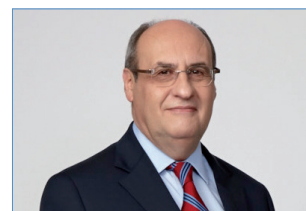


ANNUAL REPORT 2015

FOREWORD BY ANTÓNIO VITORINO



2015 proved to be an especially trying year for the European Union as it found itself having to tackle a series of domestic and external crises. That is the context in which we pursued our work programme, both working closely with the European and national decision-makers and in an effort to enlighten the broader public. Our work focused in particular on the refugee crisis and the consolidation of the Schengen area, on warding off the spectre of a “Grexit”, on the deepening of the Economic and Monetary Union, on bolstering “social Europe”, on promoting a fully-fledged “energy union”, on the EU’s action in its own neighbourhood and on the “TTIP” talks. The first part of the Annual Report provides an overview of our work as a whole, which I would encourage you to explore in greater depth by visiting our website www.delorsinstitute.eu

The second part of the Annual Report outlines the excellent results that we achieved in 2015 in terms of gaining a higher profile in the conferences and seminars which we organise or in which we play an active role, of boosting our presence and profile in the media and on the social networks, and of increasing the number of our fans and followers in the social media. It also discusses developments and changes in our team and our boards, and it illustrates the manner in which we have used the resources placed at our disposal, for which I would like to express my sincere gratitude to our partners, our contributors and our new “donors”.

In order to complete all of our projects successfully, we have been able to rely on the invaluable presence and contribution of our founding president Jacques Delors and of our *President emeritus* Pascal Lamy. I would like to take this opportunity to thank them, as I would like to thank our director, Yves Bertoin, the director of our Berlin branch, Henrik Enderlein, and their teams as a whole for their commitment and dynamism.

For us, 2015 will also go down in history as the year in which the European Council decided to assign Jacques Delors the rare and richly deserved title of “honorary citizen of Europe”, a decision which cannot help but bolster the commitment of the think tank that enjoys the privilege of bearing his name. 2015 is also the year that allowed us to structure Mr. Delors’ personal archives from his time as president of the European Commission, in order to make them accessible to historians and to observers of the European construction process.

I hope that you enjoy reading this Annual Report and that it will make you want to delve even further into our analyses and recommendations throughout the current year, and to encourage us in our actions directed at Europe’s decision-makers and at the general public in France, in Germany and throughout the EU.

António Vitorino
President of the Jacques Delors Institute

A FEW KEY FACTS AND FIGURES FOR 2015

- **59 publications in English and French (and sometimes German)**, comprising 23 Tribunes, 25 Policy papers, 1 Study & Report 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.
- **33 events** hosted or co-hosted in **9 European countries** (Belgium, Finland, France, Germany, Italy, Luxembourg, Portugal, Romania and Switzerland) devoted in particular to the Schengen Area, energy, employment, democracy and the European public space; the events included the organisation of **"19 citizen dialogues"** allowing us to hold an exchange of views with non-specialist audiences in 6 different countries.
- **142 interventions** in conferences and seminars in **26 countries** (17 EU member countries and 9 countries outside the EU), addressing in particular such issues as global governance, the balance of forces in Europe, cohesion policy, social Europe, the European Energy Community, TTIP and much more; all in all **more than 25 000 citizens present during our events or interventions**.
- **9 videos and 8 sound bites produced**, more than **32,000 hits** on videos posted on our YouTube channel.
- **725 appearances in 34 countries as well as in international outlets**, comprising 20 of the EU's 28 member states and 14 countries outside the EU, addressing in particular the Greek crisis and the euro area, the European migrant crisis and Schengen, TTIP and much more.
- **More than 194,000 unique visitors** (and approximately 260,000 visitors) to our website www.delorsinstitute.eu (data supplied by "Google Analytic").
- More than **9,600 followers** on Facebook, 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 148,000 times** and more than 16,000 disseminated in hard-copy.
- An increase in 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 launch of an **appeal for donations**, prompting 36 citizens to join our donor network.
- The production of an **inventory of the Jacques Delors – Presidency of the European Commission (1984–94) archive** in partnership with the Historical Archives of the European Union at the European University Institute in Florence (HAEU), and the conclusion of **agreements for the enhancement and dissemination of Jacques Delors' archives** with recognised academic organisations.

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1. Our activities in 2015

Throughout 2015 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 “reconcile the EU with its citizens”, to “help the EU to overcome its economic and social crisis” and to “strengthen the EU’s role in the globalisation process”.

We produced **59 publications**, including 23 Tribunes, 25 Policy Papers, 1 Study & Report 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, Heading “Publications”)

We organised or co-organised **33 events** (conferences, debates, presentations with debates and select small-scale seminars) in **9 European countries**: Belgium, Finland, France, Germany, Italy, Luxembourg, Portugal, Romania and Switzerland. (See 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 **142 events in 26 countries**, both within the EU and outside it. (See www.delorsinstitute.eu, Heading “Events”)

We intervened on a broad scale in the European and international media in 2015, which allowed us to promote our work and to adopt a stance in the most important current debates. All in all, **725 media appearances** by our presidents, governing bodies, directors and teams were recorded in the various media **in 34 countries and in international outlets**. (See 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 2016 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, Heading “Themes of our work”)

1.1. Reconciling the EU and its citizens

The intense political and democratic debating sparked by the European Union's decisions and by some of its member states' membership of the euro area, the Schengen Area or the EU, prompted us to develop our work both on safeguarding the foundations of the European construction process and on shedding light on the way in which it operates. Our activities at the citizen level focused chiefly on the European and national democratic events, on developing the governance of the "European federation of nation states" and on the terms governing the free movement of European citizens within the Schengen Area. They also prompted us to organise "citizen dialogues" in an effort to carry on interacting with a lay audience unfamiliar with "European affairs".

1.1.1. Consolidating the "European federation of nation states"

We devoted a great deal of work to those countries whose membership in the euro area (Greece) or in the European Union (the United Kingdom) was called into question, while at the same time pursuing our analyses of the specific features of the other EU member countries "united in diversity".

We also produced analyses and recommendations regarding the distribution of competences between the EU and its member states, and that distribution's political and legal impact.

Consolidating the "European federation of nation states" 10 main activities in 2015

- "Can we avoid the Brexit?", debate with Yves Bertoncini on France Culture, 12 November
- "Ενρίκο Λέτα: Μόνο μια νέα Ευρωπαϊκή Ένωση μπορεί να σώσει την παλιά", interview of Enrico Letta in *To Vima* about the EU's future and the relations with Greece, 3 November
- ☎ Joschka Fischer takes a stand on German leadership, the refugee crisis, and Angela Merkel's decisions during our 2015 European Steering Committee, podcast, Paris, 23 October
- "Unpacking public opinion: Britons, the EU and the referendum", intervention of Yves Bertoncini during a seminar organised by the University of York and Policy Network and funded by "The UK in a changing Europe initiative", London, 24 September
- Emission with Yves Bertoncini on BFM TV to speak about the national parliaments' votes on the Greece-Euro Area agreement, 15 July
- "A year of reforms in Europe: simplification, a national and European imperative", intervention of Yves Bertoncini during a seminar organised by the French and Dutch ministries for Foreign affairs, Paris, 17 June
- "25 years after Europe's reunification – Eastern and Western points of view", round table organised by the Jacques Delors Institute, the Knowledge Center, the France-Hungary friendship group at the Assemblée nationale, the Hungarian Embassy and the Robert Schuman Foundation, Paris, 28 April
- "The future of Portugal in Europe", intervention of António Vitorino during the annual conference of the daily *Negócios*, Lisbon, 17 April
- "L'Europe au quotidien" (Europe daily), emission with Yves Bertoncini on France Bleu to talk about European directives and norms, 27 March
- "Syriza win is a break in continuity", article by Yves Bertoncini on Euractiv.com, 28 January

For more information: www.delorsinstitute.eu
Headings "Federation of Nation States"



Emission with Yves Bertoncini on BFM TV to speak about the national parliaments' votes on the Greece-Euro Area agreement, 15 July, 15 July



"Ενρίκο Λέτα: Μόνο μια νέα Ευρωπαϊκή Ένωση μπορεί να σώσει την παλιά", interview of Enrico Letta in *To Vima* about the EU's future and the relations with Greece, 3 November

1.1.2. Drawing democratic and institutional lessons from the European elections

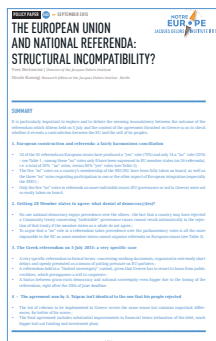
We made an effort to draw lessons from the European elections of May 2014 from a political standpoint (the growth of euroscepticism and europhobia) but also in institutional terms (the impact of the “Spitzenkandidat” procedure on the presidency of the Commission and the governance of the EU), also in the course of a seminar in Brussels on the “Delors Commissions”.

Bearing in mind their impact at the Community level, we also afforded constant attention to the more significant expressions of democracy at the national level, especially during the parliamentary elections and the referendum held in Greece, while at the same time extending our analysis to the all of the referendums held on Europe-related issues.

Drawing democratic and institutional lessons from the European elections 10 main activities in 2015

- “Presiding the Commission, Governing Europe”, seminar organised by the Jacques Delors Institute together with the European University Institute in Florence, Brussels, 8 December
- “The EU and national referenda: structural incompatibility?”, policy paper No. 141 by Yves Bertoncini and Nicole Koenig, 17 September
- “Europe : the ode to fear”, intervention of Yves Bertoncini in the framework of the “Rendez-vous Bourgogne-Europe”, Dijon, 12 May
- “2014 European elections: an upsurge in Europhobia or business as usual?”, policy paper No. 133 by Yves Bertoncini, 6 May
- “European political parties: learning from 2014, preparing for 2019”, policy paper No. 132 by Nereo Peñalver Garcia and Julian Priestley, 5 May
- Étienne Davignon discusses the Commission presidency and the Delors years, in the video series “The Commission leadership and the governance of Europe”, video, 1 May
- “Greece, the EU and democracy”, interview with Yves Bertoncini in *Libération*, 20 April
- “The European Council after Van Rompuy”, tribune by Philippe de Schoutheete, 22 April
- “The Commission leadership and the governance of Europe”, conference organised by the Jacques Delors Institute and Friends of Europe, Brussels, 16 March
- “The Commission presidency and the Delors years”, video by Jean-Claude Juncker, 22 January

For more information: www.delorsinstitute.eu
Headings “European Democracy” and “European Institutions”



“The EU and national referenda: structural incompatibility?”, policy paper No. 141 by Yves Bertoncini and Nicole Koenig, 17 September



“The Commission presidency and the Delors years”, video by Jean-Claude Juncker, 22 January

1.1.3. Promoting the right to freedom of movement and the Schengen area

We mobilised in an effort to safeguard and to strengthen the “Schengen Area” in view of the tensions besetting it in the wake of terrorist attacks, the migrant crisis and the revival of internal border monitoring and control. In particular, this mobilisation prompted our European Steering Committee for 2015 to adopt a declaration entitled “Is Schengen Dead? Long Live Schengen!” penned jointly by Jacques Delors, António Vitorino and the participants of our 2015 European Steering Committee, and published in 14 European media sources.

Promoting the right to freedom of movement and the Schengen area 10 main activities in 2015

- “Schengen is dead? Long live Schengen!”, tribune by Jacques Delors, António Vitorino, Yves Bertoncini and our 2015 European Steering Committee, 23 November. 14 articles directly inspired by this declaration were published by the European press: *Dennik N* (Slovakia), Euractiv.com, Euractiv.pl (Poland), *Handelsblatt* (Germany), *Hospodářské noviny* (Czech Republic), *Jyllands-Posten* (Denmark), *Le Monde* (France), *Le Temps* (Switzerland), *El Pais* (Spain), *Le Soir* (Belgium), *La Repubblica* (Italy), *Luxemburger Wort* (Luxembourg), *Público* (Portugal) and *To Vima* (Greece).
- Yves Bertoncini on France Culture to speak about “Europe: the refugee crisis in the shadow of terrorism”, 23 November
- “Solo Schengen potrà difenderci dal terrorismo”, interview of Pascal Lamy in *La Repubblica*, 9 November
- “Schengen mis à l’épreuve par la crise des réfugiés”, interview with António Vitorino and Yves Bertoncini in *Le Monde*, 16 September
- “The consequences of the end of Schengen”, fictional political skit with Yves Pascouau on Euradionantes, 17 July
- “The Schengen area under threat: Problem or solution?”, conference organised by the Jacques Delors Institute in partnership with the Mouvement européen Paris and the SEIN (Société d’encouragement pour l’industrie nationale), Paris, 26 June
- Emission moderated by Yves Pascouau on Euradionantes on the creation of the Schengen area, 29 May
- Emission “Carrefour de l’Europe” with António Vitorino on RFI about the 30th anniversary of Schengen, 12 June
- Emission with Yves Bertoncini on Sud Radio to discuss the Schengen agreement, 12 February
- “Schengen’, terrorism and security”, tribune by Yves Bertoncini and António Vitorino, 12 February

For more information: www.delorsinstitute.eu
Heading “Freedom, Security, Justice”



“Schengen is dead? Long live Schengen!”, tribune by Jacques Delors, António Vitorino, Yves Bertoncini and our 2015 European Steering Committee, 23 November



“Schengen mis à l’épreuve par la crise des réfugiés”, interview with António Vitorino and Yves Bertoncini in *Le Monde*, 16 September

1.1.4. Our citizen dialogues

We organised 19 “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 34 different occasions in citizen dialogues organised by other organisations in the course of 2015.

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.

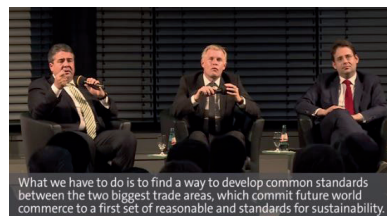
Our citizen dialogues 10 main activities in 2015

- “Europe, in the face of climate change”, citizen dialogue in partnership with the Mouvement européen Basse-Normandie and the Mouvement de la paix, Caen, 18 December
- “European construction: what goals for what future?”, citizen dialogue in partnership with the Jean Monnet Foundation, Lausanne, 26 November
- “Towards a Eurozone budget and fiscal and borrowing capacity?”, citizen dialogue in partnership with the “More EU” project of the Jean Monnet network, Florence, 12-13 November
- “Innovation driving force behind European competitiveness”, citizen dialogue in partnership with the Gulbenkian Foundation, Paris, 10 November
- “A TTIP-ing point for Europe in the world”, citizen dialogue of the Jacques Delors Institut – Berlin, Berlin, 28 September
- “After the Greek psychodrama, what improvements for the EMU?”, citizen dialogue in partnership with the Macif with a speech of Pierre Moscovici, Paris, 24 September
- “The Schengen area under threat: Problem or solution?”, citizen dialogue in partnership with the Mouvement européen Paris and the SEIN (Société d’encouragement pour l’industrie nationale), Paris, 26 June
- “Challenges of the TTIP”, citizen dialogue in partnership with Eurosfat, Bucarest, 29 May
- “From the European Energy Community to the Energy Union”, citizen dialogue in partnership with the Mouvement européen Paris and the SEIN (Société d’encouragement pour l’industrie nationale), Paris, 20 May
- “Europe at the heart of our debates”, citizen dialogue organised in Bruz in partnership with the CFDT and the Mouvement européen, 10 March

For more information: www.delorsinstitute.eu
Heading “Citizen Dialogue”



“After the Greek psychodrama, what improvements for the EMU?”, citizen dialogue in partnership with the Macif with a speech of Pierre Moscovici, Paris, 24 September



“A TTIP-ing point for Europe in the world”, citizen dialogue of the Jacques Delors Institut – Berlin, Berlin, 28 September

1.2. Helping the EU overcome its economic and social crisis

We focused on four economic and social issues that are of fundamental importance in allowing the EU to overcome the crisis that it is experiencing: Economic and Monetary Union; social Europe; the European strategy for overcoming the crisis; and the implementation of an “Energy Union”.

1.2.1. Warding off the spectre of a “Grexit” and completing the EMU

In the course of 2015, we continued to pursue our work on the completion of the EMU, which is still fragile despite recent reforms. In particular, we pursued our research into the creation of a fiscal capacity for the euro area. We also took part in debates on the Five Presidents’ Report, adopting a stance in relation to the initiatives and the reforms proposed in that report.

We also voiced an opinion on the need to avoid a “Grexit” and expressed our view on the way we would like to see relations between Greece and the EU go forward after the negotiation of the third aid plan, resorting for the purpose to a variety of publications, interventions in the media and a tribune penned by our three presidents and disseminated in 21 European and international media.

Warding off the spectre of a “Grexit” and completing the EMU 10 main activities in 2015

- “Towards a Eurozone budget and fiscal and borrowing capacity?”, intervention of Eulalia Rubio during the seminar organised by the Jean Monnet Network “More EU”, Florence, 12-13 November
- “After the Greek psychodrama, what improvements for the EMU?”, conference organised in partnership with the Macif with a speech of Pierre Moscovici, Paris, 24 September
- Yves Bertoncini on ITélé to follow the Greek election day and analyse some possible political scenarios, 17 September
- “Die nächsten Schritte”, tribune by Jacques Delors and Henrik Enderlein in *Handelsblatt* on the EMU reform, 13 August
- “After the Greek deal: why it is urgent to complete EMU”, tribune by Jacques Delors, Gerhard Cromme, Henrik Enderlein, Pascal Lamy and António Vitorino, 22 July
- “The EU and Greece: Changing frames and pursuing the Odyssey”, tribune by Jacques Delors, Pascal Lamy and António Vitorino, 7 July. This Tribune was published in the 21 following media: *In-Cyprus* (Cyprus), *Euractiv.pl* (Poland), *Euractiv.sk* (Slovakia), *Euractiv.cz* (Czech Republic), *Euractiv.com.tr* (Turkey), *Euractiv.com*, *Financial Times* (USA), *Financial Times* (United Kingdom), *Handelsblatt* (Germany), *NRC Handelsblad* (Netherlands), *Jutarnji List* (Croatia), *Luxemburger Wort* (Luxembourg), *Malta Today* (Malta), *Le Monde* (France), *Público* (Portugal), *La Repubblica* (Italy), *Le Soir* (Belgium), *Le Temps* (Switzerland), *La Vanguardia* (Spain), *To Vima* (Greece), *The World Post*.
- Yves Bertoncini on France 2 to discuss the political consequences of a “Grexit”, 6 July
- Eulalia Rubio on RFI to talk about the consequences of a Grexit, 1 July
- “Improving EMU: Our recommendations for the debate on the five presidents report”, policy paper No. 137 by Yves Bertoncini, Henrik Enderlein, Sofia Fernandes, Jörg Haas and Eulalia Rubio, 15 June
- “Grexit? Beware of slippery slopes”, policy paper No. 126 by Jörg Haas, 26 February

For more information: www.delorsinstitute.eu
Heading “Euro and European Governance”



“The EU and Greece: Changing frames and pursuing the Odyssey”, tribune by Jacques Delors, Pascal Lamy and António Vitorino, 7 July, notably published in the *Financial Times*



Yves Bertoncini on France 2 to discuss the political consequences of a “Grexit”, 6 July

1.2.2. Strengthening social Europe after the crisis

We have been devoting special attention to the contribution that the EU can make to the management of the crisis's social consequences and we mobilised in 2015 for a strengthening of the EU's action in favour of youth employment. This mobilisation translated, in particular, into an appeal for a new European programme in support of mobility for young apprentices, "Erasmus Plus".

We also pursued our work on the priority actions for social Europe after the crisis, in conjunction with the Ministry of Labour of Luxembourg. We also worked on the future of the welfare state, formulating recommendations, in conjunction with our partners in the "Vision Europe" project, designed to ensure the long-term viability of Europe's national welfare systems.

To mark the 30th anniversary of "Val Duchesse", we made our contribution to the debate on the future of European social dialogue.

Strengthening social Europe after the crisis 10 main activities in 2015

- "Internal devaluation and unemployment: the case of Portugal", policy paper No. 154 by António Bob Santos and Sofia Fernandes (chapter of a book to be published in 2016 by the ETUI), 18 December
- "Social inequalities in Europe: the challenge of convergence and cohesion", policy paper No. 147 by Frank Vandenbroucke and David Rinaldi within the "Vision Europe" project, 2 December
- "Welfare State: problem or solution?", first annual Vision Europe Summit organised in partnership a consortium of European think tanks and foundations, Berlin, 17-18 November
- "A new start for social Europe?", expert seminar organised in partnership with the minister of Labour of Luxembourg, Luxembourg, 19 June
- "More than 5m young Europeans are jobless. We need to help this lost generation", tribune by Jacques Delors, Pascal Lamy, Enrico Letta, António Vitorino, Henrik Enderlein, François Villeroy de Galhau, Jean-Michel Baer and Sofia Fernandes in *The Guardian*, 13 May
- "Erasmus Pro: for a million 'young European apprentices' by 2020", tribune by Jacques Delors, Henrik Enderlein, Pascal Lamy, Enrico Letta, François Villeroy de Galhau, António Vitorino, Jean-Michel Baer and Sofia Fernandes, 12 May
- "Social dimension of EU integration: cohesion and convergence", intervention of Sofia Fernandes during the seminar organised by László Andor at the Université libre de Bruxelles, Brussels, 6 May
- "The EU at the service of its citizens?", intervention of Sofia Fernandes at the Working Time Festival 2015 organised by the CFTD, Paris, 1 May
- "European social dialogue: 30 years of experience and progress, what future?", policy paper No. 124 by Jean Lapeyre, 28 January
- "Avoiding a 'lost generation': the EU vs the youth unemployment?", expert seminar organised in partnership with the Calouste Gulbenkian Foundation and the European Economic and Social Committee, Brussels, 19 January

For more information: www.delorsinstitute.eu
Heading "Solidarity and Social Europe"



"Internal devaluation and unemployment: the case of Portugal", policy paper No. 154 by António Bob Santos and Sofia Fernandes (chapter of a book to be published in 2016 by the ETUI), 18 December (in English only)



"Erasmus Pro: for a million 'young European apprentices' by 2020", tribune by Jacques Delors, Henrik Enderlein, Pascal Lamy, Enrico Letta, François Villeroy de Galhau, António Vitorino, Jean-Michel Baer and Sofia Fernandes, 12 May

1.2.3. Making a broader contribution to debates on overcoming the crisis

We made a contribution to debates relating to the European strategy for overcoming the crisis by adopting a stance on the various actions undertaken at the European level to impart a fresh boost to growth and investment in Europe.

In that context, we focused specific attention on the European Investment Plan (the “Juncker Plan”). We also debated the risks of divergence within the EMU and the role of innovation as a driving force for Europe’s economy. We continued to take part in the debate on improving the effectiveness of the European budget and on the future of the cohesion policy.

Making a broader contribution to debates on overcoming the crisis 10 main activities in 2015

- “Europe’s South and the Future of EU Integration”, intervention of Eulalia Rubio during an expert seminar organised by the German Marshall Fund and the Compagnia di San Paolo, Turin, 11 December
- “The payments backlog in recent EU budgets: lessons learnt and outlook”, intervention of Eulalia Rubio during an expert seminar organised by the European Parliament Research Service (EPRS), Brussels, 4 December
- “The new French Regions, from a European standpoint”, policy paper No. 150 by Marjorie Jouen, 1 December
- David Rinaldi analyses the Juncker Plan on Euro Insight, 24 November
- “Innovation driving force behind European competitiveness”, conference organised in partnership with the Calouste Gulbenkian Foundation, Paris, 10 November
- “The Juncker Plan : Open questions”, expert seminar, Brussels, 13 October
- “The efficiency and effectiveness of the EU budget”, intervention of Eulalia Rubio during an expert seminar organised by the European University Institute, Florence, 1-2 October
- Marjorie Jouen in *Acteurs publics* on the macroeconomic conditionality within the cohesion policy, 21 May
- Eulalia Rubio in *Courrier Cab* on the Juncker Plan and its impact for local stakeholders, 5 May
- “The macro-economic conditionality, the story of a triple penalty for regions”, policy paper No. 131 by Marjorie Jouen, 30 March

For more information: www.delorsinstitute.eu
Axis “Competition, cooperation and solidarity”



“Europe’s South and the Future of EU Integration”, intervention of Eulalia Rubio during an expert seminar organised by the German Marshall Fund and the Compagnia di San Paolo, Turin, 11 December



“The macro-economic conditionality, the story of a triple penalty for regions”, policy paper No. 131 by Marjorie Jouen, 30 March

1.2.4. Promoting a fully-fledged “Energy Union”

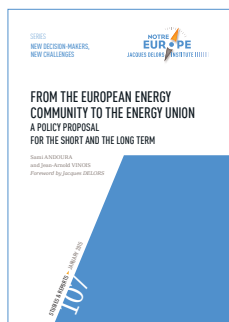
We extended our mobilisation over our project for a “European Energy Community” and formulated a set of recommendations in a report for the operational implementation of the “Energy Union” proposed by the Juncker Commission, addressing both the internal and the external challenges that it entails.

We also worked on energy and climate-related issues ahead of the Conference of parties to the United Nations Framework Convention on Climate Change (COP21) which ran from 30 November to 13 December 2015.

Promoting a fully-fledged “Energy Union” 10 main activities in 2015

- “Europe, in the face of climate change”, intervention of Thomas Pellerin-Carlin during a conference organised in partnership with the Mouvement européen Basse-Normandie and the Mouvement de la paix, Caen, 18 December
- “EU Post 2020 Climate & Energy Governance”, intervention of Thomas Pellerin-Carlin during a conference organised by the Institute for European Studies, Brussels, 19 November
- “Energy and geopolitical risk”, intervention of Jean-Arnold Vinois during a conference organised by the Center for Strategic & International Studies, Washington, 19 November
- “Governing the differences in the European Energy Union”, policy paper No. 144 by Jacques De Jong, Thomas Pellerin-Carlin and Jean-Arnold Vinois, 22 October
- “The EU and international climate negotiations”, intervention of Thomas Pellerin-Carlin during a conference organised by Sciences Po Grenoble, Grenoble, 6 October
- “2015 Climate negotiations: Speeding up or slowing down the energy transition?”, policy paper No. 142 by Thomas Pellerin-Carlin and Jean-Arnold Vinois, 24 September
- “From the European Energy Community to the Energy Union”, conference organised in partnership with the Mouvement européen Paris and the SEIN (Société d’encouragement pour l’industrie nationale), Paris, 20 May
- “The perspectives of the Energy Union”, interventions of Jean-Arnold Vinois and Sami Andoura during a round table organised by the Assemblée nationale, Paris, 14 April
- “A vision for an Energy Union”, interventions of Jean-Arnold Vinois and Sami Andoura within the Vienna Forum on European energy law organised by the Florence School of Regulation and the Energy Community Secretariat, Vienna, 13 March
- “From the European Energy Community to the Energy Union - A new Policy Proposal”, Studies & Reports No. 107 by Sami Andoura and Jean-Arnold Vinois, 27 January

For more information: www.delorsinstitute.eu
Heading “European Energy Community”



“From the European Energy Community to the Energy Union - A new Policy Proposal”, Studies & Reports No. 107 by Sami Andoura and Jean-Arnold Vinois, 27 January



“From the European Energy Community to the Energy Union”, tribune by Jacques Delors, Sami Andoura and Jean-Arnold Vinois published in the *Huffington Post*, 27 January

1.3. Bolstering the EU's role in the globalisation process

We worked on increased EU mobilisation in the external sphere, in order to allow it to play its full, meaningful role in the globalisation process and to urge it to act in a more concrete fashion in connection with a few key issues, such as relations with its neighbours and the implementation of its trade policy.

1.3.1. Involving Europe in the world and in its own neighbourhood

In line with our Relex Task Force's Manifesto for 2014, we pursued our work on strengthening the European Union's European external action instruments, including the "clusterisation" of external action set in motion by Jean-Claude Juncker.

Growing instability in the Union's neighbourhood and the increase in the terrorist threat prompted us to contribute to the preparation of the review of Europe's neighbourhood policy in autumn 2015 by adopting a position on the EU's relations with its neighbours and by making an ever stronger appeal for the pooling of our defence capabilities in order to allow Europeans to play a more active role in external crisis-management operations.

Involving Europe in the word and in its own neighbourhood 10 main activities in 2015

- "What European security and defence policy do we need?", synthesis of the debate of our 2015 European Steering Committee by Elvire Fabry, Thomas Pellerin-Carlin and Emmett Strickland, 22 December
- "Supporting Ukraine's difficult path towards reforms", policy paper No. 143 by Jan Jakub Chromiec and Nicole Koenig, 15 December
- "European Defence Cooperation : speak the truth, act now", synthesis of the 6th edition of the Ateliers de la citadelle by Thomas Pellerin-Carlin and Emmett Strickland, 10 November
- "More Crises, More Europe of Defense", intervention of Nicole Gnesotto and Joachim Bitterlich at the 6th edition of the Ateliers de la citadelle organised in partnership with the Mission Europe Métropole de Lille, Lille, 8 October
- "The European neighborhood policy: time to change tact?", intervention of Eneko Landaburu during a conference organised by the Madariaga Foundation, Brussels, 22 June
- "European defense: illusion or necessity?", intervention of Nicole Gnesotto during a conference organised by the CNAM, Paris, 18 June
- "Europe, North Africa: a similar path towards democracy?", intervention of Eneko Landaburu at the Forum de l'Obs, Tunis, 15 June
- "Neighbourhood policy: more or no more?", tribune by Eneko Landaburu, 27 May
- "What the Ukraine needs now", tribune by Henrik Enderlein and Joschka Fischer in *Handelsblatt*, 5 February
- "Resetting EU external action: potential and constraints", policy paper No. 125 by Nicole Koenig, 3 February

For more information: www.delorsinstitute.eu
Headings "Think Global – Act European" and "EU and Neighbours"



"Neighbourhood policy: more or no more?", tribune by Eneko Landaburu, 27 May



"Europe, North Africa: a similar path towards democracy?", intervention of Eneko Landaburu at the Forum de l'Obs, Tunis, 15 June

1.3.2. Developing a European migration and asylum policy

The massive influx of asylum-seekers bound for Europe prompted us to formulate numerous analyses and recommendations aiming to promote an approach based on cooperation and solidarity among member states.

It also prompted us to insist on the joint strengthening of border monitoring on the Schengen Area's external borders and on humanitarian and financial solidarity mechanisms for the asylum-seekers.

At the same time, it prompted us to adopt a stance on the new migrant strategy proposed by the European Commission, on the reform of the "European asylum system" and on the need for the Europeans to intervene on the sources of the migrant influx.

Developing a European migration and asylum policy 10 main activities in 2015

- "Shared sovereignty for monitoring borders already shared", tribune by António Vitorino, 16 December
- Emission with Yves Bertoncini on TRT World about the EU's answers to the refugees crisis, 26 October
- Intervention of António Vitorino at the conference "EASO and the future of the Common European Asylum System", Malta, 23 September
- "Il reste beaucoup à faire pour avoir un système européen d'asile", interview with António Vitorino in *Les Échos*, 15 June
- Emission with Yves Bertoncini on Europe 1 about the immigration and quotas issue in Europe, 27 May
- ▶ António Vitorino on the refugee crisis and migration management issues, video by António Vitorino, 20 May
- "The EU's migrant strategy: a welcome new impetus", tribune by Yves Pascouau and António Vitorino, 19 May
- "30 years of Schengen: was it worth it?", intervention of António Vitorino during the plenary session of the European day for border guards organised by Frontex, Warsaw, 21 May
- Emission with Yves Pascouau on France 24 English about the European migration policy, 18 May
- "More European solidarity before migrant crises", tribune by Yves Bertoncini, 30 April

For more information: www.delorsinstitute.eu
Axis "European External Action"



▶ António Vitorino on the refugee crisis and migration management issues, video by António Vitorino, 20 May



Emission with Yves Bertoncini on Europe 1 about the immigration and quotas issue in Europe, 27 May

1.3.3. Shedding light on the EU's trade policy

We continued to analyse and interpret the key issues in the Transatlantic Trade and Investment Partnership (TTIP) negotiations, presented as one of the priorities in the Juncker Commission's agenda. While the negotiations have prompted major opposition to free trade in certain member states, numerous interventions at conferences and in the media also sparked a debate on the common commercial policy's priorities and on the TTIP's place in that strategy.

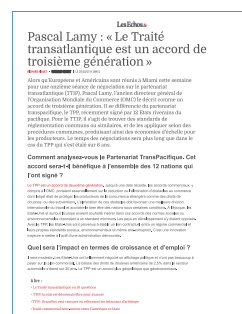
Shedding light on the EU's trade policy 10 main activities in 2015

- "Where do we stand in the TTIP negotiations?", emission "Le Téléphone sonne" on France Inter with Elvire Fabry, 29 October
- "Le Traité transatlantique est un accord de troisième génération", Pascal Lamy in *Les Échos*, 20 October
- "A TTIP-ing point for Europe in the world", conference with Pascal Lamy, Sigmar Gabriel and Matthias Fekl organised by the Jacques Delors Institut – Berlin, Berlin, 28 September
- "TTIP and Third States: The Case of Turkey", seminar organised in partnership with the Istituto Affari Internazionali, the Mercator Stiftung and the Istanbul Policy Center (IPC), Paris, 5 May and synthesis of the seminar by Elvire Fabry et Emmett Strickland, 2 June
- "France: A hotbed of opposition to the TTIP?", policy paper No. 136 by Elvire Fabry in partnership with the DGAP (Berlin), 10 June
- "The challenges of TTIP", intervention of Elvire Fabry at the Eurosfor Forum in partnership with Europuls, Bucarest, 29 May
- "US-EU trade partnership: fair and balanced?", intervention of Elvire Fabry during a conference organised by the University of Milan and the ISPI, Milan, 19 May
- "WTO - TTIP: Who Governs Global Trade?", intervention of Elvire Fabry at the Printemps de l'économie, Paris, 16 April
- "The present and future of the Transatlantic Trade Agreement", intervention of Elvire Fabry during a conference organised by the European Union Center of Excellence of the University of Pittsburgh, Pittsburgh, 17 March
- "ISDS' in TTIP: the devil is in the details", policy paper No. 122 by Elvire Fabry and Giorgio Garbasso, 13 January

For more information: www.delorsinstitute.eu
Heading "EU and USA relations"



"Where do we stand in the TTIP negotiations?", emission "Le Téléphone sonne" on France Inter with Elvire Fabry, 29 October



"Le Traité transatlantique est un accord de troisième génération", Pascal Lamy in *Les Échos*, 20 October

2. Our operations in 2015

The events of 2015 prompted us to work on two complementary fronts.

We played an active role in the public debate associated with the crises confronting the EU (in particular, the risk of a “Grexit”, 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 the European decision-makers’ agendas and action. In conjunction with our direct contacts with the 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 2015*).

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 2015*). Our heartfelt thanks go to all of the players who funded us and who supported our work in 2015, 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 2015

Throughout 2015, 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 59 publications that we produced in 2015, comprising 23 Tribunes, 25 Policy papers, 1 Study & Report 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.eu, Heading “Publications”*) to all of our contacts (almost 70,000 at the end of 2015) via e-mail, and we complemented this activity by also sending out monthly and special newsletters. All in all, our publications were downloaded almost 148,000 times in the course of 2015. 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 16,000 hardcopy versions of our publications being disseminated in 2015.

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 2015

- "TTIP and German opinion's legitimate fears", synthesis by Elvire Fabry, 17 December
- "Redesigning EMU: what agenda after the Greek negotiations?", synthesise by David Rinaldi, Eulalia Rubio and Emmett Strickland, 10 December
- "Schengen is dead? Long live Schengen!", tribune by Jacques Delors, António Vitorino, Yves Bertoncini and our 2015 European Steering Committee, 23 November. 14 articles directly inspired by this declaration were published by the European press: *Dennik N* (Slovakia), Euractiv.com, Euractiv.pl (Poland), *Handelsblatt* (Germany), *Hospodářské noviny* (Czech Republic), *Jyllands-Posten* (Denmark), *Le Monde* (France), *Le Temps* (Switzerland), *El Pais* (Spain), *Le Soir* (Belgium), *La Repubblica* (Italy), *Luxemburger Wort* (Luxembourg), *Público* (Portugal) and *To Vima* (Greece).
- "The EU and Greece: Changing frames and pursuing the Odyssey", tribune by Jacques Delors, Pascal Lamy and António Vitorino, 7 July. This Tribune was published in the 21 following media: *In-Cyprus* (Cyprus), Euractiv.pl (Poland), Euractiv.sk (Slovakia), Euractiv.cz (Czech Republic), Euractiv.com.tr (Turkey), Euractiv.com, *Financial Times* (USA), *Financial Times* (United Kingdom), *Handelsblatt* (Germany), *NRC Handelsblad* (Netherlands), *Jutarnji List* (Croatia), *Luxemburger Wort* (Luxembourg), *Malta Today* (Malta), *Le Monde* (France), *Público* (Portugal), *La Repubblica* (Italy), *Le Soir* (Belgium), *Le Temps* (Switzerland), *La Vanguardia* (Spain), *To Vima* (Greece), *The World Post*.
- "Improving EMU: Our recommendations for the debate on the five presidents report", policy paper No. 137 by Yves Bertoncini, Henrik Enderlein, Sofia Fernandes, Jörg Haas and Eulalia Rubio, 15 June
- "The EU's migrant strategy: a welcome new impetus", tribune by Yves Pascouau and António Vitorino, 19 May
- "Erasmus Pro: for a million 'young European apprentices' by 2020", tribune by Jacques Delors, Henrik Enderlein, Pascal Lamy, Enrico Letta, François Villeroy de Galhau, António Vitorino, Jean-Michel Baer and Sofia Fernandes, 12 May
- "The Commission's leadership and the EU governance", synthesis by David Kocij, 15 April
- "Cameron: taking a gamble on Europe", policy paper No. 129 by Alain Dauvergne, 30 March
- "Grexit? Beware of slippery slopes", policy paper No. 126 by Jörg Haas, 16 February

For more information: www.delorsinstitute.eu
Heading "Publications"



"Improving EMU: Our recommendations for the debate on the five presidents report", policy paper No. 137 by Yves Bertoncini, Henrik Enderlein, Sofia Fernandes, Jörg Haas and Eulalia Rubio, 15 June



"The EU and Greece: Changing frames and pursuing the Odyssey", tribune by Jacques Delors, Pascal Lamy and António Vitorino, 7 July

2.1.2. The Jacques Delors Institute at conferences and seminars

In 2015, we hosted or co-hosted 33 events, of which 20 were in France (12 of them in Paris) and 14 in the rest of Europe (Belgium, Finland, France, Germany, Italy, Luxembourg, Portugal, Romania and Switzerland).

We intervened on fully 142 occasions in 26 different countries (Austria, Belgium, Brazil, Bulgaria, China, Colombia, Denmark, France, Germany, Hungary, Italy, Latvia, Lithuania, Luxembourg, Malta, Mexico, Morocco, Poland, Portugal, Russia, Serbia, Singapore, Switzerland, Tunisia, the United Kingdom and the United States).


All in all, out of 175 events and interventions, we hosted, co-hosted or took part in events on 80 occasions in France, on 75 occasions in the rest of Europe and on 17 occasions in the rest of the world, as well as on 3 occasions on the web.

Of these 175 events, we hosted or co-hosted 19 citizen dialogues and our members took part in 43 grass-roots events, 34 of which were citizen dialogues.

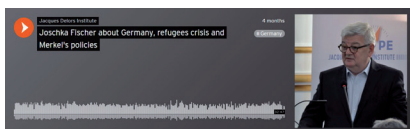
More than 25 000 citizens were present during our events or interventions.

The Jacques Delors Institut - Berlin hosted or co-hosted 8 events and took part in 52 other events.

The Jacques Delors Institute at conferences and seminars 10 main events in 2015

- "Europe, in the face of climate change", intervention of Thomas Pellerin-Carlin during a conference organised in partnership with the Mouvement européen Basse-Normandie and the Mouvement de la paix, Caen, 18 December
- "Presiding the Commission, Governing Europe", seminar with Pascal Lamy and Yves Bertoncini, in partnership with the European University Institute in Florence and the Historical archives of the European Union, Brussels, 8 December and then synthesis of the seminar by Claire Versini ("The "Delors Commissions": what can be learned for today's EU?") and tribune of Pascal Lamy's speech ("The Delors Commissions and their trade secrets") in February 2016
- "Towards a Eurozone budget and fiscal and borrowing capacity?", intervention of Eulalia Rubio during the seminar organised by the Jean Monnet Network "More EU", Florence, 12-13 November
-  Joschka Fischer takes a stand on German leadership, the refugee crisis, and Angela Merkel's decisions during our 2015 European Steering Committee, podcast, Paris, 23 October
- "After the Greek psychodrama, what improvements for the EMU?", conference with Pierre Moscovici and Yves Bertoncini, in partnership with the Macif, Paris, 29 September
- "The Schengen area under threat: Problem or solution?", citizen dialogue with António Vitorino and Yves Pascouau, in partnership with the SEIN (Société d'encouragement de l'industrie nationale) and the Mouvement européen Paris, Paris, 26 June
- "A new start for social Europe?", seminar with the minister of Labour of Luxembourg Nicolas Schmit, Pascal Lamy and Yves Bertoncini in partnership with the government of the Grand-Duchy of Luxembourg, Luxembourg, 19 June
- "The challenges of TTIP", citizen dialogue (Eurosfat) with Elvire Fabry in partnership with Europuls, Bucarest, 29 May
- "From the European Energy Community to the Energy Union", citizen dialogue with Gérard Mestrallet, Pascal Lamy, Sami Andoura and Jean-Arnold Vinois, in partnership with the SEIN (Société d'encouragement de l'industrie nationale) and the Mouvement européen Paris, Paris, 20 May
- "The Commission leadership and the governance of Europe", conference with Jean-Claude Juncker, Étienne Davignon, Jacques Delors (video intervention) and Yves Bertoncini in partnership with Friends of Europe, Brussels, 16 March

For more information: www.delorsinstitute.eu
Heading "Events"



 Joschka Fischer takes a stand on German leadership, the refugee crisis, and Angela Merkel's decisions during our 2015 European Steering Committee, podcast, Paris, 23 October



"A new start for social Europe?", seminar with the minister of Labour of Luxembourg Nicolas Schmit, Pascal Lamy and Yves Bertoncini in partnership with the government of the Grand-Duchy of Luxembourg, Luxembourg, 19 June

2.1.3. The Jacques Delors Institute in the media

In the course of 2015 the Jacques Delors Institute's presidents, directors and teams made numerous appearances in 725 media as a whole (replays not included) in 34 countries, as well as in international outlets, including 20 of the EU's 28 member states and 14 countries outside the EU, focusing in particular on the Greek crisis, the European migrant crisis and Schengen, the Transatlantic Trade and Investment Partnership (TTIP) and so forth and enabling us to reach several billion citizens.

Our head office, the Jacques Delors Institute, has made 595 media appearances in 2015.

These appearances in the media were fairly evenly balanced between the printed press, the audio-visual media and the online media.

- 194 appearances in the printed press;
- 217 appearances in the audio-visual media;
- 184 appearances in the online media.

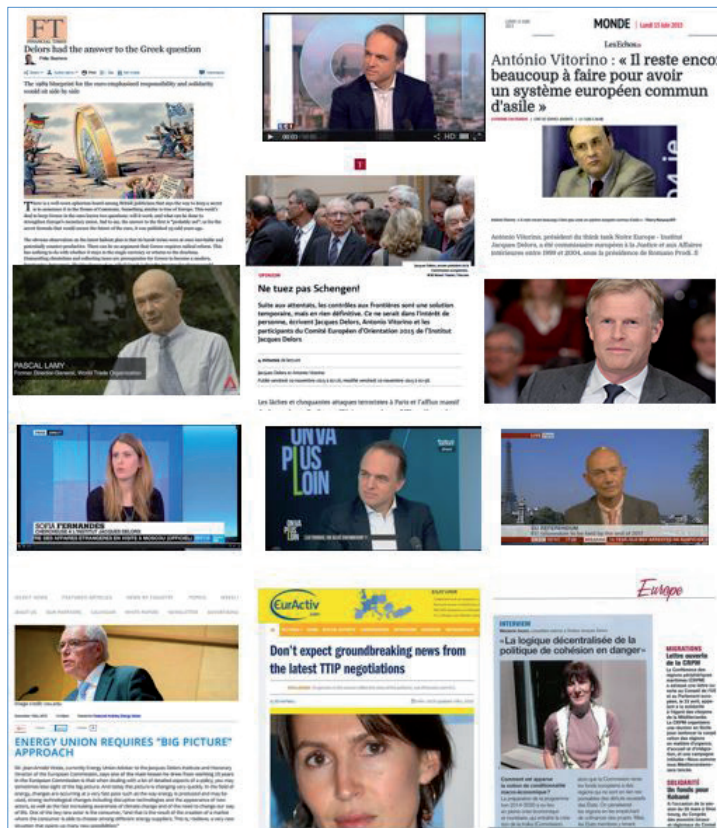
In geographical terms we can break those appearances down into the following three groups:

- 246 appearances in France
- 149 appearances in 19 other EU member states: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Germany, Greece, Italy, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Spain and the United Kingdom
- 200 appearances in 14 countries, as well as in international outlets : Algeria, Canada, China, Israel, the Maldives, Morocco, New Zealand, Nicaragua, Russia, Singapore, Switzerland, Turkey, the United States and Vietnam.

The Jacques Delors Institute in the media 10 main media appearances in 2015

- "France influence in Europe", emission with Yves Bertoncini on the Danish Public Radio DRp1, 10 December
- "Terrorist threat in Europe", interview with Pascal Lamy in *Corriere della Sera*, 27 November
- "Schengen er død – længe leve Schengen!", the declaration of our 2015 European Steering Committee in *Jyllands-Posten*, 27 November. This declaration was also published in 13 other European media: *Dennik N* (Slovakia), Euractiv.com, Euractiv.pl (Poland), *Handelsblatt* (Germany), *Hospodářské noviny* (Czech Republic), *Le Monde* (France), *Le Temps* (Switzerland), *El Pais* (Spain), *Le Soir* (Belgium), *La Repubblica* (Italy), *Luxemburger Wort* (Luxembourg), *Público* (Portugal) et *To Vima* (Greece).
- "EU negotiations for a refugee quota plan", emission with Yves Bertoncini on BFM, 22 September
- Yves Pascouau on M6 to analyse the consequences of the restoration of permanent borders in Schengen, 15 September
- "Greece and Europe must recognise stakes of Grexit", tribune by Jacques Delors in the *Financial Times UK*, 5 July. This Tribune was also published in the 20 other following media: *In-Cyprus* (Cyprus), Euractiv.pl (Poland), Euractiv.sk (Slovakia), Euractiv.cz (Czech Republic), Euractiv.com.tr (Turkey), Euractiv.com, *Financial Times* (USA), *Handelsblatt* (Germany), *NRC Handelsblad* (Netherlands), *Jutarnji List* (Croatia), *Luxemburger Wort* (Luxembourg), *Malta Today* (Malta), *Le Monde* (France), *Público* (Portugal), *La Repubblica* (Italy), *Le Soir* (Belgium), *Le Temps* (Switzerland), *La Vanguardia* (Spain), *To Vima* (Greece), *The World Post*.
- "Wir müssen begreifen, was auf dem Spiel steht", tribune by Jacques Delors, Pascal Lamy and António Vitorino in *Handelsblatt*, 4 July
- "Key issues of European integration", emission with Yves Bertoncini on Europe 1, 17 May
- "More than 5m young Europeans are jobless. We need to help this lost generation", tribune of our working group on youth employment in *The Guardian*, 13 May
- Elvire Fabry in *Le Monde* about the TTIP: "Une course d'obstacles de longue haleine". 4 February

For more information: www.delorsinstitute.eu
Heading "Medias"



2.1.4. The Jacques Delors Institute on the web

2015 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) is our primary tool for communication, comprising over 3,000 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).

A mobile-friendly version was developed in 2015 to meet the growing volume of smartphone and tablet traffic. It includes all of our publications, events and media, and its "responsive" structure makes it particularly easy to access from smartphones and tablets.

For more information, see our website: www.delorsinstitute.eu

2.1.4.2. Our presence in the social media

With a diversified dissemination strategy specially devised for our social media, our Facebook account now counts more than 9,600 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 9,000 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 audio-visual productions

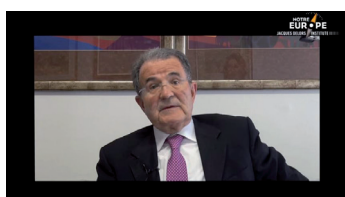
In an effort to reach out to an ever wider and more diversified audience, we imparted a vigorous push to the audio-visual production hosted on our YouTube and SoundCloud channels.

We produced 9 videos aimed at different audiences, both experts and laymen, and our YouTube channel attracted over 32,000 hits in 2015. Our audio-visual output also comprised sound bites and podcasts of speeches made at our events or of stances adopted on different issues. By the end of 2015 they numbered 313 on our SoundCloud channel and had been listened to over 9,600 times.

The Jacques Delors Institute in videos and sounds 10 main productions in 2015

- ▶ Romano Prodi talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 7 December
- 🎧 Joschka Fischer takes a stand on the German leadership, geopolitical issues and the refugee crisis, speech at the dinner-debate of our 2015 European Steering Committee, Paris, podcast, 23 October
- ▶ Pascal Lamy talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 1 October
- ▶ Peter Sutherland talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 1 September
- ▶ "From the European Energy Community to the Energy Union", Sami Andoura and Jean-Arnold Vinois present their report published by the Jacques Delors Institute, video, 28 May
- ▶ António Vitorino talks about the refugee crisis and the migration management issues, video, 20 May
- 🎧 Yves Pascouau moderates the programme "Autour de Schengen" on Euradionantes, podcast, 16 May
- ▶ Étienne Davignon talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 1 May
- ▶ Jacques Delors talks about the role of the European Commission, in the video series "The Commission leadership and the governance of Europe", video, 16 March
- ▶ Jean-Claude Juncker talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 22 January

[For more information, see our YouTube and SoundCloud channels](#)



▶ Romano Prodi talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 7 December



▶ Jean-Claude Juncker talks about the Commission presidency and the Delors years, in the video series "The Commission leadership and the governance of Europe", video, 22 January

2.2. Our team, our governing bodies and our founding president

2.2.1. Our team

On 31 December 2015, the Jacques Delors Institute team, under the direction of Yves Bertoncini, comprised twelve permanent members of five different nationalities (French, German, Italian, Portuguese and Spanish). It also benefited throughout the year from regular contributions from five advisers and two associate research fellows, and from the invaluable input of António Vitorino, Pascal Lamy and Jacques Delors.

Sami Andoura, senior research fellow in charge of energy policy, left the Jacques Delors Institute to join the European Commission's European Political Strategy Centre as team leader for sustainable development. In order to allow us to pursue our work on the Energy Union and climate change, Thomas Pellerin-Carlin joined the Jacques Delors Institute team as a research fellow in July 2015.

Stéphanie Baz, in charge of communications and media relations, left the team in June, and her duties were taken over by dissemination officer Nicolò Conti.

Claire David joined the Jacques Delors Institute team in April to take charge of Jacques Delors' archives enhancement, working alongside Claire Versini, the team member in charge of the "Jacques Delors Archives" project.

David Rinaldi was hired as a research fellow in charge of economic and social affairs, with a special focus on the single market and on the EU's digital strategy.

The Jacques Delors Institute also took in four research assistant interns in 2015: Britta Daum, Martina Menghi, Jordan Rowell and Emmett Strickland.

Our branch office in Germany, the Jacques Delors Institut - Berlin is directed by Henrik Enderlein, who ran a team in 2015 comprising five research fellows in 2015: Anna auf dem Brinke, Paul-Jasper Dittrich, Jörg Haas, Nicole Koenig and Valentin Kreilinger; three associate research fellows: Jan Jakub Chromiec, Jekaterina Grigorjeva and Laura Maria Wolfstädter; a communications officer: Heidi Marleen Kuhlmann; and an administrative manager: Gabriele Brühl; along with two student assistants: Christopher Cosler and Max Nominacher.

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 2016.

ORGANISATION CHART OF THE JACQUES DELORS INSTITUTE
31.12.2015



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.

Two changes took place in connection with Board of Trustees’ membership in 2015: Gerhard Cromme, president of Siemens’ Supervisory Board, joined the Board of Trustees, while Pedro Solbes declined to extend his mandate.

António Vitorino 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 both to Pierre Lepetit in his capacity as vice-president and treasurer (until October 2015) and to his successor Laurent Cohen-Tanugi (since October 2015).

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 (31/12/2015)

- **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

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 2015: on 7 March, 27 June and 23 October.

Two new members joined the board in 2014: László Andor, former European commissioner and associate professor at ULB (Brussels), and Pavel Fischer, ambassador (ret.) of the Czech Republic in France.

Joachim Bitterlich and Pierre Lepetit chose to leave their posts as vice-presidents while carrying on as members of the board of directors, which thanked them for their commitment. They were replaced by Laurent Cohen-Tanugi (vice-president and treasurer) and Enrico Letta (vice-president).

Thus as of 31 December 2015 our Board comprised 28 members (*see member list below*) of eleven different nationalities (Belgian, British, Czech, French, German, Hungarian, Italian, Polish, Portuguese, Spanish and Swedish).

Our Board of Directors (31/12/2015)

- **António Vitorino**, President of the Board of Directors, Lawyer, former European Commissioner, former Portuguese Minister
- **László Andor**, former European Commissioner, Senior Fellow à la Hertie School of Governance (Berlin), Associate Professor at the ULB (Brussels)
- **Gérard Andreck**, former President of the Macif Group
- **Erik Belfrage**, Adviser 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 Bertoincini**, 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 Bourlanges**, 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 (since October 2015), international lawyer and writer
- **Jacques Delors**, Founding President of Notre Europe – Jacques Delors Institute, former President of the European Commission, former French Minister
- **Jonathan Faull**, 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
- **Enrico Letta**, Vice-President of the Jacques Delors Institute, Dean of the School of International Affairs at Sciences Po Paris (PSIA), former Italian Prime Minister
- **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
- **Philippe de Schoutheete**, former Belgian Ambassador to the EU, member of the Board of the Egmont Institute
- **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 23 and 24 October 2015, as indeed it does every year, to debate issues of crucial importance for the EU's future (see list of participants below).

This year's dinner debate, on 23 October, was addressed by former German Foreign Minister Joschka Fischer, who delivered a speech on the topic of "Germany in the Face of European Challenges", which focused in particular on the refugee crisis and on Angela Merkel's decisions. The podcast of his intervention was listened to 2,138 times.

The following day's debates, on 24 October, were held in two sessions:

- The first session on the topic, "Ukraine, Syria, Terrorism: What European Security and Defence Policy?", was introduced by Michel Barnier, Special Adviser for European Defence and Security Policy to Jean-Claude Juncker, and by Nicole Gnesotto, Vice-President of the Board of directors, Titular Professor of the European Union Chair at the CNAM and President of the Board of Directors of the French Institute for Higher National Defence Studies (IHEDN)
- The second session, entitled "The European Union's Migrant Strategy", was introduced by Enrico Letta, vice-president of the Jacques Delors Institute, Dean of the School of International Affairs at Sciences Po and a former Prime Minister of Italy, by Daniela Schwarzer, director of the Europe Programme at the German Marshall Fund of the United States in Berlin and by António Vitorino, President of the Jacques Delors Institute.

The Syntheses of both sessions are available on our website:

- "What European security and defence policy do we need", synthesis by Elvire Fabry, Thomas Pellerin-Carlin and Emmett Strickland ;
- "What migration strategy for the EU?", synthesis by Yves Bertoncini and Yves Pascouau.

After the debates, a common declaration offering Europe's new decision-makers a road map under the title "Is Schengen Dead? Long Live Schengen!" was adopted and subsequently published by 14 European media sources at the end of 2015 and early 2016: *Dennik N* (Slovakia), *Euractiv.com*, *Euractiv.pl* (Poland), *Handelsblatt* (Germany), *Hospodářské Noviny* (Czech Republic), *Jyllands-Posten* (Denmark), *Le Monde* (France), *Le Temps* (Suisse), *El País* (Spain), *Le Soir* (Belgium), *La Repubblica* (Italy), *Luxemburger Wort* (Luxembourg), *Público* (Portugal) and *To Vima* (Greece).

This declaration was also disseminated in French, English and German on the Jacques Delors Institute's website and on the website of our office in Germany, the Jacques Delors Institut – Berlin.



Meeting of the 2015 European Steering Committee of the Jacques Delors Institute

Our European Steering Committee Paris, 24 October 2015 – List of participants

- **António Vitorino**, President of the Jacques Delors Institute, Lawyer, former European Commissioner, former Portuguese Minister
- **Joaquín Almunia**, former Vice-President of the European Commission and former Commissioner in charge of Competition
- **Pascale Andréani**, Diplomatic Advisor to the Government, Ambassador, former Permanent Representative of France to the OECD
- **Michel Barnier**, Special advisor for European defense and security policy to Jean-Claude Juncker, former European Commissioner, former French Minister
- **Erik Belfrage**, Adviser 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
- **Pervenche Berès**, MEP, President of the European Parliament's Employment and Social Affairs Committee
- **Yves Bertoncini**, Director of the Jacques Delors Institute
- **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 Bourlanges**, President of the Fondation du Centre, Chief Counselor to the Court of Audit, former MEP
- **Günter Burghardt**, former deputy director of the cabinet of Jacques Delors, former Director General of External Relations and Ambassador, Head of the Delegation of the European Commission to the United States
- **Laurent Cohen-Tanugi**, Vice-President of the Board of Directors, Treasurer of the Jacques Delors Institute (since October 2015), international lawyer and writer
- **Étienne Davignon**, President of Friends of Europe, Belgian Minister of State, former Vice-President of the European Commission
- **Renaud Dehousse**, Director of the Centre d'études européennes, Sciences Po Paris
- **Henrik Enderlein**, Director of the Jacques Delors Institut – Berlin, Associate Dean and Professor of political economy at the Hertie School of Governance
- **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)
- **Arancha Gonzalez**, Executive Director, International Trade Center (participation in his personal capacity)
- **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 Director-General of Foreign Relations, European Commission, former Ambassador, Head of the European Delegation to the Kingdom of Morocco
- **Jean Lapeyre**, former Deputy Secretary General of the European trade union confederation (ETUC)
- **Pierre Lepetit**, Honorary Inspecteur général des finances
- **Enrico Letta**, vice-president of the Jacques Delors Institute, Dean of the School of International Affairs at Sciences Po and a former Prime Minister of Italy
- **Paavo Lipponen**, former Prime Minister of Finland
- **Stefano Manservigi**, Head of Cabinet to the High Representative for Foreign Affairs and Security Policy, Vice President of the European Commission
- **Sophie-Caroline de Margerie**, Member of the Conseil d'État
- **Vitor Martins**, Advisor on European Affairs to the President of the Portuguese Republic, former Portuguese Cabinet Minister
- **Antonio Missiroli**, Director of the European Union Institute for security studies
- **Yves Pascouau**, senior Associate Research Fellow at the Jacques Delors Institute and Director at the European Policy Center
- **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, former Secretary General of the Jacques Delors Institute (participation in her personal capacity)
- **Maria João Rodrigues**, MEP, former Portuguese Minister
- **Philippe de Schoutheete**, former Belgian Ambassador to the EU, member of the board of the Egmont Institute
- **Daniela Schwarzer**, Director of the Europe Programme at the German Marshall Fund

- **Antoinette Spaak**, Belgian Minister of State
- **Christian Stoffaëls**, President of the Cercle des ingénieurs-économistes, member of the Board of the French Research Centre in International Economics (CEPII)
- **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

2.2.5. Our activities for the enhancement of our founding president's personal archives

In 2014, Jacques Delors donated a part of his personal archives to the Jacques Delors Institute in order to shed light on the European Union's current affairs and on the handling of the challenges that it faces today. The Jacques Delors Institute has pursued a variety of different paths in an effort to make the documents accessible to all those with an interest in consulting them.

2.2.5.1. Processing the Jacques Delors' archives

Between April and September 2015, the Jacques Delors Institute's team revised, digitalised and pre-itemised the 107 volumes (almost 2,000 files) that go to make up the *Jacques Delors - Presidency of the European Commission (1984-94) archive*.

Over those months the digital files and their descriptions were transmitted to the Historical Archives of the European Union at the European University Institute in Florence (HAEU) - the holder of a mandate from the European Commission - which produced the definitive inventory of the *Jacques Delors - Presidency of the European Commission (1984-94) archive*, in compliance with stringent archive description standards and with European legislation in the field of archive communication and dissemination.

The inventory and digital categorisation of the archives has been structured chronologically, in order to correspond to the four sections of the original paper collection:

- Designation to the Presidency of the EC Commission;
- First Delors Commission;
- Second Delors Commission;
- Third Delors Commission.

2.2.5.2. Enhancing the Jacques Delors' archives

The Jacques Delors Institute has forged agreements for the enhancement and dissemination of the Jacques Delors archives with a number of recognised academic organisation. In 2015, for instance, agreements were forged with the Historical Archives of the European Union in Florence and with the Fondation Jean Monnet in Lausanne, with the College of Europe's Bruges and Natolin campuses, and with the Centre d'Histoire de Sciences Po in Paris. Further partnerships will be drafted in the future in order to complete this geographical coverage and to make the documents accessible to as broad an audience as possible.

On 17 February 2016 - the thirtieth anniversary of the signing of the Single Act -, the Jacques Delors Institute and its partners placed the inventory of the *Jacques Delors - Presidency of the European Commission (1984-94) archive* on line, thus offering all those with an interest the chance to make an appointment to consult the digitalised documents on their premises and to take part in activities designed to promote the enhancement of, and research into, the archive.

2.3. Our funding in 2015

Our overall budget in 2015 amounted to approximately 1.2 million euros, showing a decrease by 200,000 euros over the previous year, while the result for the financial year showed a small surplus. 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 2015 from the support of three “major partners”, who contributed sums equal to or greater than 100,000 euro in a multi-annual framework:



We also received the recurring support of four other partners:



2.3.2. Our project funding

A part of our activities in 2015 was implemented on the basis of financial partnerships pegged to specific projects:

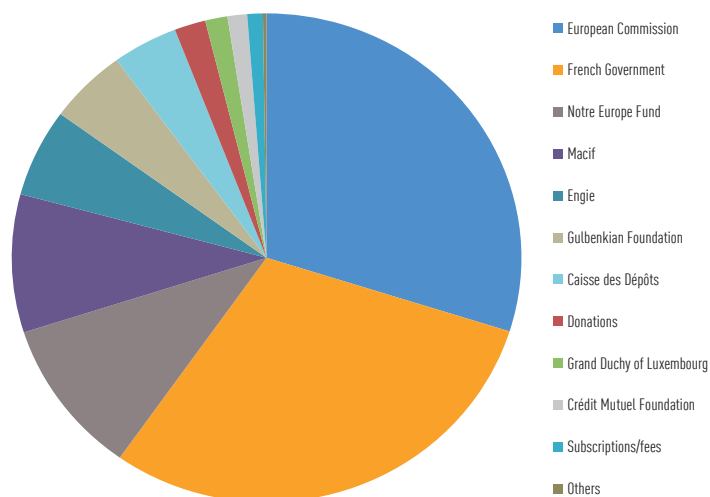
- “Juncker Plan” project funded by the Caisse des Dépôts et Consignations;
- “A New Start for Social Europe” project co-funded by the Government of the Grand Duchy of Luxembourg ;
- “France and Europe: United in the Face of Threat” project co-funded by the French Ministry for Foreign and European Affairs;
- Activities for the promotion of the “free movement of people” co-funded by the Fondation Crédit Mutuel;
- “More EU” project co-funded by the European Commission (Jean Monnet network) in partnership with Pisa.

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. This financial support allowed us to

pursue our project for the enhancement of Jacques Delors' archives and to support the activities of our branch office in Germany, the Jacques Delors Institut - Berlin.

Finally we benefited from support in kind, in particular through the offer of venues to host our events, of the European Economic and Social Committee.

FIGURE 1 ▶ Breakdown of our resources



2.3.3. Our appeal to donors

It became possible in 2015 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:

1. 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;
2. 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;
3. 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 36 citizens and corporate entities who responded positively to our appeal in 2015, including (*see list below*):

Our donors in 2015

- Jean-Yves Archer
- Stéphanie Baz
- Yves Bertoncini
- Julie de Bonneval
- Eric Deloire
- Jacques Delors
- Jean-Hugues Duban
- Fredrik Erixon
- Jonathan Faull
- Charles Fitermann
- Françoise Harraca de Trenqualye
- Clive Hole
- Jan Kurlermann
- Eneko Landaburu
- Didier Legros
- Pierre Lepetit
- Christophe Lescot
- Vitor Martins
- François Mennerat
- Pierre Mirel
- Riccardo Perissich
- Pascal Perrochon
- Julian Priestley
- Gaëtane Ricard-Nihoul
- Michel Richonnier
- George Ross
- Sacred (Didier Fegly)
- Silvere Say
- Dominique Thaury
- Jean-Marie Triacca
- Pieter Van Nuffel
- Christine Verger
- François Vié
- Maurice Zylberberg

2.3.4. Our expenditure

In 2015, the Jacques Delors Institute's expenditure amounted to approximately 1.2 million euros, showing a strong decrease over 2014.

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

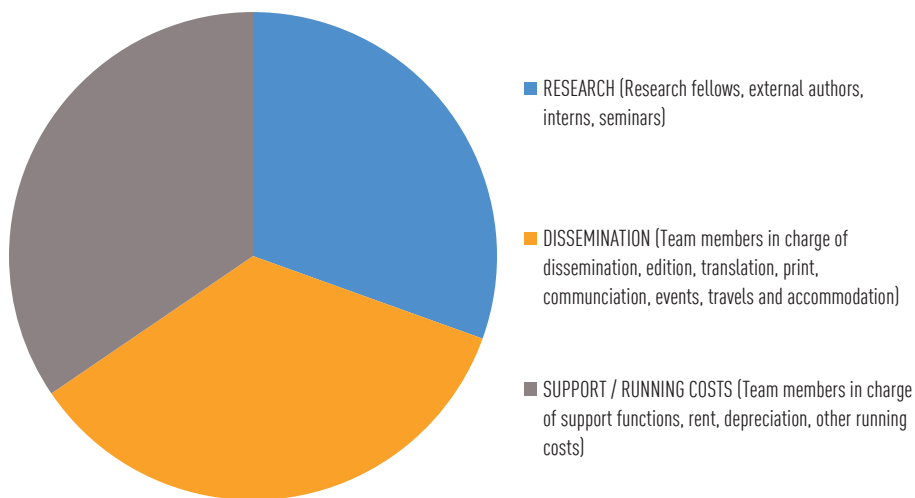
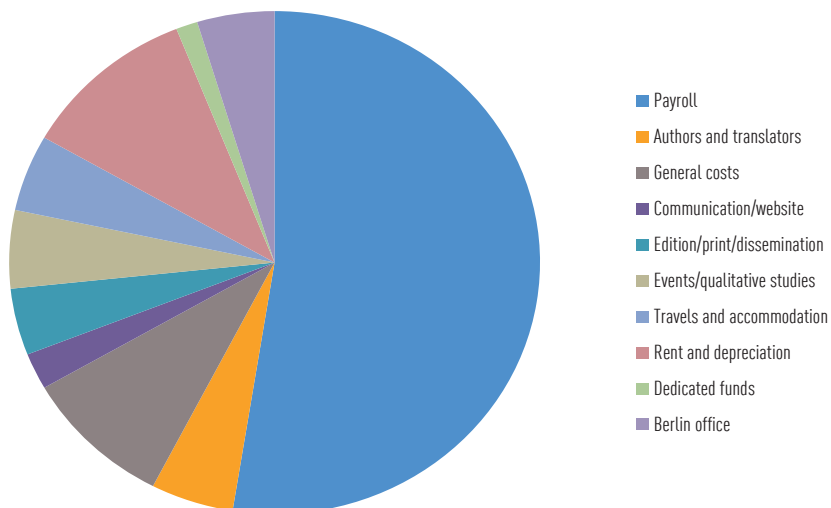


FIGURE 3 ▶ Breakdown of our expenditure by main categories



2.3.5. Our financial report

Our balance sheet and income statement (year ended 31 December 2015) are as follows:

BILAN / BALANCE SHEET (en / in €)	2015	2014
Actif / Asset Base		
Actif immobilisé / Capital assets	45 930	52 008
Actif circulant / Circulating assets		
Créances / Accounts receivable	88 427	300 578
Valeurs mobilières de placement / Investment securities	0	0
Disponibilité / Cash	142 815	113 258
Charges constatées d'avance / Prepaid expenses	48 488	6 683
TOTAL	325 659	472 527
Passif / Equities		
Fonds propres / Capital	62 117	38 844
Provisions / Reserves	0	0
Fonds dédiés / Dedicated funds	33 549	21 064
Dettes / Liabilities	229 993	412 619
TOTAL	325 659	472 527

COMPTE DE RÉSULTAT / INCOME STATEMENT (en / in €)	2 015	2014
Produit d'exploitations / Operating revenue	1 260 683	1 410 130
dont / including:		
Contributions structurelles / Structural contributions		
Commission européenne / European Commission	350 000	350 000
Gouvernement français / French Government	340 000	190 000
Macif	110 000	110 000
Engie	70 000	70 000
Fondation Gulbenkian / Gulbenkian Foundation	60 000	60 000
TOTAL	930 000	780 000
Contributions liées à des projets / Project driven contributions		
Fonds Notre Europe / Notre Europe fund	120 000	215 000
Caisse des Dépôts et Consignations	50 000	40 000
Ministère des Affaires européennes / French Ministry of European Affairs	20 000	38 500
Gouvernement luxembourgeois / Government of Luxemburg	17 002	0
Fondation Crédit mutuel / Crédit mutuel Foundation	15 000	11 000
Commission européenne / European Commission	9 685	120 019
Autres projets / Other projects	0	15 000
TOTAL	231 687	439 519

Cotisations et honoraires / Subscriptions and fees	11 937	179 040
Dons / Donations	23 860	0
Autres revenus / Other income	6 699	11 571
Annulation de provision / Cancellation of provision	56 500	0
Charges d'exploitation / Operating costs	1 237 410	1 435 661
Salaires et charges / Salaries and charges	620 330	726 558
Honoraires / Fees	59 567	76 596
Publications / Publications	50 652	46 299
Événements / Events	59 286	193 739
Déplacements, réceptions / Travel, Receptions	58 098	65 514
Communication, site web / Communication, Website	27 603	19 431
Fonctionnement / Administrative costs	107 886	106 754
Loyer / Rent	119 986	119 297
Amortissements / Depreciation	6 311	67 182
Subventions / Grants	55 625	0
Provisions / Reserves	15 566	14 291
Perte (annulation de provision) / Loss (cancellation of provision)	56 500	0
Résultat / Result	23 273	(25 531)

**Thank you for having followed our activities in 2015.
We invite you to continue in 2016 on:**

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. This work is developed by our Paris and Berlin offices (the [Jacques Delors Institut - Berlin](#)).

The president of the Jacques Delors Institute is [António Vitorino](#), a former European commissioner and Portuguese minister. He succeeded [Tommaso Padoa-Schioppa](#), [Pascal Lamy](#) and Jacques Delors. The 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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