



20 YEARS OF EUROPE! ACTIVITY REPORT

1996 ▶ 2016



FOREWORD BY ENRICO LETTA



20 HIGHLIGHTS,
20 KEY FIGURES



RECONCILING THE EUROPEAN UNION
AND ITS CITIZENS



COMBINING COMPETITION,
COOPERATION AND SOLIDARITY



BOLSTERING THE EU'S ROLE
IN GLOBALISATION



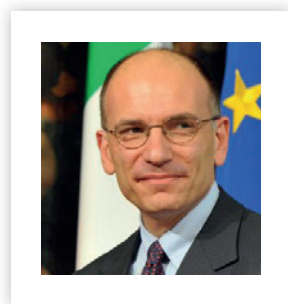
OUR OPERATIONS



APPENDICES

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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.



Foreword by Enrico Letta
President of the Jacques Delors Institute

It is a great honour for me to introduce this Report looking back over the twenty years of activity of the European think tank founded by Jacques Delors in 1996, especially as I have just become its President.

This Report presents the main European issues and challenges on which the Institute has focused steadfastly since its foundation, through calmer periods and through crises, in order to promote European construction in accordance with Jacques Delors' legacy and vision. It provides an impressive overview of the actions undertaken with European decision-makers and the general public, which acts as an important stimulus to pursue our work over the coming months and years. It goes without saying that the current questioning of the EU is an additional motivation to contribute to its revival with even more determination.

The first three sections of this Report demonstrate how the Institute has worked tirelessly to "Reconcile the EU and its citizens", "Combine competition, cooperation and solidarity" and "Bolster the EU's role in the globalisation process". A few examples of our publications, events and media appearances are given, all of which aim in particular to consolidate the European Federation of Nation States, keep European democracy alive, promote the right to freedom of movement and the Schengen area, deepen the Single Market, complete the Economic and Monetary Union, step up Social Europe, create a genuine "Energy Union", think global and act European, improve relations between the EU and its neighbours, etc. I would, of

course, recommend that you look into these many analyses and recommendations more closely by visiting our website www.delorsinstitute.eu.

The fourth section of this Report sets out the remarkable results achieved in terms of publications, the conferences and seminars we host or attend, our presence in European and international media and the number of our fans and followers. These constant efforts have placed this Institute, privileged and entrusted with the responsibility to carry Jacques Delors' name, among the most influential European think tanks on EU-related issues. This fourth section also describes the developments rolled out within our governing bodies and teams over these twenty years of commitment. I am naturally moved and grateful to all those who preceded us in this adventure, and in particular to our Founding President Jacques Delors and my predecessors Pascal Lamy, Tommaso Padoa-Schioppa and António Vitorino.

This fourth section of the Report also presents the resources we have enjoyed over these two decades and lists the major partners, partners, contributors and donors on whom we have counted, and without whom this great collective adventure would not have been possible. They have my heartfelt thanks as we celebrate this anniversary, with special thanks going to the European Commission and the French Government.

I hope that you enjoy reading this Report and that it will make you want to follow us more closely over the next semesters, in France, Germany, Brussels and throughout Europe.

1996 ▶ 2016

20
HIGHLIGHTS

DISSEMINATING
OUR ANALYSES AND
RECOMMENDATIONS
BY TARGETING BOTH
NATIONAL AND EUROPEAN
DECISION-MAKERS
AND EU CITIZENS

3 WORKING AXES

inspired by Jacques Delors' action and line of thinking: The European Union and its citizens, Competition-Cooperation-Solidarity and European external action

Consolidating the "European Federation of Nation States" through analyses demonstrating the diversity of EU Member States, focusing on the division of competences between the EU and its Member States and highlighting the key features of **European identity**

8 DISSEMINATION CHANNELS

for our analyses and recommendations: publications, events, media, videos, soundbites, posts, tweets, direct contacts

Reforming the European institutions on the basis of the **"community method"**

by recommending the strengthening of the Commission's power of initiative, the extension of the majority vote and transparency to the Council and an increase in the European Parliament's powers

More than
900 PUBLICATIONS
including 150 studies and reports, more than 200 policy papers and policy briefs, almost 300 tribunes, 170 syntheses and around twenty published works

Keeping European democracy alive by proposing, as early as 1998, **the election of the President of the Commission**

in accordance with the result of the European elections, and by proactively supporting the reform of the voting method in the European Parliament and an increased role for national parliaments

Around
500 AUTHORS
OF 20 DIFFERENT
NATIONALITIES

Supporting the right to freedom of movement and the Schengen area by underscoring their advantages and by proposing to extend them, for example via the implementation of a major **"Erasmus Pro" programme** aimed at apprentices across the EU

MORE THAN
150 PROJECT PARTNERS
ACROSS EUROPE,
BROUGHT TOGETHER
FOR PAN-EUROPEAN
INITIATIVES SUCH
AS THE EUROPEAN
FORUM OF THINK
TANKS, THINK GLOBAL
ACT EUROPEAN, ETC.

Fostering dialogue with European citizens by holding hundreds of conferences and debates open to the general public throughout Europe (co-foundation of the **"European Estates General"**, European citizen debates at the European Parliament, Citizens' web dialogue, etc.)

300 CONFERENCES & SEMINARS
hosted or jointly organised in
10 EU MEMBER STATES
and participation in around
700 OTHER EVENTS
in more than 30 countries in the EU and further afield

Deepening the Single Market

by proposing a move forward in some key sectors such as energy, digital technology and services and by insisting on the importance of combining economic liberalisation with the promotion of social standards and rights

$\frac{1}{3}$
of our conferences and debates are citizens' dialogue events open to the general public (launch of the "European Estates General" in France, of citizens' web dialogues, etc.)

Completing the Economic and Monetary Union by insisting, as early as 1997, on the need to create a **genuine economic pillar** and by playing a proactive role in debates on crisis management, to ensure a balance between austerity and growth, and between solidarity and control

**50 APPEARANCES
PER MONTH**
on average in all types of media outlets (European press, radio and television), in all EU Member States and beyond

Stepping up social Europe by identifying priority actions, in particular in the fields of employment, social investment and mobility, by insisting on the added value of the EU's action and the **social dimension of the EMU**

2 WORKING AND
DISSEMINATION
LANGUAGES, ENGLISH
AND FRENCH – WITH
GERMAN SINCE 2014
THANKS TO THE
CREATION OF OUR
OFFICE IN GERMANY,
THE JACQUES DELORS
INSTITUT – BERLIN

Reforming the European budget by denouncing the adverse effects of the notion of a "fair return", and by proposing an EU budget mostly financed by **real own resources**, and the creation of a euro area budget

1996 ▶ 2016

20
KEY FIGURES

1996 ▶ 2016

20 HIGHLIGHTS

Fostering Cohesion and Regional Policy by publishing recommendations for each new strategic and budgetary programming cycle, in order to increase the effectiveness of European **territorial solidarity** tools

22,000
MONTHLY
VISITS
to our website
www.delorsinstitute.eu
(google analytics)

Supporting agriculture and rural development by recommending a shift in the CAP towards the remuneration of **rural public goods**, by bringing it up to contemporary requirements of proper management and coherence with other community policies

5 PRESIDENTS
Jacques Delors, Pascal Lamy,
Tommaso Padoa-Schioppa,
António Vitorino, Enrico Letta

Creating a “European Energy Community”
by drafting practical strategic guidelines for an energy system able to provide the EU’s citizens and companies with sustainable, safe and affordable energy

1,985 FILES
IN THE PERSONAL
ARCHIVES
of Jacques Delors – President of the European Commission representing **10 YEARS OF HISTORY FOR EUROPEAN CONSTRUCTION**

“Think Global, Act European”
via our Presidents, our governing bodies and by bringing together, since 2007, a network of European think tanks to assess the impact of major international developments and propose guidelines to heighten the EU’s influence

50 KEY FIGURES
who have made up our Board of Directors, of **11 DIFFERENT NATIONALITIES**, and 9 belonging to our Board of Trustees

OPENING OUR OFFICE IN GERMANY, THE JACQUES DELORS INSTITUT - BERLIN, TO DEVELOP OUR ACTIVITIES IN TWO KEY COUNTRIES FOR EUROPEAN CONSTRUCTION AND IN ORDER TO FOSTER AND DISSEMINATE OUR ANALYSES AND RECOMMENDATIONS MORE EFFECTIVELY THERE

4 SECRETARY-
GENERALS/DIRECTOR
Christine Verger,
Jean Nestor, Gaëtane Ricard-Nihoul,
Yves Bertoncini

1996 ▶ 2016

20 KEY FIGURES

Improving relations between the EU and its neighbours, by supporting **EU enlargement** over two decades, then by calling for a more proactive commitment from the EU to its immediate neighbours to the South and to the East

MORE THAN 60 FINANCIAL PARTNERS SUPPORTING OUR ACTION, INCLUDING THE EUROPEAN COMMISSION (“EUROPE FOR CITIZENS”) AND THE FRENCH GOVERNMENT AS OUR MAJOR PARTNERS

Ensuring the EU’s security by calling for the implementation of collective crisis management mechanisms and for more in-depth **European cooperation in terms of defence** in order to counter the decline in our military capacities as the United States turns away from Europe

14 MEETINGS OF OUR EUROPEAN STEERING COMMITTEE
founded in 1998

Developing a European migration policy by calling for the mobilisation of external action policies to draw up a long-term strategic vision and by proposing **a European visa policy for jobseekers**

ANNUAL BUDGET OF AN AVERAGE **M€ 1.4** since 2010, to which are now added the resources obtained in Germany by the Jacques Delors Institut – Berlin

Consolidating the EU’s trade power, by analysing the priorities of commitment with third countries, as well as the benefits of an avant-garde strategy for regulatory convergence and the reinforcement of **trade defence instruments**

172 MEMBERS OF 23 DIFFERENT NATIONALITIES in our teams since 1996

ORGANISING AND PROMOTING THE “JACQUES DELORS ARCHIVES – PRESIDENCY OF THE EUROPEAN COMMISSION” IN ORDER TO ENABLE RESEARCHERS AND OBSERVERS TO SHED LIGHT ON RESPONSES TO THE EU’S CURRENT CHALLENGES ON THE BASIS OF THE ACHIEVEMENTS OF THE 1985-1995 PERIOD

36 DONORS, individuals and legal entities, who answered our appeal in 2015

Just as its founding President,
the Jacques Delors Institute believes
that European construction concerns
all citizens, members of civil society
and political actors all over Europe.
Our work therefore covers quintessential
political, institutional and civic issues
that structure the functioning of the EU
and the European public sphere.



RECONCILING THE EUROPEAN UNION AND ITS CITIZENS

CONSOLIDATING THE “EUROPEAN FEDERATION OF NATION STATES”

REFORMING EUROPEAN INSTITUTIONS

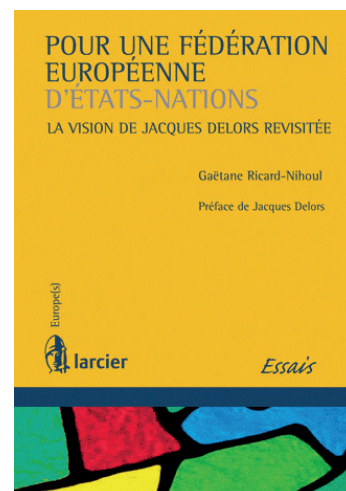
KEEPING EUROPEAN DEMOCRACY ALIVE

STRENGTHENING THE RIGHT TO FREEDOM OF MOVEMENT AND THE SCHENGEN AREA

FOSTERING DIALOGUE WITH EUROPEAN CITIZENS



◀ Gaëtane Ricard-Nihoul and Jacques Delors during the presentation of her book *Pour une Fédération européenne d'États-nations, la vision de Jacques Delors revisitée*, Paris, 18 April 2012.



Consolidating the “European Federation of Nation States”

Made popular by Jacques Delors, the notion of a “European Federation of Nation States” guides the Institute’s work which focuses in particular on an analysis of the specific features and identities of EU Member States, and also on political issues such as the division of competences between the EU and its Member States and the types of European governance, including via differentiation.



PUBLICATIONS

“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 2016

THE EU AND ITS LEGISLATION: PRISON OF PEOPLES OR CHICKEN COOPS?

Policy Paper by Yves Bertoncini, 16 May 2014

UNITED IN DIVERSITY: ANTHEMS AND FLAGS OF THE EUROPEAN UNION

Study by Pierre-Robert Cloet, Kerstin Martel and Bénédicte Legué, Foreword by António Vitorino, 3 December 2013

FORTY YEARS A-GROWING – AN OVERVIEW OF IRISH-EU RELATIONS

Study by Aziliz Gouez, Foreword by Yves Bertoncini, 4 February 2013

POUR UNE FÉDÉRATION EUROPÉENNE D'ÉTATS-NATIONS, LA VISION DE JACQUES DELORS REVISITÉE

Book by Gaëtane Ricard-Nihoul, Foreword by Jacques Delors, April 2012

EUROPEAN ENCOUNTERS: 13 INTERVIEWS ON EUROPEAN IDENTITY

Study by Aziliz Gouez, 5 September 2010

EUROPEAN WORKS

Book directed by Aziliz Gouez, Foreword by Jacques Delors and Christian Caujolle, 21 October 2008

A DRIVING FORCE DESPITE EVERYTHING, FRANCO-GERMAN RELATIONS AND THE ENLARGED EUROPEAN UNION

Study by Martin Koopmann, 9 November 2004

THE EUROPEAN DEBATE IN SWEDEN

Study by Jacques Delors et
Olof Petersson, 1st December 2000

**REUNITING EUROPE: EUROPE'S
QUEST FOR IDENTITY/IES**

Synthesis by Jacques Delors and
Jean-Louis Arnaud, 1st November 1998



EVENTS

WHAT HOLDS EUROPE TOGETHER?

Intervention of Yves Bertoncini
in the opening plenary of the
24th Council of the European Green
Party, Utrecht, 20 May 2016

**EUROPE BETWEEN THE POINT
OF DEPART AND CRISIS: ON THE
WAY TO A POLICAL UNION?**

Intervention of Yves Bertoncini in the
debate organised by the Genshagen
Foundation, Genshagen, 5 December 2012

**NATIONAL ADMINISTRATIONS
AND THE EUROPEAN UNION:
WHAT INFLUENCES?
WHAT STRATEGIES?**

Intervention of Jacques Delors during
a study day on adaptation strategies
of EU member states to the European
model, Paris, 12 October 2007

**EUROPEAN "AVANT-GARDE",
A NEW CENTRE OF
GRAVITY FOR EUROPE**

Intervention of Jacques Delors during
the 4th French-German workshop
organised by Témoins, Europartnaires
and the Friedrich Ebert Foundation,
Paris, 29 June 2000

**REUNITING EUROPE:
EUROPE SEARCHING
FOR IDENTITY(IES)**

Intervention of Jacques Delors
during a seminar organised in partnership
with the Hellenic Centre for
European Studies EKEM, Athens,
13-14 November 1998



MEDIA

**THE POST BREXIT SITUATION
AND THE FUTURE OF THE EU**

Enrico Letta on *TV5MONDE*, 10 July 2016

**EN 2017, QUAND L'EUROPE
AURA CESSÉ D'EXISTER...**

Article by Yves Bertoncini
in *L'Hebdo*, 4 May 2016

ANTHEMS AND FLAGS

Interview of Pierre-Robert Cloet,
co-author of the study of the same
title on *France Inter*, 23 May 2015

**THE CONCEPT OF "FEDERATION
OF NATION-STATES"**

Gaëtane Ricard-Nihoul on
Fréquence Protestante, 15 September 2012

**THE STATE OF THE EUROPEAN
UNION 50 YEARS AFTER THE
CREATION OF AGENCE EUROPE**

Article by Jacques Delors, 5 June 2003



Notre Europe and Agence VU came together to bring to light the "European Works" initiative and to contribute to the promotion of a better perception among Europeans of their common destiny. Fabriques de l'Europe - European Works, Ed. Filigranes, 2008. Photographs by Pieter Ten Hoppen, Martin Kollar, Rip Hopkins, Gilles Favier, Cédric Gerbehaye and Paolo Verzzone.





Reforming European institutions

The Jacques Delors Institute analyses how the institutions of the European Union operate and issues recommendations in order to improve their legitimacy and effectiveness. Its main research focuses on the optimal political balance between the main European institutions (Commission, European Council, Council of the EU and European Parliament), the operation and upholding of the “community method” and on the content and impact of new EU treaties.

▲ Dieter Schlenker, Yves Bertoncini, Pascal Lamy, Piers Ludlow and Olivier Costa, “The ‘Delors Commissions’: what can be learned for today’s EU?”, Seminar, Brussels, 8 December 2015.



**THE “DELORS COMMISSIONS”
AND THEIR TRADE SECRETS**
Tribune by Pascal Lamy, 10 February 2016

**PRESIDING THE COMMISSION
– GOVERNING EUROPE**
Video interview with
Jean-Claude Juncker, 22 January 2015

**REFORMING
EUROPE’S GOVERNANCE**
Study by Yves Bertoncini and
António Vitorino, Foreword by
Philippe de Schoutheete,
15 September 2014



**THE POWER OF INITIATIVE OF THE
EUROPEAN COMMISSION:
A PROGRESSIVE EROSION?**
Study by Daniela Corona, Costanza Hermanin
and Paolo Ponzano, Foreword by
António Vitorino, 2 February 2012

**CO-DECISION AND
‘EARLY AGREEMENTS’:
AN IMPROVEMENT OR A SUBVERSION
OF THE LEGISLATIVE PROCEDURE?**
Study by Olivier Costa,
Renaud Dehousse and Aneta Trakalová,
9 March 2011

**REVISING THE EUROPEAN
TREATIES: A PLEA IN FAVOUR
OF ABOLISHING THE VETO**
Policy Paper by Hervé Bribosia,
18 November 2009

**THE ENLARGED
EUROPEAN COMMISSION**
Policy Paper by Olof Petersson,
22 August 2006

**THE QUESTION OF A EUROPEAN
GOVERNMENT**
Study by Jean-Louis Quermonne,
1st November 2002

THE EUROPEAN COUNCIL
Study by Philippe de Schoutheete,
Helen Wallace and Jacques Delors,
31 August 2002

**EUROPEAN UNION: THE REFORM
OF THE COUNCIL OF MINISTERS**
Synthesis by Jean-Louis Arnaud,
February 2001

**THE “DELORS COMMISSIONS”:
WHAT CAN BE LEARNED
FOR TODAY’S EU?**
Seminar organised in partnership with the
Historical archives of the European Union
of Florence, Brussels, 8 December 2015

**THE JUNCKER COMMISSION
AND THE NEW INSTITUTIONAL
AND POLITICAL SET UP**
Intervention of Yves Bertoncini during a
hearing organised by the Committee on
Constitutional Affairs of the European
Parliament, Brussels, 6 November 2014

THE COMMUNITY METHOD

Seminar organised in partnership with the European Commission, Brussels, 28 February 2012

FOR A FAIRER EUROPE

Intervention of Jacques Delors during a conference organised by the Cultural Centre Calouste Gulbenkian, Paris, 28 May 2009



TOWARDS A NEW EUROPEAN UNION

Intervention of Jacques Delors during a cycle of conferences organised by the Institute of Spain, Madrid, 9 May 2002



ISSUES DISCUSSED AT THE EUROPEAN COUNCIL ON 28-29 JUNE 2016

Yves Bertoncini on *France Info*, 27 June 2016

ORCHESTRA REHEARSAL OR EUROPEAN GOVERNMENT

Article by Tommaso Padoa-Schioppa in *Handelsblatt*, 7 April 2010

THE FRENCH PRESIDENCY OF THE EU COUNCIL

Gaëtane Ricard-Nihoul invited in the programme *Bibliothèque Médicis* on *Public Sénat*, 4 July 2008

A NEW CONSTITUTION FOR EUROPE

Interview of Jacques Delors on *Europe 1*, 29 June 2004

PROSPECTS OF THE WORK OF THE CONVENTION

Interview with Jacques Delors in *Agence Europe*, 31 March 2003

▼ *Conference-debate "The major challenges of the European Union" with President Herman Van Rompuy, in the presence of Richard Descoings and Tommaso Padoa-Schioppa, in Sciences Po, Paris, 20 September 2010.*





Keeping European democracy alive

The Jacques Delors Institute works to analyse and deepen the democratic aspect of the European Union on the basis of three main research areas: representative democracy (functioning of the European Parliament, European political parties and the role of national parliaments, etc.), participative democracy (European elections, national elections and referenda, citizen deliberations, etc.) and the European public sphere (monitoring of European public opinion in particular). The Institute holds many “citizens’ dialogue” events in order to ensure that its analytical work is rooted in reality.

▲ *Intervention of Yves Bertoncini on French Radio Europe 1 to analyse the consequences of the Greek referendum on the relations between this country, the Euro area and the European Union, 6 July 2015.*



PUBLICATIONS

THE EU, DESPITE EVERYTHING? EUROPEAN PUBLIC OPINION IN THE FACE OF CRISIS (2005-2015)

Study by Daniel Debomy, Foreword
by Yves Bertoncini, 22 June 2016

FACES ON DIVIDES: THE MAY 2014 EUROPEAN ELECTIONS

Study by Yves Bertoncini and Thierry Chopin,
Foreword by Julian Priestley

accompanied by a Study on

THE VOTE OF MEPS ELECTED IN FRANCE ON 21 KEY ISSUES (2009-2014)

Study by Yves Bertoncini, Thierry Chopin,
Lucie Marnas, Claire Versini and
Virginie Timmerman, 12 May 2014

EUROPEAN POLITICAL PARTIES: THE MISSING LINK

Policy Paper by Julian Priestley,
22 October 2010

POST-NATIONAL DEMOCRACY AND THE REFORM OF THE EUROPEAN PARLIAMENT

Policy Paper by Andrew Duff,
22 October 2010

EUROPE IN THE FRENCH PRESIDENTIAL ELECTIONS: SIDE SHOW, FALL GUY OR JUST CONSPICUOUS BY ITS ABSENCE?

Policy Paper by Gaëtane Ricard-Nihoul,
17 April 2007

EUROPE AND ITS THINK TANKS: A PROMISE TO BE FULFILLED

Study by Stephen Boucher, Radoslaw
Wegrzyn, Diego Cattaneo, Michele Poletto,
Charlotte Laigle, Juliette Ebélé
and Benjamin Hobbs, Foreword by
Jacques Delors, 15 October 2004

TOWARDS A EUROPEAN PUBLIC SPACE? THE EUROPEAN ELECTIONS ON JUNE 2004

Study by Bruno Cautrès and
Céline Bélot, 27 May 2005

CAN YOU IMAGINE A REFERENDUM TO EUROPEAN LEVEL AND UNDER WHAT CONDITIONS?

Policy Paper by Yannis Papadopoulos,
31 October 2002

THE EUROPEAN DEBATE IN FRANCE AT THE START OF THE FRENCH PRESIDENCY

Study by Jean-Louis Arnaud and
Jacques Delors, 30 June 2000

FROM THE SINGLE CURRENCY TO THE SINGLE BALLOT-BOX

Declaration by the European Steering
Committee of the Jacques Delors
Institute and Tommaso Padoa-
Schioppa, 23 November 1998



EVENTS

WHAT DOES A EUROPE OF THE RIGHT OR A EUROPE OF THE LEFT MEAN?

Animation by Yves Bertoncini of the
conference organised by the Fédération
française des Maisons de l'Europe (FFME)
in the premises of the Conseil régional
d'Alsace, Strasbourg, 21 November 2013

TOMORROW'S EUROPE

Debate in the European Parliament on the first pan-European deliberative poll, Brussels, 12-14 October 2007

LEGITIMISING THE EU THROUGH PARTICIPATION AND DELIBERATION: MERE WISHFUL THINKING?

Debate co-organised with Andrew Moravcsik, Paris, 21 September 2006

FRENCH AND DUTCH REFERENDUMS. LESSONS OF EUROPE

Conference organised in partnership with the European Institute and the Friedrich Ebert Foundation, Prague, 6 June 2005

THE ORGANISED CIVIL SOCIETY

Intervention of Jacques Delors during the first convention of the civil society organised at European level, convened by the European Economic and Social Committee, Brussels, 15-16 October 1999



RESULTS OF THE BRITISH REFERENDUM ON EU MEMBERSHIP

Yves Bertoncini on *Radio Rai*, 24 June 2016

THE SITUATION

AFTER THE GREEK ELECTIONS

Yves Bertoncini on radio *RFI* in the programme *Carrefour de l'Europe*, 9 May 2012

THE IRISH "NO"

Tommaso Padoa-Schioppa and Federico Fubini in *El Corriere della Sera*, 16 June 2008

RETROUVER L'ENVIE D'EUROPE

Jacques Delors in *Le Nouvel Observateur*, 20 November 2006

PAROLES D'EUROPE

Jacques Delors and Vaira Vike-Freiberga, Debate on *Public Sénat*, 30 September 2002



➤ Intervention of Jacques Delors during the first convention of the civil society organised at European level, convened by the European Economic and Social Committee, Brussels, 15-16 October 1999.



▼ Christine Verger and Enrique Baron-Crespo during the meeting of the European Steering Committee, Paris, 6-7 November 2009.





Strengthening the right to freedom of movement and the Schengen area

Our work on the European free-movement area focuses on the functioning and management of the Schengen area, both in its internal and external aspects, and aims to preserve and consolidate this European achievement considered to be emblematic by its citizens. We also analyse mobility experiences within the European Union for both workers and young people, the debates and controversies raised by freedom of movement and lastly European police and judicial cooperation.

▲ *Intervention of António Vitorino and Yves Pascouau during the conference "The Schengen area under threat: problem or solution?" organised in partnership with the Mouvement européen - Paris and the Société d'encouragement pour l'industrie nationale, Paris, 26 June 2015.*



PUBLICATIONS

FREE MOVEMENT OF PERSONS, TAKING STOCK OF A MISUNDERSTOOD RIGHT

Study by Martina Menghi and Jérôme Quéré,
Foreword by António Vitorino, October 2016

SCHENGEN'S STRESS TEST: POLITICAL ISSUES AND PERSPECTIVES

Policy Paper by Yves Bertoncini and
António Vitorino, 16 February 2016

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 2015



EVENTS

FIGHTING ISLAMIST TERRORISM: DIPLOMATIC, SOCIAL AND POLITICAL ANSWERS

Panel of the Think Tanks Tandem Seminar,
organised in partnership with Terra Nova,
Vaux-de-Cernay, 8-9 July 2016

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 2015

EU MARITIME BORDERS: WHERE ARE WE?

Intervention of António Vitorino
during the debate organised
by *EurActiv.fr*, Paris, 18 June 2013

POSTED WORKERS IN THE EU: STATE OF PLAY AND REGULATORY EVOLUTION

Policy Paper by Kristina Maslauskaitė,
24 March 2014

FREEDOM OF MOVEMENT IN THE EU: LIKE THE AIR THAT WE BREATHE?

Tribune by Yves Bertoncini and
António Vitorino, 31 January 2014

ERASMUS AND EUROPEAN MOBILITY: A STRATEGIC INVESTMENT

Tribune by Yves Bertoncini,
12 October 2012

ESTRANGEMENT

Study by Aziliz Gouez, 6 September 2010

ITALIAN ENTREPRENEURS' RUSH TOWARDS ROMANIA: TRAILS AND TALES OF GOLD FEVER

Study by Lynda Dematteo,
28 July 2010

"EUROPE WITHOUT BARRIERS" AND "EUROPE THAT PROTECTS"

Tribune by Jacques Rupnik,
August 2008

THE EUROPEAN AREA OF FREEDOM, SECURITY AND JUSTICE: THE TRYPTIC UNFINISHED ONE

Tribune by Jean Nestor, 4 January 2007

FREEDOM OF MOVEMENT OF PERSONS IN THE SCHENGEN AREA - A CRITICAL JUNCTURE?

Intervention of António Vitorino et Yves Pascouau during the conference organised in partnership with the European Policy Centre, Brussels, 20 September 2012

VIKING-LAVAL-RÜFFERT: ECONOMIC FREEDOMS VERSUS FUNDAMENTAL SOCIAL RIGHTS - WHERE DOES THE BALANCE LIE?

Debate online with several experts organised in partnership with the European Trade Union Institute, December 2007-June 2008



THE RE-ESTABLISHMENT OF CONTROLS AT THE BELGIUM BORDER

Yves Bertoncini on French radio
France Info, 24 February 2016

SCHENGEN AREA'S DEVELOPMENT

António Vitorino on French radio
Euradionantes, 27 June 2015

SOCIAL DUMPING IN EUROPE

Kristina Maslauskaitė on French radio
France Info, 18 February 2014

SOLIDARITY WITHIN THE SCHENGEN AREA

Yves Pascouau on
Public Service Europe, 9 July 2012

LA GÉNÉRATION DES « ENFANTS D'ERASMUS » VEUT PRENDRE SES RESPONSABILITÉS

Article co-signed by
Gaëtane Ricard-Nihoul in
Le Monde, 16 April 2010



▲ Yves Bertoncini, Harlem Désir and Marc-Olivier Padis during the seminar Think Tanks Tandem "Fighting Islamist terrorism: diplomatic, social and political answers", Vaux-de-Cernay, 8-9 July 2016.

▲ Stefano Manservisi, Hans Martens and António Vitorino during the conference "Freedom of movement of persons in the Schengen Area - A critical juncture?" organised in partnership with the European Policy Centre, Brussels, 20 September 2012.





Fostering dialogue with European citizens

Since it was founded, the Jacques Delors Institute has set out to engage with citizens, in accordance with the wishes of its Founding President. While the European project faces indifference and sometimes distrust from citizens, it is essential to foster (or re-establish) dialogue with them to enhance the legitimacy of the European construction. This is what the Jacques Delors Institute strives to achieve through general public events held across France and Europe and also on-line, in order to reach an increasingly diverse audience. These citizens' dialogue events are regularly followed by syntheses or audio-visual publications for greater impact.

▲ Sarah Biasini,
Stéphanie Rozès,
Elie Barnavi,
Jacques Delors,
Didier Donfut,
Guillaume Klossa and
Martine Aubry during the
1st edition of the European
Estates General, Lille,
17 March 2007.



EVENTS

ENRICO LETTA ANSWERS YOUR QUESTIONS

Citizens' Web Dialogue
organised by the Jacques Delors
Institute, 13 September 2016

THE SCHENGEN AREA AND THE MASSIVE INFLUX OF REFUGEES

In partnership with France Terre
d'Asile and the Mouvement européen
– Nord Pas de Calais, within the cycle
"France and Europe: fighting threats
together", Saint-Omer, 9 March 2016

EUROPE:

FACING CLIMATE CHANGE

In partnership with the Mouvement
européen – Normandie, within the cycle
"France and Europe: fighting threats
together", Caen, 18 December 2015

EUROPE, WHAT UTILITY?

In partnership with
the Brasles City Hall to inform
citizens, Brasles, 8 May 2015

CITIZENS AND THE EU, A NEW CHAPTER?

In partnership with DemosEuropa,
within the project "Horizon EU",
Warsaw, 16 December 2014

CITIZENS' MEETING

Second step of the project
"Horizon EU" organised in partnership
with OPTEM, which enabled more
than 150 citizens in Europe to debate
together and with their EU institutions
representatives, Brussels,
4-5 May 2014

GLOBALISATION AND EMPLOYMENT, THE CHALLENGES OF THE EU

In partnership with the Mouvement
européen – France, within the cycle
"Right of inventory - Right to invent",
Saint-Denis de la Réunion,
23 April 2014

**THE MEDIA AND THE EU:
"FOREIGN AFFAIRS"?**

In partnership with EuroCité and Europartaires, within the cycle "European Public Space: Heading towards the European Elections", Paris, 12 June 2013

**BUILDING EUROPE: A PROJECT
OF GENERATIONS**

Jacques Delors, Valéry Giscard d'Estaing and more than 900 young people met at the Mutualité for the launch of the EU Story competition, Paris, 14 November 2012

**LAUNCH DAYS OF
THE CIVIC PACT**

In partnership with 15 citizen organisations in Issy-les-Moulineaux, 14-15 May 2011

**EUROPE: A HERITAGE,
WHAT RESPONSIBILITIES?**

Conclusion of a process of elaboration of a series of proposals aiming at "galvanising the European construction and bringing Europe and its citizens together", Haguenau, 15 October 2010

**EUROPE: A HERITAGE,
WHAT RESPONSIBILITIES?**

3rd edition of the European Estates General in partnership with the Mouvement européen – France and Europanova, Strasbourg, 17 April 2010

**VOTING EUROPE, EUROPEAN
POLITICAL PARTIES DEBATE**

In partnership with Europanova, the Mouvement européen – France, *France 24*, *RFI* and the partners of the project "Voting Europe", Paris, 3 June 2009

**JACQUES DELORS,
A PROMINENT EUROPEAN**

In partnership with La Maison de l'Europe - Relais Europe Direct de Rennes et Haute Bretagne, Rennes, 16 October 2008

TOMORROW'S EUROPE

Debate in the European Parliament on the first pan-European deliberative poll, Brussels, 12-14 October 2007

EUROPE DAY

Open House Day at Notre Europe on Europe Day, Paris, 9 May 2007

**1st EUROPEAN ESTATES GENERAL:
PROUD TO BE EUROPEAN?**

In partnership with the Mouvement européen – France and Europanova, Lille, 17 March 2007

DELIBERATIONS AND CITIZENSHIP

Organised at the CNAM in partnership with the European University Institute in Florence, the Centre for European Policy Studies, the Institute for Referendum and Initiative, and Europeum, Paris, 6-7 April 2006

**REFERENDUM ON THE
"CONSTITUTIONAL TREATY": WHAT
THE LAST UNDECIDED THINK**

A representative panel of undecided citizens deliberated, identified the issues at the core of their indecision and submitted them to supporters and opponents to the European Constitutional Treaty, Paris, 21 May 2005

ORGANISED CIVIL SOCIETY

Intervention of Jacques Delors during the 1st convention of the civil society organised at European level by the European Economic and Social Committee, Brussels, 15-16 October 1999

▼ "Europe is you", 1st debate within the cycle "Right of inventory - right to invent" organised in partnership with the Mouvement européen – France on employment and globalisation, Albi, 25 November 2013.



▼ 150 European citizens debate with their European representatives within the project "Horizon EU", Brussels, 4-5 May 2014.



The triptych “Competition that stimulates, cooperation that strengthens, and solidarity that unites” is Jacques Delors’ defined European cornerstone. It’s through this prism that the Jacques Delors Institute discusses the major economic, social and territorial issues of the European Union agenda.



COMBINING COMPETITION, COOPERATION AND SOLIDARITY

DEEPENING THE SINGLE MARKET

COMPLETING THE ECONOMIC AND MONETARY UNION

REINFORCING SOCIAL EUROPE

ADAPTING THE EUROPEAN BUDGET

FURTHERING COHESION AND REGIONAL POLICY

SUPPORTING AGRICULTURE AND RURAL DEVELOPMENT

CREATING A GENUINE “ENERGY UNION”



Deepening the Single Market

The Single Market, cornerstone of the European project and the legacy of Jacques Delors, is the core focus of our work. On this theme, we analyse what remains to be accomplished to bring the Single Market up to speed in the 21st century, the importance of the Single Market both as an endogenous source of growth and as a creator of employment in the EU, and also the need to strike a balance between economic liberalisation and the safeguarding of rights and social standards. Our work also looks at sectors, with a particular focus on the internal energy market and the Digital Single Market.

▲ *Michel Barnier and Jacques Delors during the conference "20 years on: what challenges for the single market?", co-organised in partnership with the Representation in France of the European Commission and the French Ministry of economy and finances, Paris, 6 November 2012.*



PUBLICATIONS

**A DEEPENED
SINGLE MARKET FOR LABOUR
AND DIGITAL INNOVATION**

Policy Paper by Paul-Jasper Dittrich,
13 May 2016

**GROWTH AND EURO AREA
STABILITY: FOR A DEEPENED
SINGLE MARKET FOR SERVICES**

Policy Paper by Anna auf dem Brinke,
Katharina Gnath and
Jörg Haas, 26 June 2015

**THE SINGLE MARKET
AND COHESION POLICY DYAD:
BATTERED BY THE CRISIS
AND GLOBALISATION**

Policy Paper by Marjorie Jouen,
28 April 2014

**SINGLE MARKET:
INDUSTRIAL AND POLITICAL
CHALLENGES**

Tribune by Riccardo Perissich,
29 November 2012

**THE SINGLE MARKET:
CORNERSTONE OF THE EU**

Tribune by Jacques Delors,
21 November 2012

**ENJOYING A SINGLE MARKET
FOR NETWORK INDUSTRIES?**

Study by Giacomo Luchetta and
Jacques Pelkmans, Foreword by
Jonathan Faull, 22 February 2013

**PUBLIC SERVICES
AND EUROPEAN COMPETITION:
CONTRADICTION OR
CONCILIATION?**

Policy Paper by Pierre Lepetit,
8 January 2013

SINGLE MARKET: NEW RULES URGENTLY NEEDED

Synthesis of the 2012 European Steering Committee by Kristina Maslauskaitė, 20 December 2012

FOR A NEW RELAUNCH OF THE SINGLE MARKET

Tribune by Jacques Delors, 15 October 2012

FINANCING TRANS-EUROPEAN ENERGY INFRASTRUCTURES – PAST, PRESENT, AND PERSPECTIVES

Policy Paper by Christian von Hirschhausen, 7 November 2011

POLITISATION OF THE UNION: THE CASE OF THE SERVICES DIRECTIVE

Brief by Francesco Marchi, 4 October 2006

FOREIGN DIRECT INVESTMENT IN THE NEW CENTRAL AND EASTERN EUROPEAN MEMBER STATES

Study by Bérénice Picciotto, 30 April 2003



THE SINGLE MARKET 20 YEARS LATER: CHALLENGES AND OPPORTUNITIES

Conference organised in partnership with the Maison de l'Europe de Paris, Paris, 11 December 2013

COMPETITION – COOPERATION – SOLIDARITY: FACING THE NEW EU CHALLENGES

Conference, Brussels, 16 October 2012

20 YEARS OF THE SINGLE MARKET: MUST WE FEAR THE FISCAL AND SOCIAL DUMPING?

Citizens' dialogue organised in partnership with the Club Europe Sud Rhône-Alpes, Valence, 15 November 2012

VIKING-LAVAL-RÜFFERT: ECONOMIC FREEDOMS VERSUS FUNDAMENTAL SOCIAL RIGHTS – WHERE DOES THE BALANCE LIE?

Debate online with several experts organised in partnership with the European Trade Union Institute, December 2007-June 2008



THE DIRECTIVE ON POSTED WORKERS

Article by Sofia Fernandes in *La Croix*, 4 July 2016

LE COÛT DU TRAVAIL RÉEL N'EST PLUS BON MARCHÉ EN EUROPE DE L'EST

Interview of Kristina Maslauskaitė in *La Croix*, 7 June 2013

VINGT ANS APRÈS 1992, RELANCER LE MARCHÉ UNIQUE EUROPÉEN

Article by Jacques Delors in *La Tribune*, 6 November 2012

EUROPE : LA RIGUEUR, MAIS AUSSI LA CROISSANCE

Article by Jacques Delors, António Vitorino and the participants in the meeting of the European Steering Committee in *Le Figaro*, 22 November 2011



Vingt ans après 1992, relancer le marché unique européen

Par Jacques Delors, président fondateur de Notre Europe-Institut Jacques Delors, ancien président de la Commission européenne | 06/11/2012, 11:34 | 1142 mots



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Le marché unique fête cette année ses vingt ans de fonctionnement. Pour Jacques Delors, à l'époque président de la Commission européenne et auteur du rapport sur l'Acte Unique de 1985, la vision d'alors « la compétition qui stimule, la coopération qui renforce et la solidarité qui unit » n'a rien perdu de son acuité. Sans naïveté, mais aussi sans tabous, sachons en tirer le meilleur pour le relancer et surtout, évitons d'en faire un bouc-émissaire, explique-t-il.

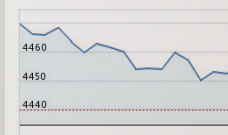
SUR LE

La réalisation effective du « marché unique » constituait au milieu des années 80 le seul projet d'ampleur suscitant une

LA TRIBUNE BOURSE

CAC 40 INTERNATIONAUX INDICATEURS

4 455,63 Pts +0.3565 %



Palmarès

Valeurs	Cours	Varia
Lafargeholcim	46,00	+1,10 %
Orange sa	13,53	+1,01 %
Essilor intl.	116,55	+1,00 %
Total	43,11	-0,76 %
Engie s a	14,31	-0,31 %
Arcelormittal	5,24	-0,04 %

voir toutes les valeurs





Completing the Economic and Monetary Union

Drawing inspiration from the work of two of the founding fathers of the single currency, Jacques Delors and Tommaso Padoa-Schioppa, our work insists on the need to give the “EMU” a tangible economic pillar. We also play an active part in debates on the future of the Eurozone by issuing analyses and precise guidelines for a strengthened EMU in the long term. We are also proactive in debates on the management of the Eurozone crisis, insisting on the importance of maintaining a balance between solidarity and responsibility and the key role that the EU must play in supporting investment and growth.

▲ *Peter Bofinger, Jean-Claude Trichet, Jean Boissonnat, Mario Draghi, André Sapir, Henrik Enderlein and Ian Begg during the conference “Seeing far and wide: a tribute to Tommaso Padoa-Schioppa” organised in partnership with Egmont, Brussels, 4 April 2011.*



PUBLICATIONS

REPAIR AND PREPARE: GROWTH AND THE EURO AFTER BREXIT

Study by the working group on EMU led by Henrik Enderlein and Enrico Letta, Foreword by Jacques Delors, co-publication with the Bertelsmann Foundation, 20 September 2016

INVESTMENT IN EUROPE: MAKING THE BEST OF THE JUNCKER PLAN

Study by Eulalia Rubio, Thomas Pellerin-Carlin and David Rinaldi, Foreword by Enrico Letta, 1st March 2016

WHO CALLS THE SHOTS IN THE EURO AREA? “BRUSSELS” OR THE MEMBER STATES?

Policy Paper by Sofia Fernandes, 15 May 2014

DEEPENING THE EMU: HOW TO MAINTAIN AND DEVELOP THE EUROPEAN SOCIAL MODEL?

Study by Sofia Fernandes and Kristina Maslauskaitė, Foreword by Jacques Delors, 19 November 2013

BLUEPRINT FOR A CYCLICAL SHOCK INSURANCE IN THE EURO AREA

Study by Henrik Enderlein, Jann Spiess and Lucas Guttenberg, Foreword by António Vitorino, 27 September 2013

RETHINKING THE EMU AND MAKING GREATER EUROPE POSITIVE AGAIN

Tribune by Jacques Delors, 28 June 2013

COMPLETING THE EURO: A ROAD MAP TOWARDS FISCAL UNION IN EUROPE

Report of the Tommaso Padoa-Schioppa group consisting of Henrik Enderlein, Helmut Schmidt, Peter Bofinger, Laurence Boone, Paul De Grauwe, Jean-Claude Piris, Jean Pisani-Ferry, Maria João Rodrigues, André Sapir and António Vitorino, Foreword by Jacques Delors and Helmut Schmidt, 26 June 2012

FROM THE CRISIS TO A EUROPEAN ECONOMIC STRATEGY

Tribune by Tommaso Padoa-Schioppa, 15 June 2010

THE DEBT CRISIS IN THE EURO AREA: INTEREST AND PASSIONS

Brief by Tommaso Padoa-Schioppa, 21 May 2010

PACT FOR THE COORDINATION OF ECONOMIC POLICIES

Proposal by Jacques Delors, 6 August 1997



EVENTS

AFTER THE GREEK PSYCHODRAMA, WHAT IMPROVEMENTS FOR THE EMU?

Conference organised in partnership with the Macif in presence of Pierre Moscovici, Paris, 24 September 2015

THE IMPLEMENTATION OF "MEMORANDA OF UNDERSTANDING" IN THE EURO AREA

Seminar organised in partnership with the European Economic and Social Committee, Brussels, 10 April 2014

STIMULATING GROWTH IN EUROPE: WHICH WAY FORWARD?

Conference organised in partnership with the Polish Ministry for foreign affairs and Demos Europa, Paris, 1st December 2011

SEEING FAR AND WIDE: A TRIBUTE TO TOMMASO PADOA-SCHIOPPA

Conference organised in partnership with Egmont, Brussels, 4 April 2011

BUDGETARY DISCIPLINE AND MACROECONOMIC POLICY IN THE EUROPEAN UNION: ARE THE STABILITY PACT AND THE LISBON STRATEGY COMPATIBLE?

Seminar, Paris, 8 March 2003

ECONOMIC CONVERGENCE AND EMPLOYMENT IN EUROPE: WHAT PROMISES FOR THE EMU?

Workshop organised in partnership with *La Libre Belgique* and *De Morgen*, Brussels, 29 May 1997



THE EU AND GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

Article by Jacques Delors, Pascal Lamy and António Vitorino in *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*, 7 July 2015

WILL GREECE EXIT THE EURO AREA?

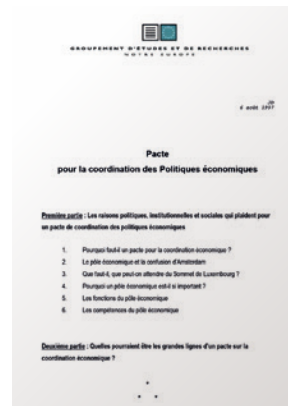
Interview of Jörg Haas in the *Arte* news programme, 16 June 2015

EUROZONE NEEDS A PERMANENT BAIL-OUT FUND

Article by Henrik Enderlein, Tommaso Padoa-Schioppa, André Sapir and Peter Bofinger in the *Financial Times*, 28 September 2010

WIR DÜRFEN GRIECHENLAND NICHT IM STICH LASSEN (WE ARE NOT ALLOWED TO ABANDON GREECE)

Article by Tommaso Padoa-Schioppa in *Handelsblatt*, 22 February 2010



mercredi 16 mai 2012 LE FIGARO

16 **débats & opinions**

LES BLOGS LE FIGARO.fr Georges Malbrunot L'ORIENT INDISCRET

Jacques Delors et Antonio Vitorino*

L'ancien président de la Commission européenne et le président du think-tank Notre Europe lancent plusieurs pistes afin d'adapter le nouveau traité aux exigences actuelles, tant économique, sociale que politique.

Stabilité et croissance: parfaire le nouveau pacte européen

Les élections grecques et françaises et les sombres perspectives de croissance européenne relancent le débat sur l'équilibre établi entre l'exercice d'une solidarité européenne face à la grave crise en cours et le sérieux de responsabilité et de réformes attendus de la part des États en difficulté. Il importe de l'aborder en identifiant les éléments clés dont l'Europe a besoin pour forger un compromis global salvateur pour la cohésion économique, sociale mais aussi politique de la zone euro et de l'Union européenne dans son ensemble. Le Traité sur la stabilité, la coordination et la gouvernance (TSCG) est une étape importante dans la dialectique solidarité européenne-responsabilités nationales enclenchée depuis plus de trois ans. Il est la contrepartie de l'aide apportée par les États membres, l'UE, la Banque centrale européenne (BCE) et le Fonds monétaire international (FMI) aux



pays en difficulté, en s'efforçant de mieux garantir le respect des disciplines budgétaires liées à l'appartenance à la zone euro. Ce n'est pas mettre en cause ce traité qui de constater qu'il doit être complété par un engagement européen tout aussi net en faveur de mesures soutenant une croissance durable, engagement qui pourra prendre la forme d'un protocole additionnel.

S'appuyant sur les articles 1 et 9 du TSCG, ce protocole pour la croissance a vocation à inclure plusieurs orientations complémentaires : meilleure utilisation du budget communautaire en appui de la croissance des pays membres; doublement des capacités de prêt de la Banque européenne d'investissement, par exemple au bénéfice des PME et de l'innovation; émission de «projets bonds» dédiés au financement de projets et d'infrastructures paneuropéennes, principalement dans le domaine de l'énergie et de l'environnement; appointement du marché intérieur, en priorité dans le domaine des services; taxe sur les transactions financières visant à corriger les excès du système financier et constituant une nouvelle ressource propre pour le budget de l'UE.

L'ajout d'un tel protocole additionnel serait de nature à formaliser le nouveau pacte de stabilité et de croissance, plus équilibré et mieux adapté aux exigences de l'heure, sur le plan économique et social comme d'un point de vue politique. Il favoriserait sans nul doute le ralliement des pays européens aux efforts nationaux de rigueur et de réformes structurelles prévus par le TSCG. La ratification du TSCG traduira la détermination à engager les réformes

structurelles dont chaque pays a besoin pour surmonter la crise et promouvoir son niveau de vie au sein d'une économie globalisée. Elle est en grande partie symbolique, dès lors que l'essentiel des disciplines que ce traité formalise a déjà été accepté via le «six-pack» adopté par le Parlement européen reformant l'ancien pacte de stabilité et de croissance. Mais c'est précisément parce qu'elle a valeur de symbole, notamment aux yeux du monde et des pays, dont l'Allemagne, appelés à supporter l'effort commun.

« On ne saurait confondre "protocole et "manne providentielle", et se dispenser de structures qu'il convient d'adapter et aux situations des économies et so

L'UE peut comme par le passé démontrer sa valeur ajoutée au service d'une croissance durable, c'est aussi au niveau national et régional que doivent être relevés les défis essentiels au renforcement du dynamisme économique, de la compétitivité et de la cohésion sociale des pays européens. On ne saurait confondre «protocole additionnel» et «manne providentielle», et se dispenser de réformes structurelles qu'il convient d'adapter aux traditions et situations des économies et sociétés de l'UE. Tout comme on ne saurait occulter la nécessité de s'attacher plus résolument aux fragilités des systèmes bancaires, ce qui suppose à la fois la poursuite des mouvements de recapitalisation et de consolidation en cours et le renforcement des mécanismes de régulation. Cet équilibre entre rigueur et relance a été réclamé par douze chefs de gouverne-

ment au moins et il portait certes des euros l'imp des rythm cadés croiss qu'il

entre et mis c'est ceint est ap exige satisfé renou grec: Il e défini qui lu de l'e prose satisfé rière, d fait la " Trib du coe http/



Reinforcing social Europe

The construction of a more social Europe has been one of the Jacques Delors Institute's main focuses since its creation in 1996. Our work looks at the social repercussions of the Single Market, with special attention paid to the welfare tourism/social dumping debate within the EU, the EU's initiatives in favour of employment and youth employment in particular, and the way that European policies and initiatives affect national welfare states, more specifically since the Eurozone crisis. The Jacques Delors Institute also pays special attention to the role of social partners in the development of the European construction.

▲ *Pascal Lamy, Marianne Thyssen and Nicolas Schmit during the seminar "A new start for social Europe?" organised in partnership with the Government of Luxembourg, Luxembourg, 19 June 2015.*



PUBLICATIONS

ACCESS TO SOCIAL BENEFITS FOR EU MOBILE CITIZENS: "TOURISM" OR MYTH?

Policy Paper by Sofia Fernandes, 30 June 2016

A NEW START FOR SOCIAL EUROPE

Study by David Rinaldi, Foreword by Jacques Delors, 4 February 2016

SOCIAL INEQUALITIES IN EUROPE: THE CHALLENGE OF CONVERGENCE AND COHESION

Policy Paper by David Rinaldi and Frank Vandenbroucke, 2 December 2015

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 2015

EUROPEAN SOCIAL DIALOGUE: 30 YEARS OF EXPERIENCE AND PROGRESS, WHAT FUTURE?

Policy Paper by Jean Lapeyre, 28 January 2015

POSTED WORKERS IN THE EU: STATE OF PLAY AND REGULATORY EVOLUTION

Policy Paper by Kristina Maslauskaitė, 24 March 2014

DEEPENING THE EMU: HOW TO MAINTAIN AND DEVELOP THE EUROPEAN SOCIAL MODEL?

Study by Sofia Fernandes and Kristina Maslauskaitė, Foreword by Jacques Delors, 19 November 2013

SOCIAL COMPETITION IN THE EU: MYTHS AND REALITIES

Study by Kristina Maslauskaitė, Foreword by António Vitorino, 5 June 2013

SOCIAL EXPERIMENTATION IN EUROPE: TOWARDS A MORE COMPLETE AND EFFECTIVE PALETTE OF THE EU ACTION FOR SOCIAL INNOVATION

Study by Marjorie Jouen, 20 November 2008

SOCIAL EUROPE IN THE THROES OF ENLARGEMENT

Policy Paper by Marjorie Jouen and Catherine Palpant, 20 June 2005

SOCIAL EUROPE: HISTORY AND STATE OF THINGS

Study by Jean-Louis Arnaud, July 1997



EVENTS

A NEW START FOR SOCIAL EUROPE?

Seminar organised in partnership with the Government of Luxembourg, Luxembourg, 19 June 2015

WHAT KIND OF SOCIAL EUROPE AFTER THE CRISIS?

Seminar organised in partnership with the Calouste Gulbenkian Foundation, Brussels, 3 December 2013

TOWARDS A NEW SOCIAL CONTRACT IN EUROPE – FRANCE-GERMANY ECONOMIC CHANGES AND SOCIAL MODELS

Seminar organised in partnership with the German Federal Chancellery, Berlin, 11-12 April 2001

NATIONAL PACTS FOR EMPLOYMENT: SITUATION AND OUTLOOK

Seminar organised in partnership with the European Trade Union Institute, Brussels, June 1998

EUROPE IN SEARCH OF A SOCIAL POLICY

Seminar organised in partnership with the Luxembourg Institute for European and International Studies, Luxembourg, September 1997



THE SOCIAL DIMENSION OF THE EUROPEAN INTEGRATION

Article by Enrico Letta in *SiR*, 2 August 2016

AN “ERASMUS PRO”

Tribune of our working group on youth employment consisting of Jacques Delors, Henrik Enderlein, Pascal Lamy, Enrico Letta, François Villeroj de Galhau, António Vitorino, Jean-Michel Baer and Sofia Fernandes in *The Guardian*, 13 May 2015

ENDING THE EMU WITH A SOCIAL DIMENSION

Article by Jacques Delors and Sofia Fernandes on *The Huffington Post*, 6 November 2013

YOUTH UNEMPLOYMENT IN EUROPE

Article by Sofia Fernandes on the website *Dossier Europa*, 31 January 2013



Isabel Mota, László Andor and Yves Bertoncini during the seminar “What kind of Social Europe after the crisis?” organised in partnership with the Calouste Gulbenkian Foundation, Brussels, 3 December 2013.





◀ Seminar “Rethinking EU finances in times of crisis”, organised in partnership with the Compagnia di San Paolo, the Centro studi sul federalismo, the European Policy Center and the Istituto Affari Internazionali, Turin, 7-8 July 2011.

FUNDING THE EU BUDGET WITH A GENUINE OWN RESOURCE: THE CASE FOR A EUROPEAN TAX

Study by Jacques Le Cacheux,
2 May 2007

EUROPEAN BUDGET: THE POISONOUS BUDGET REBATE DEBATE

Study by Jacques Le Cacheux,
30 November 2005



EVENTS

THE ADDED VALUE OF THE EU BUDGET

Intervention of Eulalia Rubio in an internal seminar organised by DG Budget, Brussels, 18 March 2016

THE PAYMENTS BACKLOG IN RECENT EU BUDGETS: LESSONS LEARNT AND OUTLOOK

Intervention of Eulalia Rubio during a seminar organised by the European Parliamentary Research Service, Brussels, 4 December 2015

THE EFFICIENCY AND EFFECTIVENESS OF THE EU BUDGET

Intervention of Eulalia Rubio during a seminar organised by the European University Institute in Florence, 1-2 October 2015

THE EU BUDGET: A DRIVING FORCE FOR CHANGING EUROPE?

Seminar organised in partnership with the Istituto Affari Internazionali, the Centro Studi sul Federalismo and the Institut für Europäische Politik, Rome, 30 October 2012

RETHINKING EU FINANCES IN TIMES OF CRISIS

Seminar organised in partnership with the Compagnia di San Paolo, the Centro studi sul federalismo, the European Policy Center and the Istituto Affari Internazionali, Turin, 7-8 July 2011

Adapting the European budget

The Jacques Delors Institute plays an active role in debates on the reform and functioning of the EU budget. We advocate a more efficient and flexible European budget, financed for the most part by its own resources and not by national contributions, based on the principle of solidarity and able to meet new common challenges such as the refugee crisis, terrorism, low growth rates and youth unemployment.



PUBLICATIONS

FEDERALISING THE EUROZONE: TOWARDS A TRUE EUROPEAN BUDGET?

Policy Paper by Eulalia Rubio, co-publication with the Istituto Affari Internazionali, 14 January 2016

THE ADJUSTMENTS TO THE EU BUDGET

Video interview with Eulalia Rubio, 6 November 2014

THE “ADDED VALUE” IN EU BUDGETARY DEBATES: ONE CONCEPT, FOUR MEANINGS

Brief by Eulalia Rubio, 28 June 2011

EUROPE FOR GROWTH: TOWARDS A RADICAL CHANGE IN FINANCING THE EU

Contribution to a report on the reform of the own resources system presented by three MEPs - Jutta Haug, Alain Lamassoure and Guy Verhofstadt – in the European Parliament in Strasbourg, 6 April 2011

A NEW RESOURCE FOR THE EUROPEAN BUDGET

Declaration by Jacques Delors, Tommaso Padoa-Schioppa and the participants in the European Steering Committee, 24 November 2010

EU BUDGET REVIEW: ADDRESSING THE THORNY ISSUES

Policy Paper by Eulalia Rubio, 7 March 2008

THE CASE FOR A EUROPEAN TAX: BENEFITS, PRACTICAL ASPECTS AND OPTIONS FOR ENDOWING THE EU WITH A VERITABLE OWN RESOURCE

Intervention of Eulalia Rubio in a symposium organised by the HEC Europe Institute, Chantilly, 1-2 February 2008

THE EU BUDGET: WHAT FOR?

Conference organised in partnership with the Committee of the Regions, Brussels, 19 April 2007



The "added value" in EU budgetary debates: one concept, four meanings



The term "added value" is a reference to the economic value added by a country or region. It is a key indicator of the economic performance of a country or region. In the context of the EU budget, it refers to the additional value created by the EU budget for the member states and the European Union as a whole.

1. Added value as the benefits of acting at the EU level vis-à-vis the national level

The EU budget provides a range of services to the member states, including the Common Agricultural Policy (CAP), the Common Fisheries Policy (CFP), and the Cohesion Policy. These services are financed by the EU budget and provide significant benefits to the member states.



EU BUDGET AND THE MIGRATION CRISES
 Eulalia Rubio on *Radio Luxembourg*, 16 February 2016

BUDGET EUROPÉEN : COMPRENDRE LES ENJEUX DES CRISES INSTITUTIONNELLES SUCCESSIVES
 Interview of Eulalia Rubio in *Le Taurillon*, 22 November 2014

EU BUDGET: THE PATH TO AN AGREEMENT
 Tribune by Jacques Delors and António Vitorino on *The Huffington Post*, 25 April 2013

THE EUROPEAN COUNCIL DEDICATED TO THE NEGOTIATIONS OF THE MULTI-ANNUAL FINANCIAL FRAMEWORK

Eulalia Rubio on French radio *Euradionantes*, 23 November 2012

THE STATE OF THE EU BUDGET
 Eulalia Rubio on French radio *Judaïque FM*, 26 November 2012

▼ Seminar "The EU budget: a driving force for changing Europe?" organised in partnership with the Istituto Affari Internazionali, the Centro Studi sul Federalismo and the Institut für Europäische Politik, Rome, 30 October 2012.

EUROPE FOR GROWTH FOR A RADICAL CHANGE IN FINANCING THE EU

JUTTA HAAG, ALAIN LAMASSOURE AND GUY VERHOEFSTADT
 MEMBERS OF THE EUROPEAN PARLIAMENT

WITH THE COLLABORATION OF

DANIEL GROU AND PAUL DE GRAUVE
 CENTRE FOR EUROPEAN POLICY STUDIES

GABRIELE RICCIARDI-NIREDO AND EULALIA RUBIO
 NOTRE EUROPE

COORDINATED BY CAROL PERRY

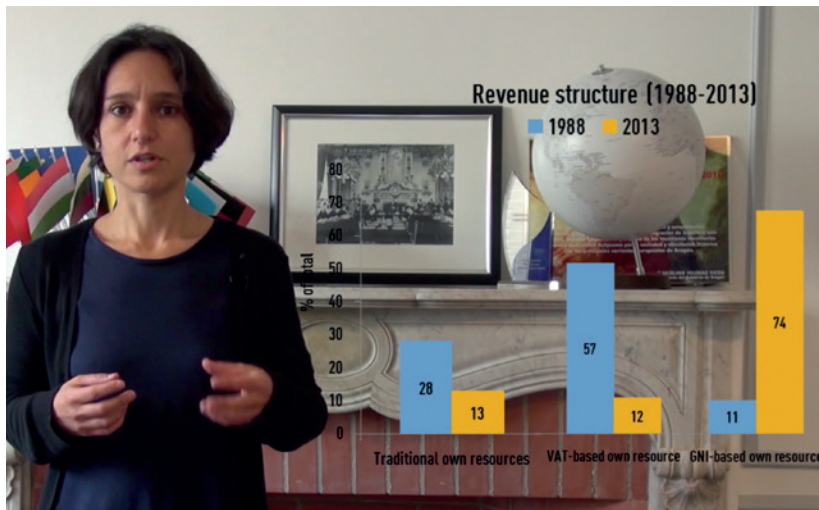


Studies & Research (SR)

European Budget

the poisonous budget rebate debate

Jacques Le Goff





◀ Interview of Jacques Delors in the journal Panorama Inforegio No. 43, April 2012.

Furthering cohesion and regional policy

Following on from the crucial impetus given by Jacques Delors to launch the European cohesion policy, the Jacques Delors Institute is continuing to analyse new challenges the EU faces in this area. It contributes to drafting new proposals for the future of this policy and its financing, with a view to maintaining cohesion between regions and social groups. It also underscores the usefulness of this solidarity and integration tool through regional development, working more in tune with the needs of European citizens.



PUBLICATIONS

WHAT PRIORITIES FOR THE COHESION POLICY AFTER 2020?

Tribune by Marjorie Jouen,
19 May 2016

THE MACRO-ECONOMIC CONDITIONALITY, THE STORY OF A TRIPLE PENALTY FOR REGIONS

Policy Paper by Marjorie Jouen,
30 March 2015

COHESION POLICY FACING THE CRISIS: WHAT EFFECTS FOR THE EU'S REGIONS?

Policy Paper by Patrick Faucheur,
15 January 2015

THE SINGLE MARKET AND COHESION POLICY DYAD: BATTERED BY THE CRISIS AND GLOBALISATION

Policy Paper by Marjorie Jouen,
28 April 2014

THE "COHESION PACT": WEATHERING THE CRISIS

Policy Paper by Marjorie Jouen,
9 February 2012

COHESION POLICY SUPPORT FOR LOCAL DEVELOPMENT: BEST PRACTICE AND FUTURE POLICY OPTIONS

Report for the European Commission coordinated by Marjorie Jouen and Nadège Chambon,
12 December 2011

BALTIC SEA, DANUBE AND MACRO-REGIONAL STRATEGIES: A MODEL FOR TRANSNATIONAL COOPERATION IN THE EU?

Study by Stefanie Dühr, Foreword by Marjorie Jouen, 26 September 2011

TERRITORIAL COHESION: FROM THEORY TO PRACTICE

Policy Paper by Marjorie Jouen,
12 June 2008

ADAPTATION OF COHESION POLICY TO THE ENLARGED EUROPE AND THE LISBON AND GOTHENBURG OBJECTIVES

Study for the European Parliament coordinated by Marjorie Jouen,
31 January 2005



EVENTS

THE CITIES, A MAJOR ACTOR FOR EUROPE IN GLOBALISATION

Intervention of Marjorie Jouen within the event "Géopolitiques de Nantes", 2 October 2015

REFORM OF EU POLICIES IN THE PERSPECTIVE OF ENLARGEMENT AND THEIR FINANCIAL IMPLICATIONS

Seminar organised in partnership with the European Policy Center, Synthesis by Lluís Navarro and Marjorie Jouen, Brussels, 18 April 2002

ENLARGEMENT OF THE EUROPEAN UNION: TOWARDS A LARGE AREA OF SOLIDARITY AND COOPERATION

Seminar organised in partnership with the Lucchini Foundation, Synthesis by Jean-Louis Arnaud and Małgorzata Zaborowska, Warsaw, 21-22 February 2002

WHAT ARE THE PROSPECTS FOR THE STRUCTURAL FUNDS AND THE COHESION POLICY?

Franco-German seminar organised in partnership with the SWP and the French Ministry for foreign affairs, Synthesis by Jean-Louis Arnaud and Ute Guder, Paris, 31 January – 1st February 2002

CROSSBORDER AND TRANSNATIONAL COOPERATION, THE NEW EUROPE IS INVENTING ITSELF IN ITS MARGINS

Study by Marjorie Jouen, James W. Scott, Daniel Poulencard, Peter Jurczek, Bernhard Köppen, Ferenc Misztivetz and Ferruccio Dardanello, and seminar organised in partnership with Unioncamere, Brussels, 13 November 2001

HOW TO ENHANCE ECONOMIC AND SOCIAL COHESION IN EUROPE AFTER 2006?

Seminar organised in partnership with the European Policy Center and the King Baudouin Foundation, Brussels, 23 May 2001

THE ROLE AND POSITION OF REGIONS IN A RENEWED EUROPE

Intervention of Jacques Delors in the annual symposium of the Erasmus Prize Foundation, 's-Hertogenbosch, 4 November 2000

THE FRANCO-GERMAN MOTOR FACING AGENDA 2000

Seminar organised in partnership with the Bertelsmann Foundation, Berlin, 3-4 February 1999

FIFTEEN COUNTRIES IN THE SAME BOAT: ECONOMIC AND SOCIAL COHESION, CORNERSTONE OF THE EUROPEAN CONSTRUCTION

Seminar organised in partnership with the Fundación Banco Bilbao Vizcaya, Madrid, 27-28 November 1998



THE 13 NEW REGIONS: LÄNDER IN THE FRENCH WAY?

Marjorie Jouen on RFI, 4 January 2016

LA LOGIQUE DÉCENTRALISÉE DE LA POLITIQUE DE COHÉSION EN DANGER

Interview of Marjorie Jouen in *Le Courrier des Maires*, 1st June 2015



The screenshot shows the website of the Jacques Delors Institute. At the top, there is a navigation bar with 'About us', 'Publications', 'Events', and 'Medias'. Below this, a sidebar lists various themes of work such as 'European Union and Citizens', 'Federation of Nation States', 'European Institutions', 'European Democracy', 'Citizen Dialogue', 'Freedom, Security, Justice', 'Competition Cooperation Solidarity', 'Single Market', 'Euro and European Governance', 'European Budget', 'Solidarity and Social Europe', 'Cohesion and Regional Policy', 'Agriculture and Rural Development', and 'Energy Union'. The main content area features a news article titled 'Marjorie Jouen debates on RFI on the theme: "The 13 new regions: Länder in the French way?"' dated January 4, 2016. The article includes a large red 'rfi' logo and social media sharing options. To the right of the article, there are sections for 'Support the Jacques Delors Institute!', 'Subscribe to our newsletter', and 'News releases'.

The screenshot shows an interview with Marjorie Jouen, an external advisor at the Jacques Delors Institute. The title of the interview is '«La logique décentralisée de la politique de cohésion en danger»'. Below the title is a photograph of Marjorie Jouen. To the right of the photo, there is a short text snippet: 'Comment est apparue la notion de conditionnalité macro-économique? La préparation de la programmation 2014-2020 a eu lieu en pleine crise économique et monétaire, qui entraîne la création de la troika (Commission, PCE et FMI) lorsque quelques pays appellent au secours. Elle met en place la conditionnalité, un dispositif habituel du FMI: on aide un pays s'il réalise des réformes structurelles. De là, l'idée que l'Union européenne fasse de même pour améliorer l'utilisation des fonds structurels: qu'ils ne soient versés que si...'. Below this, there is a longer text snippet: 'alors que la Commission verse les fonds européens à des régions qui ne sont en rien responsables des déficits excessifs des États. On pénaliserait les régions en les empêchant de cofinancer des projets. Mais, les États membres y tenant, le texte est maintenu. Et au printemps 2014, la Commission a adopté une communication expliquant qu'en cas de difficultés, elle aidera en intervenant sur une reprogrammation. Ce que vous voyez comme dangereux... Oui, la Commission interviendra'.



Supporting agriculture and rural development

To use Jacques Delors' words, the Common Agricultural Policy (CAP) and its budget are part of Europeans' "marriage contract". Our work aims to adapt the terms of this contract to contemporary requirements: applying general principles of proper management (transparency, simplicity, etc.) to the CAP; improving coherence between the CAP and other EU policies (environment, competition, cooperation with developing countries); adapting the CAP to the challenges of the agricultural and rural sector (international trade, energy and climate, etc.). Through this work we have been able to guide the EU's support for agriculture towards the remuneration of "rural public goods".

▲ *Gustova Suárez Pertierra and Elena Espinosa Mangana during the seminar "How to reform CAP to improve agriculture's contribution to the Europe 2020 Strategy?", organised in partnership with Elcano on the occasion of the Spanish presidency of the EU Council, Madrid, 23 June 2010.*



THE NITRATES DIRECTIVE, INCOMPATIBLE WITH LIVESTOCK FARMING? THE CASE OF FRANCE AND NORTHERN EUROPEAN COUNTRIES
Policy Paper by Philippe Le Goffe, 30 May 2013

DO THE PROPOSALS FOR THE CAP AFTER 2013 HERALD A 'MAJOR' REFORM?
Policy Paper by Louis-Pascal Mahé, 23 March 2012

SUBSIDIARITY VERSUS SOLIDARITY? THE EXAMPLE OF THE EUROPEAN FOOD AID PROGRAMME FOR THE MOST DEPRIVED
Brief by Nadège Chambon, 18 October 2011

THE CAP'S CONTRIBUTION TO THE COLLECTIVE WELFARE: A COMPLEX ASSESSMENT

Preparatory contribution by Alexandre Gohin, 22 September 2010

THE KEYS TO A EUROPEAN STRATEGY FOR RURAL DEVELOPMENT

Note by Marjorie Jouen, 18 June 2009

CAP REFORM BEYOND 2013: AN IDEA FOR A LONGER VIEW
Study by Jean-Christophe Bureau and Louis-Pascal Mahé, 27 May 2008

WINE AND EUROPE: THE METAMORPHOSES OF A LAND OF CHOICE

Study by Aziliz Gouez and Boris Petric, 4 April 2007

ORGANIC FARMING IN EUROPE: SITUATION AND PROSPECTS

Policy Paper by Sylvie Bonny, 15 November 2006

THE CREATION OF THE EUROPEAN FOOD AUTHORITY: INSTITUTIONAL IMPLICATIONS OF RISK REGULATION

Study by François Lafond, 31 October 2010



HOW TO SUSTAINABLY PRODUCE MORE WITH LESS AND TRADE BETTER?

Intervention of Pascal Lamy during the Forum for Agriculture, Brussels, 1st April 2014

HOW TO REFORM CAP TO IMPROVE AGRICULTURE'S CONTRIBUTION TO THE EUROPE 2020 STRATEGY?

Seminar organised in partnership with Elcano on the occasion of the Spanish presidency of the EU Council, Madrid, 23 June 2010

WHICH COMMON POLICY FOR AGRICULTURE AND RURAL AREAS BEYOND 2013?

Seminar organised in partnership with the SIEPS, Stockholm, 16 September 2009

HOW TO COPE WITH THE NEW CHALLENGES OF AGRICULTURE AND RURAL DEVELOPMENT?

Symposium organised in partnership with the CEFRES and the UZEI, Prague, 29 October 2008

TASK FORCE PAC 2013

Seminar presided by Franz Fischler and Henri Nallet, Committee of the Regions-European Economic and Social Committee, Brussels, 2007



LA RURALITÉ DU 21^E SIÈCLE, CAP D'ESPÉRANCE POUR L'EUROPE

Article by Jacques Delors, Mercedes Bresso, Gérard Pettre and Anne-Claire Vial on *Contexte*, July 2014

AGRICULTURE AND THE ECONOMIC CRISIS

Interview of Nadège Chambon in the journal *Cultivar*, February 2012

THE COMMON AGRICULTURAL POLICY AND ITS BUDGET ARE PART OF EUROPEANS' "MARRIAGE CONTRACT"

Jacques Delors invited in the programme *Contre-Champs* animated by Jean-Paul Hébrard, *TV Agri*, 29 September 2011

THE FOOD AID PROGRAMMES

Interview of Nadège Chambon in *Direct Matin - Le Monde*, 25 September 2011

ÉTATS, SYNDICATS, ASSOCIATIONS, THINK TANKS : TOUS LES ACTEURS À LA MANOEUVRE

Article by Jean-Christophe Bureau in *Le Monde*, 1st February 2010

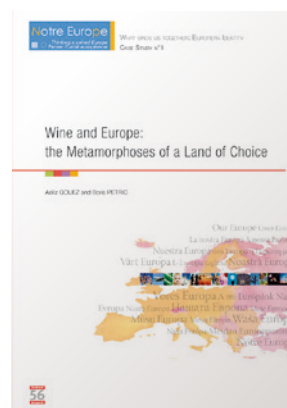
CAP: BAD TIMES FOR A REFORM

Article by Nadège Chambon in *Turkish Daily News*, 3 November 2008



◀ Jean Nestor during the meeting of the European Steering Committee, Paris, 6-7 November 2009.

▼ Wladislaw Piskorz, Michel Rostagnat, Karl-Heinz Lambertz, Dacian Ciolos and Marjorie Jouen during the seminar "The EU and its rural areas: a cumbersome legacy in the 21st century?", organised in partnership with Sol et Civilisation, Brussels, 13 December 2013.





◀ Jacques Delors and Jerzy Buzek during the presentation in the European Parliament of the Report "Towards a European Energy Community", Brussels, 5 May 2010.

Creating a genuine "Energy Union"

The Jacques Delors Institute is continuing its work to develop an ambitious European Energy Union based on the proposal of a "European Energy Community" initiated by Jacques Delors, Jerzy Buzek and Tommaso Padoa-Schioppa. This project aims to successfully complete the energy transition and strengthen our economy and security while protecting the environment.

To achieve this, the European Union must launch radical changes in the way we produce and consume energy. This transition must be seen as an opportunity for industry and employment and also as a means of showing that the Union remains as useful as ever for its Member States and citizens.



PUBLICATIONS

2015 CLIMATE NEGOTIATIONS: SPEEDING UP OR SLOWING DOWN THE ENERGY TRANSITION?

Policy Paper by Thomas Pellerin-Cartin and Jean-Arnold Vinois, 24 September 2015

FROM THE EUROPEAN ENERGY COMMUNITY TO THE ENERGY UNION

Report by Sami Andoura and Jean-Arnold Vinois, Foreword by Jacques Delors, January 2015

TAKING STOCK OF GERMAN ENERGY POLICY IN A EUROPEAN CONTEXT

Policy Paper by Philipp Offenberg, 29 August 2014

ENERGY SOLIDARITY IN EUROPE: FROM INDEPENDENCE TO INTERDEPENDENCE

Report by Sami Andoura, Foreword by Jacques Delors, July 2013

SAVING EMISSIONS TRADING FROM IRRELEVANCE

Policy Paper by Stephen Tindale, 6 March 2013

JOINT RESPONSES TO ENERGY CHALLENGES THROUGH A EUROPEAN ENERGY COMMUNITY

Tribune by Jacques Delors and Staffan Nilsson, 27 March 2012

FINANCING TRANS-EUROPEAN ENERGY INFRASTRUCTURES – PAST, PRESENT, AND PERSPECTIVES

Policy Paper by Christian von Hirschhausen, 7 November 2011

TOWARDS A EUROPEAN ENERGY COMMUNITY

Tribune by Jacques Delors, Jerzy Buzek and Tommaso Padoa-Schioppa, 6 May 2010

AN EVER LESS CARBONATED UNION?

Report by Eloi Laurent and Jacques Le Cacheux, 30 September 2009

POWER TO THE PEOPLE

Report by Stephen Boucher and Sara Tjossem, 29 June 2007



EVENTS

ENERGY UNION, 1 YEAR ON

Conference with the participation of Maroš Šefčovič and Jerzy Buzek, Brussels, 25 February 2016

EUROPEAN ENERGY MARKET CHALLENGES IN FOCUS

Intervention of Sami Andoura on the occasion of the annual REN Energy AWARDS ceremony, Lisbon, 1st October 2014

ENERGY TRANSITIONS AND PUBLIC DIALOGUE: NATIONAL AND EUROPEAN PERSPECTIVES

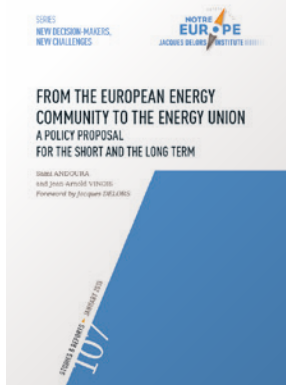
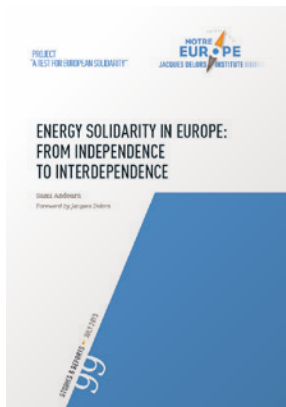
Conference organised in partnership with the European Economic and Social Committee, Paris, 14 May 2013

SHAPING THE FUTURE: ENERGY SECURITY IN INDIA

Intervention of Sami Andoura during the conference organised by the Asia Centre and the Observer Research Foundation, New Delhi, 12 October 2012

A EUROPEAN ENERGY COMMUNITY IS AS VITAL AS THE TREATY OF ROME OR THE SINGLE ACT

Intervention of Jacques Delors in the Bordeaux Institute of political studies, Bordeaux, 29 November 2007



➤ Harlem Désir, Pascal Lamy, Gerassimos Thomas and Sami Andoura during the presentation of the report "From the European Energy Community to the Energy Union", Paris, 20 May 2015.



NORD STREAM-2: A DECISIVE TEST FOR EU ENERGY DIPLOMACY

Article by Jean-Arnold Vinois and Thomas Pellerin-Carlin in *Natural Gas Europe*, 16 December 2015

LA COMMUNAUTÉ EUROPÉENNE DE L'ÉNERGIE, C'EST MAINTENANT !

Article by Jacques Delors, Jerzy Buzek, António Vitorino and Sami Andoura in *Le Monde*, 22 May 2013

LA FRANCE, PIONNIÈRE D'UNE COMMUNAUTÉ EUROPÉENNE DE L'ÉNERGIE

Article by Jacques Delors, Sami Andoura and Michel Derdevet in *Le Figaro*, 24 January 2013

TUTTI FRATELLI IN EUROPA VERDE!

Article by Sami Andoura in *La Stampa*, 30 June 2010

MOVING TOWARDS A REAL EUROPEAN ENERGY COMMUNITY

Article by Jacques Delors, Leigh Hancher, Marc Van der Woude and Sami Andoura on the *EU Energy Policy Blog*, 6 April 2010



We know that developing a European foreign policy requires a long period of political and intellectual coming-of-age. Since the Maastricht Treaty Jacques Delors has been calling for the development of “common actions” in key areas of the EU’s external action. The Institute is therefore focusing on the challenges of trade, relations with our neighbours, migration and security, while working to promote a comprehensive strategy to engage Europe in globalisation.



BOLSTERING THE EU'S ROLE IN GLOBALISATION

THINK GLOBAL, ACT EUROPEAN

IMPROVING RELATIONS BETWEEN THE EU AND ITS NEIGHBOURS

MAINTAINING THE EU'S TRADE LEADERSHIP

DEVELOPING A EUROPEAN MIGRATION POLICY

ENSURING THE EU'S SECURITY



Think Global, Act European

The Jacques Delors Institute analyses the major changes in the international arena and the challenges they bring in terms of regional integration, for Europe and for other regions of the world, and also in terms of global governance. Its Think Global - Act European (TGAE) project brings together a sweeping network of European think tanks and contributes to drafting recommendations with a view to both strengthening the external aspect of the EU's internal policies and to improving the integration of its external action instruments.



PUBLICATIONS

ENGAGING EUROPE IN THE WORLD

Tribune by Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Élisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura, 18 June 2014

THINK GLOBAL – ACT EUROPEAN IV. THINKING STRATEGICALLY ABOUT THE EU'S EXTERNAL ACTION

Report directed by Elvire Fabry and Chiara Rosselli, Foreword by Pascal Lamy and António Vitorino, 30 April 2013

GLOBAL GOVERNANCE: TACKLING THE ISSUE OF VALUES

Tribune by Pascal Lamy, 15 January 2013

EUROPEAN INFLUENCE: THE NEED FOR A PARADIGM SHIFT

Synthesis by Elvire Fabry of the European Forum of think tanks organised in partnership with SWP, Berlin, 25 October 2012

EU GOVERNANCE UNDER THE STRESS TEST OF EMERGING ECONOMIES

Tribune by Elvire Fabry, 6 June 2012

EUROPE ABROAD: TWENTY YEARS AFTER MAASTRICHT, IS THERE ANYBODY THERE?

Tribune by Sami Andoura, 13 December 2011

RESHAPING EU-US RELATIONS: A CONCEPT PAPER

Study of the high level task force on the EU/USA relations consisting of Romano Prodi, Jacques Delors, Jerzy Buzek, Tommaso Padoa-Schioppa, Nicole Gnesotto, Gaëtane Ricard-Nihoul and Sami Andoura, 4 March 2010

REGIONAL INTEGRATIONS IN AFRICA: AMBITIONS AND VICISSITUDES

Policy Paper by Pascal Lamy, 28 August 2010

THINK GLOBAL - ACT EUROPEAN I. THE CONTRIBUTION OF 13 EUROPEAN THINK TANKS TO THE FRENCH, CZECH AND SWEDISH EU TRIO PRESIDENCY

Report directed by Elvire Fabry and Gaëtane Ricard-Nihoul, 3 October 2008

EAST ASIAN INTEGRATION: OPPORTUNITIES AND OBSTACLES FOR ENHANCED ECONOMIC COOPERATION

Study by Richard Higgott, Jean-Christophe Defraigne, Heribert Dieter and Tommaso Padoa-Schioppa, 5 April 2007



EVENTS

TOWARDS A NEW GLOBAL GEOPOLITICAL ORDER

Intervention of Pascal Lamy and Enrico Letta at the International Economic Forum of the Americas, Montréal, 13 June 2016

EUROPE IN THE WORLD ORDER

Intervention of Pascal Lamy at the Italian Institute for international political studies, Rome, 25 November 2015

▲ Tommaso Padoa-Schioppa during the 3rd edition of the European Forum of think tanks at the OECD, Paris, 20 September 2008.

THE ROLE OF THE EU IN THE WORLD

Intervention of Eneko Landaburu at the Ernest Lluch Foundation, Barcelona, 4 November 2013

THE EUROPEAN UNION: WHAT KIND OF GLOBAL ACTOR?

Intervention of Elvire Fabry at the Elcano Royal Institute, Madrid, 25-26 February 2013

EUROPE AND GLOBAL ISSUES

Intervention of Jacques Delors at the World Bank, Washington, 4 April 2001



EUROPE'S CHANCE TO MAKE STRATEGIC COMEBACK

Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Élisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura in *The Financial Times*, 23 June 2014

THE PERILOUS RETREAT FROM GLOBAL TRADE RULES

Pascal Lamy in *The Wall Street Journal*, 6 January 2014

EU SHOULD PUT CHINA, AFRICA AT THE CENTRE OF ITS RADAR

Pascal Lamy, António Vitorino and Elvire Fabry on *EurActiv.com*, 16 May 2013

WHAT NOW FOR EUROPE IN THE GLOBAL ECONOMY?

Interview of Laurent Cohen-Tanugi and Tommaso Padoa-Schioppa on *Euronews*, 25 September 2008

L'UNION POURRAIT INSPIRER L'ORGANISATION DU MONDE

Interview of Pascal Lamy in *La Vie*, 27 March 2003



International conference to present the TGAE II Report at Egmont II, Brussels, 4 March 2010.



◀ Elvire Fabry and Javier Solana during the seminar "The European Union: What Kind of Global Actor?", organised by the Elcano Royal Institute, Madrid, 25-26 February 2013.

Improving relations between the EU and its neighbours

The EU's security and international credibility depend very heavily on the way it contributes to and succeeds in stabilising its neighbouring countries and to create scope for opportunities. In addition to its work on widening the EU, the Jacques Delors Institute is pursuing its research into a neighbourhood policy that varies from country to country, analysing the means to achieve harmonious interdependence and active cooperation with our closest and more distant neighbours.



PUBLICATIONS

EU - RUSSIA: BEYOND RIVALRIES?

Policy Paper by Cyrille Bret and Florent Parmentier, 5 July 2016

NEIGHBOURHOOD POLICY: MORE OR NO MORE?

Tribune by Eneko Landaburu, 27 May 2015

WHAT BORDERS FOR THE EU: A VARIABLE GEOMETRY NEIGHBOURHOOD?

Policy Paper by Jean-François Drevet, 17 September 2013

DESPERATELY LOOKING FOR MORE EU-TURKEY GEO-POLITICAL AND GEO-ECONOMIC COOPERATION

Policy Paper by Elvire Fabry, 31 January 2013

AFTER THE REVOLUTION: THE EU AND THE ARAB TRANSITION

Policy Paper by Timo Behr, 25 April 2012

THE EU AND THE ARAB SPRING: A VISION FOR OUR NEIGHBOURS

Tribune by Jacques Delors, Yves Bertoncini, António Vitorino *et al.*, June 2011

FORGIVENESS AND A PROMISE - ADVOCATING A MORE REGIONAL APPROACH TO THE BALKANS BY THE EU

Policy Paper by Tamara Buschek, Fabien Dupuis and Bertrand de Largentaye, 3 May 2006

BOOST THE SPIRIT OF EURO- MEDITERRANEAN COOPERATION

Study by Bénédicte Suzan, September 2003

LOOKING AFTER THE NEIGHBOURHOOD: RESPONSIBILITIES FOR THE EU-25

Policy Paper by William Wallace, July 2003

REUNIFICATION, ENLARGEMENT AND DEEPENING

Tribune by Jacques Delors,
31 December 1999



EVENTS

THE EUROPEAN NEIGHBOURHOOD POLICY: TIME TO CHANGE TACT?

Intervention of Eneko Landaburu
at the Madariaga-College of Europe
Foundation, Brussels,
22 June 2015

THE ENLARGEMENT OF THE EU TEN YEARS LATER: WHAT SOCIAL AND ECONOMIC ASSESSMENT?

Conference organised in partnership
with the Embassy of Poland in
France, Paris, 28 April 2014

VISA POLICIES AND ACCESS TO EUROPE: A MAJOR CHALLENGE FOR THE EU AND ITS NEIGHBOURS

Conference organised in partnership
with the Batory Foundation,
Paris, 28 June 2012

BEYOND THE WALL: TWENTY YEARS OF EUROPEANISATION AS SEEN FROM THE FORMER YUGOSLAVIA

Conference organised in partnership
with Kulturni Front, Belgrade,
13-16 December 2009

REUNITING EUROPE, OR EUROPE'S QUEST FOR IDENTITY(IES)

Seminar organised in partnership with
the Greek centre for European studies,
Athens, 13-14 November 1998



THE IMPLICATIONS OF THE TENSIONS BETWEEN RUSSIA AND UKRAINE ON GLOBAL RELATIONS

Pascal Lamy on *CNN*, 31 May 2014

EU'S SUPPORT FOR MOROCCO IS NOT CONDITIONAL ON HUMAN RIGHTS

Eneko Landaburu on *EurActiv.com*, 18 October 2013

"EUROPE" AND ITS "ENLARGEMENTS": ENOUGH... OR DO WE WANT MORE?

Yves Bertoncini and Sami Andoura on *The Huffington Post*, 30 June 2013

RELATIONS BETWEEN RUSSIA AND THE EU

Interview of Sami Andoura in the programme "Allo Brussels" on *Radio France Internationale*, 25 February 2011

THE ENLARGEMENT POLICY

Yves Bertoncini on *Radio France Internationale*, 14 June 2011

António Vitorino, Joanna Fomina and Roderick Parkes during the conference "Visa policies and access to Europe: a major challenge for the EU and its neighbours", organised in partnership with the Batory Foundation, Paris, 28 June 2012.



Vasco Cal, Yves Bertoncini, Marjorie Jouen and Bernard Guetta during the conference "The enlargement of the EU ten years later: what social and economic assessment?", organised in partnership with the Embassy of Poland in France, Paris, 28 April 2014.





Maintaining the EU's trade leadership

The Jacques Delors Institute deciphers the functioning and priorities of the EU's trade policy, which must allow it to retain its ranking as the leading trade power in the world and to further leverage the strategic potential of this policy in its other external action areas.

While Europeans strive to retain their trade position against the rise of China and new economic powers, the EU's trade policy is proving to be all the more important for Member States' competitiveness as, in the future, 90% of demand growth will come from outside the EU. In addition, the stalemate in multilateral negotiations is not curbing Europeans' ambition to achieve more effective regulation of globalisation.

▲ *Pascal Lamy during the conference "A TTIP-ing point for Europe in the world", organised by the Jacques Delors Institut - Berlin, Berlin, 28 September 2015.*



PUBLICATIONS

FEAR OF TTIP, GLOBALISATION, OR A MIDDLE CLASS DOWNGRADE?

Tribune by Elvire Fabry, 3 May 2016

FRANCE: A HOTBED OF OPPOSITION TO THE TTIP?

Policy Paper by Elvire Fabry, co-publication with the DGAP, 10 June 2015



EVENTS

BOOSTING TRADE AND PROTECTING THE EARTH: A CATCH 22 FOR THE 21ST CENTURY?

Intervention of Pascal Lamy at the European Forum Alpbach, 29 August 2016

A TTIP-ING POINT FOR EUROPE IN THE WORLD

Intervention of Pascal Lamy during the conference organised by the Jacques Delors Institut - Berlin, Berlin, 28 September 2015

ISDS IN TTIP: THE DEVIL IS IN THE DETAILS

Policy Paper by Elvire Fabry and Giorgio Garbasso, 13 January 2015

THE WORLD TRADE ORGANISATION: NEW ISSUES, NEW CHALLENGES

Policy Paper by Pascal Lamy, 4 September 2014

THE TTIP NEGOTIATIONS: A PIRANDELLO PLAY

Synthesis by Elvire Fabry, Giorgio Garbasso and Romain Pardo, co-publication with the EPC, 23 January 2014

CHALLENGES AND PROSPECTS OF A TRANSATLANTIC FREE TRADE AREA

Policy Paper by Bertrand de Largentaye, 10 October 2013

EUROPE'S TRADE STRATEGY: PROMISE OR PERIL?

Policy Paper by Richard Youngs and John Springford, 12 March 2013

THE CASE FOR RENEWING TRANSATLANTIC CAPITALISM

Contribution of Eulalia Rubio to this final report of the New Atlantic Capitalism project, co-publication with GMF / DemosEuropa / EPC / SWP, 21 March 2012

TRADE POLICY IN THE EU'S NEIGHBOURHOOD. WAYS FORWARD FOR THE DEEP AND COMPREHENSIVE FREE TRADE AGREEMENTS

Study by Iana Dreyer, Foreword by Eneko Landaburu, 4 May 2012

THE EUROPEAN UNION AND THE DOHA ROUND POST HONG KONG

Brief by Sophie Meunier, 14 March 2006

TTIP AND THIRD STATES

Seminar organised in partnership with the IAI, the Stiftung Mercator and the Istanbul Policy Center, Paris, 2 June 2015

TTIP: A MULTILATERAL PERSPECTIVE

Intervention of Elvire Fabry at the Mortimer Caplin Conference on the World Economy, University of Edinburgh, 2 May 2014



ENGAGING IN THE TTIP NEGOTIATION

Intervention of Pascal Lamy during the seminar organised in partnership with the EPC, Brussels, 27 November 2013



WHICH TRADE DEAL FOR THE UK?

Pascal Lamy on *BBC Radio 5*, 1st July 2016

TTIP - A TRANSATLANTIC TRADE PACT IN TROUBLE?

Elvire Fabry on radio *France Culture*, 1st September 2016

LES ENTREPRISES SONT-ELLES AU-DESSUS DES ÉTATS ?

Pascal Lamy in *Le Monde*, 26 June 2016

WHY DOES THE TTIP STIR UP PASSIONS?

Elvire Fabry in the TV programme on *France 2*, 6 May 2016

TRANSATLANTIC TRADE NEGOTIATORS SHOULD OWN UP TO THEIR AMBITION

Pascal Lamy in *The Financial Times*, 28 October 2014

▼ Elvire Fabry, Ignacio Garcia Bercero, Fabian Zuleeg and Paul Adamson during the Mortimer Caplin Conference on the World Economy "TTIP: A multilateral perspective", University of Edinburgh, 2 May 2014.





◀ Corinne Balleix, António Vitorino and José-Manuel Lamarque during the conference “The future of the European immigration and asylum policy: is the European Council up to the challenge?”, organised in partnership with the EPC, Paris, 27 June 2014.

Developing a European migration policy

Since the Treaty of Amsterdam, which made the EU a player in migration policies, it has rolled out sustained legislative and operational actions on border management, short-term visa policy, asylum and immigration. While the crisis situations oblige the EU to find common responses to an unprecedented humanitarian challenge, the Jacques Delors Institute is paying special attention to the divisions between Member States and the areas of convergence that could help them to overcome these divisions.

PUBLICATIONS

A JOBSEEKER'S VISA FOR THIRD-COUNTRY NATIONALS

Policy Paper by Yves Pascouau, 28 April 2016

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, 23 March 2016

WHAT MIGRATION STRATEGY FOR THE EU?

Synthesis by Yves Bertoncini and Yves Pascouau of our 2015 European Steering Committee, 8 March 2016

THE EU'S MIGRANT STRATEGY: A WELCOME NEW IMPETUS

Tribune by Yves Pascouau and António Vitorino, 19 May 2015

BORDER CONTROL AND THE RIGHT OF ASYLUM: WHERE IS THE EU HEADING?

Policy Paper by Corinne Balleix, 19 June 2014

LOOKING FOR AN AMBITIOUS EUROPEAN MIGRATION STRATEGY

Synthesis by Chiara Rosselli of the debate organised in partnership with the European Union Institute for Security Studies, within the project Think Global – Act European, 29 August 2013

EU MIGRATION STRATEGY: FROM ZERO TO POSITIVE SUM

Synthesis by Yves Pascouau within the project Think Global – Act European, April 2013

MOBILITY PARTNERSHIPS: A CONVINCING TOOL FOR THE EU'S GLOBAL APPROACH TO MIGRATION?

Policy Paper by Thanos Maroukis and Anna Triandafyllidou, 26 February 2013

MIGRANTS, SCHENGEN AREA AND EUROPEAN SOLIDARITY

Tribune by Yves Bertoncini, 22 June 2011

THE UNITED NATIONS CONVENTION ON MIGRANT'S RIGHTS, A LUXURY FOR THE EUROPEAN UNION?

Policy Paper by Stephen Boucher, Mantio Cinalli and Marie Barral, 6 December 2006

EVENTS

**THE REFUGEE CRISIS AND BEYOND:
WHAT EUROPEAN MIGRATION
AND ASYLUM STRATEGY?**

Panel of the Think Tanks Tandem Seminar, organised in partnership with Terra Nova, Vaux-de-Cernay, 8-9 July 2016



**EUROPEAN MIGRATION POLICY
STARTS OUTSIDE THE EU**

Hearing of Yves Pascouau by the Foreign affairs, defence and armed force Committee of the French Senate, Paris, 11 May 2016

**SEASONS OF MIGRATIONS
FROM THE SOUTH**

Intervention of Yves Bertoncini during the Forum organised by Carnegie Middle East Center, Beyrouth, 23 March 2016

**THE FUTURE OF THE COMMON
EUROPEAN ASYLUM SYSTEM**

Intervention of António Vitorino during the conference organised by the EASO, Valetta, 23 September 2015

**HOW CAN EUROPEANS ADDRESS
THE DEMOGRAPHIC CHALLENGE
THROUGH A COMPREHENSIVE
MIGRATION STRATEGY?**

Seminar organised in partnership with the EPC, Brussels, 30 October 2012

MEDIA

**ACCORD UE-TURQUIE :
QUEL DROIT D'ASILE ?**

Yves Pascouau in *Quest France*, 4 April 2016

**THE REFUGEE CRISIS AND
THE SCHENGEN AREA**

Yves Bertoncini on *BBC World News*, 17 September 2015

**CONTROL AND SOLIDARITY
AT THE EU BORDERS**

António Vitorino and Yves Pascouau on *Euradionantes*, 1st August 2015

**IL N'Y A PAS DE REMÈDE MIRACLE
POUR L'IMMIGRATION VERS L'UE**

Jacques Delors on *Radio France International*, 15 October 2013

**EU: TOWARDS A COMMON
ASYLUM POLICY**

Sami Andoura on *Euronews*, 16 December 2011



“European migration policy starts outside the EU”, hearing of Yves Pascouau by the Foreign affairs, defence and armed force Committee of the French Senate, Paris, 11 May 2016.



Ensuring the EU's security

In order to avoid the risk of a strategic downgrade raised by the erosion of their military capacities, Europeans must undertake to work together more and to clarify the role of the armed forces outside the EU. Ensuring the EU's security has become a major political challenge to which Member States cannot respond with unilateral measures, especially as the line between external and internal threats becomes blurred.

The Jacques Delors Institute strives to promote a compelling European vision that will more proactively build up a responsible and effective collective security system.

▲ *Jean-Yves Le Drian, Eneko Landaburu, Elmar Brok and Hans Martens during the presentation of the Report Think Global - Act European IV, Brussels, 25 May 2013.*



THE EU AND OUR COLLECTIVE SECURITY: STRONGER TOGETHER!

Tribune by Jacques Delors, António Vitorino, Pascal Lamy, Enrico Letta and Yves Bertoincini, 17 June 2016

EU SECURITY: A MATTER OF POLITICAL URGENCY

Tribune by Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Étienne Davignon, Nicole Gnesotto, Élisabeth Guigou, Philippe de Schoutheete, Elvire Fabry, Nicole Koenig and Thomas Pellerin-Carlin, 1st March 2016

SHOULD EUROPEAN DEFENCE BE SCRAPPED?

Synthesis by Giorgio Garbasso of Nicole Gnesotto's book, 11 September 2014

PRIORITIES OF THE EUROPEAN DEFENCE

Video interview with Élisabeth Guigou on the occasion of the European Council, 18 December 2013

EUROPEANS AND THE USE OF FORCE

Tribune by Elvire Fabry and António Vitorino, 16 December 2013

HOW CAN EUROPEANS BE CONSIDERED SERIOUSLY WITH LOWER HARD SECURITY CAPACITIES?

Synthesis by Elvire Fabry and Chiara Rosselli within the project Think Global - Act European, 11 December 2012

DEFENCE SPENDING IN EUROPE: CAN WE DO BETTER WITHOUT SPENDING MORE?

Policy Paper by Fabio Liberti, 29 June 2011

SAINT MALO PLUS FIVE: AN INTERIM ASSESSMENT OF ESDP

Policy Paper by Jolyon Howorth, 22 August 2006

**THE WORLD IS THE STAGE:
A GLOBAL SECURITY STRATEGY
FOR THE EUROPEAN UNION**
Policy Paper by Sven Biscop and
Rik Coolsaet, 30 November 2003

**CFSP THROUGH THE SPEECHES OF
JACQUES DELORS (1995-2002)**
Extracts of various interventions of
Jacques Delors, 1st March 2003

**THE EUROPEAN SECURITY
CONUNDRUM: PROSPECTS FOR
ESDP AFTER SEPTEMBER 11, 2001**
Policy Paper by Joylon Howorth,
March 2002



EVENTS

**MORE CRISES,
MORE EUROPE OF DEFENCE?**
6th edition of the "Ateliers de la Citadelle",
organised in partnership with the Ville
de Lille and Toute l'Europe.eu,
Lille, 8 October 2015

**EUROPE WITHOUT DEFENCE? CRISES
AND PERSPECTIVES FOR THE COMMON
SECURITY AND DEFENCE POLICY**
5th edition of the "Ateliers de la Citadelle",
organised in partnership with the Ville
de Lille and Toute l'Europe.eu,
Lille, 9 October 2014

Camille Grand, Général de Rousiers and Nicole Gnesotto during the 6th edition of the "Ateliers de la Citadelle", Lille, 8 October 2015.



**EUROPE OF DEFENCE:
A PRAGMATIC APPROACH**
Intervention of Jean-Yves Le Drian
within the presentation of the Report
TGAE IV, Brussels, 25 May 2013

**HOW CAN EUROPEANS
BE CONSIDERED SERIOUSLY WITH
LOWER HARD SECURITY CAPACITIES?**
Seminar within the project
Think Global - Act European,
Paris, 24 October 2012



MEDIA

**THE EU'S COLLECTIVE SECURITY:
STRONGER TOGETHER!**
Jacques Delors, António Vitorino,
Pascal Lamy, Enrico Letta and
Yves Bertoncini on *EurActiv.com*, 17 June 2016

**L'EUROPE SE DOTERA-T-ELLE
D'UNE DÉFENSE COMMUNE ?**
Thomas Pellerin-Carlin in
20 Minutes, 28 August 2016

**LA DÉFENSE EUROPÉENNE,
ÉLOGE D'UNE AGONISANTE**
Nicole Gnesotto in *Le Point*,
7 May 2014

L'EUROPE DE LA DÉFENSE
Elvire Fabry in the Swiss newspaper
Le Temps, 19 December 2013



The visibility and impact of the Jacques Delors Institute come from the constant engagement of our presidents, governing bodies, teams, as well as the priceless financial support of our partners and donors.



OUR OPERATIONS

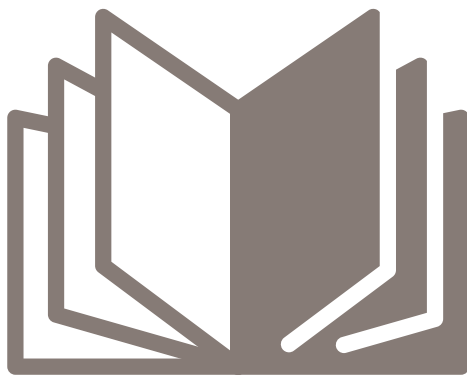
OUR PROFILE / OUR IMPACT

OUR PRESIDENTS

OUR GOVERNING BODIES

OUR TEAMS

OUR FINANCING



Our profile / our impact via our publications

Over the period from 1996 to 2016, the Jacques Delors Institute has published more than 900 publications, among which 150 Studies & Reports, more than 200 Policy Papers and Policy Briefs, almost 300 Tribunes, 170 Syntheses of events or publications on Europe, and around 20 books. These publications can be viewed in French and English on our website.

Over 500 internal and external authors (see page 72) have provided their contribution to the debates on the main European challenges analysed by the Jacques Delors Institute, such as the Economic and Monetary Union, the Energy Union, relations with the EU's neighbours, European democratic and institutional challenges, the Single Market, cohesion and solidarity, the Federation of Nation States, mobility or the EU's influence in the world.

Our publications are downloaded from our website and sent by email to all our European contacts specifically, in addition to monthly or one-off newsletters. Many of these publications are sent in hardcopy format to decision-makers and opinion leaders selected according to the subject. They are also disseminated during our events and among our institutional contacts.

Some of the analyses and recommendations that we have published received a special response, in terms of requests from decision-makers and event organisers, and also in terms of downloads and referencing in other publications and media.

THE EU AND OUR COLLECTIVE SECURITY: STRONGER TOGETHER!

Tribune by Jacques Delors, António Vitorino, Pascal Lamy, Enrico Letta and Yves Bertoncini, 17 June 2016



▲ THE EU AND GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

Tribune by Jacques Delors, António Vitorino and Pascal Lamy, 5 July 2015

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 2015

FACES ON DIVIDES: THE MAY 2014 EUROPEAN ELECTIONS

Study by Yves Bertoncini and Thierry Chopin, Foreword by Julian Priestley, 25 April 2014

UNITED IN DIVERSITY: ANTHEMS AND FLAGS OF THE EUROPEAN UNION

Study by Pierre-Robert Cloet, Bénédicte Legué and Kerstin Martel, Foreword by António Vitorino, 3 December 2013

DEEPENING THE EMU: HOW TO MAINTAIN AND DEVELOP THE EUROPEAN SOCIAL MODEL?

Study by Sofia Fernandes and Kristina Maslauskaitė for the Federal Chancellery of Austria, Foreword by Jacques Delors, 19 November 2013

SOCIAL COMPETITION IN THE EU: MYTHS AND REALITIES

Study by Kristina Maslauskaitė, Foreword by António Vitorino, 5 June 2013

SCHENGEN AND SOLIDARITY: THE FRAGILE BALANCE BETWEEN MUTUAL TRUST AND MISTRUST

Policy Paper by Yves Pascouau, 4 July 2012



▲ COMPLETING THE EURO: A ROAD MAP TOWARDS FISCAL UNION IN EUROPE

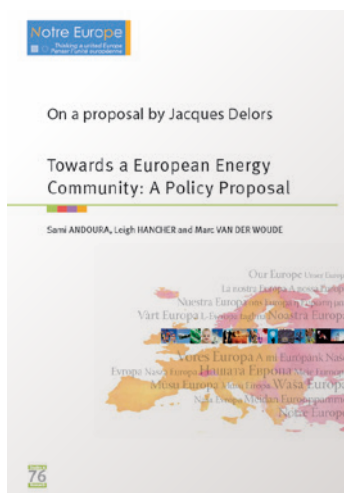
Study by the Tommaso Padoa-Schioppa group consisting of Henrik Enderlein, Peter Bofinger, Laurence Boone, Paul De Grauwe, Jean-Claude Piris, Jean André Sapir and António Vitorino, Foreword by Jacques Delors and Helmut Schmidt, 26 June 2012

POUR UNE FÉDÉRATION EUROPÉENNE D'ÉTATS-NATIONS : LA VISION DE JACQUES DELORS REVISITÉE

– book by Gaëtane Richard-Nihoul – Synthesis by Yves Bertoncini, 16 April 2012

IS THE CAP A GROUND FOR EUROPEAN SOLIDARITY OR DISUNION?

Policy Paper by Nadège Chambon, 20 June 2011



▲ TOWARDS A EUROPEAN ENERGY COMMUNITY: A POLICY PROPOSAL

Study by Sami Andoura, Leigh Hancher, Marc Van der Woude, Foreword by Jacques Delors, 11 March 2010

RESHAPING EU-US RELATIONS: A CONCEPT PAPER

Study by the high level task force on EU/USA relations consisting of Romano Prodi, Jacques Delors, Jerzy Buzek, Tommaso Padoa-Schioppa, Nicole Gnesotto, Gaëtane Ricard-Nihoul and Sami Andoura, 4 March 2010

REGIONAL INTEGRATION IN THE MEDITERRANEAN: MOVING OUT OF THE DEADLOCK?

Study by Timo Behr, 21 December 2009

THINK GLOBAL - ACT EUROPEAN I (TGAE I). THE CONTRIBUTION OF 13 EUROPEAN THINK TANKS TO THE FRENCH, CZECH AND SWEDISH EU TRIO PRESIDENCY

Study directed by Elvire Fabry and Gaëtane Ricard-Nihoul, 3 October 2008

TERRITORIAL COHESION: FROM THEORY TO PRACTICE

Policy Paper by Marjorie Jouen, 12 June 2008

1ST EUROPEAN ESTATES GENERAL: PROUD TO BE EUROPEAN?

Synthesis by Yves Bertoncini and Gaëtane Ricard-Nihoul, 17 March 2007

EUROPEAN BUDGET: THE POISONOUS BUDGET REBATE DEBATE

Study by Jacques Le Cacheux, Foreword by Pascal Lamy, 30 November 2005

REUNIFICATION, ENLARGEMENT AND DEEPENING

Tribune by Jacques Delors, 31 December 1999

FROM THE SINGLE CURRENCY TO THE SINGLE BALLOT-BOX

Tribune by the European Steering Committee and Tommaso Padoa-Schioppa, 23 November 1998



Our profile / our impact at conferences and seminars

The Jacques Delors Institute organised or co-organised 300 work seminars and public conferences throughout 10 EU countries. It also took part in almost 700 other events in more than 30 countries in the EU or further afield.

The Jacques Delors Institute was able to foster dialogue, develop its work and step up its contacts with decision-makers, experts and European citizens. 1/3 of these events were citizens' dialogue events open to the general public (launch of the "European Estates General" in France, of citizens' web dialogues, etc.). Its events are regularly accompanied by hardcopy and audio-visual publications that share the highlights to a much wider audience than those taking part.

Among our speakers we can cite for example: Michel Barnier, José Manuel Barroso, Jerzy Buzek, Sigmar Gabriel, Jean-Claude Juncker, Joschka Fischer, Herman Van Rompuy, but also many European citizens.



ARE WE DONE WITH MAD FINANCE IN EUROPE?

Citizens' dialogue organised in partnership with the Collectif Roosevelt and the Mouvement européen - Loiret, within the cycle "France and Europe: fighting threats together", Orléans, 21 January 2016

PRESIDING THE COMMISSION, GOVERNING EUROPE

Seminar organised in partnership with the Historical archives of the European Union, Brussels, 8 December 2015

A TTIP-ING POINT FOR EUROPE IN THE WORLD

Conference with Sigmar Gabriel, Matthias Fekl, Pascal Lamy *et al.* organised by our office in Germany, the Jacques Delors Institut - Berlin, Berlin, 28 September 2015

A NEW START FOR SOCIAL EUROPE?

Seminar organised in partnership with the Luxembourg presidency of the EU Council, Luxembourg, 19 June 2015

HOW TO BUILD EUROPE FOR CITIZENS?

Debate on the European citizenship within the project "Horizon EU", Bucarest, 8 December 2014

HERMAN VAN ROMPUY - FIVE YEARS AS PRESIDENT OF THE EUROPEAN COUNCIL: LESSONS AND CHALLENGES

Conference organised in partnership with Sciences Po Paris, Paris, 25 November 2014

CITIZENS' MEETING

Second step of the project "Horizon EU" organised in partnership with OPTEM, which enabled more than 150 citizens in Europe to debate together and with their EU institutions representatives, Brussels, 4-5 May 2014

EUROPEAN ELECTIONS 2014: AN OUTLINE OF A EUROPEAN PUBLIC SPACE?

Final seminar of the cycle "European public space" organised in partnership with EuroPartenaires and EuroCité, Paris, 2 December 2014

◀ Jacques Delors,
Valéry Giscard d'Estaing
and young people meeting
at the Mutualité for the
launch of the EU Story
competition, Paris, 14
November 2012.



◀ Herman Van Rompuy, Pascal Lamy, Yves Bertoncini and Renaud Dehousse during the conference "Herman Van Rompuy - Five years as president of the European Council: Lessons and challenges", organised in partnership with Sciences Po Paris, Paris, 25 November 2014.

**EUROPEAN SOLIDARITY:
WHERE DO WE STAND?
SHOULD WE FOSTER IT AND HOW?**

4th European Forum of think tanks, Barcelona, 30 September - 1st October 2010

TOMORROW'S EUROPE

Debate in the European Parliament on the first pan-European deliberative poll, Brussels, 12-14 October 2007

PROUD TO BE EUROPEAN?

1st European Estates General organised in partnership with the Mouvement européen - France et Europeanova, Lille, 17 March 2007

DELIBERATIONS AND CITIZENSHIP

Organised at the CNAM in partnership with the European University Institute in Florence, the Centre for European Policy Studies, the Institute for Referendum and Initiative, and Europeum, Paris, 6-7 April 2006

THE UNITY OF EUROPE: A PROJECT FOR THE 21ST CENTURY

Lectio Magistralis of Jacques Delors to open the 2005-2006 academic year of the European College of Parma Foundation, Parma, 5 November 2005

GOVERNMENTS AND INTERNATIONAL ORGANISATIONS FACING THE DEBT OF SOUTHERN COUNTRIES

Intervention of Jacques Delors during the seminar "In debito di giustizia," Milan, 3 February 2001

FIRST EUROPEAN STEERING COMMITTEE OF THE JACQUES DELORS INSTITUTE

Paris, 1998

ECONOMIC CONVERGENCE AND EMPLOYMENT IN EUROPE: WHAT PROMISES FOR THE EMU?

Workshop organised in partnership with *La Libre Belgique* and *De Morgen*, Brussels, 29 May 1997



▲ Jean-Paul Pollin, Nicolas Véron, Patrice Dezalle and Michel Crinetz during the Citizens' dialogue "Are we done with mad finance in Europe?", organised in partnership with the Collectif Roosevelt and the Mouvement européen - Loiret, Orléans, 21 January 2016.

EU CHALLENGES: GLOBALISATION AND EMPLOYMENT

Citizens' dialogue organised in partnership with the Mouvement européen - France within the cycle "Right of inventory, right to invent", Albi, 25 November 2013

EU EXTERNAL ACTION: TIME FOR A STRATEGIC REBOUND

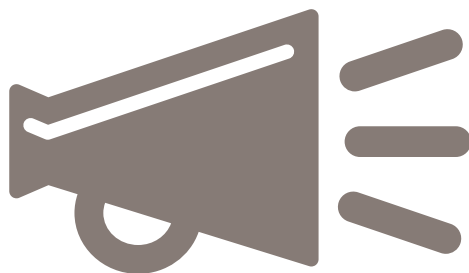
Seminar organised within the project Think Global - Act European, Brussels, 15 May 2013

BUILDING EUROPE: A PROJECT OF GENERATIONS

Jacques Delors, Valéry Giscard d'Estaing and more than 900 young people met at the Mutualité for the launch of the EU Story competition, Paris, 14 November 2012

SOLIDARITY, AN ENGINE FOR THE EU

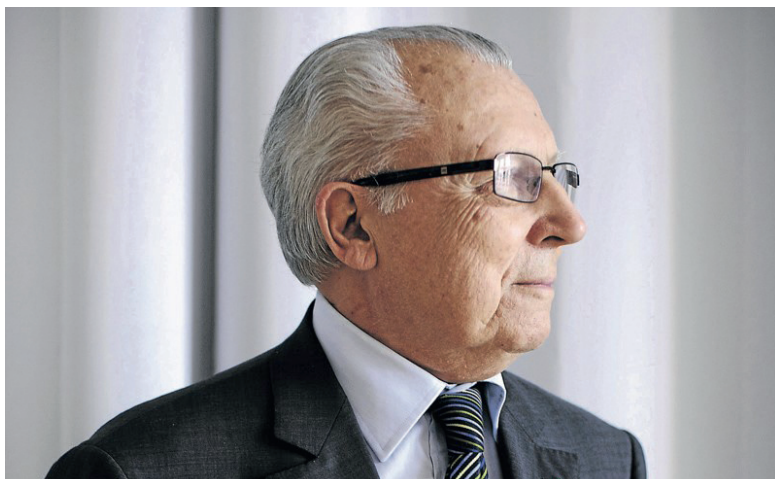
Intervention of Yves Bertoncini on European solidarity during the Autumn University of the Mouvement européen - France, Dijon, 22 October 2011



Our profile / our impact in the media

Since its foundation, the Jacques Delors Institute has made regular appearances in European media outlets, through its Presidents, its Director and its team - and via its German office, the Jacques Delors Institut - Berlin, since 2014.

From being highly present in the printed press for the first ten years, we have turned increasingly towards broadcasting following the success of 24-hour news channels throughout Europe. We have reached a balance between media interviews in the press, on the radio and on television. In this way we highlight our work and take a stance in the main current affairs debates while reaching various audiences and a broad target.



EL BREXIT, UN DESAFÍO EUROPEO

Enrico Letta, Yves Bertoncini *et al.*
in *La Vanguardia*, 19 July 2016

ANALYSIS OF BREXIT

Yves Bertoncini on *BBC*, 26 June 2016

BREXIT... NOW WHAT?

Pascal Lamy on *BBC Newsnight*, 25 June 2016

SCHENGEN JE MRTVÝ?

AŽ ŽIJE SCHENGEN

The final declaration of our 2015 European Steering Committee in the Czech newspaper *Hospodářské Noviny*, 18 December 2015

THE GREEK CRISIS

Henrik Enderlein on *ZDF TV*, 9 July 2015

EU & GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

Jacques Delors, Pascal Lamy
and António Vitorino in
The World Post, 9 July 2015

THE EU MIGRATION POLICY

Yves Bertoncini cited in *Le Progrès* and the newspapers of the Ebra group, 25 April 2015



EINE PRALLE AGENDA

The final declaration of our 2013 European Steering Committee in *Handelsblatt*, 30 November 2013

L'EUROPE DE L'ÉNERGIE, C'EST MAINTENANT !

Jacques Delors, Martin Schulz, Sami Andoura, Jerzy Buzek and António Vitorino in *Le Monde*, 20 May 2013

VINGT ANS APRÈS 1992, RELANCER LE MARCHÉ UNIQUE EUROPÉEN

Jacques Delors in *La Tribune*, 6 November 2012

UNE VISION CLAIRE POUR L'EURO AFIN QU'IL SORTE RENFORCÉ DE CETTE CRISE

Jacques Delors, António Vitorino, Étienne Davignon and Yves Bertoncini in *Le Monde*, 15 July 2011

L'EURO AVAIT « UN VICE DE CONSTRUCTION »

Jacques Delors in *L'Obs*, 8 June 2010

JE SUIS MEURTRI PAR L'INTERVENTION DU FMI EN GRÈCE

Jacques Delors in *Paris Match*, 21 April 2010

WHO IS TO BLAME FOR EU VOTER APATHY?

Gaëtane Ricard-Nihoul in *Spiegel Online*, 3 June 2009

LOOKING BACK, LOOKING FORWARD

Jacques Delors in *Time Magazine*, 22 March 2007

CAN WE BE HOPEFUL ABOUT EUROPE'S FUTURE?

Pascal Lamy in *The Financial Times*, 21 March 2007

ENERGY DIVIDES THE EUROPEAN UNION

Tommaso Padoa-Schioppa in *Il Corriere della Sera*, 22 March 2006

PASCAL LAMY PLEADS FOR "YES" IN THE REFERENDUM

Interview in *Le Parisien*, 19 March 2005

UNE NOUVELLE CONSTITUTION POUR L'EUROPE

Interview of Jacques Delors on *Europe 1*, 29 June 2004

THE CREATION OF "NOTRE EUROPE"

Jacques Delors on *TF1*, 1997





Our profile / our impact on the web

The Jacques Delors Institute has been on the web since the first years of its creation but from 2011 its presence was stepped up and improved. In 2011, the Institute created a new website boasting three times more visitors on average per month (22,000).

In 2009 a Facebook account was opened and turned into a page in 2011. In the same year, a Twitter account was launched. Thanks to a constantly renewed digital communications strategy, more than 10,000 followers on Twitter and 11,000 fans on Facebook have decided to follow our activities on social networks.

In order to diversify its formats and media, the Jacques Delors Institute also launched a YouTube channel, which currently includes 110 videos, and a SoundCloud channel which, with its 334 soundbites, is our audience's favourite dissemination outlet



JOSCHKA FISCHER ABOUT GERMANY, REFUGEE CRISIS AND MERKEL'S POLICIES

23 October 2015

A TTP-ING POINT FOR EUROPE IN THE WORLD

Reinhard Bütikofer, Peter Chase, Henrik Enderlein, Matthias Fekl, Sigmar Gabriel, Anna Joubin-Bret, Sabine Konrad, Markus Krajewski, Pascal Lamy, Christoph von Marschall, Friedrich Merz and Denis Redonnet, 20 October 2015

THE COMMISSION LEADERSHIP AND THE GOVERNANCE OF EUROPE

Jean-Claude Juncker, 16 March 2015

JACQUES DELORS DISCUSSES THE COMMISSION PRESIDENCY AND THE EU'S INSTITUTIONAL FUNCTIONING

16 March 2015

JEAN-CLAUDE JUNKER DISCUSSES THE COMMISSION PRESIDENCY AND THE DELORS YEARS

22 January 2015

FREE MOVEMENT OF PEOPLE: ANTÓNIO VITORINO CLARIFIES THE DEBATE

18 December 2014

JEAN-CLAUDE TRICHET REND HOMMAGE À LA MÉMOIRE DE TOMMASO PADOA-SCHIOPPA

17 December 2014

LE BILAN DES CRISES ÉCONOMIQUES RÉCENTES DE L'UE

Enrico Letta, 13 May 2014

THE OBJECT AND THE PURPOSE OF THE TRANSATLANTIC FREE TRADE AGREEMENT

Bertrand de Largentaye, 21 September 2014

L'EMPLOI EST ENCORE UNE COMPÉTENCE DES ÉTATS MEMBRES DE L'UE

Sofia Fernandes, 4 April 2014

QUE PEUT L'EUROPE POUR L'EMPLOI DES JEUNES ?

French citizens within the cycle "Right of inventory, Right to invent", 23 March 2014



LE PARISIEN MAGAZINE. Faut-il sauver la peau de l'euro?

La Presse Magazine • Grand angle | Stéphane Legros | 22 septembre 2016, 22h42 | 164 | 25 septembre 2016, 9h00



THE IMPACT OF THE POPULIST PARTIES IN THE NEXT EUROPEAN PARLIAMENT

▶ Yves Bertoncini, 4 February 2014

GÉNÉRATION ERASMUS : COMMENT L'EUROPE FAIT BOUGER LES JEUNES ?

▶ Gaëtane Ricard-Nihoul, Pierre Goxe and Franz Schraner, 19 November 2013

L'EUROPE EST-ELLE DÉMOCRATIQUE ?

▶ Yves Bertoncini and Malo Mofakhami, 19 November 2013

BENGUI AU PARLEMENT EUROPÉEN : LA VRAIE VIE DE BENGUI

▶ 18 November 2013

L'EURO JOUE UN RÔLE POSITIF DANS LA CROISSANCE ALLEMANDE

■ Rolf Robert Herden, 4 November 2013

JACQUES DELORS RÉPOND À VOS QUESTIONS SUR LA CONSTRUCTION EUROPÉENNE, L'ÉCONOMIE, LES RELATIONS UE/ROYAUME-UNI ET LES ÉLECTIONS

▶ 31 October 2013

WHAT ARE THE FEATURES OF THE EUROPEAN ENERGY COMMUNITY?

▶ Sami Andoura, 1st October 2013

THIERRY REPENTIN PRÉSENTE SA VISION DE L'EUROPE

■ 16 September 2013

LE MONDE, L'EUROPE, LA FRANCE

■ Pascal Lamy, 20 March 2013



Our Presidents

OUR FOUNDING PRESIDENT: NEWS AND THE JACQUES DELORS ARCHIVES

Jacques Delors was elected MEP in 1979 and chaired the European Parliament's Economic and Monetary Affairs Committee until 1981, upon which he became Minister of Finance and Economy in France. In 1985, he left Paris for Brussels and acted as President of the European Commission for three terms of office. These ten years brought a new impetus to the European integration process, with in particular the implementation of the Single Market, the strengthening of Social Europe and the European budget, and the clear drive to create a genuine European citizenship that combines national sensitivities. The European Council awarded him the title "Honorary Citizen of Europe" in June 2015.

At the end of his presidency of the European Commission, Jacques Delors decided to create a think tank in favour of European construction. He named it "Notre Europe" (Our Europe) to stress its citizen dimension. The guiding principle behind this European think tank, founded in France in October 1996, was to propose analyses and recommendations on European politics, the issues that resonated with the actions and mindset of its Founding President, and the contemporary challenges facing the European Union.

Convinced that the past must enlighten the future, Jacques Delors decided to open his personal archives to consultation in 2015. In order to improve visibility and to make it easier to access these archives from different countries, the Jacques Delors Institute entered into communication and dissemination partnerships (including in particular a scholarship for researchers and an award for students) with many European academic organisations. The Jacques Delors Archives can now be viewed in Belgium, France, Italy, Poland and Switzerland.



PUBLICATIONS

THE EU AND GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

Tribune by Jacques Delors, Pascal Lamy
and António Vitorino, 4 July 2015

LA COMMISSION ET LE FONCTIONNEMENT INSTITUTIONNEL DE L'UE

Video tribune by Jacques Delors,
16 March 2015

ENGAGING EUROPE IN THE WORLD

Tribune by Jacques Delors, Pascal Lamy,
António Vitorino, Eneko Landaburu,
Élisabeth Guigou, Étienne Davignon,
Nicole Gnesotto, Philippe de Schoutheete,
Elvire Fabry and Sami Andoura,
18 June 2014

FOR A NEW RELAUNCH OF THE SINGLE MARKET

Tribune by Jacques Delors,
15 October 2012

TOWARDS A NEW EUROPEAN ENERGY COMMUNITY

Joint declaration by Jacques Delors
and Jerzy Buzek, 6 May 2010

THE PROPOSALS OF JACQUES DELORS AND NOTRE EUROPE ON ECONOMIC POLICY CO-ORDINATION

Tribune by Lluís Navarro and
Jacques Delors, 2 September 2008

EUROPEAN CONSTRUCTION, YESTERDAY, TODAY AND TOMORROW

Tribune by Jacques Delors, 5 January 2004

THE ECONOMIC AND MONETARY UNION

Tribune by Jacques Delors,
1st May 2001

1ST CONVENTION OF THE CIVIL SOCIETY ORGANISED AT EUROPEAN LEVEL

Synthesis by Jacques Delors and
the European Economic and Social
Committee, 15 October 1999

EUROPE BETWEEN SURVIVAL AND DECLINE

Tribune by Jacques Delors and the
Royal Institute for International
Relations, 24 April 1997



EVENTS

THE COMMISSION LEADERSHIP AND THE GOVERNANCE OF EUROPE

Seminar, Brussels, 8 December 2015

BUILDING EUROPE:

A PROJECT OF GENERATIONS

Jacques Delors, Valéry Giscard d'Estaing and more than 900 young people met at the Mutualité for the launch of the EU Story competition, event organised in partnership with the Association des professeurs d'histoire-géographie (APHG), the European Youth Parliament - France, EUstory - The history network for young Europeans, La Sorbonne, La Maison de la Mutualité and *Toute l'Europe.eu*, Paris, 14 November 2012

1ST FIRST EUROPEAN ESTATES GENERAL

Conference organised in partnership with Europanova and the Mouvement européen, Lille, 17 March 2007

TOWARDS A NEW EUROPEAN UNION

Intervention of Jacques Delors during a cycle of conferences organised by the Institute of Spain, Madrid, 9 May 2002

REUNITING EUROPE:

EUROPE SEARCHING FOR IDENTITY(IES)

Seminar in Athens, 13-14 November 1998



MEDIA

EUROPE ON THE BRINK OF THE ABYSS

Jacques Delors invited in the morning radio programme of *France Culture*, 23 August 2011

ECONOMIC CRISIS IN GREECE AND FEARS ON THE EURO AREA

Jacques Delors in the evening TV news programme "Soir 3" on channel *France 3*, 5 May 2010

SOCIALIST PARTY AND EUROPEAN CONSTITUTION: DELORS VOTES "YES"

Jacques Delors in the evening TV news programme on channel *France 3 - Pas-de-Calais*, 25 November 2004

EUROPE'S NIGHT – 1ST PART: THE EU ENLARGEMENT TO 25 MEMBER STATES

Jacques Delors on TV *France 3*, 2004

GISCARD D'ESTAING - JACQUES DELORS AND THE ADOPTION OF THE EURO

Jacques Delors and Valéry Giscard d'Estaing in the TV programme "Mots croisés : Les Lundis de l'information" on channel *France 2*, 27 April 1998

OUR 4 OTHER PRESIDENTS

Jacques Delors, Founding President of Notre Europe in 1996, wished to step down from his duties in 2005 and passed on the baton to his former Chief of Staff at the European Commission, **Pascal Lamy**. Pascal Lamy was President of Notre Europe from 2004 to 2005, between the end of his term as a European Commissioner for Trade and his appointment as Director-General of the World Trade Organization, where he served for two consecutive terms between 2005 and 2013. He is currently President Emeritus of the Jacques Delors Institute and member of its Board of Trustees.

Joint Secretary to the Delors Committee on the Economic and Monetary Union (1988-1989), **Tommaso Padoa Schioppa** took the helm in 2005. He was President of Notre Europe for five years, and was concomitantly Minister of Finance for the Italian government in 2007-2008. In August 2010, he was appointed by the Greek Prime Minister Counsel for issues related to management of the economic crisis and public debt in the financial system. Tommaso Padoa-Schioppa's presidency was tragically cut short upon his death in Rome in December 2010.

European Commissioner for Justice and Home Affairs during the Prodi Commission, **António Vitorino** took over the presidency at this sad time. Elected to Parliament in 1980, he was appointed Minister for Parliamentary Affairs in the government of Mario Soares (1983-1985), then Deputy Secretary in the Macao government (1986-1987). He was a judge on Portugal's Constitutional Court (1989-1994) before being elected MEP in 1994. In 1995, he became Deputy Prime Minister and Defence Minister of Portugal. A lawyer by profession since 1982, he has been an associate at the law firm Cuatrecasas, Gonçalves Pereira & Associados since 2005. He is currently a member of the Jacques Delors Institute's Board of Trustees.

Enrico Letta, former Italian Prime Minister and Dean of the Paris School of International Affairs at Sciences Po (PSIA), took over from António Vitorino in July 2016. He was the Italian Minister for European Affairs, then Minister of Industry, Trade and Craftsmanship in the governments of Massimo D'Alema and Giuliano Amato. After acting as a member of the opposition from 2001 to 2006, he rejoined the government in 2006 as Secretary to the Council of Ministers under Romano Prodi. Appointed Prime Minister in April 2013, he formed a grand coalition government and stepped down as Prime Minister in February 2014 and as member of the Chamber of Deputies in April 2015.

Our governing bodies

OUR BOARD OF TRUSTEES AS OF 5TH OCTOBER 2016

Tommaso Padoa-Schioppa wished to create our Board of Trustees in 2009, with a view to ensuring continuity in the Institute's functioning and development, in accordance with its corporate purpose and founding principles.

Our Board of Trustees is made up of personalities close to our Founding President Jacques Delors, in particular his daughter Martine Aubry, Pascal Lamy and Étienne Davignon who have played an active role in Notre Europe since its foundation in 1996. The President of the Jacques Delors Institute sits in an ex officio capacity on the Board of Trustees but is not a formal member. Members of the Board of Trustees cannot combine this position with that of member of the Board of Directors. The composition of the Board of Trustees has changed only slightly since its creation in 2010. In 2015, Gerard Cromme replaced Pedro Solbes and António Vitorino joined the Board of Trustees in 2016 upon stepping down from the presidency of the Institute's Board of Directors.

The Vice-President and Treasurer attends meetings of the Board of Trustees and is assisted by a secretariat comprising the Institute's Director and officer in charge of development.

OUR BOARD OF DIRECTORS AS OF 5TH OCTOBER 2016

Our Board of Directors is responsible for the management of the Jacques Delors Institute and the steering and impetus of its work. It is chaired by Enrico Letta, who represents the Institute in all legal and public matters and authorises its expenditure.

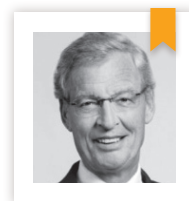
Some personalities brought together by Jacques Delors in 1996 are still members of the Board of Directors today: Jean-Louis Bourlanges, Laurent Cohen-Tanugi, Élisabeth Guigou, Eneko Landaburu, Riccardo Perissich and Christine Verger. Pascal Lamy, also a founding member, left the Board of Directors in 2005, but joined the Board of Trustees upon its creation in 2010.

The composition of the Board of Directors is renewed regularly, in particular following the 2004 enlargement. The number of members has increased from sixteen in 1996 to 26 in 2016 (see page 75). It is currently made up of twenty-six members of eleven different nationalities (Belgian, British, Czech, French, German, Hungarian, Italian, Polish, Portuguese, Spanish and Swedish).

As we celebrate our 20th anniversary, our thoughts go to the members of the Board of Directors who are no longer with us and to their contribution to the development of our work: Tommaso Padoa-Schioppa, Jean Durieux, François Lamoureux, Jean François-Poncet, Loyola de Palacio, Karel Van Miert, Christian Join-Lambert, Fernand Braun and Philippe de Schoutheete.



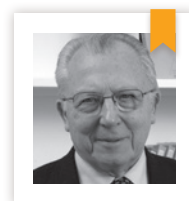
Martine Aubry
Mayor of Lille, former Minister



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 the Jacques Delors Institute, former President of the European Commission, former French Minister

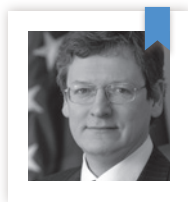


Philippe Lagayette
President of the Fondation de France, former Head of Cabinet of Jacques Delors, Vice-President and Senior Advisor to Barclays Capital Bank



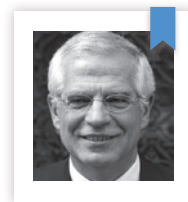
Pascal Lamy

President emeritus of the Jacques Delors Institute, Former Director General of the WTO, former European Commissioner



László Andor

Former European Commissioner, Senior Fellow at the Hertie School of Governance, Associate Professor at the ULB



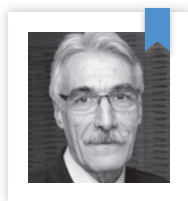
Josep Borrell Fontelles

Former President of the European Parliament, Former President of the European University Institute in Florence



António Vitorino

Lawyer, former President of the Jacques Delors Institute, former European Commissioner, former Portuguese Minister



Gérard Andreck

Former President of the Macif Group



Jean-Louis Bourlanges

Associate Professor at Sciences Po Paris, former MEP



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



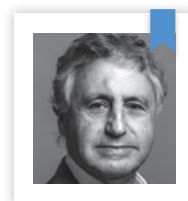
Jerzy Buzek

MEP, former President of the European Parliament, former Polish Prime Minister



Yves Bertoncini

Director of the Jacques Delors Institute, Administrator of the European Commission



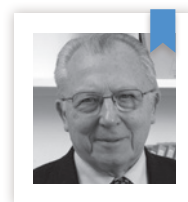
Laurent Cohen-Tanugi

Vice-President of the Board of Directors, Treasurer of the Jacques Delors Institute, international lawyer and writer



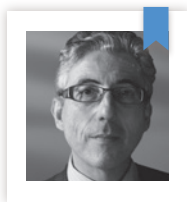
Joachim Bitterlich

Ambassador (Ret.), Professor at the ESCP Europe Paris



Jacques Delors

Founding President of the Jacques Delors Institute, former President of the European Commission, former French Minister



Jonathan Faulx
Director general
at the European Commission



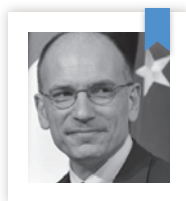
Pierre Lepetit
Honorary Inspecteur Général
des Finances



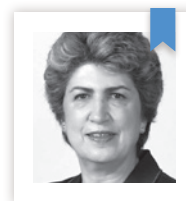
Gaëtane Ricard-Nihoul
Deputy Head of the European Commission
Delegation in France, former Secretary
General of the Jacques Delors Institute



Pavel Fischer
Ambassador (Ret.)
of the Czech Republic in France



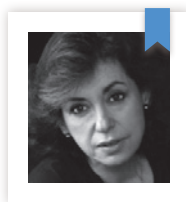
Enrico Letta
President of the Jacques Delors Institute,
Dean of the School of International
Affairs at Sciences Po Paris (PSIA),
former Italian Prime Minister



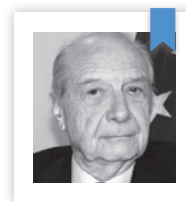
Maria João Rodrigues
MEP, former Portuguese Minister



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)



Sophie-Caroline de Margerie
Member of the Conseil d'État



Philippe de Schoutheete
Former Belgian Ambassador to the EU,
member of the Board of the Egmont Institute



Élisabeth Guigou
Member of the French Assemblée
nationale, President of the Foreign Affairs
Committee, former French Minister



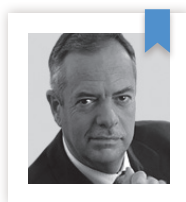
Riccardo Perissich
Former European Commission Director General
For Industry, Executive Vice-President
of the Italian branch of the Council
for the United States and Italy



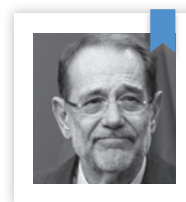
Daniela Schwarzer
Director of the Europe Programme
at the German Marshall Fund



Eneko Landaburu
Former Ambassador and former head
of the European Union Delegation
to the Kingdom of Morocco



Julian Priestley
Former Secretary General of the
European Parliament



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, 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

OUR EUROPEAN STEERING COMMITTEE

Each year, our European Steering Committee (ESC) invites around forty high-profile European figures to come together to discuss the subjects of fundamental importance to the future of the EU. The members of our Board of Directors and of our Board of Trustees are full members of the ESC.

The ESC has a role in steering the work of the Jacques Delors Institute and proposes ways forward for European construction. Following its debates, it adopts a declaration, usually published in numerous European media outlets. The ESC meetings are also followed by written summaries presenting the main analyses and proposals discussed.

▼ Joachim Bitterlich, Jean-Louis Bourlanges, Günter Burghardt, Arancha Gonzalez, Enrico Letta, Philippe Lagayette, and Sophie-Caroline de Margerie during the meeting of our European Steering Committee, Paris, 23 October 2015.



Our teams

► The team of the Jacques Delors Institute on 5 September 2016. Missing: Cliona Chadwick, Nadège Chabon, Renaud Dehousse, Marjorie Jouen, David Rinaldi, Frank Vandembroucke and the team of the Jacques Delors Institut - Berlin.



OUR SECRETARY-GENERALS AND DIRECTOR

Adviser in the private office of the President of the European Commission Jacques Delors, then Director of the Representation of the European Commission in France from 1994 to 1996, **Christine Verger** was the first Secretary-General of Notre Europe, which she was in charge of creating and directed between 1996 and 1999 under the presidency of Jacques Delors. She then became Secretary General of the Party of European Socialists at the European Parliament (1999-2004) and is currently Director of relations with national parliaments at the European Parliament.

Agricultural engineer and graduate of the Institut National d'Agronomie in Paris and official of the French Ministry for Agriculture, **Jean Nestor** was Secretary-General of Notre Europe from 1999. He was behind the rise of our think tank, under the presidency of Jacques Delors. Former Secretary-General of the Mouvement européen - France, he was also Vice-President of Notre Europe. He stepped down as Secretary-General in 2004 and is currently retired.

In charge of the team for "European and international affairs" in the cabinet of the Belgian Vice-Prime Minister (1999-2002), then an official in the European Commission Directorate-General for Education and Culture, **Gaëtane Ricard-Nihoul** became Secretary-General of Notre Europe in 2004. She worked under the successive presidencies of Jacques Delors, Pascal Lamy and Tommaso Padoa-Schioppa. During her tenure, she published many studies on institutional and democratic issues. She joined the European Commission Representation in France in 2011 where she is currently Deputy Head and Director of the political unit.

Yves Bertoncini was appointed Director of the Jacques Delors Institute in April 2011. He also works in secondment as an administrator of the European Commission. He was previously adviser to the Secretary-General of European Affairs in Paris (2010-2011) and officer in charge of research on Europe at the Centre d'analyse stratégique (2006-2009). He also worked at the French Ministry of Foreign Affairs on the organisation of the "National Dialogue for Europe" (1995-1997) and at the French embassy in Algiers (1992-1993). He was Head of international affairs at the Fédération Française des Sociétés d'Assurance (French insurance association) from 2002 to 2005. He holds teaching positions at the Corps des Mines in Paris and the College of Europe in Bruges.

OUR TEAM IN 2016

On 1st October 2016, the Jacques Delors Institute team, under the direction of Yves Bertoncini, comprised eleven permanent members. Throughout the year, it has enjoyed the regular assistance of three research assistants, six advisors and three associate research fellows, in addition to the invaluable input of its president, of Pascal Lamy and of Jacques Delors. Eight nationalities are represented in the team: American, Belgian, French, German, Irish, Italian, Portuguese and Spanish (see page 77).

Our office in Germany, the Jacques Delors Institut - Berlin, was founded in January 2014, on the basis of a partnership with the Hertie School of Governance. As of 1st October 2016, its Director, Henrik Enderlein, is supported by a team of six research fellows, three affiliate research fellows, a communications officer, an administrative officer and a deputy administrative officer.

The two teams in Paris and Berlin work together in close coordination on the basis of a shared work programme.

Jacques Delors
Founding President

Enrico Letta
President

Pascal Lamy
President emeritus

Yves Bertoncini
Director of the
Jacques Delors Institute

Henrik Enderlein
Director of the Jacques Delors
Institut - Berlin

BERLIN OFFICE

Prof. Dr Henrik Enderlein
Director

Dr Anna auf dem Brinke

Research fellow, EMU

Paul-Jasper Dittrich

Research fellow, EMU

Jörg Haas

Research fellow, EMU

Dr Nicole Koenig

Research fellow, Foreign
relations and security policy

Valentin Kreiling

Research fellow, EU
Institutions and Governance

Philipp Ständer

Research fellow, Financial Markets

Heidi Marleen Kuhlmann

Project manager, European
Politics and Communications

Gabriele Brühl

Head of administration

Carolin Köster

Deputy head of administration

Jan Jakub Chromiec

Affiliate fellow, Foreign relations
and security policy

Jekaterina Grigorjeva

Affiliate fellow, Energy

Laura Maria Wolfstädter

Affiliate fellow, EU Institutions
and Governance

EUROPEAN UNION AND CITIZENS

Yves Bertoncini

Politics and institutions,
Democracy, Mobility

Mathilde Durand

Project manager "Germany"

Claire Versini

Citizen & pedagogical
activities manager

Hamza Abbas

Research assistant, Politics and
institutions, Democracy, Mobility

Jean-Pierre Bobichon

Jacques Delors's Adviser,
Relations with social actors

Alain Dauvergne

Adviser, Public opinion,
Institutions

Prof. Renaud Dehousse

Adviser, European Integration

COMPETITION - COOPERATION - SOLIDARITY

Sofia Fernandes

Senior research fellow,
Economic and social affairs

Thomas Pellerin-Carlin

Research fellow, European
energy policy

Dr Eulalia Rubio

Senior research fellow,
Economic and social affairs

Nadège Chambon

Associate senior research fellow,
Agriculture and rural development

Dr David Rinaldi

Associate research fellow,
Economic and social affairs

Marjorie Jouen

Adviser, Regional and
cohesion policy

Prof. Frank Vandembroucke

Adviser, Social affairs

Jean-Arnold Vinois

Adviser, Energy policy

EUROPEAN EXTERNAL ACTION

Dr Elvire Fabry

Senior research fellow,
EU external action, "Think
Global - Act European"

Natalia Martin

Research assistant,
EU external action

Emmett Strickland

Research assistant,
EU external action

Dr Yves Pascouau

Associate senior research
Fellow, Migration

EDITION

Mathilde Durand

Editor

COMMUNICATIONS

Nicolò Conti

Communications and
Media officer

EVENTS

Claire Versini

Events Manager

SUPPORT

Cliona Chadwick

Management officer,
Office manager

Ute Guder

Administration and finances
manager, Personal assistant to
Jacques Delors and Pascal Lamy

Claire David

Archives manager



Our financing

The foundation of Notre Europe in 1996 was made possible thanks to a decision of the European Council and funding from the European Commission: these two institutions were in favour of Jacques Delors continuing to contribute with his teams to drafting analyses and recommendations on the functioning and future of the European Union.

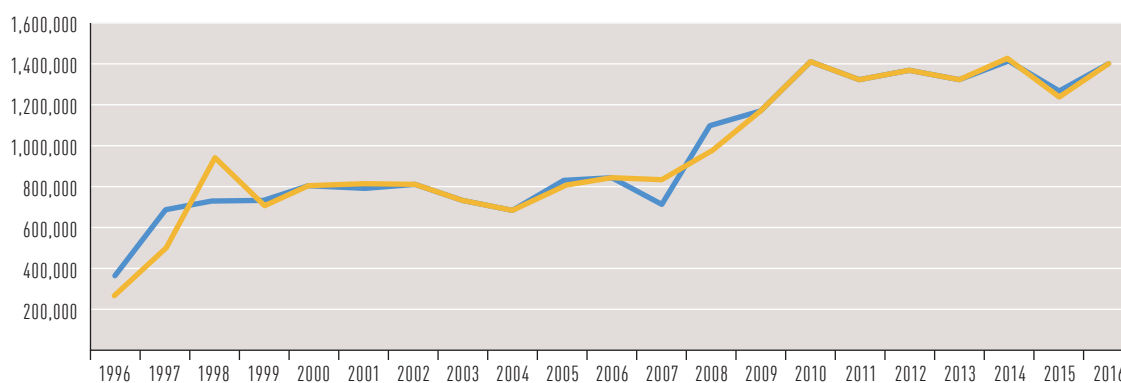
Our financing sources have gradually diversified since then and are now based on multi-year public and private contributions from several EU Member States. Funding also comes from per-project contributions, in particular from calls for tenders. Since 2015, our financing is supplemented by contributions from citizens accepting to join our pool of donors.

We wish to take this opportunity in the celebration of our Institute's 20th anniversary to express our heartfelt thanks to all our major partners, partners and donors.

Our average annual budget has doubled since the Institute was founded (see Figure below) and now accounts for approximately €1.4 million.

Our Annual Reports include a detailed presentation of the development and breakdown of our resources and expenditure. They can be viewed on our website www.delorsinstitute.eu (section About us/Our mission/Our annual reports).

Evolution of our expenditure and resources 1996-2016 (in euros)



■ OPERATING REVENUES
■ OPERATING COSTS

2007: excluding the "Tomorrow's Europe" project
2014 / 2015 / 2016: excluding the budget of our office in Germany, the JDI-Berlin
2016: provisional budget

OUR MAJOR PARTNERS

Our major partners provide multi-year support for our work, contributing sums exceeding €100,000 per year.

The European Commission is the Jacques Delors Institute's long-standing major partner, despite the steady decrease in its multi-year subsidy over the last twenty years. Its funding is allocated to the Institute as part of the call for tenders of the "Europe for Citizens" programme and remains the largest multi-year contribution we receive.

The French government joined the European Commission as our second major partner in 2008.



MACIF was also one of our major partners between 2010 and 2015 and remains our partner today. The same goes for the Compagnia di San Paolo between 2009 and 2014, and the Institute still receives per-project contributions from this partner.



OUR PARTNERS

Our partners provide multi-year support for our work, contributing amounts exceeding €50,000 per year.

In 2016, the Jacques Delors Institute counted on the support of four of these partners: MACIF, Engie, the Calouste Gulbenkian Foundation and Solvay.



FUNDAÇÃO CALOUSTE GULBENKIAN



SOLVAY
asking more from chemistry®

The Institute has also enjoyed multi-year financial support from several other partners: the Government of the Grand Duchy of Luxembourg between 1997 and 2014, Veolia between 2008 and 2011 and Nestlé in 2008 and 2010.



LE GOUVERNEMENT DU GRAND-DUCHÉ DE LUXEMBOURG



The Jacques Delors Institute was able to open its office in Germany in 2014 through a partnership with the Hertie School of Governance. The Jacques Delors Institut - Berlin has since enjoyed partnerships with the Bertelsmann Foundation and the German Federal Chancellery.



Hertie School of Governance



Bundeskanzleramt

BertelsmannStiftung

Lastly, the Jacques Delors Institute has always benefited from staff made available by the European Commission in particular, and also by the French Ministry for Agriculture and the French Ministry for the Economy and Finance.



OUR PROJECT PARTNERS

The implementation of our activities enjoys a great number of contributions related to the co-funding of specific projects.

Several of these partners support us regularly:

- The European Commission, and its representative in France
- The French Ministry for Foreign Affairs
- The European Parliament, and its representation in France
- Caisse des dépôts et Consignations
- Fondation Crédit Mutuel
- Fondation Hippocrène



We were also able to count on the support provided by the Fonds Notre Europe, supplemented by fees earned by our President Emeritus Pascal Lamy since 2013. This financial support allowed us to pursue our project for the enhancement of Jacques Delors' archives and to support the activities of our office in Germany, the Jacques Delors Institut - Berlin.

Other partners throughout Europe have supported us by funding specific one-off projects. These include:

- Malta Presidency of the EU Council (2016)
- Republic and Canton of Geneva (2013)
- Austrian Federal Chancellery (2012)
- INET (2011)
- AGF (2007)
- Renee Fisher Foundation (2007)
- OSI (2007)
- Thalys (2007)
- FARM (2006)
- JETRO (2005 et 2007)
- Millenium (2004)
- Sénat (2004)
- German Ministry for Foreign Affairs (2001)
- Crédit Agricole (1999)
- Latsis (1998)

Three partners provided one-off financial support for the celebration of our 20th anniversary: Airbus, Axa and UniCredit.



Lastly, the Institute enjoyed support in kind from many partners, in particular through the offer of venues to host our events.

- European Economic and Social Committee
- Representation of the Commission and the Parliament in Paris
- French Assemblée nationale
- Committee of the Regions
- Conseil général de la Drôme (France)

OUR DONORS

We also benefit from the contributions of citizens who accept to join our circle of donors, 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 or actions related to one of our three working axes:

➤ **THE EUROPEAN UNION AND CITIZENS:** work on the Federation of Nation States, European institutions, European democracy, the area of freedom, security and justice, etc.

➤ **COMPETITION, COOPERATION, SOLIDARITY:** work on the Single Market, the Economic and Monetary Union, the European budget, Social Europe, the European Energy Community, etc.

➤ **EUROPEAN EXTERNAL ACTION:** work on the European Neighbourhood Policy, Europe within globalisation, the EU’s security and defence, migration challenges, etc.

Many citizens and corporate entities have already responded positively to our appeal in 2015 (see page 79) and in 2016. We offer them our heartfelt thanks and ask all who wish to help us to join them in order to defend the EU’s founding principles, foster democratic debate and actively seek deeper European integration.

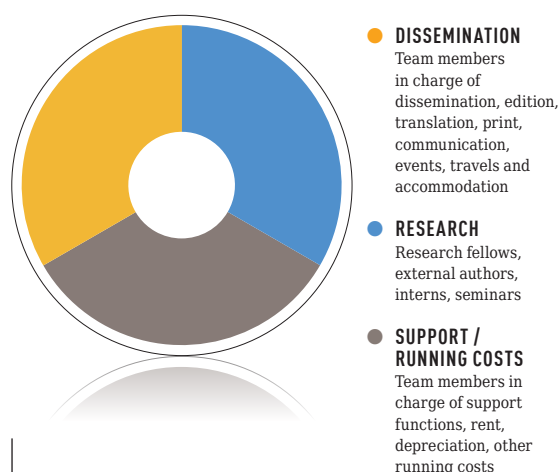
OUR EXPENDITURE

Our annual expenditure doubled between 1996 and 2016, reaching an average level of €1.4 million per year in the last few years.

This expenditure is fairly evenly divided between three areas of activity (see Figure below):

- 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 incur 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.

Breakdown of our expenditure by areas of activities



Our Annual Reports include a detailed presentation of the development and breakdown of our expenditure. They can be viewed on our website www.delorsinstitute.eu (section About Us/Our mission/Our annual reports).

The appendices of this Activity Report pay homage to the authors, members of our governing bodies and our teams, as well as the donors who have contributed to the development and success of the Jacques Delors Institute.



APPENDICES

OUR AUTHORS 1996-2016

MEMBERS OF OUR BOARD OF DIRECTORS 1996-2016

MEMBERS OF OUR EUROPEAN STEERING COMMITTEE

OUR TEAMS 1996-2016

OUR DONORS 2015

Our authors 1996-2016

AHTONEN Annika
ÁLVAREZ PELEGRY Eloy
AMIRAH-FERNANDEZ Haizam
ANDOURA Sami
ANDRÉANI Gilles
ARNAUD Jean-Louis
ARTIGAS Alvaro
AUEL Katrin
AUF DEM BRINKE Anna
AUGUST WINKLER Heinrich
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Senior research assistant (2009-2015)

ARNAUD Jean-Louis (FR)
Consultant, journalist (1997-2004)

BAZ Stéphanie (FR-LEBANON)
Communications officer (2009-2015)

BEHR Timo (DE)
Research fellow, GARNET Network (2009-2013)

BERTONCINI Yves (FR)
Director (2011-)

BOBICHON Jean-Pierre (FR)
Adviser (2006-)

BOMBA Teresa (PT)
Research fellow (2005-2007)

BOSCO Alessandra (IT)
Research fellow (1998-2000)

BÖSSNER Stefan (AT)
Research assistant (2014)

BOUCHER Stephen (FR)
Deputy Secretary General (2005-2008)

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Research fellow (1997-1999)

BRINKE (auf dem) Anna (DE)
Research fellow at the JDI-Berlin (2015-)

BROWNE Matthew (UK)
Research fellow (2001-2002)

BRÜHL Gabriele (DE)
Head of administration at the JDI-Berlin (2014-)

BUSCHECK Tamara (AT)
Management assistant and Research assistant (2005-2013)

CAMROUX David (FR)
Research fellow, GARNET Network (2007)

CHAMBON Nadège (FR)
Research fellow (2006-2013)

CHROMIEC Jan-Jakub (PL)
Affiliate fellow at the JDI-Berlin (2015-)

CONTI Nicolò (IT)
Online communications & Dissemination (2013-)

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Adviser (2002-)

DAVID Claire (FR)
Archivist (2015-)

DEHOUSSE Renaud (BE)
Director of studies (1999-2012), Adviser (2012-)

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Research fellow at the JDI-Berlin (2015-)

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Head of the documentation centre (1997-2000)

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Director of the JDI-Berlin (2014-)

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Communications officer (2016-)

BERTRAND Erwan (FR)
Research assistant (2011-2012)

BESSIERE Ugo (FR)
Research assistant (2009)

BILLOTE Marie (FR)
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BINIASCZYK Karatzyna (PL)
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Communications assistant (2016)

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Research assistant (2007)

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Research assistant (2001)

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Research assistant (2001)

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Research assistant (2009)

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Assistant at the JDI-Berlin (2015-2016)

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Research assistant (2007)

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Research assistant Economic and social affairs (2005)

PAULET Thibaud (FR)
Research assistant Economic and social affairs (2014)

POLETTI Michele (IT)
Research assistant (2004)

RAUX Pierre-Albin (FR)
Research assistant Economic and social affairs (2010)

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Research assistant (2010)

RODRIGUES CONSTANTINO Helder
Research assistant (2005)

RODRIGUEZ Melder
Research assistant (2007)

ROSSELLI Chiara (IT)
Research assistant External relations (2012)

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Research assistant (2007)

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Research assistant External relations (2015-2016)

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Research assistant (2003)

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Research assistant (2007)

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Yves Bertoncini

EDITORIAL COORDINATION

Mathilde Durand

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Barbara Banks

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19 rue de Milan, F - 75009 Paris
Pariser Platz 6, D - 10117 Berlin
info@delorsinstitute.eu
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