

ANNUAL REPORT 2012

Some Facts and Figures 2012

- *Notre Europe* becomes "**Notre Europe – Jacques Delors Institute**"
- A new website
- A new line of publications
- **European Union and citizens:** works on the Federation of Nations States, the Community method, European democracy, Schengen and Migrations, etc.
- **Competition, Cooperation, Solidarity:** works to complete the Economic and Monetary Union, to spend better together, on European solidarity, on the Single Market 20 years on, etc.
- **European External Actions:** works on the EU and its neighbours, within the "Think Global – Act European" project, on transatlantic relations, etc.
- **100 publications**, including 48 Tribunes, 16 Policy Papers and Policy Briefs, 28 Syntheses, 6 Studies & Reports and 2 Books
- **40 events** organised or co-organised in 8 countries
- **73 participations in conferences and seminars** in 21 countries, including more than 20 citizen dialogues
- **230 medias appearances** in 24 countries

FOREWORD



The year 2012 was particularly eventful for both the European Union and our think tank.

It was eventful for the European Union because the financial, economic and social crisis affecting Europe and the entire Western world continued to wreak havoc on a significant number of Member States. While provoking many debates and conflicts, the crisis also gave way to some welcome changes in European integration, especially for the euro area, which must now be extended.

The year 2012 was also eventful for *Notre Europe - Jacques Delors Institute*, which now has the honour and the responsibility of carrying the name of its Founding President, Jacques Delors. With this new name has also come a new logo, the creation of a new website, the reformatting of our publications, as well as greater mobilisation which, in accordance with the desires of our Board of Directors, will improve our visibility, and thus our influence.

It is in this context of external struggle and internal change that we have developed an entire series of work that is in tune with current European politics and decision-making, while still focusing on the Community method, European solidarity, the euro area crisis, negotiations within the European financial framework and relations between the EU and its neighbours. The first part of this Activity Report gives an overview of this work, which I encourage you to explore in more depth on our website, www.notre-europe.eu.

I would like to give special mention to the two types of activities relating to achievements in which Jacques Delors played a decisive and historic role: those relating to the relaunching of the Single Market, 20 years after the "Objective 1992", and those encouraging the improved efficiency of the Economic and Monetary Union, initiated by the Maastricht Treaty.

The second part presents the main results that we have obtained in terms of visibility, outlines the changes that have taken place within our team and our governing bodies and explains how we have allocated the resources we received, in an economic difficult context - resources for which I would like to extend a sincere thank you to our partners and contributors.

I hope you will enjoy reading this Report and that its contents will inspire you to follow our analyses and recommendations more closely throughout the year.

António Vitorino
President of *Notre Europe - Jacques Delors Institute*

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NOTRE EUROPE BECOMES “NOTRE EUROPE – JACQUES DELORS INSTITUTE”

Notre Europe changed its name in autumn 2012 to become “*Notre Europe – Jacques Delors Institute*”. This change reinforces our organisation’s connection to its Founding President, whose actions and beliefs inspire our work, all while conserving the original name “*Notre Europe*” (Our Europe), which was chosen to highlight the civic dimension of our think tank. This decision was made during this time of crisis during which we felt the need to more strongly affirm our connection with Jacques Delors, who is an important point of reference for many Europeans.

Along with its changing name, *Notre Europe – Jacques Delors Institute* (NE-JDI) received a new visual identity, thanks to its new logo, its new website and its new line of publications.

Our new logo

It is more modern while keeping a European feel, associated with the colour blue. Our new name is represented by the compass symbol, which highlights our desire to serve as a landmark in debates about the EU and for decisions made at the European level. This compass shall also guide us in our work and the stances we take on different current events, in order to provide the best analyses and recommendations possible.

Our new website

Notre Europe – Jacques Delors Institute has a new website which is easier to navigate, allowing for easier access to our activities as well as those of Jacques Delors. It also simplifies access to all the activities we have carried out since the foundation of *Notre Europe*, on several themes, which are displayed clearly in the vertical menu to the left of the screen. The site’s horizontal menu gives a clearer presentation of our three principal activities: our publications, our events and our media presence. A dedicated panel allows visitors direct access to our Facebook, Twitter, Flickr and YouTube pages.

Our new line of publications

Our publications have also evolved to allow for a simplified, more pleasant reading experience, notably through the systematic inclusion of summaries. The publications are divided into four distinct formats: Tribunes, Policy Papers, Studies & Reports and Syntheses.

- Our **Tribunes** are editorials that take a clear stance on the current debate.
- Our **Policy Papers** use analyses and recommendations to put different European issues in perspective.
- Our **Studies & Reports** aim to produce a baseline analysis on European themes, whether it is to clarify issues or propose new strategic guidelines.
- Our **Syntheses** present positions expressed by outside experts, whether at events we have organised or in recent publications.

1. OUR ACTIVITIES

Throughout 2012, NE-JDI used its publications and special events to spearhead research, analyses and proposals, all of which can be consulted on the website www.notre-europe.eu.

NE-JDI also put out around one hundred publications in complementary formats, mainly Tribunes, Policy Papers, Studies & Reports and Syntheses (see www.notre-europe.eu, Heading “Publications”). These were all made available for free, in English and in French, on our website. Most of them were also distributed via an e-alert inviting our regular contacts to read them.

NE-JDI also organised or co-organised 40 events (conferences, debates, presentations, small-group seminars) in eight countries (Belgium, France, Germany, Italy, Luxembourg, Spain, the United Kingdom and the United States). The members of the NE-JDI team were also called upon regularly to participate as experts in conferences organised by other institutions and organisations and participated in more than 70 events in 21 countries, both within the EU and elsewhere (see www.notre-europe.eu, Heading “Events”).

In 2012, NE-JDI had a regular presence in European and international media, which allowed it to promote its work and take part in the most important ongoing debates. Nearly 230 media contributions from NE-JDI’s Presidents, governing bodies, Director and team were recorded in total in all media outlets combined, be they in France, elsewhere in the EU or around the world (see www.notre-europe.eu, Heading “Medias”).

This work was carried out according to three thematic axes (“European Union and its citizens”, “Competition, cooperation, solidarity” and “European external actions”) and led to the main activities presented below.

This work will continue throughout 2013, while aiming to be in line with European decision-making deadlines and being the subject of ongoing or emerging political debates, in accordance with our work programme (see www.notre-europe.eu, Heading “Themes of our work”).

1.1. European Union and Citizens

1.1.1. Federation of Nations States

Made famous by Jacques Delors, the idea of a “federation of Nation States” guides the work of NE-JDI. Research is focused on analysing the specificities of EU Member States, as well as examining political issues such as the division of powers between the EU and nations, the European mode of government and European democracy.

At a time when a new governmental treaty not concerning the entire EU27 is underway, NE-JDI has helped to draft and disseminate a publication that Gaëtane Ricard-Nihoul, member of its Board of Directors, dedicated to the idea of a “European federation of Nation States”. In this work, she analyses the central political and legal issues that are at the heart of the dynamic between national affiliation and belonging to the European Union. Not only did NE-JDI provide a synthesis of this book, it also organised presentations and debates in Paris and Brussels.

Federation of Nations States Main activities in 2012

- “Britain and Europe - The last rites?”, Julian Priestley, *Tribune*, December
- “The euro zone, core of a political union”, Jacques Delors, António Vitorino and the participants in the ESC, 2012, *Tribune – Viewpoint*, November
- “Cyprus and the EU: Appraisal and Challenges”, Jean-François Drevet and Andreas Theophanous, *Policy Paper*, September
- “A Federal Europe – the only way to save the euro and the EU?”, Conference-debate in cooperation with EPC, Brussels, July
- “Relaunch of Jacques Delors’s concept ‘Federation of Nations States’ for the future Europe”, Gaëtane Ricard-Nihoul, article *Agence Europe*, July
- “EU and Nationalisms: Tensions in the Federation”, Yves Bertoncini, *Tribune*, May
- “For a European Federation of Nation States” (Book by Gaëtane Ricard-Nihoul), Yves Bertoncini, *Book Synthesis*, April
- *For a European Federation of Nation States: Jacques Delors’ vision revisited*, Gaëtane Ricard-Nihoul, *Book*, April
- “The Maastricht Treaty: 20 years later”, Conference in cooperation with EPC, Brussels, February

For more information: www.notre-europe.eu
Heading “Federation of Nations States”



Presentation of the book *For a European Federation of Nation States. Jacques Delors' vision revisited*, by Gaëtane Ricard-Nihoul, on 17 April in Paris.

1.1.2. Community Method

In 2012, NE-JDI decided to delve deeper into the debate on the community method and to ascertain the ideal political balance to establish between European institutions. It also continued its analysis of the functioning of these institutions (the European Commission and the European Council).

One of the highlights of this work was a seminar that was organised in Brussels with the BEPA, which was attended by some fifty European experts who debated the efficiency and the legitimacy of the community method. With an opening speech by President Barroso and a closing speech by António Vitorino, this seminar also gave way to a special lunch debate between the Secretaries-General of the European Commission, the European Council and the European Parliament.

European Institutions Main activities in 2012

- "More integration, more politicisation, more differentiation?", Seminar in cooperation with Sciences Po, Policy Network, Polish Institute for International Affairs, Paris, December
- "The European Fiscal Treaty", Yves Bertoncini, interview, LCI – L'invité de l'économie, September
- "For or Against the Adoption of the European 'Fiscal Compact'", Yves Bertoncini, Debate with Francis Wurtz, *Politis*, September
- "The European Council and the Community Method", Philippe de Schoutheete, *Policy Paper*, July
- "The making of a new treaty: Six rounds of political bargaining", Valentin Kreilinger, *Policy Brief*, February
- "Community Method: Governance, Efficiency and Democratic Legitimacy", Seminar in cooperation with BEPA, Brussels, February
- "The Power of Initiative of the European Commission: A Progressive Erosion?", Daniela Corona, Costanza Hermanin and Paolo Ponzano, Foreword by António Vitorino, *Study & Report*, January

For more information: www.notre-europe.eu
Heading "European Institutions"



Introductory speech by José Manuel Barroso, President of the European Commission, during the seminar on the community method, co-organised by Notre Europe – Jacques Delors Institute and the Bureau of European Policy Advisers (BEPA), on 28 February in Brussels.

1.1.3. Citizen Dialogue

In accordance with its mission, in 2012 NE-JDI implemented a new "Citizen Dialogue" action plan which aims to foster debate about European construction with non-specialist audiences.

These public dialogues will mainly be implemented under the auspices of our cooperation agreement with MACIF, within the framework of a partnership with Mouvement Européen France and will be aimed at younger audiences. They take into account the main guidelines of the "Europe for citizens" programme.

Similarly, NE-JDI organised a conference in Paris with Jacques Delors and Valéry Giscard d'Estaing, which gave them the opportunity to speak with representatives from the younger generations. With a thousand participants in all, 600 of those attending were young people. This conference made it possible to launch the Eustory contest, which was created in Germany 40 years ago on the initiative of the Körber Foundation.

Citizen Dialogue Main activities in 2012

- "Building Europe: a project, more than one generation", debate with Jacques Delors and Valéry Giscard d'Estaing in partnership with Eustory-Network, the *Association des professeurs d'histoire-géographie (APHG)*, the European Youth Parliament, the *Université Paris 4-Sorbonne*, the *Maison de la mutualité*, *Le Taurillon*, *Toute l'Europe.eu*, Paris, November
- "20 years of the Single Market: must we fear the fiscal and social dumping?", intervention of Yves Bertoncini in a debate organised by the Club Europe Sud Rhône-Alpes, Valence, November
- Information session with the MACIF's Regional Committee Centre-Ouest Atlantique, Jean-Pierre Bobichon and Jennifer Hoff, Sables d'Olonne, October
- Participation in the Green Forum in partnership with WWF-France, Paris, September:
 - "How to lever finance and investment for an ecological recovery of the European economy?", *Synthesis* of the Green Forum, Kristina Maslauskaitė
 - "What budget for a more sustainable Europe?", debate and *Synthesis* of the Green Forum, Eulalia Rubio
 - "Reform of the CAP: a missed opportunity for the transition of the European agricultural model to a green economy?", *Synthesis* of the Green Forum, Nadège Chambon
 - "How can France lead ambitious energy transition in the European framework?", intervention of Sami Andoura
- Information session with the MACIF's Regional Committee Nord Pas-de-Calais, Jean-Pierre Bobichon and Jennifer Hoff, Lille, June
- "What energy transition for a sustainable Europe?", workshop with Sami Andoura, 4th edition of the Europe Forum "États généraux de l'Europe", Paris, February
- "How to build a solidar eurozone?", workshop with Eulalia Rubio organised in cooperation with CFDT and the *Maison de l'Europe de Paris*, 4th edition of the Europe Forum "États généraux de l'Europe", Paris, February
- "The European answer to the crisis", Yves Bertoncini, Europe Direct Training seminar, Brussels, February
- "Being an actor of the European construction", Michel Barnier and António Vitorino, Conference organised in partnership with Macif, Paris, October

For more information: www.notre-europe.eu
Heading "Citizen Dialogue"



Debate with Jacques Delors and Valéry Giscard d'Estaing, moderated by Arnaud Leparmentier, within the project "Building Europe: a project, more than one generation", on 14 November in Paris.

1.1.4. Schengen and Migrations

Benefitting from the expertise of President António Vitorino, in 2012 NE-JDI participated in debates about the Schengen area, particularly those about the solidarity measures that are in place within this area, as well as the controls carried out at its borders.

It also produced analyses of citizens exercising their freedom of movement and contributed to the creation of a comic book designed by the association "Paroles d'hommes et de femmes" and presenting the stories of six Europeans who immigrated to France.

Schengen and Migrations Main activities in 2012

- "What future for the EU and its Court of justice?", António Vitorino, *Tribune*, December
- "Schengen area: abolishing the free movement of people?", Mathilde Durand, *Synthesis* of the seminar "Freedom of movement of persons in the Schengen area: A critical juncture?" organised in partnership with EPC, October
- "Freedom of movement of persons in the Schengen area: A critical juncture?", Seminar organised in partnership with EPC, Brussels, September
- "Europe will need more immigration", Yves Bertoncini, interview, Deutsche Welle, July
- "Visas and Schengen Code: Towards a win-win cooperation between the EU and its neighbours?", Yves Bertoncini and Valentin Kreiling, *Synthesis* of the seminar "Access to Europe and visa policies: A major challenge for the EU and its neighbours" organised in partnership with the Batory Foundation, July
- "Access to Europe and visa policies: A major challenge for the EU and its neighbours", Seminar organised in partnership with the Batory Foundation and CERI, Paris, June
- *Migrants. European stories*, comic book created and set up by Frédéric Praud *et al.* (association "Paroles d'hommes et de femmes"), May

For more information: www.notre-europe.eu
Heading "Freedom, Security, Justice"



Yves Pascouau, Stefano Manservigi, Hans Martens, António Vitorino and Carlos Coelho during the seminar on the free movement of persons in the Schengen area, co-organised by Notre Europe - Jacques Delors Institute and the European Policy Centre, on 20 September in Brussels.

1.1.5. Other Political, Institutional and Civic Issues

The management of the “sovereign debt” crisis and the development of a new treaty have set off new debates on the democratic dimension of the EU. As such, NE-JDI continued its efforts by focusing mainly on the evolution of public opinion, in the short term as well as the long term.

Other Political, Institutional and Civic issues Main activities in 2012

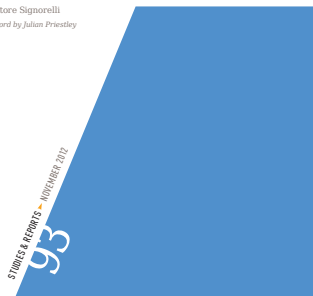
- "EU, Catalonia and regional separatism", Yves Bertoncini, *Tribune*, December
- "The EU and public opinions: a love-hate relationship?", Salvatore Signorelli, Foreword by Julian Priestley, *Study & Report*, November
- "Democratic control in the member states of the European Council and the euro zone summits", Seminar organised in partnership with TEPSA, Brussels, August
- "Do the Europeans still believe in the EU? Analysis of attitudes and expectations of EU public opinions over the past quarter century", Daniel Debomy, Foreword by António Vitorino, *Study & Report*, June
- "EU and Nationalisms: Tensions in the Federation", Yves Bertoncini, *Tribune*, mai
- "European democracy: circus or reality?", debate organised in partnership with the Association des journalistes européens, Paris, March
- "The European Union in touch with its citizens: the analytical tools of public opinion", Salvatore Signorelli, *Policy Brief*, March

For more information: www.notre-europe.eu
Headings "European Democracy" and "European Identities"



THE EU AND PUBLIC OPINIONS: A LOVE-HATE RELATIONSHIP?

Salvatore Signorelli
Foreword by Julian Priestley



Salvatore Signorelli, "The EU and public opinions: a love-hate relationship?", Foreword by Julian Priestley, *Study & Report* n° 93, November 2012.

TRIBUNE — 3 DECEMBER 2012 EU, CATALONIA AND REGIONAL SEPARATISM

Yves Bertoncini | Director of Notre Europe - Jacques Delors Institute



1 is an interview with the Spanish daily *La Razón*. Yves Bertoncini, director of Notre Europe - Jacques Delors Institute, deals with the treatment of regional separations by the EU, mentioning the examples of Catalonia, Scotland and Flanders. We publish an English version of this interview.

1. What would be the consequences of the independence of a region vis-à-vis a member state?

The consequences for the region concerned, be it Catalonia, Scotland or Flanders, are quite clear: it will be transformed into a brand new state and, as such, it will go out *de jure* and *de facto* of the European Union.

The Lisbon Treaty provides that if a state already member of the EU wants to leave it, it can do it, but nothing is provided as regards the exit of a region. What would be a pretty clear position from the European institutions, according to which a state going out of the EU should apply for its accession afterwards. There is no uncertainty on this point.

2. What would be the conditions?

Precisely, the conditions to be met would be quite substantial.

On the one hand, such an exit should be negotiated with the member state the region is about to leave. If we take Scotland and the United Kingdom's case, we can say that if the divorce is not granted on a contractual and friendly basis, when Scotland is going to apply for its accession to the EU, it could not rely on every member states agreement, especially as regards the UK. If the independence is obtained in bad conditions, given the fact that there are already many other challenges to address (economic, legal, etc.), we can expect that the reaction will be probably negative. The separation process should then take place in a contractual, friendly and negotiated manner. If it's not the case, it will be blocked. We can already take the example of Turkey's accession, blocked by Greece because of their conflict around Cyprus.

A second condition lies on the attitude of the other countries which could be concerned by such a

situation. Let's take the example of Belgium, which is confronted with a Flemish independence aspiration: how would it react to an EU member state failed to take a stance on the separation of Scotland, and then its application to the EU? Here again, some examples already exist which confirm such problems: as a matter of fact, Spain didn't recognise the independence of Kosovo - by the way, it's not the only EU country as Cyprus and Greece didn't do it either. I guess the Spanish authorities didn't want to set a precedent, and then faced a "boomerang" effect.

3. What would be the EU position as regards a referendum on independence?

The EU is normally quite neutral as regards the internal problems of its member states. It doesn't prevent the Catalan people to wish and to obtain their independence. There is just no uncertainty concerning the consequences of such a decision, that is to say an exit from the EU.

The article 4.2 of the Treaty on the European Union provides that "the Union shall respect the equality of member states before the Treaties as well as their national identities, inherent in their fundamental structures, political and constitutional, inclusive of regional and local self-government". This means that such country is regarded as it wishes: Spain is regionalised, Germany has a Federal system, etc.

But there is another sentence in this article, which was added upon a Spanish request when the "Constitutional Treaty" was drafted, and then maintained in the Lisbon Treaty: "The Union shall respect their essential state functions, including ensuring the territorial integrity of the state, maintaining law and order and safeguarding national security". This sentence is a right message in favour of the protection of the EU integrity from a legal point of view.

- 1/2 -

Yves Bertoncini, "EU, Catalonia and regional separatism", *Tribune*, December 2012.

1.2. Competition, Cooperation, Solidarity

1.2.1. Completing the Economic and Monetary Union

NE-JDI has assembled a group of high-level experts, overseen by Jacques Delors and Helmut Schmidt, to examine European economic questions. Named the "Tommaso Padoa-Schioppa Group" in honour of the previous president of NE-JDI, the goal of this group was to reflect on the future of the EMU throughout the first half of 2012. Its members presented the results of this joint reflection in their report "Completing the Euro: A road map towards fiscal union in Europe", published in June 2012. The ideas presented in this report were disseminated widely through a series of tribunes and interviews as well as presentations in Brussels, in Paris and at Harvard.

NE-JDI also strove to analyse the political implications of economic governance reform (new treaty, the Euro Plus Pact, etc.), to analyse the solidarity-responsibility debate within the EMU and to explore the possibilities of growth stimulus.

Completing the Economic and Monetary Union Main activities in 2012

- "EMU: both reinforced and displaying solidarity", António Vitorino, *Tribune*, Interview ahead of the European Council on 13-14 December
- "A new path for growth and solidarity", Anna Diamantopoulou, *Tribune*, December
- "Consolidating the EMU, a vital task", Jacques Delors, *Tribune*, November
- "Eurozone budget: 3 functions, 3 instruments", Eulalia Rubio, *Tribune*, November
- "Completing the euro. A road map towards fiscal union in Europe", Presentation of the report of the Tommaso Padoa-Schioppa group, Brussels, July / Paris, September / Harvard, November
- "Completing the euro. A road map towards fiscal union in Europe" (EN, FR and DE), Tommaso Padoa-Schioppa group, Foreword by Jacques Delors and Helmut Schmidt, *Study & Report*, June
- "The Spanish situation leads us to the banking union", António Vitorino, *Tribune*, Interview ahead of the European Council on 28-29 June
- "European guarantees to get out of the crisis?", Sofia Fernandes, *Policy Brief*, June
- "Stability and growth: perfecting the new European pact", Jacques Delors, António Vitorino and the Board of Directors of *Notre Europe – Jacques Delors Institute*, *Tribune*, May
- "Solidarity within the Eurozone: how much, what for, for how long?", Sofia Fernandes and Eulalia Rubio, Foreword by Jacques Delors, *Policy Paper*, February

For more information: www.notre-europe.eu
Heading "Euro and European Governance"



António Vitorino, Jean Pisani-Ferry, Henrik Enderlein, Anton La Guardia (moderator), Maria João Rodrigues and André Sapir, during the presentation of the report of the Tommaso Padoa-Schioppa group "Completing the euro. A road map towards fiscal union in Europe", on 9 July in Brussels.

1.2.2. A Test for European Solidarity

NE-JDI also continued its publications on the theme “A Test for European Solidarity”, within the context of heightened economic and social crisis. Our work focused mainly on the emergency solidarity established within the EMU, on solidarity implemented within the framework of the European budget (shifts in the “cohesion policy”, the fate of the European Food Aid Programme for the Most Deprived, etc.) as well as the solidarity established in terms of controlling migratory flows.

A Test for European Solidarity Main activities in 2012

- “Will the food aid for the poorest be soon deleted?”, Nadège Chambon, Interview, *Bastamag*, December
- “Schengen and solidarity: the fragile balance between mutual trust and mistrust”, Yves Pascouau, Foreword by António Vitorino, *Policy Paper*, July
- “The budgetary cost of solidarity in the euro zone: getting things clear and into perspective”, Sofia Fernandes and Eulalia Rubio, *Policy Brief*, May
- “The ‘Cohesion Pact’: Weathering the Crisis”, Marjorie Jouen, *Policy Paper*, April
- Yves Bertoncini invited in the programme “Debate” to discuss the Schengen agreements, France 24, France, March
- “Solidarity within the Eurozone: how much, what for, for how long?”, Sofia Fernandes et Eulalia Rubio, Foreword by Jacques Delors, *Policy Paper*, February

For more information: www.notre-europe.eu
Heading “Solidarity and Social Europe”



Project “A test for European solidarity”

Solidarity within the Eurozone: how much, what for, for how long?

Sofia FERNANDES, Eulalia RUBIO

Foreword by Jacques DELORS



Sofia Fernandes and Eulalia Rubio, “Solidarity within the Eurozone: how much, what for, for how long?”, Foreword by Jacques Delors, *Policy Paper* n° 51, February 2012.



Project “A test for European solidarity”



Schengen and solidarity: The fragile balance between mutual trust and mistrust

Yves PASCOUAI

Foreword by António VITORINO



Yves Pascouau, “Schengen and solidarity: the fragile balance between mutual trust and mistrust”, Foreword by António Vitorino, *Policy Paper* n° 53, July 2012.

1.2.3. How to Spend Better Together

In a year that was noted for its advances in the negotiations for the 2014-2020 financial framework, NE-JDI continued its series of publications on the theme "How to spend better together", by exploring how to improve public spending through a possible "Europeanisation" or better coordination of national and European expenditures.

These activities gave rise to a seminar of experts organised in Rome in partnership with the Istituto Affari Internazionali (IAI), the Centro Studi sul Federalismo (in Turin) and the Institut für Europäische Politik (IEP), as well as one-off contributions, including in media outlets.

How to Spend Better Together Main activities in 2012

- "The European budget accounts for only 2.5% of European public spending", Eulalia Rubio, *Le Taurillon*, November
- Eulalia Rubio on Euradio Nantes analyses the European Council dedicated to budget, November
- "Spending better together: analyses and recommendations", Amélie Barbier-Gauchard and Eulalia Rubio, *Synthesis* of the publications of the project "How to Spend Better Together", November
- "Reforming the EU budget in times of crisis", Yves Bertoncini, *Tribune*, November
- "The EU budget: a driving force for changing Europe?", Seminar organised in partnership with the Centro Studi sul Federalismo, the Istituto Affari Internazionali and the Institut für europäische Politik, Rome, October
- "European Development Aid: How to be more effective without spending more?", Elena Muñoz Gálvez, *Policy Paper*, July
- "EU budget negotiations: need for a healthy and constructive debate", Eulalia Rubio, *Tribune – Viewpoint*, April

For more information: www.notre-europe.eu
Heading "European Budget"

SYNTHESIS — 20 NOVEMBER 2012

PROJECT "HOW TO SPEND BETTER TOGETHER"

SPENDING BETTER TOGETHER ANALYSES AND RECOMMENDATIONS

Amélie Barbier-Gauchard | Associate Professor in Economics and Researcher at BETA (University of Strasbourg/CNRS), and Scientific Advisor at the Centre d'Analyse Stratégique (Paris)
Eulalia Rubio | Senior Research Fellow at Notre Europe - Jacques Delors Institute

1 June 2012, Notre Europe - Jacques Delors Institute launched a research project entitled "How to spend better together". The aim of this project was to look at what we spend on aggregate terms - that is, both at the EU and national level - and to explore the potential for efficiency gains by re-examining spending tasks or better coordinating national and EU spending in selected policy areas.

As explained by the two coordinators of the project in this synthesis, the "Spending better together" publications tell us that the Community budget is only one of several factors in a broad spectrum of financial intervention methods available at the European level. They provide the reader with a broad overview of the varying degrees of budgetary integration and of the different instruments for financial intervention that exist at the European level. They also provide interesting in-depth analyses of the political and legal obstacles to "better spend" in each area of intervention, and put forward recommendations to improve the efficiency of EU and national spending in different areas of intervention (research, higher education and innovation, energy infrastructures, development aid, defence).

As the European Union (EU) experiences a crisis unprecedented either in scope or in duration, numerous member states' public finances are encountering major difficulties in supporting business and jobs in any lasting way due to the absolute priority which they need to assign to getting their public accounts back into shape. That is the backdrop against which the financial framework for 2014-2020 is being so hotly debated.

In view of this, the issue of rationalising public finance in a European perspective is more topical and sharper than ever. "How can we spend better together?" That is the question to which Notre Europe - Institut Jacques Delors has sought to provide a series of answers in an attempt to spark a debate on the reorganisation of public spending in the EU.

"How to spend better together?" means asking ourselves questions on the possibility of transferring certain tasks from the national to the European level, and on how to improve coordination between national and Community expenditure. This new governance of certain aspects of public spending would allow us to increase its effectiveness, but these issues are particularly tricky and complex to address because, of course, they mean that we have to also ask ourselves questions on:

- the real benefits of a transfer of competences: what is the EU's added value? Rubio highlights all the difficulties involved in grasping this concept of "European added value".

- the form it should take: this transfer of competences. What instruments should be used? The Community budget is one element among many in a broad spectrum of instruments available at the European level (subsidies, loans, "project bonds", regulatory intervention, funds managed by a specific structure and so forth). It is a matter of finding the right instrument for achieving each target.

- the way in which national and Community operations should dovetail: how to ensure the coordination between the national and Community level? It is absolutely essential to study the synergies possible between forms of budget intervention at every level. In the EU, vertical coordination (between the national level and the Community level) is just as crucial as horizontal coordination (among the various member states at the national level).

Based on work on expert reports, Notre Europe - Institut Jacques Delors presents a series of publications shedding new light on this as yet little-addressed issue. The approach adopted is unique to many of the

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Amélie Barbier-Gauchard and Eulalia Rubio, "Spending better together: analyses and recommendations", *Synthesis*, November 2012.

TRIBUNE — 19 NOVEMBER 2012

REFORMING THE EU BUDGET IN TIMES OF CRISIS

Yves Bertoncini | Director of Notre Europe - Jacques Delors Institute

1 This Tribune underlines the main issues at stake in the perspective of the extraordinary European Council which is to take key decisions on the EU budget for the post-2013 period. It is based on the opening remarks made on the occasion of an expert seminar organized by Notre Europe - Jacques Delors Institute in Rome on the 30th of October 2012, in partnership with the Istituto Affari Internazionali, the Centro Studi sul Federalismo and the Institut für europäische Politik.

I am particularly pleased to open this European seminar in the city of Rome and in the premises of the Istituto Affari Internazionali that I would like to thank warmly, as well as the other partners of this event, namely the Centro Studi sul Federalismo and the Institut für europäische Politik.

The objective of this opening address is naturally not and cannot be to cover all the issues we will deal with during our seminar, but rather to focus on the content in which it takes place, so as to try and shed light on our debates. In this regard, what strikes me is that this seminar perfectly echoes the one we have organized in Turin in July 2011, and whose title was "Rethinking EU finances in times of crisis" - we are indeed timely once again: the Turin seminar was probably the first organized at such a scale right after the Commission published its proposal for a new EU "Multiannual Financial Framework" one week before this Rome seminar is organized just before the extraordinary European Council scheduled in three weeks to take decisions on the EU budget for the period 2014-2020.

One thing has changed since our Turin seminar: it is still time to think, but also to propose concrete orientations in the perspective of the decisions on the EU budget to be taken in the coming weeks. Another thing has not changed: the times of crisis have not faded away, and the content is even more difficult on the economic, social and political point of view. In this context, I will then focus this opening address on three areas of remarks:

- one on the crisis, which has to be taken into account in the ongoing decision making process;
- a second one on the key objectives of the EU budget;
- the third one on the concept of "political union", given the fact that the EU budget is one of its major tools.

1. Financing the EU in times of crisis

The first element we all have to take into account is that the crisis Europe is facing is probably deeper than what it was one year ago, and that such a situation naturally shapes the decision making process leading to the adoption of the EU budget for the post-2013 period.

It is first a financial, economic and social crisis, born in the USA and hitting many countries in the world, including in the EU and in the Eurozone. It is also a budgetary crisis, marked by huge tensions on the financing and content of national budgets, but also on the current EU budget - the financing of some ongoing European programmes, such as the emblematic Erasmus one, is currently under threat. Finally and maybe above all, it is also a political crisis: it indeed hit many European countries to finance aid packages for struggling European "countries under program", and this revolutionary and welcome effort created important political tensions, both in the countries receiving the aid and in the donor countries. Even if very different types of financing are often mixed, in the debates over the EU (guarantees, loans, expenditures, etc.), this "new deal" creates a general climate which has an impact on the ongoing negotiations of the Multiannual Financial Framework.

In such a context, I will say that the lessons drawn at the end of our Turin seminar remain all the more valid:

- the Commission's proposal is a good basis for the negotiations and could probably be a rather good outcome - it's more than ever useful to think about an ideal EU budget in an ideal EU;
- the Commission indeed proposes a good balance between two elements: the austerity the EU and its member states are facing; the need

- 1/3 -

Yves Bertoncini, "Reforming the EU budget in times of crisis", *Tribune*, November 2012.

1.2.4. The Single Market 20 years on

At the 20th anniversary of the European Single Market, NE-JDI engaged in a series of works, launched at the initiative of Jacques Delors and aiming to take stock of European economic integration and produce analyses and recommendations in favour of its enlargement.

The kick-off to this series was the organisation in October in Brussels of a large conference entitled "Competition – Cooperation – Solidarity: Facing the new EU challenges". The figures who attended this conference focused on the revenue provided by the EU through the Single Market and on the future of the social dimension of the European project.

The Single Market 20 years on Main activities in 2012

- "Single Market: new rules urgently needed", Kristina Maslauskaitė, *Synthesis* of the ESC meeting, December
- "Single Market: industrial and political challenges", Riccardo Perissich, *Tribune*, November
- "Jacques Delors' 'Triptych': current situation and prospects", António Vitorino, *Tribune*, November
- "Competition – Cooperation – Solidarity: Facing the new EU challenges", Conference, Brussels, October
- "For a new relaunch of the single market", Jacques Delors, *Tribune – Viewpoint*, October
- "A European statute for mutuals? Advantages, limits and legal and political obstacles", Seminar, Brussels, October
- "The mutualist economy: what future in the Single Market?", Marie-José Fleury, *Policy Brief*, August

For more information: www.notre-europe.eu
Heading "Single Market"



Conference "Competition – Cooperation – Solidarity: Facing the new EU challenges", organised on 16 October in Brussels.

1.2.5. Other Economic, Social and Regional Issues

Against a backdrop of heightened economic and social crises, NE-JDI furthered its work on measures of **European solidarity**, particularly by participating in the debate on the emergency solidarity established within the EMU, on shifts in the **"cohesion policy"**, as well as on the solidarity established for migrants. NE-JDI also pursued its work on the social aspects of Europe, particularly through an analysis of those players with a mutualist status.

With the discussion of **CAP reforms** and the Commission's proposed budget, 2012 was a year in which NE-JDI was often solicited for its expertise in the fields of agriculture and rural policy development. Anticipating the end of these debates in 2013, research was carried out on the other European policies which had an impact on agriculture, particularly external ones (trade policies, development aid, etc.).

NE-JDI pursued its deep reflection on the **future of European energy policy**. Keeping in mind the strong interdependence between Member States of the EU, the European Economic and Social Committee (EESC) and NE-JDI organised a conference to promote collective, non-national responses to the big energy challenges facing the European Union.

Other Economic, Social and Regional Issues Main activities in 2012

- Intervention of Nadège Chambon on agriculture during the TGAE seminar organised with CER, London, October
- "Competition – Cooperation – Solidarity: facing the new EU challenges", Conference, Brussels, October
- "The 'Cohesion Pact': Weathering the Crisis", Marjorie Jouen, *Policy Paper*, April
- "Joint responses to energy challenges through a European Energy Community", Common declaration of Jacques Delors, Staffan Nilsson, Stéphane Buffetaut and Sami Andoura, *Tribune*, March
- "Do the proposals for the CAP after 2013 herald a 'major' reform?", Louis-Pascal Mahé, *Policy Paper*, March
- "The European Union moving towards a European energy community", International conference in cooperation with EESC, Brussels, January
- "The EU proposals for rural development after 2013: A good compromise between innovation and conservative choices?", Francesco Martino, *Policy Brief*, January

For more information: www.notre-europe.eu

Headings "Cohesion and Regional Policy", "Solidarity and Social Europe"
"Agriculture and Rural Development" and "Energy Policy"



Project "How to spend better together"

Do the proposals for the CAP after 2013
herald a 'major' reform?

Louis-Pascal MAHÉ

Our Europe Unser Europa
La nostra Europa A nossa Europa
Nuestra Europa Ours Europa O'ra o'ra
Vårt Europa L-Europa L'Europa Nostra Europa
Vores Europa A mi Európánk Násé
Evropa Nasa Europa Hainana Eipona Mele Europa
Mūsų Europa Mūsų Europa Waša Európa
Nasa Europa Međan Eurooppamme
Notre Europe



Louis-Pascal Mahé, "Do the proposals for the CAP after 2013 herald a 'major' reform?", *Policy Paper* n° 53, November 2012.



Jacques Delors, Staffan Nilsson, Stéphane Buffetaut and Sami Andoura,
Common declaration NE-JDI/EESC, March 2012.

1.3. European External Actions

1.3.1. The EU and its Neighbours

The Arab Spring and its after-effects must lead to the strengthening of one of the “pillars” of the missing EU external policy, the “neighbourhood policy”. With this in mind, NE-JDI developed a series of analyses and proposals aiming to promote a strategic vision of the EU’s relationships with all its neighbours, particularly in terms of trade and migration.

EU and its Neighbours Main activities in 2012

- “EU’s neighbourhood as an opportunity?”, Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised in Rome in partnership with IAI on 11 October, November
- “Visas and Schengen Code: Towards a win-win cooperation between the EU and its neighbours?”, Valentin Kreiling and Yves Bertoncini, *Synthesis* of the seminar “Access to Europe and visa policies: A major challenge for the EU and its neighbours” organised in partnership with the Batory Foundation, July
- “Trade Policy in the EU’s Neighbourhood. Ways forward for the Deep and Comprehensive Free Trade Agreements”, Iana Dreyer, Foreword by Eneko Landaburu, *Study & Report*, May
- “After the Revolution: The EU and the Arab Transition”, Timo Behr, *Policy Paper*, April
- “The EU, its Neighbours and its Borders”, Yves Bertoncini and Sami Andoura, *Tribune*, March
- “Enlargement: a Tool for the EU, a Prospect for Our Neighbours”, Sami Andoura, *Tribune*, March

For more information: www.notre-europe.eu
Heading “EU and Neighbours”



Trade Policy in the EU’s Neighbourhood Ways Forward for the Deep and Comprehensive Free Trade Agreements

Iana DREYER

Foreword by Eneko Landaburu



Iana Dreyer, “Trade Policy in the EU’s Neighbourhood. Ways forward for the Deep and Comprehensive Free Trade Agreements”, Foreword by Eneko Landaburu, *Study & Report* n° 90, May 2012.

SYNTHESIS 26 NOVEMBER 2012

EU’S NEIGHBOURHOOD AS AN OPPORTUNITY?

Elvire Fabry | Senior research fellow at Notre Europe - Jacques Delors Institute
Chiara Rosselli | Research assistant at Notre Europe - Jacques Delors Institute



Within the context of the “Think Global - Act European” project, Notre Europe - Jacques Delors Institute has mobilised a group of 16 European think tanks to explore the ways to attain a more integrated strategy for the EU’s external action. Experts have confronted their analyses in occasion of a series of working seminars (economic interests, strategic resources, migration, EU neighbourhood and CSRF), organised throughout Europe in October 2012. Policy papers and final report will be available soon.

The first seminar of the project “Think Global - Act European” took place in Rome at the *Intituto Affari Internazionali* (IAI) on 11 October 2012. The seminar was shaped by the contributions of the members of the working group IV dedicated to the EU relations with its neighbourhood.

- **Halizam Amirah Fernández**, Senior Analyst for the Mediterranean and Arab World, Eneko Royal Institute
- **Adam Baker**, Director of the EU enlargement and neighbourhood programme, demaEE/ECPPA
- **Timo Behr**, Researcher, FIIA - Finnish Institute of International Affairs & Research Associate, Notre Europe - Jacques Delors Institute
- **Gianluigi Bertoldi**, Executive Vice President, Istituto Affari Internazionali (IAI)
- **Michèle Comelli**, Senior Fellow, Istituto Affari Internazionali (IAI)
- **Elvire Fabry**, Senior Research Fellow, Notre Europe - Jacques Delors Institute
- **Christoph Hillen**, Senior Researcher, Swedish Institute for European Policy Studies (SEIPS)
- **Laura Nijliva**, Senior Research Fellow, European - Institute for European Foreign Policy
- **Peter Nink Jensen**, Senior Analyst, IIES - Danish Institute for International Studies
- **Vira Rihikvää**, Senior Research Fellow, European - Institute for European Foreign Policy
- **Olga Shamyle-Tajola**, Visiting Scholar, Carnegie Europe

Discussions, open to external experts, were introduced by **Emanuele Glausret**, Assistant to the Managing Director of the Middle East and North Africa of the European External Action Service (EEAS).

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Elvire Fabry and Chiara Rosselli, “EU’s neighbourhood as an opportunity?”, *Synthesis*, March 2012.

1.3.2. "Think Global – Act European IV"

NE-JDI dedicated the 2012 edition of its "European Think Tank Forum", organised in Berlin with the German Institute for International and Security Affairs (SWP), to an analysis of the evolution of European influence on the global stage.

Using this as a starting point, NE-JDI strove to contribute to the creation of a European strategy of external action within the framework of its project Think Global – Act European (TGAE), which today brings together 16 European think tanks to discuss analyses and recommendations focused on the coordination of the external policy instruments of the EU (trade policies, the CSDP, external energy security, migration, etc.).

NE-JDI already challenged the experts involved in the TGAE project to confront their analyses on the main external challenges of the EU, during a series of five seminars organised in Europe in the autumn of 2012.

Think Global – Act European IV Main activities in 2012

- "Welfare state sustainability: resetting EU migration strategy?", Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised on 30 October in Brussels in partnership with EPC, December
- "Promoting EU economic interests abroad", Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised on 26 October in Madrid with Real Instituto Elcano, December
- "EU defence capacities: maintaining credibility?", Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised on 24 October in Paris, December
- "EU resource management: time for coherence", Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised on 18 October in London in partnership with CER, December
- "EU's neighbourhood as an opportunity?", Elvire Fabry and Chiara Rosselli, *Synthesis* of the TGAE seminar organised on 11 October in Rome in partnership with IAI, November
- "European influence: the need for a paradigm shift", Elvire Fabry, *Synthesis* of the European think tank forum organised on 26-27 June with SWP in Berlin, October

For more information: www.notre-europe.eu
Heading "Think Global – Act European"



European think tank forum, co-organised by Notre Europe – Jacques Delors Institute and Stiftung Wissenschaft und Politik (SWP), on 26-27 June in Berlin.

1.3.3. Other International Issues

NE-JDI furthered its deep reflection on the future of **European-American partnership**, especially through the "New Atlantic Capitalism" project, a joint initiative between demosEUROPA (Warsaw), NE-JDI (Paris), SWP (Berlin) and the German Marshall Fund of the United States (Washington, DC). The final report was published in 2012 with recommendations for decision-makers on both sides of the Atlantic. NE-JDI also carried out an analysis of trans-Atlantic relations during Obama's first term as president.

The research done by NE-JDI also focused on the major **changes in globalisation** and the main trends to come, in particular in the development of regionalism, which seems to be entering a new phase, different from the "new regionalism" of the two previous decades. NE-JDI also benefitted from the contributions of its Honorary President Pascal Lamy.

Other International Issues Main activities in 2012

- "Reflections on the future of globalisation", Conference of Pascal Lamy in partnership with CNAM, Paris, December
- "The globalisation: Where are we coming from? Where are we going to?", Pascal Lamy, *Tribune*, October
- "Barack Obama versus Mitt Romney on transatlantic relations", Bertrand Rioust de Largentaye, Article, *Public Service Europe*, October
- "Pondering Obama's presidency track record", Bertrand Rioust de Largentaye, *Policy Paper*, October
- "EU governance under the stress test of emerging economies", Elvire Fabry, *Tribune*, June
- "New Atlantic Capitalism: Reshaping the economic model in the EU and the US", Seminar organised in partnership with demosEUROPA/SWP/ German Marshall Fund Washington/EPC, Brussels, March
- "The case for Renewing Transatlantic Capitalism – Final report of the 'New Atlantic Capitalism' project", *Study & Report*, March

For more information: www.notre-europe.eu
Headings "Regional Integration" and "EU and USA Relations"

POLICY PAPER 22 OCTOBER 2012

4 YEARS WITH PRESIDENT OBAMA DEVELOPMENT AND FUTURE PROSPECTS OF TRANSATLANTIC RELATIONS

Bertrand Rioust de Largentaye (A former researcher with Notre Europe (2002-2008), he lived in the United States for three years, he spent almost half of his career in the French and German Offices in the Agriculture Ministry, then in the Finance and Foreign Trade Ministries, before joining the European Commission).

SUMMARY

As the American presidential election looms, Europeans are pondering the incumbent president's track record in the sphere of transatlantic relations and finding signs pointing to a certain deterioration in these relations.

Europeans note that the past four years have been marked by the return of a convergence in the opinions being voiced on either side of the Atlantic, both in connection with foreign policy goals and with the values that these goals aim to convey. This realisation, the tendency to hesitance and the preference for caution of the willing rather than for traditional alliances, which were such distinctive features of the previous administration, have all disappeared. Under Obama, the United States has moved towards a more multipolar vision of the world, which dovetails far better with the concept of a policy tailored to the resources available to it, which after all are not limitless. The United States' gradual loss of clout in the global economy should prompt it to become more selective in its choice of overseas commitments.

At the same time, Europeans note that there has been no letup in American criticism of certain aspects of Europe's political situation. The criticism being levelled at today is notably not very different from the criticism levelled at it under George W. Bush, which must mean that it transcends political parties and administrations. American complaints are essentially directed at the slowness of the decision-making and at the halting mechanisms adopted in the governance of the European economy, although in connection with this latter issue Americans are not especially well placed to hold themselves up as a model, as this year draws to a close. Lastly, Europeans note a redeployment of the resources available to America's foreign and security policy, including in the commercial sphere – a move traditionally referred to as the "pivot". We are already witnessing a decrease in America's military engagement in Europe, matched by an increase on the western Pacific rim. While in the sphere of trade policy the American situation is currently focused on the establishment of a transatlantic partnership (TPP).

The deciding factor between the two candidates is not going to be America's foreign relations, and certainly not its transatlantic relationship. If it were, we could fairly confidently state that the incumbent president would win the election.

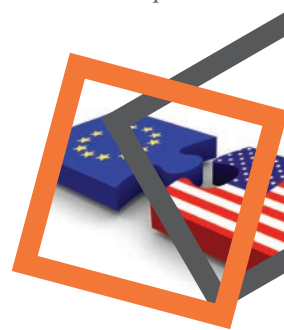
But the fact remains that, even if President Obama were to be re-elected, he still would not have a free hand. Public opinion surveys tend to show that the Democrats are rightly seeking to win back the House of Representatives, and that they might even lose their majority in the Senate.

Mr. Romney's remarks on the unfair and artificial nature of the Chinese currency's exchange rate, which has led him to say that he would brand China a "currency manipulator" on his first day in office, as well as on the nature of the support that he is determined to offer Israel, appear to point to strong transatlantic if he wins the election on 6 November – and the shockwaves would not spare transatlantic relations. It remains to be seen whether, if Mr. Romney is elected, he would succeed in reducing the polarisation that has marked his country's foreign relations since 2001.

- 1 -

Edited by Paweł Świąboda and Bruce Stokes

The Case for Renewing Transatlantic Capitalism



NEW ATLANTIC
CAPITALISM
PROJECT

Bertrand Rioust de Largentaye, "Pondering Obama's presidency track record", *Policy Paper* n° 59, October 2012.

"The case for Renewing Transatlantic Capitalism. Final report of the 'New Atlantic Capitalism' project", *Study & Report*, March 2012.

2. OUR OPERATIONS

2.1. Our Visibility

All through 2012, NE-JDI was active in promoting its activities and work to a growing number of players in France, Brussels, Europe and elsewhere. Its **dissemination activities** led the organisation to take part in numerous **conferences and seminars** and to appear on a regular basis in the **media** and amplify its **online presence**.

2.1.1. Notre Europe – Jacques Delors Institute at Conferences and Seminars

In 2012, NE-JDI organised or co-organised 40 events (conferences, debates, presentations, small-group seminars) in eight countries (Belgium, France, Germany, Italy, Luxembourg, Spain, the United Kingdom and the United States).

The members of the NE-JDI team were also called upon regularly to participate as experts in conferences organised by other institutions and organisations. In 2012, our President, our Founding President, our Directors and our Research Fellows participated in more than 70 events in 21 countries, within the EU (Belgium, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Poland, Portugal, Spain, the United Kingdom) and around the world (Croatia, Georgia, India, Macedonia, Serbia, Switzerland, Tunisia, Turkey, the United States).

NE-JDI at Conferences and Seminars 10 particularly visible activities in 2012

- "What future for the EU and its Court of justice?", Intervention of António Vitorino during the conference organised by the Court of justice on the occasion of its 60th anniversary, Luxembourg, December
- NE-JDI's European Steering Committee 2012 on: "The Single Market 20 years on: achievements and prospects on economic, social and political dimensions"; "What balance between austerity and growth in the euro zone?"; "No monetary union without a political union?", Paris, November
- "Building Europe: a project, more than one generation", debate with Jacques Delors and Valéry Giscard d'Estaing in partnership with Eustory-Network, the *Association des professeurs d'histoire-géographie (APHG)*, the European Youth Parliament, the *Université Paris 4-Sorbonne*, the *Maison de la mutualité, Le Taurillon*, Toute l'Europe.eu, Paris, November
- "20 years on: what challenges for the single market?", Intervention of Jacques Delors during the conference organised by the Representation of the European Commission in France and the French ministry for Economy and Finances, Paris, November
- "Competition – Cooperation – Solidarity: Facing the new EU challenges", Conference, Brussels, October
- "Euro-Mediterranean Summit of Economic and Social Councils and Similar Institutions", Intervention of Sami Andoura on the Euro-Mediterranean energy industry policy, Amman, October
- "European think tank forum – European influence under scrutiny", Seminar organised in partnership with SWP, Berlin, June
- "Completing the euro. A road map towards fiscal union in Europe", Presentation of the report of the Tommaso Padoa-Schioppa group, Brussels, July / Paris, September / Harvard, November
- "European Solidarity and the Eurozone crisis", Keynote speech by Yves Bertoncini during the conference organised by the Institute of international and European affairs, Dublin, May
- "The Maastricht Treaty: 20 years later", Conference in cooperation with EPC, Brussels, February

For more information: www.notre-europe.eu
Heading "Events"

2.1.2. Notre Europe – Jacques Delors Institute in the Media

In 2012, NE-JDI had a regular presence in European and international media, which allowed it to promote its work and take part in the most important ongoing debates. Throughout 2012, the President, the Honorary President, the Director and the entire NE-JDI team made numerous media appearances (just under 200, all media outlets combined). If taking into account the media appearances of Jacques Delors, the Founding President of our think tank, they amounted to nearly 230 in 2012.

These media appearances were mostly interviews, articles or tribunes, references and republished works. For the most part, they took the form of written press, audiovisual media and radio, with the addition of some online press, various websites and blogs.

Overall, NE-JDI made media appearances in more than 24 countries, mainly within the European Union (Belgium, Bulgaria, Denmark, France, Germany, Greece, Ireland, Italy, Lithuania, Poland, Portugal, Spain, Slovakia, the United Kingdom), but also internationally (Algeria, Canada, China, Morocco, Norway, Russia, Switzerland, Thailand, Turkey, the United States).

Most of the media presence in 2012 was a response to the many issues related to the euro area crisis, the situation in Greece, the evolution of the European budget and growth. In 2012, NE-JDI's expertise was also called upon during each of the European Council's meetings. Our media presence also focused on themes of the utmost importance for Europe, in particular European solidarity, fiscal negotiations, the Federation of Nation States, the state of agriculture and relations between the EU and its neighbours.



Yves Bertoncini on Bloomberg Television Channel.



Jacques Delors on BFM TV.

NE-JDI in the Media 10 particularly visible activities in 2012

- "Reform proposals for the euro zone", Jacques Delors and Henrik Enderlein, article *Die Zeit* and *Tribune* NE-JDI, December
- "The euro zone, core of a political union – Declaration of the 2012 ESC", publication in the European press (*Le Figaro*, *La Razón*, *Le Temps*, *Público*, *La Croix*, *La Repubblica*, *Ethnos*, etc.), November-December
- Jacques Delors invited in the programme "BFM politique", BFM TV, France, December
- Yves Bertoncini invited in the programme "Debate" to analyse UK/EU relations, France 24, France, November
- Jacques Delors invited in the programme "Grand journal" to debate with Valéry Giscard d'Estaing on Europe, Canal +, France, November
- Interview of Eulalia Rubio on the EU budget, *China Daily Europe*, China, November
- "Completing the euro. A road map towards fiscal union in Europe", Report of the Tommaso Padoa-Schioppa group: mentions in the European press (*Le Monde*, *Il Corriere della Sera*, *Financial Times*, *Le Temps*, *Spiegel Online*, etc.) and in the international press (*Bloomberg*, *Markets Watch* – *The Wall Street Journal*), *MSN Money*, etc.)
- Yves Bertoncini invited in the programme "L'invité de l'économie" on the European fiscal treaty, LCI, France, June
- Interview of António Vitorino to analyse the results of the June 2012 European Council, NIC-Noticias, Portugal, June
- Interview of Yves Bertoncini to analyse the new European governance since the election of François Hollande, Bloomberg TV, United Kingdom, May

For more information: www.notre-europe.eu
Heading "Medias"

2.1.3. Notre Europe – Jacques Delors Institute Online

2.1.3.1. NE-JDI's New Website

NE-JDI launched its new website on 13 October 2012.

The vertical menu of our site is now structured around our three axes of research - “European Union and Citizens”, “Competition, Cooperation, Solidarity” and “European External Actions” - and the main themes and issues that we focus on within this framework.

The horizontal menu of our site is structured around our three main activities: the publications that we create and distribute, the events that we organise or in which we participate and all of our media appearances.

This new site makes it easier to access the activities and archives of Jacques Delors, a catalogue of our work and the archive of our think tank since its creation, as well as the social networks in which we are active.

Coupled with a new policy on online communication, the rebranding of our site has led to an increase in the number of visitors by 63.20% since the end of 2011.



Website.

2.1.3.2. NE-JDI and Social Networking

The year 2012 also saw the rise of our social networking presence.

We moved from having a private Facebook account to have a fanpage with our new name. At the end of 2012, we had more than 4,000 fans, which makes NE-JDI one of the most followed European think tanks on Facebook.

After joining Twitter in 2011, we had nearly 1,000 followers by the end of 2012; these followers read, shared and responded daily to our tweets.

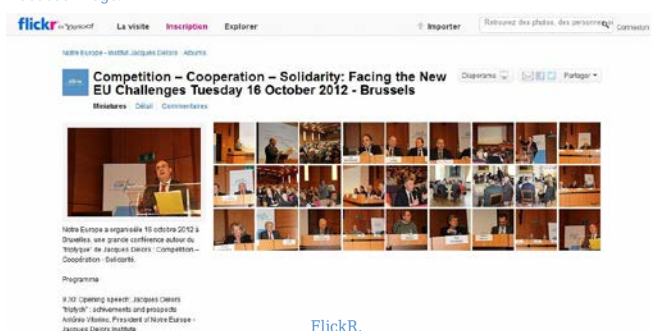
NE-JDI has also been on Flickr since February 2012, with albums and photos which illustrate our most important activities. After its creation two years ago, our YouTube channel brought together a growing number of videos in 2012, which gave a voice to our Research Fellows.



Facebook Page.



Twitter Account.



FlickrR.

In 2012, NE-JDI was one of the winners of a call for tender called "Mobiliser sur le web" ("Online Mobilisation") organised by the French Ministry of Foreign and European Affairs and the European Commission, with a view to the 2014 European elections. This initiative will help us improve our online presence, especially through the incorporation of videos and sound bites on our site, the creation of a chat function on our Facebook page and the online distribution of videos and clips about Europe.

NE- JDI Online 10 particularly visible activities in 2012

- "Britain and Europe - The last rites?", Julian Priestley, *Tribune*, December
- "The Nobel Prize, then what?", Yves Bertoncini and António Vitorino, *Tribune*, December
- "Building Europe: a project, more than one generation", Debate with Jacques Delors and Valéry Giscard d'Estaing in partnership with Eustory-Network, the *Association des professeurs d'histoire-géographie (APHG)*, the European Youth Parliament, the *Université Paris 4-Sorbonne*, the *Maison de la mutualité*, *Le Taurillon*, *Toute l'Europe.eu*, Paris, November
- "The euro zone, core of a political union", Jacques Delors, António Vitorino and the participants in the 2012 ESC, *Tribune*, November
- "Spending better together: analyses and recommendations", Amélie Barbier-Gauchard and Eulalia Rubio, *Synthesis* of the publications of the project "How to Spend Better Together", November
- "For a new relaunch of the single market", Jacques Delors, *Tribune - Viewpoint*, October
- "Schengen and solidarity: the fragile balance between mutual trust and mistrust", Yves Pascouau, Foreword by António Vitorino, *Policy Paper*, July
- "Completing the euro. A road map towards fiscal union in Europe" (EN, FR and DE), Tommaso Padoa-Schioppa group, Foreword by Jacques Delors and Helmut Schmidt, *Study & Report*, June
- "Do the Europeans still believe in the EU? Analysis of attitudes and expectations of EU public opinions over the past quarter century", Daniel Debomy, Foreword by António Vitorino, *Study & Report*, June
- "Solidarity within the Eurozone: how much, what for, for how long?", Sofia Fernandes and Eulalia Rubio, Foreword by Jacques Delors, *Policy Paper*, February

For more information:

www.notre-europe.eu

www.facebook.com/notre.europe – <https://twitter.com/NotreEurope>

<http://www.youtube.com/user/NOTREUROPE> – <http://www.flickr.com/photos/notreeurope/>

2.2. Our Team and our Governing Bodies

2.2.1. Our Team

In 2012, Valentin Kreiling joined the NE-JDI team as a Research Fellow dedicated full-time to political and institutional issues. The team was also strengthened through the hiring of an Online Communications and Dissemination Officer, Nicolò Conti, following the departure of Christelle Vasseur, who was in charge of dissemination and of the website.

The NE-JDI team also welcomed five interns (Erwan Bertrand, Margaux Brousse, Nicolò Conti, Valentin Kreiling and Chiara Rosselli). In addition, two temporary staff members, Kristina Maslauskaitė and Isabelle Donnay, were hired to fill in for employees on maternity leave.

At the end of 2012, the activities of NE-JDI relied on the mobilisation of 12 people dedicated to this task full-time and benefitted from regular input from four advisors and three Associate Research Fellows. In total, NE-JDI could count on contributions from Europeans of eight different nationalities (Austrian, Belgian, French, German, Italian, Lithuanian, Portuguese and Spanish) according to the division of tasks presented below.

ORGANISATION CHART OF NOTRE EUROPE – JACQUES DELORS INSTITUTE 31.12.2012



António Vitorino
President

Yves Bertoncini
Director

RESEARCH

EUROPEAN UNION AND CITIZENS

Yves Bertoncini, Politics and institutions, Democracy, Mobility
Nadège Chambon, Senior research fellow, Citizen dialogue
Mathilde Durand, Project manager "Germany"
Valentin Kreiling, Research fellow, Politics and institutions
Alain Dauvergne, Adviser, Public opinion, Institutions
Renaud Dehousse, Adviser, European Integration
Aziliz Gouez, Associate research fellow, Identity and European values

COMPETITION – COOPERATION – SOLIDARITY

Sami Andoura, Senior research fellow, Energy policy
Nadège Chambon, Senior Research Fellow, Agriculture and rural development
Sofia Fernandes, Research fellow, Economic and social affairs
Kristina Maslauskaitė, Research fellow, Economic and social affairs
Eulalia Rubio, Senior research fellow, Economic and social affairs
Henrik Enderlein, Associate Research Fellow, EMU, Germany
Marjorie Jouen, Adviser, Regional and cohesion policy

EUROPEAN EXTERNAL ACTION

Sami Andoura, Senior research fellow, EU external action
Elvire Fabry, Senior research fellow, EU external action, "Think Global - Act European"
Chiara Rosselli, Trainee, "Think Global - Act European"
Timo Behr, Associate research fellow, Regional integration, World governance

OUTREACH

EDITION

Mathilde Durand, Editor

COMMUNICATION

Stéphanie Baz, Communications and Media officer, Founding president
Jacques Delors' Press Adviser
Nicolò Conti, Online communications and dissemination officer

EVENTS

Tamara Buschek, Events officer (*on maternity leave*)
Ute Guder, Events manager

SUPPORT

Tamara Buschek, Assistant to the president and director (*on maternity leave*)
Isabelle Donnay, Assistant to the president and director, Office Manager
Ute Guder, Administration and finances manager, Personal assistant to Founding president Jacques Delors
Jennifer Hoff, Funding development officer, Prospecting and relations with funding partners
Jean-Pierre Bobichon, Adviser, Relations with social actors

2.2.2. Our Board of Trustees

Created in 2010 on the initiative of former President of *Notre Europe* Tommaso Padoa-Schioppa, the Board of Trustees is tasked with ensuring the continuity of the institution's operations and its development, while respecting its social objective and its founding principles. It gathers at least once a year and its last meeting was held on 23 November 2012.

The members of the Board of Trustees were appointed in May 2010 for a period of four years.

António Vitorino heads the Board of Trustees as President of NE-JDI, without being a formal member.

The Board of Trustees is assisted by a secretariat composed of Yves Bertoncini, Director, Ute Guder, Finance and Events Manager, and Jennifer Hoff, Funding Development Officer.

NE-JDI'S BOARD OF TRUSTEES – 31/12/2012

Étienne Davignon, Belgian Minister of State, former Vice-President of the European Commission

Jacques Delors, President of the Board of Trustees, Founding President of *Notre Europe – Jacques Delors Institute*, former President of the European Commission, former French Minister

Pascal Lamy, Honorary President of *Notre Europe – Jacques Delors Institute*, Director General of the WTO, former European Commissioner

Pedro Solbes, President of the Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE), former Spanish Minister, former European Commissioner

Philippe Lagayette, President of the Fondation de France, Vice-President and Senior Advisor of Barclays Capital

2.2.3. Our Board of Directors

The Board of Directors is responsible for the management of NE-JDI and the orientation of its research work. It met twice in 2012, on 12 May and 23 November.

During its meeting of 12 May 2012, it adopted a declaration entitled “Stability and Growth: Perfecting the New European Pact”, published in the original French in *Le Figaro* as well as in English by NE-JDI.

Javier Solana, former High Representative for the Common Foreign and Security Policy of the European Union and former Spanish Minister, joined the NE-JDI Board of Directors in 2012.

By year-end of 2012, the NE-JDI Board of Directors thus boasted 26 members (*see details below*), representing 9 different nationalities (Belgian, British, French, German, Italian, Polish, Portuguese, Spanish and Swedish).

NE-JDI'S BOARD OF DIRECTORS – 31/12/2012

António Vitorino, President of the Board of Directors, Lawyer, former European Commissioner, former Portuguese Minister

Erik Belfrage, Advisor to the Chairman of SEB Marcus Wallenberg and the Board of the Swedish Institute of International Affairs (SIIA), Member of the International Chamber of Commerce, Member of the Trilateral Commission

Yves Bertoncini, Director of *Notre Europe – Jacques Delors Institute*, Administrator at the European Commission

Joachim Bitterlich, Vice-President of the Board of Directors, former Chairman of Veolia Environnement Germany, former Executive Vice-President International Affairs of Veolia Environnement Paris

Josep Borrell Fontelles, former President of the European Parliament, former President of the European University Institute in Florence

Jean-Louis Bourlanges, associate Professor with Sciences Po Paris, former Member of the European Parliament

Jerzy Buzek, Member of the European Parliament, former President of the European Parliament, former Polish Prime Minister

Laurent Cohen-Tanugi, International lawyer and writer

Jacques Delors, Founding President of *Notre Europe – Jacques Delors Institute*, former President of the European Commission, former French Minister

Jonathan Faull, Director General Internal Market and Financial Services at the European Commission

Nicole Gnesotto, Vice-President of the Board of Directors, Titular Professor of the European Union Chair at the CNAM

Elisabeth Guigou, Member of the French National Assembly and Chairwoman of the Foreign Affairs Committee at the French National Assembly, former French Minister

Eneko Landaburu, Ambassador, Head of the European Union Delegation to the Kingdom of Morocco

Pierre Lepetit, Vice-President of the Board of Directors, Treasurer of *Notre Europe – Jacques Delors Institute*, Inspecteur général des finances

Sophie-Caroline de Margerie, Member of the French Council of State

Jean Nestor, former Secretary General of *Notre Europe*

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

Jean Pisani-Ferry, Director of Bruegel, Associate Professor with the Université Paris IX-Dauphine

Julian Priestley, former Secretary General of the European Parliament

Gaëtane Ricard-Nihoul, Political analyst with the European Commission Representation in France, former Secretary General of *Notre Europe*

Maria João Rodrigues, Economic and social policy advisor to the European Commission, Professor at the Lisbon University, former Portuguese Minister

Philippe de Schoutheete, Senior Fellow of the Europe Department at Egmont Institute, Former Belgian Ambassador to the EU

Daniela Schwarzer, Head of the Research Division EU Integration at the German Institute for International and Security Affairs (SWP)

Javier Solana, President of ESADE Center for Global Economy and Geopolitics, former EU High Representative for Common Foreign and Security Policy, former Spanish Minister

Christian Stoffer, Chief-Economist of the High Council for Economy, Industry, Energy and Technology at the French Ministry for Economy, Finances and External Trade, Associate Professor with the Université Paris IX-Dauphine, member of the French Research Center in International Economics (CEPII)

Christine Verger, Director of the Directorate for Relations with National Parliaments at the Directorate-General for the Presidency of the European Parliament, former Secretary General of *Notre Europe*

2.2.4. Our European Steering Committee

As it does each year, the European Steering Committee (ESC) met in Paris on 23 and 24 November 2012, bringing together high-level European figures to debate fundamental issues of the future of the EU (*see list of participants below*).

Jacques Delors participated in a dinner debate on 23 November on the theme, “The State of the European Union in Autumn 2012”.

The next day, Saturday 24 November, was marked by three sessions of debates:

- A first session dedicated to the achievements and prospects of the Single Market introduced by Riccardo Perissich, former Director-General of Industry at the European Commission and Executive Vice-President of the Italian Representation of the Council for the United States and Italy.
- A second session on how to balance austerity and growth within the euro area was introduced by Anna Diamantopoulou, former member of the European Commission and former Greek Minister, and Paavo Lipponen, former Prime Minister of Finland.
- António Vitorino then opened the debates of the third session on the theme, “No monetary union without political union?” This session led to a common declaration about the political union entitled, “The euro zone, core of a political union”. This was published widely in the European press (*Le Figaro, La Razón, Público, La Repubblica, The Independent, Le Temps, Ethnos, etc.*).



Paavo Lipponen, Riccardo Perissich, António Vitorino, Yves Bertoncini, Anna Diamantopoulou, Vitor Martins and Pervenche Bérés during the meeting of the European Steering Committee on 24 November in Paris.



Anna Diamantopoulou and Paavo Lipponen during the meeting of the European Steering Committee on 24 November in Paris.

EUROPEAN STEERING COMMITTEE - LIST OF PARTICIPANTS 2012

Jacques Delors, President of the ESC, Founding President of *Notre Europe – Jacques Delors Institute*, former President of the European Commission, former French Minister

António Vitorino, President of the Board of Directors, Lawyer, former European Commissioner, former Portuguese Ministers

Pascale Andréani, Ambassador, Permanent Representative of France to the OECD

Enrique Barón-Crespo, former President of the European Parliament, former President of the European Socialists' Parliamentary Group

Pervenche Berès, MEP, President of the European Parliament's Employment and Social Affairs Committee

Yves Bertoncini, Director of *Notre Europe – Jacques Delors Institute*, Administrator at the European Commission

Joachim Bitterlich, Vice-President of the Board of Directors, former Chairman of Veolia Environnement Germany, former Executive Vice-President International Affairs of Veolia Environnement Paris

Jean-Louis Boulanges, associate Professor with Sciences Po Paris, former Member of the European Parliament

Jerzy Buzek, Member of the European Parliament, former President of the European Parliament, former Polish Prime Minister

Laurent Cohen-Tanugi, International lawyer and writer

Étienne Davignon, Belgian Minister of State, former Vice-President of the European Commission

Renaud Dehousse, Director of the Centre d'études européennes of Sciences Po Paris

Anna Diamantopoulou, former European Commissioner, former Greek Minister

Isabelle Durant, Vice-President of the European Parliament

Jean-Baptiste de Foucauld, former French Commissaire au plan, former Inspecteur des Finances

Emilio Gabaglio, former General Secretary of the European Trade Union Confederation

Elisabeth Guigou, Member of the French National Assembly and Chairwoman of the Foreign Affairs Committee at the French National Assembly, former French Minister

Klaus Hänsch, former President of the European Parliament

Philippe Lagayette, President of the Fondation de France, Vice-President and Senior Advisor of Barclays Capital

Eneko Landaburu, Ambassador, Head of the European Union Delegation to the Kingdom of Morocco

Pierre Lepetit, Vice-President of the Board of Directors, Treasurer of *Notre Europe – Jacques Delors Institute*, Inspecteur général des finances

Paavo Lipponen, former Prime Minister of Finland

Père Henri Madelin, Jesuit, Centre Sèvres

Florence Mangin, Permanent Representative of France to the United Nations and other International Organisations in Vienna

Vitor Martins, Advisor on European Affairs to the President of the Portuguese Republic, former Portuguese Cabinet Minister

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

Alojz Peterle, MEP, former Prime Minister of Slovenia

Julian Priestley, former Secretary General of the European Parliament

Gaëtane Ricard-Nihoul, Political analyst with the European Commission Representation in France, former Secretary General of *Notre Europe*

Maria João Rodrigues, Economic and social policy advisor to the European Commission, Professor at the Lisbon University, former Portuguese Minister

Philippe de Schoutheete, Senior Fellow of the Europe Department at Egmont Institute, Former Belgian Ambassador to the EU

Pedro Solbes, President of the Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE), former Spanish Minister, former European Commissioner

Antoinette Spaak, Belgian Minister of State, former MEP

Christian Stoffaës, Chief-Economist of the High Council for Economy, Industry, Energy and Technology at the French Ministry for Economy, Finances and External Trade, Associate Professor with the Université Paris IX-Dauphine, Member of the French Research Center in International Economics (CEPII)

Paweł Świeboda, President of demosEUROPA

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 *Notre Europe*

2.3. Our Funding

2.3.1. Our Resources and Partners

In 2012, the activities of NE-JDI received support from four “major partners”, who pledged multiannual donations greater than or equal to 100,000 euros.



Our activities also received recurring support from another partner:



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG

The 2012 activities of NE-JDI were also carried out thanks to **financial partners on specific projects**:

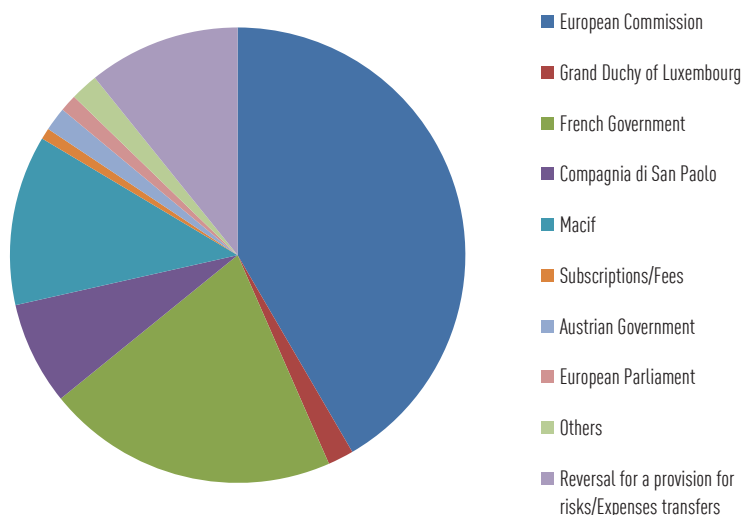
- The European Commission – “Europe for Citizens” Programme – for the “Think Global – Act European IV” project (2011-2013)
- The European Parliament for the study “Democratic control in Member States of the European Council and Euro Area Summits” (partnership with TEPSA, 2012)
- The Austrian government for the study on the European social model (2012-2013)
- The European Commission and the French Ministry of Foreign and European Affairs for the “Mobiliser sur le Web” (Online mobilisation) call for tender (2012-2013)
- The Körber Foundation for the conference “Building Europe: A Project, More than One Generation” (November 2012)
- The European Commission – New Atlantic Capitalism Project (project leader: demosEUROPA, in partnership with SWP, the German Marshall Fund of the United States, EPC, 2010-2012).



In 2012, the global budget of NE-JDI was approximately **1.350 million euros**, which is comparable to that of the previous year.

Total contributions from our major partners and other partners accounted for **78%** of our revenue in 2012, contributions for more temporary projects **10%** and finally, membership dues and fees and one-off sources of income **12%**.

Breakdown of the resources of *Notre Europe – Jacques Delors Institute* in 2012

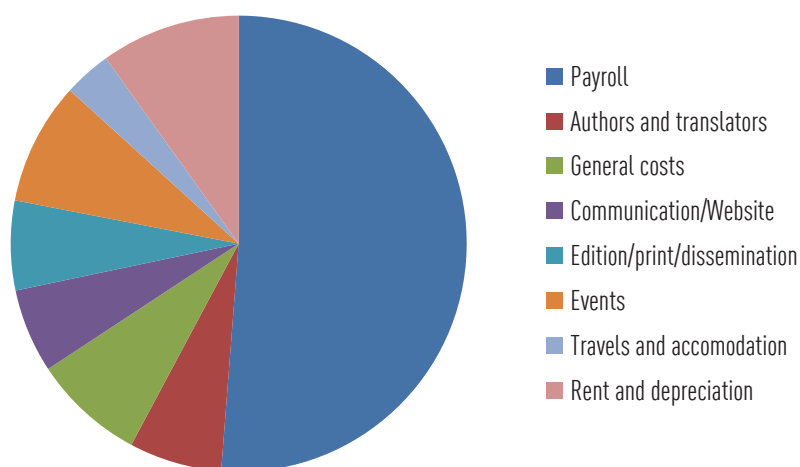


2.3.2. Our Expenditure

In 2012, expenditure for *Notre Europe – Jacques Delors Institute* was broken down into three relatively equal parts:

- Expenditure for our **research activities** accounted for approximately 38% of total expenditure and was mostly attributed to the compensation of our researchers, as well as funding for external authors and seminar planning.
- Expenditure for our **dissemination activities** accounted for 31% of total expenditure and was attributed to the compensation of our team members in charge of dissemination, publishing, communication and the organisation of public events, as well as expenditure tied to the new website name and translation and printing costs.
- Expenditure for our **support activities** and our **operations** accounted for 31% of total expenditure and mostly accounted for the compensation of our team members in charge of support functions (management, administration, etc.) as well as the operating costs of our offices (especially rent).

Breakdown of the expenditures of *Notre Europe – Jacques Delors Institute* in 2012



2.3.3. Our Financial Report

The balance sheet and income statement of NE-JDI (year ended 31 December 2012) are as follows:

BILAN / BALANCE SHEET (en / in €)	2012	2011
Actif / Asset Base		
Actif immobilisé / Capital assets	51 000	86 862
Actif circulant / Circulating assets		
Créances / Accounts receivable	204 947	165 282
Valeurs mobilières de placement / Investment securities		76 226
Disponibilité / Cash	29 263	78 142
Charges constatées d'avance / Prepaid expenses	6 518	23 485
TOTAL	291 728	429 997
Passif / Equities		
Fonds propres / Capital	66 863	55 133
Provisions / Reserves	0	140 288
Fonds dédiés / Dedicated funds	43 720	18 568
Dettes / Liabilities	181 146	216 008
TOTAL	291 729	429 997

COMPTE DE RESULTAT / INCOME STATEMENT (en / in €)	2012	2011
Produit d'exploitations / Operating revenue	1 365 691	1 318 060
dont / including:		
Contributions structurelles / Structural contributions		
Commission européenne / European Commission	500 000	550 000
Gouvernement français / French Government	276 000	300 000
Gouvernement luxembourgeois / Government of Luxembourg	25 000	25 000
Compagnia di San Paolo	100 000	230 000
Macif	165 000	80 000
TOTAL	1 066 000	1 185 000
Contributions liées à des projets / Project driven contributions		
Commission européenne / European Commission	70 575	3 490
Parlement européen / European Parliament	16 513	
Ministère des Affaires européennes / French Ministry of European Affairs	7 040	
Gouvernement autrichien / Austrian Government	23 000	
Autres projets / Other projects	19 000	84 673
TOTAL	136 128	88 163
Cotisations / Subscriptions	10 814	26 752
Autres revenus / Other income	152 749	18 145

Charges d'exploitation / Operating costs	1 353 961	1 327 815
Salaires et charges / Salaries and charges	693 582	630 382
Honoraires / Fees	108 790	93 158
Publications / Publications	85 956	150 076
Événements / Events	117 675	121 475
Déplacements, réceptions / Travel, Receptions	45 612	56 328
Communication, site web / Communication, Website	80 713	32 177
Fonctionnement / Administrative costs	87 706	98 594
Loyer / Rent	116 014	112 094
Amortissements / Depreciation	17 913	19 956
Provisions / Reserves	0	13 575
Résultat / Result	11 730	- 9 755

**Thank you for having followed our activities in 2012,
we invite you to continue in 2013 on:**

www.notre-europe.eu



Notre Europe - Jacques Delors Institute is the European think tank founded by [Jacques Delors](#) in 1996. Our aim is to produce analyses and proposals targeting European decision-makers and a wider audience, and to contribute to the debate on the European Union.

We publish [numerous papers](#) (Tribunes, Policy Papers, Studies & Reports, Syntheses), organise and take part in [seminars and conferences](#) throughout Europe, and make appearances in the [European media](#) via our presidents, director and team.

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

The president of *Notre Europe - Jacques Delors Institute* is [António Vitorino](#), a former European commissioner and Portuguese minister. He succeeded [Tommaso Padoa-Schioppa](#), [Pascal Lamy](#) and Jacques Delors. The director, [Yves Bertoncini](#), leads an [international team](#) of around 15 members.

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

All publications are available free of charge, in French and English, on our [website](#) and through the social networks. *Notre Europe - Jacques Delors Institute* is wholly independent of party political influence and economic interest.

With the support of:



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info@notre-europe.eu

