four research assistant interns in 2016: Britta Daum on energy policy, Natalia Martin on external relations of the EU, Maxime Dugain and Sarah Bennaceur in digital communication.

Our branch office in Germany, the Jacques Delors Institut - Berlin is directed by Henrik Enderlein, who ran a team of eight members in 2016: Anna auf dem Brinke, Gabriele Brühl, Paul-Jasper Dittrich, Jörg Haas, Nicole Koenig, Carolin Koester, Valentin Kreilinger, Heidi Marleen Kuhlmann and Philipp Ständer; and three associate research fellows: Paul Berenberg-Gossler, Jan Jakub Chromiec and Laura Maria Wolfstädter, along with one student assistant: Daria Gruenler.

Our offices in Paris and Berlin pursued their integrated cooperation in the fields of both production and dissemination, an effort which they plan to pursue in greater depth throughout 2017.

#### ORGANISATION CHART OF THE JACQUES DELORS INSTITUTE December 2016



### 2.2.2. Our Board of Trustees

The Jacques Delors Institute's Board of Trustees is tasked with ensuring the continuity of its functioning and development in compliance with its corporate purpose and its founding principles.

A change took place in connection with Board of Trustees' membership in 2016: António Vitorino, who left his capacity as President of the Jacques Delors Institute, joined our Board of Trustees.

Enrico Letta sits on the Board of Trustees in his capacity as President of the Jacques Delors Institute even though he is not a member of the Board in formal terms. And the same applies to Laurent Cohen-Tanugi in his capacity as Vice-President and Treasurer.

The Board of Trustees is assisted by a secretariat comprising Director Yves Bertoncini and Ute Guder, our officer in charge of development.

#### Our Board of Trustees (31/12/2016)

- **Martine Aubry**, Mayor of Lille, former Minister
- **Gerhard Cromme**, Chairman of the Supervisory Board of Siemens AG
- **Étienne Davignon**, Belgian Minister of State, former Vice-President of the European Commission
- **Jacques Delors**, President of the Board of Trustees, Founding President of "Notre Europe—Jacques Delors Institute", former President of the European Commission, former French Minister
- **Philippe Lagayette**, President of the Fondation de France, Vice-President and Senior Advisor to Barclays Capital Bank
- **Pascal Lamy**, President *emeritus* of the Jacques Delors Institute, former Director General of the WTO, former European Commissioner
- **António Vitorino**, Lawyer, former European Commissioner

### 2.2.3. Our Board of Directors

The Board of Directors, which is responsible for managing the Jacques Delors Institute and for steering and supplying input for its work programme, met on three separate occasions in the course of 2016: on 19 March, 2 July and 19 November.

In July 2016, the members of the Board of Directors appointed Enrico Letta as the Institute's new President. He took over from António Vitorino who had been President since 2011. The positions of Vice President and Vice President and Treasurer remain unchanged, and were held in 2016 by Nicole Gnesotto and Laurent Cohen-Tanugi respectively.

Philippe de Schoutheete, a faithful member of our Board of Directors since 2002, passed away in September 2016. We would like to pay tribute to his commitment to our Institute, his direct involvement in several of our projects and his advice and guidance over the years.

Thus, as of 31 December 2016 our Board comprised 26 members (see member list below) of 11 different nationalities (Belgian, British, Czech, French, German, Hungarian, Italian, Polish, Portuguese, Spanish and Swedish).

### Our Board of Directors (31/12/2016)

- **Enrico Letta**, President of the Board of Directors of the Jacques Delors Institute, Dean of the School of International Affairs at Sciences Po Paris (PSIA), former Italian Prime Minister
- **László Andor**, former European Commissioner, Senior Fellow at the Hertie School of Governance (Berlin), Associate Professor at the ULB (Brussels)
- **Gérard Andreck**, former President of the Macif Group
- **Erik Belfrage**, Advisor to the President of the Marcus Wallenberg Foundation and of the Board of the Swedish International Affairs Institute (SIIA), member of the International Chamber of Commerce and of the Trilateral Commission
- **Yves Bertoncini**, Director of the Jacques Delors Institute, Administrator of the European Commission
- **Joachim Bitterlich**, Ambassador (Ret.), Professor at the ESCP Europe Paris
- **Josep Borrell Fontelles**, former President of the European Parliament, Former President of the European University Institute in Florence
- **Jean-Louis Boulanges**, Associate Professor at Sciences Po Paris, former MEP
- **Jerzy Buzek**, MEP, former President of the European Parliament, former Polish Prime Minister
- **Laurent Cohen-Tanugi**, Vice-President of the Board of Directors, Treasurer of the Jacques Delors Institute, international lawyer and writer
- **Jacques Delors**, Founding President of "Notre Europe – Jacques Delors Institute", former President of the European Commission, former French Minister
- **Jonathan Faul**, President of the Task Force for Strategic Issues related to the UK Referendum at the European Commission
- **Pavel Fischer**, Ambassador (Ret.) of the Czech Republic in France
- **Nicole Gnesotto**, Vice-President of the Board of Directors, Titular Professor of the European Union Chair at the CNAM, President of the Board of Directors of the French Institute for Higher National Defence Studies (IHEDN)
- **Élisabeth Guigou**, member of the French Assemblée nationale, President of the Foreign Affairs Committee, former French Minister
- **Eneko Landaburu**, former Ambassador and head of the European Union Delegation to the Kingdom of Morocco
- **Pierre Lepetit**, Honorary Inspecteur Général des Finances
- **Sophie-Caroline de Margerie**, member of the Conseil d'État
- **Riccardo Perissich**, former European Commission Director General for Industry, Executive Vice-President of the Italian branch of the Council for the United States and Italy
- **Julian Priestley**, former Secretary General of the European Parliament
- **Gaëtane Ricard-Nihoul**, Acting Head of the European Commission Delegation in France, former Secretary General of the Jacques Delors Institute
- **Maria João Rodrigues**, MEP, former Portuguese Minister
- **Daniela Schwarzer**, Director of the Europe Programme at the German Marshall Fund
- **Javier Solana**, President of the ESADEgeo, distinguished Senior Fellow in foreign policy at Brookings Institution, former High Representative of the Union for Foreign Affairs and Security Policy
- **Christian Stoffaës**, member of the board of the French Research Centre in International Economics (CEPII), President of the Cercle Des Ingénieurs-Économistes
- **Christine Verger**, Director of the Directorate for Relations with national parliaments at the Directorate-General for the presidency of the European Parliament, former Secretary General of the Jacques Delors Institute

#### 2.2.4. Our European Steering Committee

Our European Steering Committee (ESC) convened a meeting of ranking European personalities in Paris on 6 and 7 October 2016, as indeed it does every year, to debate issues of crucial importance for the EU's future (see list of participants below).

Our ESC was held this year during the celebrations of the 20th anniversary of the Jacques Delors Institute. The dinner debate on 6 October was addressed by the French President, François Hollande, and focused on the role of France in Europe. The [video](#) and the speech of the President are available on our website.

The following day's debates, on 7 October, were held in two sessions:

In the morning, the EU Commission President Jean-Claude Juncker and the French Prime Minister, Manuel Valls, held a debate on the political future of the European Union, in front of the public gathered in Paris and web users from all Europe that attended the debate thanks to livestreaming, and that were able to ask questions through social media. The videos and speeches of the [Prime Minister](#) and of the [EU Commission President](#) are available on our website.

In the afternoon, the members of the ESC gathered to debate on the future of the European Union after the British referendum, during two round tables:

- The [first round table](#) focused on the issues of collective European security was introduced by Élisabeth Guigou, Chair of the French National Assembly's Foreign Affairs Committee, Étienne Davignon, President of Friends of Europe and Belgian minister of state, and was chaired by Nicole Gnesotto, titular professor of the European Union Chair at the CNAM and Vice-President of the Jacques Delors Institute.
- The [second round table](#) dealt with European identity in the context of globalisation, starting with the internal perception offered by Margrethe Vestager, the European Commissioner for Competition, and the external perception illustrated by Lakhdar Brahimi, former Algerian Minister for Foreign Affairs and a former High Representative of the United Nations in the course a debate introduced by Pascal Lamy, President Emeritus of the Jacques Delors Institute.

The synthesis of these two sessions are available on our website:

- ["Strengthening European collective security"](#), synthesis by Thomas Pellerin-Carlin;
- ["European identity in the context of globalisation"](#), synthesis by Elvire Fabry.

Following these discussions, a [Tribune](#) entitled "Yes, we are European" was adopted, published in 6 European media outlets (*Le Figaro*, *Handelsblatt*, *La Stampa*, *El País*, *El País Catalunya* et *To Víma*) and disseminated in French, English and German through our the websites of the Jacques Delors Institute and the Jacques Delors Institute - Berlin, and social media.

## Our European Steering Committee

### Paris, 7 October 2016 – List of participants

- **Joaquín Almunia**, former Vice-President of the European Commission and former Commissioner in charge of Competition
- **Pascale Andréani**, Ambassador, former Permanent Representative of France to the OECD
- **Yves Bertoncini**, Director of the Jacques Delors Institute
- **Josep Borrell Fontelles**, former President of the European Parliament, former President of the European University Institute in Florence
- **Jean-Louis Bourlanges**, Chief Counsellor to the Court of Audit, former MEP
- **Lakhdar Brahimi**, former Algerian Minister for Foreign Affairs and a former High Representative of the United Nations
- **Laurent Cohen-Tanugi**, Vice-President of the Board of Directors, Treasurer of the Jacques Delors Institute, international lawyer and writer
- **Gerhard Cromme**, President of Siemens' Supervisory Board
- **Étienne Davignon**, President of Friends of Europe, Belgian Minister of State, former Vice-President of the European Commission
- **Renaud Dehousse**, Professor, President of the European University Institute of Florence
- **Nathalie Errard**, first Vice-President of Airbus
- **Jonathan Faull**, President of the Task Force for Strategic Issues related to the UK Referendum at the European Commission (participation in his personal capacity)
- **Pavel Fischer**, Ambassador (Ret.) of the Czech Republic in France
- **Nicole Gnesotto**, Vice-President of the Board of directors, Titular Professor of the European Union Chair at the CNAM, President of the Board of Directors of the French Institute for Higher National Defence Studies (IHEDN)
- **Élisabeth Guigou**, Member of the French Assemblée nationale, President of the Foreign Affairs Committee, former French Minister
- **Philippe Lagayette**, Vice chairman of Barclays Capital, President of the Fondation de France
- **Eneko Landaburu**, former Ambassador, Head of the European Delegation to the Kingdom of Morocco
- **Enrico Letta**, President of the Jacques Delors Institute, Dean of the School of International Affairs at Sciences Po and former Prime Minister of Italy
- **Sophie-Caroline de Margerie**, Member of the Conseil d'État
- **Vitor Martins**, former Portuguese Minister
- **Antonio Missiroli**, Director of the European Union Institute for security studies
- **Riccardo Perissich**, former European Commission Director General for Industry, Executive Vice-President of the Italian branch of the Council for the United States and Italy
- **Gaëtane Ricard-Nihoul**, Acting head of the European Commission Delegation in France (participation in her personal capacity)
- **Giuseppe Scognamiglio**, Vice-President of Unicredit
- **Antoinette Spaak**, Belgian Minister of State, former MEP
- **Christian Stoffaës**, member of the board of the French Research Centre in International Economics (CEPII), President of the Cercle Des Ingénieurs-Économistes
- **Christine Verger**, Director of the Directorate for Relations with national parliaments at the Directorate-General for the presidency of the European Parliament
- **Margrethe Vestager**, European Commissioner, former Danish Minister
- **António Vitorino**, lawyer, former European Commissioner, former Portuguese Minister

### 2.2.5. Our activities to promote the personal archives of our Founding President

On 17 February 2016, the collection of our Founding President's personal archives became accessible to our academic partners: the Historical Archives of the European Union (Florence), the Jean Monnet Foundation (Lausanne), the College of Europe (Bruges and Natolin), the Center for History of Sciences Po Paris and on our premises and those of our office in Germany upon appointment.

As well as these open consultations, we have rolled out actions to promote the consultation and dissemination of the archives:

- The Jacques Delors Prize for Best Thesis (for College of Europe students);
- The Jacques Delors Scholarship (post-doc);
- and an annual seminar for experts and historians of European construction.

#### **The promotion of the archives of our Founding President The main activities conducted in 2016**

- The Jacques Delors Prize for Best Thesis was awarded to Marine Borchardt (class of 2015-2016 of the College of Europe) for her thesis, published in a Policy Paper: "A political European Commission through a new organisation. 'This time it's different'. Really?"
- The Jacques Delors Scholarship was awarded to Alessandra Bitumi who enjoyed three months of research with a focus on Jacques Delors' actions with regard to the creation and dissemination of the European Social Model. Her conclusions are available in the Policy Paper No.185 "Narrating Social Europe: the search for progress in the 'Age of Delors'".
- "François Lamoureux, architect of Europe", seminar of experts organised in partnership with the Historical Archives of the European Union and Sciences Po Bordeaux, 11 July
- "Giving a new impetus to the Union? For an improved single European act", seminar of experts organised in partnership with the Jean Monnet Foundation and the European Commission, Brussels, 8 December
- Inventory, processing and refurbishment of the Jacques Delors Series of the Archives of the Jacques Delors Institute up to the 2000s
- Inventory to be sent to the Historical Archives of the European Union of Pascal Lamy's personal archives
- Pre-inventory of the archives of Christine Verger and signature of a deposit agreement for private archives

For further information: [www.institutdelors.eu](http://www.institutdelors.eu)  
Section "News and archives of Jacques Delors"



## 2.3. Our funding in 2016

In 2016, the Jacques Delors Institute has been ranked 1st Think Tank in global performance and transparency by the European Observatory of Think Tanks. Our overall budget in 2016 amounted to approximately 1.670 million Euros, showing a strong increase over the previous year (1.2 million Euros), while the result for the financial year showed a small deficit. We were able to benefit from resources from recurrent partners, from funds earmarked for specific projects and from donations from European citizens.

### 2.3.1. Our structural funds and our partners

We benefited in 2016 from the support of two “major partners”, who contributed sums equal to or greater than 100,000 Euros in a multi-annual framework:



In 2016, Solvay joined our partners that provide us with a recurring support:



### 2.3.2. Our project funding

A part of our activities in 2016 was implemented on the basis of financial partnerships pegged to specific projects:

- “France and Europe: United in the Face of Threat” project, co-funded by the French Ministry for Foreign and European Affairs (2015-2016);
- “Juncker Plan” project funded by the Caisse des Dépôts et Consignations (2015-2016), and by the Parisian office of the European Commission (2016-2017);
- “Think tanks tandem” project, financed by the French Minister for Foreign and European Affairs (2016);
- “Hymns and anthems” project, co-financed by the Fondation Hippocrène (2016);
- “Politics of fears”, financed by Demos (2016);
- “European budget” project, co-financed by the European Parliament (2016);
- “More EU” project, co-financed by the European Commission (Jean Monnet network), in partnership with the Scuola Sant-Anna, Pisa (2015-2017);
- “Energy transition” project, co-financed by the Caisse des dépôts et consignations (2016-2017);

- “Faces on divides” project, co-financed by the European Parliament (2016-2017);
- “Forum of think tanks” project, financed by the Maltese Presidency of the EU (2016-2017);
- “Enable.eu” project, financed by the Horizon 2020 programme of the European Commission (2016-2019, in partnership with ISINNOVA, Rome)

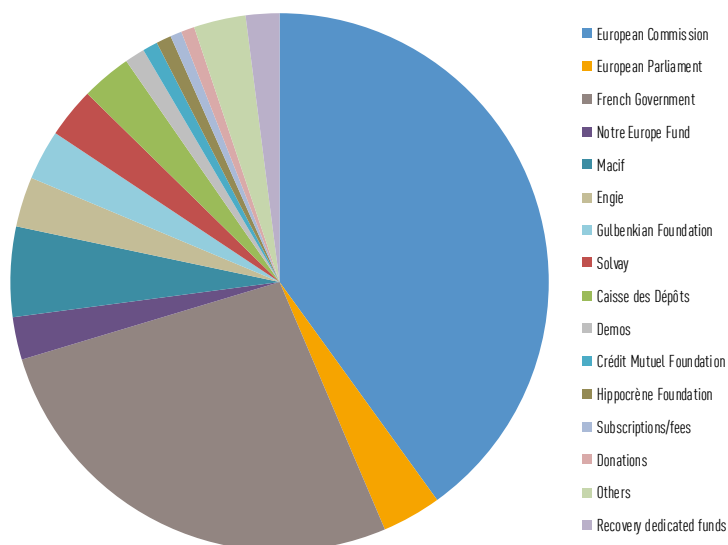


We were also able to count on the exceptional support furnished by the Fonds Notre Europe, supplemented by fees and emoluments earned by our President *Emeritus* Pascal Lamy, by Airbus, Axa and Unicredit for our exceptional event of 2016, the 20th anniversary of the Institute.



Finally we benefited from support in kind, in particular through the offer of venues to host our events linked to the 20th anniversary of the Institute, of the Conservatoire National des Arts et Métiers (CNAM), of the Mairie de Saint-Omer and of the Maison des associations d’Orléans for the organisation of citizens dialogues.

FIGURE 1 ► Breakdown of our resources



### 2.3.3. Our appeal to donors

Since 2015, it is possible to make a donation to the Jacques Delors Institute, via the Transnational Giving Europe Network. A dedicated page on our website allows people to make donations by choosing to support the Jacques Delors Institute's activities as a whole or the activities associated with one of three working axes:

- The European Union and the Citizen: work on the Federation of Nation States, the European institutions, European democracy, the area of freedom, security and justice and so forth;
- Competition, Cooperation, Solidarity: work on the single market, the Economic and Monetary Union, the European budget, Social Europe, the European Energy Community and so forth;
- European External Action: work on the European Neighbourhood Policy, on relations between the EU and the United States, on Europe within the globalization process and so forth.

We would also like to voice our deepest gratitude to the citizens and corporate entities who responded positively to our appeal in 2016, including (see list below):

#### Our donors in 2016

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Aymeric Berling</li> <li>• Yves Bertoncini</li> <li>• Philippe de Schoutheete</li> <li>• Eric Deloire</li> <li>• Fondation Proficio</li> <li>• Clive Hole</li> <li>• Eneko Landaburu</li> <li>• Leo Guiseppe</li> <li>• Bruno Liebhaber</li> </ul> | <ul style="list-style-type: none"> <li>• Erkki Liikanen</li> <li>• Pierre Mirel</li> <li>• Michel Richonnier</li> <li>• Françoise Russo-Marie</li> <li>• Sacred</li> <li>• Paul Tronchet</li> <li>• François Vié</li> <li>• Maurice Zylberberg</li> </ul> |
|---|---|

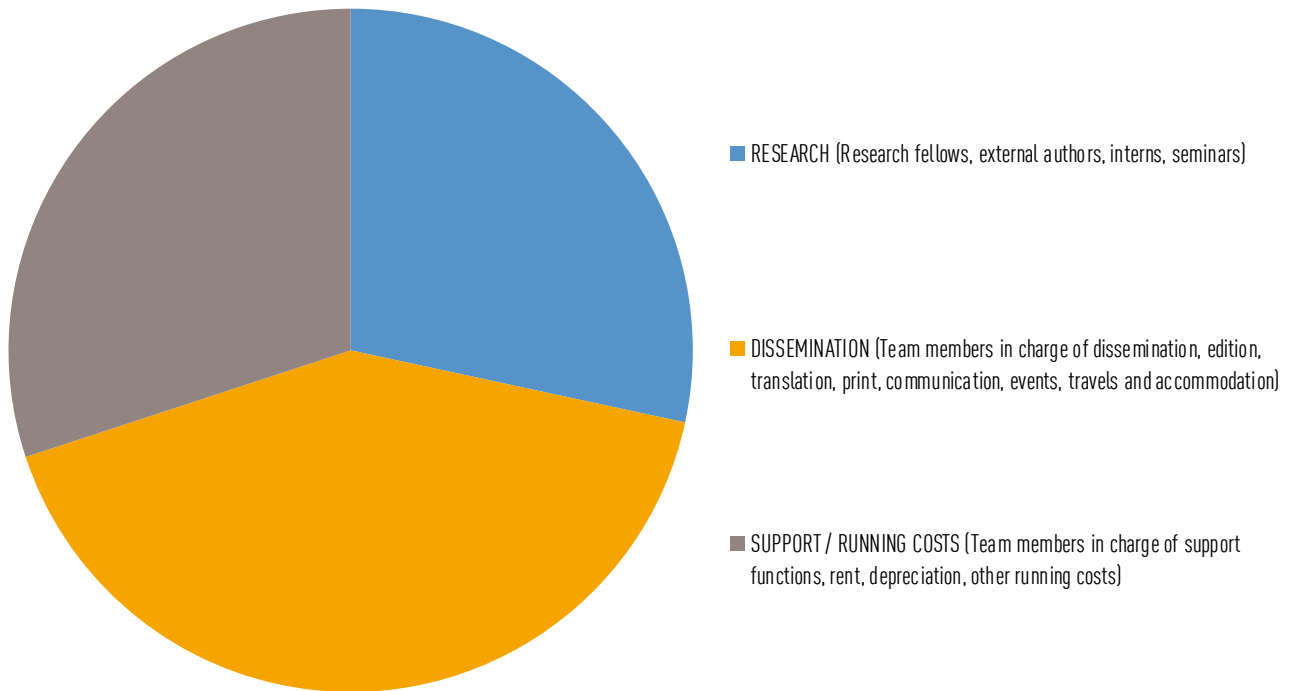
### 2.3.4. Our expenditure

In 2016, the Jacques Delors Institute's expenditure amounted to approximately 1.670 million euros, showing a strong increase over 2015.

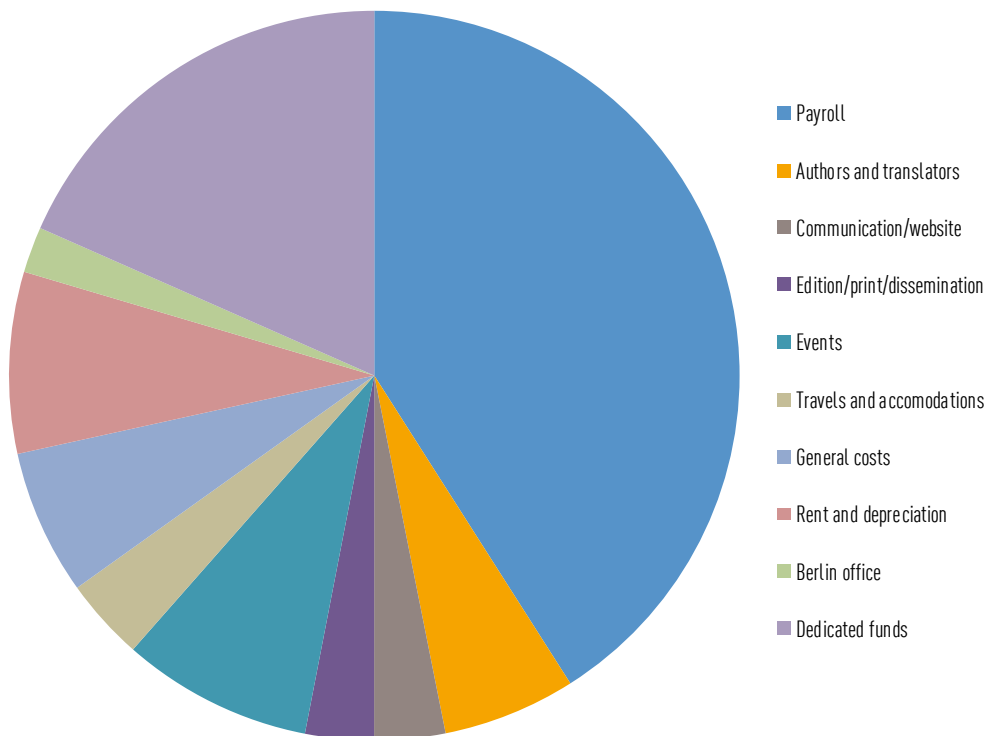
As in previous years, this expenditure was fairly evenly divided among three areas of activity:

- Expenditure linked to our analytical and research activities, which comprises the remuneration of our research fellows and of the external authors who produce our publications under our guidance, and the expenses that we incurred in organising research seminars;
- Expenditure linked to our dissemination, comprising the remuneration of our team members in charge of dissemination and of the communication, publication, printing and dissemination of our publications, expenses incurred in organising events for the dissemination of our research and translation costs, as well as costs incurred in funding travel, board and lodging;
- Expenditure linked to support activities and to our day-to-day running, chiefly comprising the remuneration of our administrative staff and operating costs, primarily the rent for our offices and depreciation.

**FIGURE 2** ▶ Breakdown of our expenditure by areas of activities



**FIGURE 3** ▶ Breakdown of our expenditure by main categories



### 2.3.3. Our financial report

Our balance sheet and income statement (year ended 31 December 2016) are as follows:

BILAN / BALANCE SHEET (en / in €)	2016	2015
<b>Actif / Asset Base</b>		
Actif immobilisé / Capital assets	77 220	45 930
Actif circulant / Circulating assets		
Créances / Accounts receivable	549 969	88 427
Valeurs mobilières de placement / Investment securities	0	0
Disponibilité / Cash	261 247	142 815
Charges constatées d'avance / Prepaid expenses	47 903	48 488
<b>TOTAL</b>	<b>937 013</b>	<b>325 659</b>
<b>Passif / Equities</b>		
Fonds propres / Capital	44 105	62 177
Provisions / Reserves	0	0
Fonds dédiés / Dedicated funds	307 028	33 549
Dettes / Liabilities	585 879	229 993
<b>TOTAL</b>	<b>937 013</b>	<b>325 659</b>

COMPTE DE RÉSULTAT / INCOME STATEMENT (en / in €)	2016	2015
<b>Produit d'exploitations / Operating revenue</b>	<b>1 661 664</b>	<b>1 260 683</b>
dont / including:		
<b>Contributions structurelles / Structural contributions</b>		
Commission européenne / European Commission	350 000	350 000
Gouvernement français / French Government	340 000	34 000
Macif	90 000	110 000
Engie	50 000	70 000
Fondation Gulbenkian / Gulbenkian Foundation	50 000	60 000
Solvay	50 000	
<b>TOTAL</b>	<b>930 000</b>	<b>930 000</b>
<b>Contributions liées à des projets / Project driven contributions</b>		
Commission européenne / European Commission	315 417	9 685
Parlement européen / European Parliament	59 088	0
Ministère des Affaires européennes / French Ministry of European Affairs	84 327	20 000
Caisse des Dépôts et Consignations	50 000	50 000
Fonds Notre Europe / Notre Europe fund	42 619	120 000
France Stratégie	20 000	0
Demos	19 992	0
Fondation Crédit Mutuel / Crédit Mutuel Foundation	15 000	15 000
Fondation Hippocrène	15 000	0
Gouvernement luxembourgeois / Government of Luxemburg	0	17 002

Autres projets / Other projects	49 436	0
<b>TOTAL</b>	<b>670 879</b>	<b>231 687</b>
<b>Cotisations et honoraires / Subscriptions and fees</b>	<b>11 400</b>	<b>11 937</b>
<b>Dons / Donations</b>	<b>13 410</b>	<b>23 860</b>
<b>Autres revenus / Other income</b>	<b>2 426</b>	<b>6 699</b>
<b>Annulation de provision / Cancellation of provision</b>	<b>33 549</b>	<b>56 500</b>
<b>Charges d'exploitation / Operating costs</b>	<b>1 671 057</b>	<b>1 237 410</b>
Salaires et charges / Salaries and charges	684 841	620 330
Honoraires / Fees	98 380	59 567
Publications / Publications	50 738	50 652
Événements / Events	141 006	59 286
Déplacements, réceptions / Travel, Receptions	60 780	58 098
Communication, site web / Communication, Website	52 449	27 603
Fonctionnement / Administrative costs	107 497	107 886
Loyer / Rent	120 565	119 986
Amortissements / Depreciation	13 773	6 311
Subventions / Grants	34 000	55 625
Provisions / Reserves	307 029	15 566
Perte (annulation de provision) / Loss (cancellation of provision)	0	56 500
<b>Résultat / Result</b>	<b>-9392</b>	<b>6 271</b>

**Thank you for having followed our activities in 2016.  
We invite you to continue in 2017 on :**

[www.delorsinstitute.eu](http://www.delorsinstitute.eu)



The Jacques Delors Institute is the European think tank founded by **Jacques Delors** in 1996 (under the name Notre Europe), at the end of his presidency of the European Commission. Our aim is to produce analyses and proposals targeting European decision-makers and a wider audience, and to contribute to the debate on the European Union.

We publish numerous **papers** (Tribunes, Policy Papers, Studies & Reports, Syntheses), sounds and videos, organise and take part in **seminars and conferences** throughout Europe, and make appearances in the European media via our presidents, directors and teams.

Our work is inspired by the action and ideas of Jacques Delors and guided by the general principles set out in the **Charter** adopted by our Board of Directors. It is structured around **three main axes**: “European Union and citizens”—covering political, institutional and civic issues; “Competition, cooperation, solidarity”—dealing with economic, social and regional issues; “European external actions”—research with an international dimension.

The President of the Jacques Delors Institute is **Enrico Letta**, Dean of the Paris School of International Affairs (PSIA) at Sciences Po, and the former Prime Minister of Italy, who succeeded **António Vitorino**, **Tommaso Padoa-Schioppa**, **Pascal Lamy**, and Jacques Delors. Our director, **Yves Bertoncini**, leads an **international team** of around 15 members, who work in close coordination with the members of the Berlin office, led by **Henrik Enderlein**.

The governing bodies of the Jacques Delors Institute comprise high-profile European figures from diverse backgrounds. Our **Board of Trustees** takes care of our moral and financial interests. Our **Board of Directors** is responsible for the management and direction of our works. Our **European Steering Committee** meets to debate issues of fundamental importance for the future of the EU.

All publications are available free of charge, in French and English, on our **website** and through the **social networks**. The Jacques Delors Institute is wholly independent of any political influence or economic interests.

With the support of:



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