

# ANNUAL REPORT 2013

### Some Facts and Figures 2013

- **European Union and citizens:** projects to strengthen the Federation of Nation States, to shed light on the functioning of national and European democracies, to step up citizen dialogue on the EU, and so forth.
- **Competition, cooperation, solidarity:** projects to complete the Economic and Monetary Union, to strengthen the EU's social dimension, to establish a genuine European Energy Community, and so forth.
- **European external action:** projects to improve the ties between the EU and its neighbours, to "Think Global and Act European", and so forth.
- **106 publications** comprising **33 Tribunes, 45 Policy Papers, 9 Studies & Reports** and **19 Syntheses**.
- **47 conferences and seminars** hosted or co-hosted in 8 countries and **110 speeches or addresses** at events hosted in 21 countries.
- **Over 220 appearances in the media** in 19 countries.
- Over **5,000 fans** on Facebook.
- **Roughly one hundred podcasts** broadcast on our new SoundCloud channel and **over 50 videos** posted on our YouTube channel.
- **More than 100,000 hits** in 2 months for the video entitled "Bengui in the European Parliament" produced by NE-JDI.

## FOREWORD



2013 proved to be an especially intense year both for the European Union and for our think-tank.

The financial, economic and social crisis that has struck the EU continued to have a negative impact on most of the member states. While the crisis did not affect euro area's solidity, it nevertheless continued to trigger a great deal of debate and tension, particularly with regard to the correct balance between austerity and growth and to the welcome implementation of the banking union. This crisis may have occasionally caused the Europeans to forget that they were part of a rapidly developing world in which strength lies increasingly in unity.

That is the context in which we pursued work full programme reflecting Europe's political and decision-making agenda, addressing in particular the consolidation of the "European Federation of Nation States", the functioning of national and European democracies, the completion of the Economic and Monetary Union, the strengthening of "social Europe", the creation of a fully-fledged "European Energy Community" and the dual need to "Think Global and Act European". The first part of this report provides an overview of our work as a whole, which I would encourage you to explore in greater depth by visiting our website [www.notre-europe.eu](http://www.notre-europe.eu).

The second part of the report outlines the most important results that we have achieved in terms of raising our profile, it discusses developments and changes in our team and our boards, and it illustrates the manner in which we have used the resources placed at our disposal, for which I would like to express my sincere gratitude to our partners and contributors.

In order to complete all of our projects successfully, we have been able to rely on the invaluable presence and contribution of our founding president Jacques Delors, an example when it comes to formulating responses to the challenges facing the euro area. We were also able to benefit from the return, in September 2013, of our honorary president Pascal Lamy, who also offers us his unique experience and vision, particularly in the area of globalisation.

I would like to use this space to thank them for their contribution, as I would like to thank also our director Yves Bertoncini and the team as a whole for their commitment and dynamism.

I hope that you enjoy reading this report and that it will make you want to delve even further into our analyses and recommendations throughout the current year, and in the run-up to the European elections on 22-25 May and the substantial political and institutional changes to which they will lead.

António Vitorino  
president of Notre Europe - Jacques Delors Institute

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## 1. OUR ACTIVITIES

In 2013 the NE-JDI produced analyses and recommendations primarily in the shape of publications and events, the content of which can be consulted on our website: [www.notre-europe.eu](http://www.notre-europe.eu)

In 2013 the NE-JDI disseminated 106 publications (see [www.notre-europe.eu](http://www.notre-europe.eu), Heading “Publications”): 33 Tribunes, 45 Policy Papers, 9 Studies & Reports and 19 Syntheses.

The NE-JDI also hosted or co-hosted 47 events (conferences, debates, presentations with debate and select smaller-scale seminars) in 8 countries: Belgium, France, Germany, Italy, Luxembourg, Spain, the United Kingdom and the United States of America. The presidents and members of the NE-JDI team were also regularly in demand to air their expert views at conferences hosted by other institutions and organisations, taking part in over 110 events in 21 countries both inside and outside the EU (see [www.notre-europe.eu](http://www.notre-europe.eu), Heading “Events”).

In 2013, the NE-JDI regularly intervened in the European and international media, allowing us to add value to our work and to adopt a stance in the most important current debates. All in all, over 220 appearances by the presidents, governing bodies, director and team of NE-JDI were recorded in the various media in France, in the EU countries and beyond (see [www.notre-europe.eu](http://www.notre-europe.eu), Heading “Medias”).

Our work developed along three major axes: “European Union and citizens”, “Competition, cooperation and solidarity,” and “European external actions”, generating the main activities illustrated in greater detail below.

Our work will continue throughout 2014 in the endeavour to remain in tune with the European decision-making agenda and with ongoing and emerging political debates, reflecting the working programme approved by our Board of Directors (see [www.notre-europe.eu](http://www.notre-europe.eu), Heading “Themes of our work”).

## 1.1. Deepening European Political Union

### 1.1.1. Political Union and Federation of Nation States

The fresh boost imparted to the debate on “political union” prompted us to pursue our project bearing on the shape which this union has, at this juncture, already acquired, namely that of a Federation of Nation States, to use the expression coined by Jacques Delors.

This project consisted in an analysis of the links established between certain member states and the EU (Cyprus, Estonia, Germany, Ireland, Latvia, Lithuania and the United Kingdom). It also addressed the development of the division of competences between the EU and its member states in the context of the reform of the governance of the EMU. It also prompted us to publish a study on the national anthems and flags of the EU’s member countries (and those of the EU itself) in an effort to explain their origin and significance so as to foster increased mutual familiarity and understanding among Europe’s citizens.

#### Political Union and Federation of Nation States Main activities in 2013

- “United in diversity: Anthems and flags of the European Union”, Pierre-Robert Cloet, Bénédicte Legué and Kerstin Martel, Foreword by António Vitorino, *Study & Report*, December
- “From a community of nations-states to a political union”, Yves Bertoncini spoke at a public hearing of the European Economic and Social Committee (EESC), Brussels, December
- “Germany and the EU: A new cycle?”, Jacques Delors, António Vitorino and Yves Bertoncini on EurActiv.com, October
- “The Baltic states in the EU: Yesterday, today and tomorrow”, Agnia Grigas, Andres Kasekamp, Kristina Maslauskaitė and Liva Zorgenfrei, Foreword by Jerzy Buzek, *Study & Report*, September
- “Designing a European fiscal union: Lessons from the experience of fiscal federations”, António Vitorino spoke at a conference organised by the French Ministry for Economy and Finance and the IMF, Paris, September
- “The EU and its member states: To recommend is not to command”, Yves Bertoncini on EurActiv.com, June
- “Forty years a-growing. An overview of Irish-EU relations”, Aziliz Gouez (dir.), Foreword by Yves Bertoncini and Postword by Peter Sutherland, *Study & Report*, February
- “Britain and Europe: Anatomy of a speech”, Julian Priestley, *Tribune*, January
- “Cyprus and the EU: Appraisal and challenges”, Yves Bertoncini spoke at a conference held at the University of Nicosia to present the *Policy Paper* on Cyprus and the EU, Nicosia, January
- “The anniversary of the Élysée Treaty”, crossed interview with Jacques Delors and Joschka Fischer in *Der Spiegel*, January

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

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

Directed by Aziliz Gouez  
With interviews with Pádraig Kirby,  
Eoin Ó Brodaigh, Michael Healy,  
and Peter Sutherland  
and a report by Tony Brown  
Foreword by Yves Bertoncini  
Postword by Peter Sutherland  
and Kerstin Martel

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“Forty years a-growing. An overview of Irish-EU relations”, Aziliz Gouez (dir.), Foreword by Yves Bertoncini and Postword by Peter Sutherland, *Study & Report*, February

#### UNITED IN DIVERSITY: ANTHEMS AND FLAGS OF THE EUROPEAN UNION

Pierre-Robert Cloet,  
Bénédicte Legué,  
Kerstin Martel

Foreword by António Vitorino

STUDY & REPORT  
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“United in diversity: Anthems and flags of the European Union”, Pierre-Robert Cloet, Bénédicte Legué and Kerstin Martel, Foreword by António Vitorino, *Study & Report*, December

### 1.1.2. European Institutions

The NE-JDI was eager to deepen its work on the European institutions, focusing primarily on the European Council, which has become an increasingly central player in the European political game thanks to the crisis and to the Treaty of Lisbon. The project consisted, for example, in interviews with António Vitorino, who discusses the issues on the agenda of each European Council meeting.

The development of the governance of the EMU also produced analyses and recommendations, focusing in particular on the role that the European and national parliaments can play in this connection (with, in particular, the drafting of a report ordered by the European Parliament in conjunction with TEPSA).

And finally, the development of the European institutions and of the European construction process led to the adoption of comprehensive positions, also by our founding president Jacques Delors and our honorary president Pascal Lamy.

#### European Institutions Main activities in 2013

- "Analysis of the conclusions of the European Council", Yves Bertoncini on France Inter, December
- "Twenty years treaty on European Union: Reflections from Maastricht", Pascal Lamy spoke at a conference organised by Maastricht University, in close cooperation with the city of Maastricht, Maastricht, October
- "The European's political and institutional challenges", Eneko Landaburu spoke at the third edition of Eurotémis organised by Sciences Po Bordeaux, Bordeaux, November
- "A time-lag problem, or even a lack of consistency", António Vitorino, *Tribune – Interview ahead of the European Council*, October
- "An inter-parliamentary conference for the EMU", Valentin Kreiling, *Policy Paper*, October
- "The democratic and parliamentary control of the European Council and Eurozone summits", Claudia Heffler, Valentin Kreiling, Olivier Rozenberg and Wolfgang Wessels, *Tepsa – Demo Report*, March
- "The role of parliaments in the coordination of budgetary and economic policies" Yves Bertoncini and Valentin Kreiling spoke during a seminar organised in partnership with the Foundation for European progressive studies (FEPS), Brussels, March
- "Constitutionalisation of the Eurozone – Institutional aspects of the political union", Yves Bertoncini spoke at a conference organised by the Centro studi sul federalism, Turin, March
- "The democratic deepening of Europe and solidarity based integration" Yves Bertoncini spoke at a round table organised by the European Affairs Committee of the French National Assembly, Paris, February
- "What political union for Europe?", Valentin Kreiling, *Synthesis* of a conference-debate organised in cooperation with Policy Network, the Polish Institute of International Affairs and Sciences Po Paris, Paris, January

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "European Institutions"



"The democratic and parliamentary control of the European Council and Eurozone summits", Claudia Heffler, Valentin Kreiling, Olivier Rozenberg and Wolfgang Wessels, *Tepsa – Demo Report*, March



"A time-lag problem, or even a lack of consistency", António Vitorino, *Tribune – Interview ahead of the European Council*, October



### 1.1.3. European Elections and National Democracies

An intensification in the political debate on the EU and the euro area led to the production of analyses focusing primarily on the development of the perception of the European construction process held by grass-roots opinion in the various member states, including during general elections (for instance in Italy).

Specific work was devoted to the debate on the euro area aiming, among other things, the better to analyse instances of EU intervention on national democratic institutions.

And lastly, the run-up to the European elections in May 2014 prompted us to engage in work designed to clarify the political and party issues involved, a job which on we plan to continue working throughout the first half of 2014.

#### European Elections and National Democracies Main activities in 2013

- "European elections: Full steam ahead!", *Tribune* by our European Steering Committee, November
- "What does a Europe of the right or a Europe of the left mean?", Yves Bertoncini spoke during the annual meeting of the *Maisons de l'Europe* in the premises of the Alsace Region, Strasbourg, November
- "What political balance of power in the next European Parliament?", Yves Bertoncini and Valentin Kreiling, *Policy Paper*, November
- "Is the EU really democratic?", Show with Yves Bertoncini and Malo Mofakhami shot by Stand Alone Media on an original idea of Notre Europe – Jacques Delors Institute, Video NE-JDI, October
- "The 2014 European elections: The debate is now!", Conference organised in cooperation with EuroCité and Europartners within the cycle
- "European public space: Heading towards the European elections", Paris, September
- "Au-delà de la Troïka : quels clivages et quels visages pour l'UE ?" (Beyond the Troika: which divides and faces for the EU?), Yves Bertoncini and Valentin Kreiling in the *Huffington Post*, July
- "Eurozone and democracy(ies): A misleading debate", Yves Bertoncini, *Policy Paper*, July
- "Europe at the polls. Lessons from the 2013 Italian elections", Renaud Dehousse, *Policy Paper*, May
- "EU no, euro yes? European public opinions facing the crisis (2007-2012)", Daniel Debomy, *Policy Paper*, March
- "Analysis of the rise of populism in the EU", Yves Bertoncini on France 24 English, February

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "European Democracy"



"EU no, euro yes? European public opinions facing the crisis (2007-2012)", Daniel Debomy, *Policy Paper*, March

"European elections: full steam ahead!", *Tribune* - Declaration of European Steering Committee, November (published in several European newspapers, including the *Handelsblatt*)

### 1.1.4. Citizen Dialogues

The NE-JDI continued to reach out to the man in the street, in accordance with its founder's explicit wishes and in connection with the "European Citizen Year" proclaimed by the European Commission.

These citizen dialogues were conducted in the context of partnerships with civil society, and in particular with the European Movement – France, with which we organised a cycle entitled "Droit d'inventaire – Droit d'inventer" ["Right of Inventory – Right to Invent"] to debate four issues of major importance for the EU (democracy, employment, the euro and the globalisation process) in eight medium-sized towns located in France's "eight Euro-constituencies".

These citizen dialogues also mobilised social players, in particular in the context of our cooperation agreement with the Macif. They also involved 2.0. citizens, for instance via the launch of our "citizens' web dialogue".

#### Citizen Dialogues Main activities in 2013

- "Eurosfat: Romania and Europe during the crisis, citizens' consultations on the state of the Union", Nadège Chambon spoke during a public conference organised in partnership with the Europuls Association in the Parliament Palace, Bucharest, March
- 📺 Citizens' Web Dialogue with Jacques Delors, Video NE-JDI, Paris, October
- Meeting with the Regional Committee Macif Western Central Atlantic on the functioning of the EU and its institutions, Niort, September
- "The 2014 European elections: The debate is now!", Conference organised in partnership with EuroCité and Europartenaires, Paris, September
- "The media and the EU: 'Foreign affairs'?", participation of Yves Bertoncini in the second seminar of the cycle "European public space: Heading towards the European elections" organised in partnership with EuroCité and Europartenaires, Paris, April
- "Employment and globalisation", Yves Bertoncini spoke during the first debate of the cycle "Right of inventory – Right to invent: 60 years of Europe, successes worth keeping – solutions yet to be invented" organised in partnership with the European Movement – France, Albi, November
- "Les journées de Bruxelles : Réinventer l'Europe" (Brussels days: Reinventing Europe) organised by *Le Nouvel Observateur* with Jacques Delors, António Vitorino, Pascal Lamy and Yves Bertoncini, Brussels, October
- 📺 "Erasmus Generation: How does Europe make the young people move?", Show with Gaëtane Ricard-Nihoul, Pierre Goxe and Franz Schraner shot by Stand Alone Media on an original idea of Notre Europe – Jacques Delors Institute, Video NE-JDI, November
- 📺 "Bengui at the European Parliament", Viral video of the actor Bengui shot to understand the role of the MEP and the functioning of the European Parliament ahead of the European elections in May 2014, Video NE-JDI, November
- Nicolás Conti and Jacques Delors on "SIC Noticias" about our Citizens' Web Dialogue, October

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "Citizen Dialogue"



Citizens' Web Dialogue with Jacques Delors, Paris, October




"Employment and globalisation", Yves Bertoncini spoke during the first debate of the cycle "Right of inventory – Right to invent: 60 years of Europe, successes worth keeping – solutions yet to be invented" organised in partnership with the European Movement – France, Albi, November

### 1.1.5. Other Projects Relating to the Political, Institutional and Citizen Dimension

Other projects were also pursued relating to the political, institutional and citizen dimension, bearing in particular on the issues of freedom of movement within the EU, with regard to both worker and student mobility, but also on the future of the European construction process and on ways and means of safeguarding its foundations and of continuing to deepen it, in particular on the basis of the positions espoused by Jacques Delors.

#### Other Projects Relating to the Political, Institutional and Citizen Dimension

##### Main activities in 2013

- "The free movement of workers and European tax system", Yves Bertoncini on France 24, December
- "What economic and political future for the EU?", Yves Bertoncini spoke during the Congress of the Chamber of Commerce of the Alpes-Mediterranean Euroregion, Brussels, November
- "The crisis in the EU", Jacques Delors on France Inter, October
- Opening panel "Europe: What went wrong?" with Jacques Delors during "Les journées de Bruxelles : Réinventer l'Europe" (Brussels days: Reinventing Europe) organised by *Le Nouvel Observateur* with Jacques Delors, António Vitorino, Pascal Lamy and Yves Bertoncini, Brussels, October
-  "The free movement of people in the EU", Interview of António Vitorino, Video NE-JDI, October
- "Rethinking the EMU and making greater Europe positive again", Speech of Jacques Delors during a conference organised in partnership with the Gulbenkian Foundation, Lisbon, June
- "Europe: How to move forward together?", Speech of Jacques Delors in the Lille cathedral on the occasion of the 100<sup>th</sup> anniversary of the Lille diocese, Lille, May
- "The EU and regional separatism: Federalist solutions", Yves Bertoncini spoke during a conference organised by the PES Group of the Committee of the Regions, Brussels, May
- "Europe les frontières qui restent" (Europe: Borders that still remain), António Vitorino quoted in the magazine *Géo*, April
- "Il faut augmenter le budget du programme 'Erasmus'" ("Erasmus" programme budget must be increased), Yves Bertoncini co-signed a Tribune in *Le Monde*, February

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "Freedom, Security, Justice"



"The free movement of people in the EU", interview of António Vitorino, Video NE-JDI, October



"Les journées de Bruxelles : Réinventer l'Europe" (Brussels days: Reinventing Europe) organised by *Le Nouvel Observateur* with Jacques Delors, António Vitorino, Pascal Lamy and Yves Bertoncini, Brussels, October

## 1.2. Strengthening the European Economic and Social Community

### 1.2.1. Towards a Fiscal, Economic and Banking Union

The NE-JDI continued to pursue its analysis of the current economic, social and political crisis and to submit proposals for addressing the crisis and for strengthening the Economic and Monetary Union.

In particular, the NE-JDI explored in considerable depth one of the proposals put forward by the Tommaso Padoa-Schioppa group, namely the establishment of a cyclical adjustment fund within the euro area. The NE-JDI endeavoured to analyse the best conditions for combining effectiveness and legitimacy in connection with the powers exercised at the national level. And lastly, the NE-JDI pursued its project on the creation of a budgetary capacity for the euro area, in particular through the adoption of a “super cohesion fund”, as proposed by Jacques Delors.

#### Towards a Fiscal, Economic and Banking union Main activities in 2013

- “Which financial instrument to facilitate structural reforms in the euro area?”, Eulalia Rubio, *Policy Paper*, December
- “Banking union”, Yves Bertoncini and Eulalia Rubio in the *Huffington Post*, December
- “Blueprint for a cyclical shock insurance in the euro area”, Henrik Enderlein, Lucas Guttenberg and Jann Spiess, Foreword by António Vitorino, *Study & Report*, September
- “The euro: Past, present and future”, Yves Bertoncini and Henrik Enderlein spoke during a conference of the Bank of Latvia, Riga, September
- “Eurozone and democracy(ies): A misleading debate”, Yves Bertoncini, *Policy Paper*, July
- “The future of the EMU”, António Vitorino and Pascal Lamy spoke at the Brussels Economic Forum, Brussels, June
- “Rethinking the EMU and making greater Europe positive again”, Speech by Jacques Delors at a conference organised in partnership with the Gulbenkian Foundation, Lisbon, June
- “EU and growth: Three pacts rather than one”, *Tribune – Declaration of the Board of Directors*, April
- “Is the stupidity pact still stable?”, António Vitorino, *Tribune – Interview ahead of the European Council*, March
- “For a genuine EMU. Lessons from the international experience”, Maria João Rodrigues, *Policy Paper*, March

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Heading “Euro and European governance”



“Eurozone and democracy(ies): a misleading debate”,  
Yves Bertoncini, *Policy Paper*, July



“Blueprint for a cyclical shock insurance in the euro area”, Henrik  
Enderlein, Lucas Guttenberg and Jann Spiess, Foreword  
by António Vitorino, *Study & Report*, September

## 1.2.2. The Single Market, 20 Years Later

20 years on from “Project 1992” devised by its founding president, the NE-JDI continued in 2013 to pursue the work that it set in motion the previous year, particularly with a view to conducting a more effective assessment of the economic and social impact of European economic integration, also submitting recommendations in these two areas.

### The Single Market, 20 Years Later

#### Main activities

-  Thierry Repentin's speech during the conference “The single market: 20 years later”, Podcast NE-JDI, December
- “The single market: 20 years later”, Yves Bertoncini, Sofia Fernandes and Pierre Lepetit spoke at a conference organised in partnership with La Maison de l'Europe de Paris, Paris, December
- “The workers freedom of movement and the European tax system”, Yves Bertoncini on France 24, December
- “A time-lag problem, or even a lack of consistency”, António Vitorino, *Tribune – Interview ahead of the European Council*, October
-  “What is social dumping?”, Kristina Maslauskaitė, Video NE-JDI, September
- “A European labour market with full employment, more income security and less income inequality in 2020”, Kristina Maslauskaitė spoke during a workshop organised by the Institute for the study of labour (IZA/VEF), Bonn, July
- “Le coût du travail réel n'est plus bon marché en Europe de l'Est” (Real labour cost is not cheap any more in Eastern Europe), Kristina Maslauskaitė in *La Croix*, June
- “Social competition in the EU: Myths and realities”, Kristina Maslauskaitė, Foreword by António Vitorino, *Study & Report*, June
- “Enjoying a single market for network industries?”, Jacques Pelkmans and Giacomo Luchetta, Foreword by Jonathan Faull, *Study & Report*, February
- “Public services and European competition: Contradiction or conciliation?”, Pierre Lepetit, *Policy Paper*, January

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading “Single Market”



“Enjoying a single market for network industries?”, Jacques Pelkmans and Giacomo Luchetta, Foreword by Jonathan Faull, *Study & Report*, February



“The single market: 20 years later”, Yves Bertoncini, Sofia Fernandes and Pierre Lepetit spoke at a conference organised in partnership with La Maison de l'Europe de Paris, Paris, December

### 1.2.3. “Social Europe”, Current Situation and Future Prospects

The NE-JDI analysed the impact of the crisis, of austerity measures and of the reforms in the governance of the EMU on the European social model and on the division of competences between the national and Community levels.

The NE-JDI also conducted in-depth exploration of the arguments in favour of a social dimension for the EMU and the instruments and initiatives that would need to be adopted in order to achieve that end.

And lastly, the NE-JDI looked at social competition and convergence within the EU, clarifying the importance of these two phenomena and identifying factors and projects for improving the EU’s social dimension.

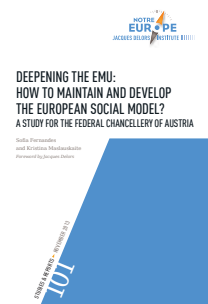
#### “Social Europe”, Current Situation and Future Prospects Main activities in 2013

- “‘Solidarity that unites’ and ‘cooperation that strengthens’”, António Vitorino, *Tribune – Interview ahead of the European Council*, December
- “Which social Europe after the crisis?”, Sofia Fernandes spoke during a seminar organised in partnership with the Gulbenkian Foundation, Brussels, December
- “Deepening the EMU: How to maintain and develop the European social model?”, Sofia Fernandes and Kristina Maslauskaitė, Foreword by Jacques Delors, *Study & Report*, November
- “Youth unemployment, socio-economic divergences and fiscal capacity in the euro area”, Maria João Rodrigues, *Policy Paper*, November
- “Doter l’UEM d’une dimension sociale” (Endowing the EMU with a social dimension), Jacques Delors and Sofia Fernandes in the *Huffington Post*, November
- “What are the economic and social issues of the 2014 European elections?”, Sofia Fernandes, *Synthesis* of a conference organised in Paris in September in partnership with EuroCité and Europartenaires within the cycle “European public space: Heading towards the European elections”, October
- “A social dimension for the EMU: Why and how?”, Sofia Fernandes and Kristina Maslauskaitė, *Policy Paper*, September
- “A European labour market with full employment, more income security and less income inequality in 2020”, Kristina Maslauskaitė spoke during a workshop organised by the Institute for the study of labour (IZA/VEF), Bonn, July
- “What social initiatives for Europe?”, Jean Pisani-Ferry spoke at a conference organised in partnership with Sciences Po Paris, Paris, June
- “Social competition in the EU: Myths and realities”, Kristina Maslauskaitė, Foreword by António Vitorino, *Study & Report*, June

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading “Solidarity and Social Europe”



Video of Kristina Maslauskaitė on her Study “Social competition in the EU: Myths and realities”, Foreword by António Vitorino, June



“Deepening the EMU: How to maintain and develop the European social model?”, Sofia Fernandes and Kristina Maslauskaitė, Foreword by Jacques Delors, *Study & Report*, November



#### 1.2.4. Spending Better Together After 2013

In a year marked by the completion of the negotiations for the 2014-2020 Financial Framework, the NE-JDI made its contribution to the debates on the reform of the main policies funded by the Community budget (in particular the CAP, cohesion policies and mobility programmes). The NE-JDI also continued its work on other forms of financial Europeanisation (joint spending, enhanced cooperations, guarantees and so forth).

#### Spending Better Together After 2013 Main activities in 2013

- "The leverage capacity of EU money", Yves Bertoncini spoke in a seminar organised by Policy Network about the EU's added value to promote growth and wealth, London, October
- "Non-Community European spending", Amélie Barbier-Gauchard, *Policy Paper*, September
- "EU spending: Added value through cooperation", Eulalia Rubio quoted on EurActiv.com, August
- "European budget: Which own resources?", Yves Bertoncini spoke during a seminar organised in partnership with the Jean Jaurès Foundation, Paris, May
- "EU budget: The path to an agreement", Jacques Delors and António Vitorino, *Tribune – Viewpoint*, April
- "European budget 2014-2020 – 7 years of troubles?", Conference with Guy Verhofstadt organised in partnership with La Maison de l'Europe, Paris, March
- "Analysis of the European Council dedicated to the budget", Yves Bertoncini on Public Sénat, February
- "Il faut augmenter le budget du programme 'Erasmus'" ("Erasmus" programme budget must be increased), Yves Bertoncini in *Le Monde*, February
- "The EU budget: Taking a second look", Yves Bertoncini and António Vitorino, *Tribune – Viewpoint*, February
- "L'aide alimentaire pour les plus pauvres bientôt supprimée?" (Will the food aid for the EU most deprived citizens soon disappear?), Nadège Chambon in *Bastamag*, January

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "European Budget"



"European Budget 2014-2020 – 7 years of troubles?", Conference with Guy Verhofstadt organised in partnership with La Maison de l'Europe, Paris, March



"EU budget: The path to an agreement", Jacques Delors and António Vitorino, *Tribune – Viewpoint*, April

### 1.2.5. “The European Energy Community Is Now”

The NE-JDI continued to develop its political proposal for a European Energy Community, addressing in particular the challenge of European solidarity in the energy field. This project spawned a set of proposals regarding the implementation of the solidarity clause in the energy sphere, both inside (completion of the internal energy market and optimisation of energy resources in a sustainable manner) and outside the EU's borders (security of supply).

The NE-JDI also made regular contributions to the ongoing debate on energy transition, interacting with European decision-makers (institutions and member states) and civil society at different levels of governance

#### “The European Energy Community Is Now” Main activities in 2013

- “Franco-German cooperation: The driving force behind an EU-MENA Energy Alliance?”, Sami Andoura spoke during an expert seminar on “German and French energy policies in an European framework with the Southern Mediterranean countries” organised in partnership with the Genshagen Foundation, Stiftung Wissenschaft und Politik, Dii and Medgrid, Berlin, December
- “Energy transition: International prospects”, Pascal Lamy spoke at a conference organised by Total, Paris, November
- “Energy in the eastern Mediterranean – Promise or peril?”, Sami Andoura spoke at a conference organised by Egmont Institute and the Belgian Federal Public Service (FPS) Foreign Affairs, Foreign Trade and Development Cooperation, Brussels, November
- “Energy Solidarity in Europe: Moving towards a European Energy Community”, Jerzy Buzek, *Tribune*, October
- “Energy solidarity in Europe: Moving towards a European Energy Community”, Yves Bertoncini spoke at the conference organised in partnership with Vytautas Magnus University and the Lithuanian Atlantic Treaty Association, with the support of the Ministry of Foreign Affairs of Lithuania, Vilnius, September
- “What citizen dialogues for what type of energy transition?”, Sami Andoura and the European Economic and Social Committee (EESC), *Synthesis* of a conference organised in Paris in May in partnership with the EESC and the Macif, August
- “Energy solidarity in Europe: From independence to interdependence”, Sami Andoura, Foreword by Jacques Delors, *Study & Report*, July
- “The European dimensions of energy policies and the policy proposal for a European Energy Community”, Sami Andoura spoke at the plenary session of the “National council of the national debate over the energy transition in France”, Paris, June
- “The European Energy Community is now!”, Sami Andoura, Jerzy Buzek, Jacques Delors and António Vitorino, *Tribune – Viewpoint*, May
- “National assembly: Towards a European Energy Community?” Sami Andoura spoke at the French National Assembly within the “Échanges de la Questure”, Paris, March

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading “European Energy Community”



“Energy transition and public dialogues : national and European perspectives”, Conference organised in partnership with the European Economic and Social Committee (EESC) and the Macif, May



“The European Energy Community is now!”, Sami Andoura, Jerzy Buzek, Jacques Delors and António Vitorino, *Tribune – Viewpoint*, May



### 1.2.6. Other Projects Regarding the Economic, Social and Territorial Dimension

The NE-JDI endeavoured to continue its work on rural development, particularly with a series of analyses and recommendations on regional and cohesion policy, established and strengthened by input from Jacques Delors. Our projects also addressed the EU's agricultural policy and the future of rural areas.

#### Other Projects Regarding the Economic, Social and Territorial Dimension Main activities in 2013

- "The EU and its rural areas: A cumbersome legacy in the 21<sup>st</sup> century?", Marjorie Jouen spoke during a seminar organised in partnership with Sol et Civilisation, Brussels, December
- "Rural economy", Marjorie Jouen on the radio RCF, November
- "The Europe 2020 strategy for an intelligent, sustainable and inclusive growth", Sofia Fernandes spoke during a high level seminar organised by the École Nationale d'Administration (ENA) on "The future of agriculture in Europe", Brussels, November
- "The EU and its rural areas: A cumbersome legacy in the 21<sup>st</sup> century?", Marjorie Jouen spoke during a seminar organised in partnership with Sol et Civilisation, Valence, October
- "The future of the European regional policy", Marjorie Jouen spoke during a round table organised in partnership with Faisons l'Europe, Toulouse, September
- Philippe Le Goff's *Policy Paper* quoted on the website web-agri.fr, June
- "A social way out of the crisis", Marjorie Jouen spoke during a seminar organised by the PES group in the Committee of the Regions, Rotterdam, June
- "The nitrates directive, incompatible with livestock farming? The case of France and Northern European countries", Philippe Le Goff, *Policy Paper*, May
- "Le Parlement en ébullition sur la réforme de la PAC" (CAP reform is being talked about in the EP), Nadège Chambon quoted by EurActiv.fr, February
- "Territories seen by Europe", Jacques Delors concluded a seminar organised by the French Farmers' Association SAF, Paris, February

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)

Headings "Agriculture and Rural Development" and "Cohesion and Regional Policy"

#### NOTRE EUROPE THE NITRATES DIRECTIVE, INCOMPATIBLE WITH LIVESTOCK FARMING? THE CASE OF FRANCE AND NORTHERN EUROPEAN COUNTRIES

Philippe Le Goff | Professor in Economics at AgroParisTech in France (France), and member of the joint research unit AgroParisTech-UMR5175

##### SUMMARY

Comparing France's common policies to those of the northern European countries brings to light significant differences in structure. Policies in the north of Europe, which have gradually been aligned with the common policy, have focused on an effective competition with agriculture. However, while not attempting to block or avoid necessary structural changes, these states have not pursued, but rather adopted a multi-pronged approach that reduced farm size (the individuality, increased farm size and become specialized by developing their specific production and marketing relationships).

**KEY POLICIES DIVERGE** In contrast, France based its common policy on controlling and supporting its livestock farming practices, without offering sufficient means to control structural changes. This policy, characterised by a strong attachment to the protection of agricultural structures, led to a series of excessive regulations. This policy was seen as a barrier to farm size, by imposing regulations that were growing livestock numbers, the capacity was able to put off financial measures and using these savings. These choices explain the poor environmental results compared to the cases observed by the governments of northern European countries. They also explain the lack of initiative on the part of farmers and the loss of competitiveness of French livestock farming sector.

The policies enacted by the northern European countries are more in line with common agricultural recommendations than France's policy. Based on this observation, we put forward several recommendations that could improve the ecological and economic efficiency of French policy (see "Other recommendations for France").

- Effectively apply regulations, by setting the right ecological standards and controls.
- Support livestock farmers, whose livestock numbers would be regulated according to ecological means.
- Strengthen regulations, by introducing measures that encourage farm size restructuring.
- Facilitate access to land, to help livestock farmers expand their farms.
- Compensate income losses temporarily lost without creating distortions.



"The nitrates directive, incompatible with livestock farming? The case of France and Northern European countries", Philippe Le Goff, *Policy Paper*, May

"The EU and its rural areas: A cumbersome legacy in the 21<sup>st</sup> century?", Marjorie Jouen spoke during a seminar organised in partnership with Sol et Civilisation, Brussels, December

## 1.3. A Pro-Active Europe in its Neighbourhood and at the Global Level

### 1.3.1. The “Neighbourhood” Is the First Priority

On the basis of considerations formulated by its Board of Directors, the NE-JDI produced analyses and proposals designed to promote a strategic vision of the EU’s relations with all of its neighbouring countries, both to the south and to the east. In particular, its work dealt with global strategic concerns (differentiation, the south/east balance and so forth), commercial and economic integration, especially where agricultural issues are concerned, the circulation of people and migration, and cooperation in the energy field.

#### The “Neighbourhood” Is the First Priority Main activities in 2013

- “Put to the test: The eastern partnership and the EU”, Florent Parmentier, *Policy Paper*, November
- “UKReactive: A suggestion on economic perspectives”, Pascal Lamy spoke during the 10<sup>th</sup> Yalta annual meeting, September
- “What borders for the EU: What relations with a variable geometry neighbourhood?”, Jean-François Drevet, *Policy Paper*, September
- “Energy in the eastern Mediterranean – promise or peril?”, Sami Andoura spoke during an expert seminar organised by the Atlantic Council, the ECFR and EGMONT Institute, Roma, June
- “‘Europe’ and its ‘enlargements’: Enough... or do we want more?”, Yves Bertoncini and Sami Andoura, *Tribune – Viewpoint*, June
- “EU-Mediterranean relations in the field of agriculture. The example of Morocco and Turkey”, Raúl Compés López, José-María García-Alvarez-Coque and Tomás García Azcárate, *Policy Paper*, April
- “Promoting low-carbon energies in the Mediterranean partner countries”, Gonzalo Escribano, *Policy Paper*, March
- “The politics of European neighbourhood”, António Vitorino spoke at a conference organised by the Portuguese Institute of the National Defence, Lisbon, March
- “Conference on EU-Moldova relations”, Sami Andoura spoke during a conference organised at Sciences Po Paris, Paris, February
- “Desperately looking for more EU-Turkey geo-political and geo-economic cooperation”, Elvire Fabry, *Policy Paper*, January

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading “EU and Neighbours”



“What borders for the EU: What relations with a variable geometry neighbourhood?”, Jean-François Drevet, *Policy Paper*, September



“Promoting low-carbon energies in the Mediterranean partner countries”, Gonzalo Escribano, *Policy Paper*, March

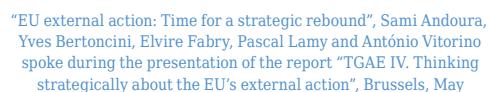
The NE-JDI bolstered its projects regarding the formation of a European strategic vision of the major global issues, in order to strengthen and the better to coordinate the EU's external action policies in several key sectors (trade, access to strategic resources, migration and defence).

The fourth edition of the report entitled “Think Global - Act European”, which mobilised a network of sixteen European think tanks, allowed us to submit analyses and recommendations in connection with the various issues addressed.

The NE-JID also availed itself of contributions from experts and personalities interested in boosting Europe's influence on the international stage. It benefited, in particular, from numerous speeches and statements delivered by its honorary president Pascal Lamy.

- “Is globalisation in need of global governance?”, Pascal Lamy delivered the 10<sup>th</sup> annual Raymond Aron Lecture at the Brookings Institution, Washington, October
- Presentation of the report “Think Global – Act European IV. Thinking strategically about the EU’s external action” and debate on the recommendations regarding the EU’s neighbourhood policy and the CSDP presented by the 16 partner think tanks, organised in partnership with SWP, Berlin, June
- “EU external action: Time for a strategic rebound”, Sami Andoura, Yves Bertoncini, Elvire Fabry, Pascal Lamy and António Vitorino spoke during the presentation of the report “TGAE IV. Thinking strategically about the EU’s external action”, Brussels, May
- “Analysis of the EU external policy”, Pascal Lamy, António Vitorino and Elvire Fabry on EurActiv.com, May
- “Engaging with middle and global players”, Pascal Lamy, *Tribune*, May
- “Think Global – Act European IV. Thinking Strategically about the EU’s External Action”, Elvire Fabry (dir.), Foreword by Pascal Lamy and António Vitorino, *Study & Report*, April
- “Towards a common external representation for the eurozone?”, Daniela Schwarzer, Federico Steinberg and Diego Valiante, *Policy Paper*, March
- “How can the EU promote its economic interests with China?”, Agatha Kratz and Jonas Parello-Plesner, *Policy Paper*, March
- “An external strategy for European agriculture”, Nadège Chambon, *Policy Paper*, March
- “Will Europeans ever agree on the use of military force?”, Jan Techau, *Policy Paper*, February

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading "Think Global – Act European"



### 1.3.3. Other Projects Regarding the International Dimension

The NE-JDI also made an effort to extend its work to other spheres in which the EU needs to attempt either to guarantee or to consolidate its access to external markets (not only energy, but also agriculture, for example). It also pursued projects in the sphere of European defence.

The NE-JDI also continued to debate the future of EU-US ties and regional integration dynamics, focusing on the negotiations for the Transatlantic Trade and Investment Partnership (TTIP) and regulatory convergence as a new, major issue in the globalisation process.

#### Other Projects Regarding the International Dimension Main activities in 2013

- "Europeans and the use of force", António Vitorino and Elvire Fabry, *Tribune – Viewpoint*, December
-  Elisabeth Guigou explain her vision of Europe's Defence, Video NE-JDI, December
- "The perilous retreat from global trade rules", Pascal Lamy in the *Wall Street Journal*, December
-  "The world, Europe and France", Pascal Lamy's speech at the NE-JDI's European Steering Committee, Podcast NE-JDI, November
- "Engaging in the TTIP negotiation", Pascal Lamy, Yves Bertoincini and Elvire Fabry spoke during a seminar organised in partnership with the European Policy Centre (EPC), Brussels, November
- "Migration in the cities and regions", António Vitorino chaired Session III of the Eleventh plenary meeting of the Transatlantic Council on Migration "Cities and regions: Reaping Migration's Local Dividends", London, November
- "Strengthening Europe's position in the world", Giorgio Garbasso, *Synthesis* of a conference organised in Paris in September in partnership with EuroCité and Europartenaire within the cycle "European public space: Heading towards the European elections", October
- "Looking for an ambitious European migration strategy", Chiara Rosselli, *Synthesis* of the debate organised in Paris in July in partnership with the EU-ISS, August
- "Challenges and prospects of a transatlantic free trade area", Bertrand de Largentaye, *Policy Paper*, October
- "Defence: The French ambition for Europe", Nicole Gnesotto and Sophie-Caroline de Margerie, *Tribune*, April

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Headings "Regional integration" and "EU and USA relations"



Elisabeth Guigou explain her vision of Europe's Defence, Video NE-JDI, December



"Challenges and prospects of a transatlantic free trade area", Bertrand de Largentaye, *Policy Paper*, October

## 2. Our Operations

### 2.1. Our Profile

Throughout 2013, the NE-JDI made every effort to familiarise a growing number of players in France, in Brussels, in Europe and beyond with its activities and its work. In particular, our dissemination activity led us to promote our publications, to participate in numerous conferences and seminars, to make frequent appearances in the media and to expand our presence on the web.

#### 2.1.1. Our Highest-Profile Publications in 2013

Some of the analyses and recommendations that we published in 2013 attracted a particular response in terms of requests from decision-makers, from events organisers or from the media, of the number of downloads, and of being referred to by other publications or in the media. In the same way as our 106 publications for 2013, they helped to allow us to take part in full in the debate on the functioning, the policies and the future of the EU.

#### Our Highest-Profile Publications in 2013 10 main publications in 2013

- "European elections: Full steam ahead!", Jacques Delors, António Vitorino, Pascal Lamy, Yves Bertoncini and the European Steering Committee, *Tribune – Viewpoint*, December (published in several European newspapers)
- "United in diversity: Anthems and flags of the European Union", Pierre-Robert Cloet, Bénédicte Legué and Kerstin Martel, Foreword by António Vitorino, *Study & Report*, December
- "What political balance of power in the next European Parliament?", Yves Bertoncini and Valentin Kreilinger, *Policy Paper*, November
- "Challenges and prospects of a transatlantic free trade area", Bertrand de Largentaye, *Policy Paper*, October
- "Endowing the EMU with a social dimension", Jacques Delors and Sofia Fernandes, *Tribune – Viewpoint*, October
- "Social competition in the EU: Myths and realities", Kristina Maslauskaitė, Foreword by António Vitorino, *Study & Report*, June
- "Rethinking the EMU and making greater Europe positive again", Jacques Delors, *Tribune*, June
- "Think Global – Act European IV. Thinking strategically about the EU's external action", Elvire Fabry (dir.), Foreword by Pascal Lamy and António Vitorino, *Study & Report*, April
- "Is the stupidity pact still stable?", António Vitorino, *Tribune – Interview ahead of the European Council*, March
- "EU no, euro yes? European public opinions facing the crisis (2007-2012)", Daniel Debomy, *Policy Paper*, March

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



"What political balance of power in the next European Parliament?",  
Yves Bertoncini and Valentin Kreilinger, *Policy Paper*, November

"European elections: full steam ahead!", Jacques Delors, António Vitorino, Pascal Lamy, Yves Bertoncini and the European Steering Committee, *Tribune – Viewpoint*, December (published in several European newspapers including *La Repubblica*)

## 2.1.2. Notre Europe – Jacques Delors Institute at Conferences and Seminars

In 2013, the NE-JDI hosted or co-hosted 44 events (24 conferences, 18 seminars, 2 citizens' web dialogues) in 10 countries: Germany (2), Belgium (9), Cyprus (1), Spain (2), France (26), Lithuania (2), Portugal (1) and Romania (1).

This mobilisation showed a 10% increase over our activities in 2012 (40 events, as against 44 in 2013).

In 2013, our president, founding president and honorary president, our director and the members of our team were also regularly in demand to air their expert views at conferences and seminars hosted by other institutions and organisations.

These 116 appearances were spread out over 21 countries, with 43 in France, 64 in the EU (Austria, Belgium, France, Germany, Greece, Italy, Latvia, Luxembourg, The Netherlands, Poland, Portugal, Spain, Slovenia and the United Kingdom) and 9 outside the EU (Abu Dhabi, Ethiopia, Hong Kong, Monaco, Switzerland, the United State and Ukraine). This mobilisation showed a 65% increase over 2012 (70 appearances, as against 116 in 2013).

### Notre Europe – Jacques Delors Institute at Conferences and Seminars 10 main events in 2013

- Our 2013 European Steering Committee annual meeting with two roundtables on "Re-enchanting the greater Europe" and "Completing the Economic and Monetary Union". Pascal Lamy was the keynote speaker of the dinner-debate on "The world, Europe, France", Paris, November
- "Engaging in the TTIP negotiation", Pascal Lamy, Yves Bertoncini and Elvire Fabry spoke during a seminar organised in partnership with the European Policy Centre, Brussels, November
- "The future of EU enlargement", António Vitorino spoke during a high level seminar, Krakow, October
- "A vision for post-crisis Europe: Towards what kind of political union?", Valentin Kreiling spoke during a conference at the Austrian institute for international affairs, Vienna, October
- "The 2014 European elections: The debate is now!", Conference organised in partnership with EuroCité et Europartenaires within the cycle "European public space: Heading towards the European elections", Paris, September
- Presentation of the report "TGAE IV. Thinking strategically about the EU's external action" and debate on the recommendations regarding the EU's neighbourhood policy and the CSDP presented by the 16 partner think tanks, in partnership with SWP, Berlin, July
- "Rethinking the EMU and making greater Europe positive again", Jacques Delors spoke during a conference organised in partnership with the Gulbenkian Foundation, Lisbon, June
- "Europe: Towards a common future North-South", António Vitorino spoke with Paavo Lipponen at the Diktyo network's international council's inaugural meeting, Athens, May
- "EU external action: Time for a strategic rebound", Conference organised on the occasion of the publication of the report "Think Global – Act European. Thinking strategically about the EU's external action", Brussels, May
- "Energy transitions and public dialogue: National and European perspectives", Conference organised in partnership with the European Economic and Social Committee (EESC) and the Macif, Paris, May

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



Presentation of the report "Think Global – Act European IV. Thinking strategically about the EU's external action", Brussels, May



Our 2013 European Steering Committee annual meeting with two roundtables on "Re-enchanting the greater Europe" and "Completing the Economic and Monetary Union", Paris, November



### 2.1.3. Notre Europe – Jacques Delors Institute in the Media

The NE-JDI regularly appears in the European and international media through the voices of its presidents, its director and its team. This allows us to add value to our work and to adopt a stance in the most important current debates.

In 2013 the NE-JDI presidents, director and team made over 220 appearances in the media of 19 countries in 2013 (as against 20 countries in 2012 and 15 countries in 2011), including 127 appearances in France, 58 appearances in other EU countries (Austria, Belgium, Cyprus, Denmark, Germany, Greece, Ireland, Italy, Portugal, Slovakia, Spain, UK) and 38 appearances in the international media (Brazil, China, Switzerland, Turkey, United States). The overall number of media appearances in 2013 showed an increase of over 10% compared to the figure for 2012 (193).

While the number of articles and interviews was either slightly lower or stationary, the number of references in 2013 (76) more than doubled compared to 2012 (37). This is a positive indicator because it proves that a media “reflex” certainly exists, inasmuch as the references took the shape of short interviews or quotes from addresses and remarks made at public conferences or taken from publications sent to the media.

The number of total or partial quotes from our publications (the publication of extracts from our projects and speeches either in the hardcopy press or on line) also showed an increase over 2013, thanks in particular to the partnerships that we forged with the *Huffington Post* (France) and with EurActiv.com (Brussels).

#### Notre Europe – Jacques Delors Institute in the Media 10 main media appearances in 2013

- “European elections: full steam ahead!”, the European Steering Committee's declaration in the European press, December: *Le Figaro* (France), *Le Temps* (Switzerland), *Público* (Portugal), *La Razón* (Spain), *La Repubblica* (Italy) and *To Vima* (Greece) (also in *Handelsblatt* (Germany), *La Libre Belgique* (Belgium) and EurActiv.com (EU) in January 2014).
- “What political balance of power in the next European Parliament?”, the *Policy Paper* by Yves Bertoncini and Valentin Kreilinger in the European press: *Kurier* (Austria), *Les Échos* (France), EurActiv.com (EU), *L'Alsace* (France), *Jornal de Noticias* (Portugal), RFI, etc.
- Pascal Lamy and Jacques Delors on Euronews, Show dedicated to Europe on the occasion of the event “Les journées de Bruxelles” (Brussel's Days), October
- “Europe: The debate is now!”, *Tribune* by Jacques Delors, António Vitorino, Elisabeth Guigou and Thierry Repentin published in the *Huffington Post* and *Le Journal du dimanche*, September
- “Il y aura une poussée eurosceptique mais...” (There will be a Eurosceptic surge but...), Yves Bertoncini interviewed by the French regional press of the Ebra Group (*Le Dauphiné Libéré*, *Le Progrès*, *Le Bien public*, *les DNA*, *L'Est Républicain*, *Le Républicain Lorrain* and *l'Alsace*), August
- “Beyond the Troika”, *Tribune* by Yves Bertoncini and Valentin Kreilinger in the *Huffington Post* (France), EurActiv.com (EU) and EurActiv.sk (Slovakia), July
- “N'ayez pas peur, nous y arriverons !” (Fear not, we will get there!), Jacques Delors in the French press after his speech at the Forum of European progressists, June (press review)
- Jacques Delors in the Portuguese press (*Público*, *Diário de notícias* and *Jornal de notícias*) after his conference organised in partnership with the Gulbenkian Foundation in Lisbon, June
- António Vitorino, Guest of the show “Ici l'Europe” on France 24 and RFI, May
- Yves Bertoncini on France Inter to analyse the decisions of the European Council, March

For more information: [www.notre-europe.eu](http://www.notre-europe.eu)  
Heading “Medias”

## 2.1.4. Notre Europe – Jacques Delors Institute on the Web

### 2.1.3.1. The NE-JDI's Website

The NE-JDI's website is the think tank's primary tool for both domestic and foreign communication. After a total overhaul in 2012, a new version was launched in September 2013 to allow the site to host videos and sound bites and to highlight an even larger number of publications. Thus the NE-JDI's website is now 100% "richmedia" and increasingly integrated with the overall group of social networks on which we operate.

The construction of this "richmedia" version of our website, combined with a particularly intense effort to develop our online profile, led to a 50 % increase in the number of unique visitors by comparison with 2012.



Web site

### 2.1.3.2. The NE-JDI on the Social Networks

We continued to pursue our effort to expand our profile and our presence on the social networks in 2013.

Our Facebook account attracted another 1,000 fans, giving us a total of over 5,500 fans at the end 2013, which marks the NE-JDI out as one of the European think tanks with the largest number of followers on Facebook.

Our presence on Twitter, which began in 2011, has allowed us to mobilise almost 3,000 followers, a large majority of whom are experts specialising in European affairs.

In October 2013 our SoundCloud channel hosting our podcasts was set up to reach an even broader and more differentiated audience. The roughly one hundred podcasts that we produced in three months were listened to some 2,600 times.

2013 was also a year which saw a strong increase in our audiovisual output, with our YouTube channel hosting about 50 videos presenting our publications, our events and the citizens' web dialogues, as well as airing our presidents' and Board of Directors' views on European current affairs.



SoundCloud channel



YouTube channel



### 2.1.3.3. Citizens' Web Dialogues

In the context of our operations in the run-up to the European elections, the NE-JDI launched its Citizens' web dialogues in partnership with European media in mid-2013. This 100% digital concept is built around an interview with a European guest personality conducted on the basis of questions put to the personality by an online audience. People watching the interview on live streaming can also dialogue with the guest thanks to a chat line on the Facebook application.



Citizens' web dialogue with Jacques Delors



Citizens' web dialogue with António Vitorino

### 2.1.3.4. Broadcasting in Conjunction with Stand Alone Media

In 2013 the NE-JDI piloted the production of two broadcasts produced by Stand Alone Media (Stand Alone Media is a network which creates, publishes and disseminates intellectual content in audiovisual format) by contributing the European know-how required to explore the chosen topics. The broadcasts serve several different purposes: exploring a topic of current importance in Europe through the educational standpoint of television broadcasts; adding value to the research and expertise of the NE-JDI's researchers; offering an educational explanation to the broader public; and in so doing, opening up the think tank's work to an audience which, while maybe not expert, is nevertheless interested in the issues currently on the European agenda. The broadcast in question is aimed primarily at a younger audience and is freely disseminated on the web, principally on the NE-JDI's site and its network but also on general or special interest media sites such as L'Étudiant.fr (agreement in principle). Two 10-12 minute broadcasts with approximately 1'30" teasers were produced on September 2013.

#### *Broadcast 1: EU, democracy or despotism?*

The EU is not just going through an economic crisis, it is also experiencing a fully-fledged crisis of confidence. It proved useful, in a broadcast, to return to the primary question associated with democracy, namely: is the EU still profoundly democratic, with all these institutions and with its complex decision-making process that the European man in the street has such difficulty in identifying?

#### Guests:

- Yves Bertoncini, director of NE-JDI
- Malo Mofakhami, president of the European Youth Parliament – France

#### *Broadcast 2: Moving in Europe, an obstacle course?*

The area in which people may now move freely was one of the European Union's first major achievements. Over the years the European Union has been gradually lifting all of the obstacles standing in the way of its citizens not only moving freely but also choosing to live in any of the Union's member states. Yet there are still numerous barriers hindering this freedom of movement, despite all of the directives and programmes designed to encourage it. The Erasmus programme has been facilitating exchanges between universities since 1987 and it has allowed thousands of students and teaching staff to study and train in European countries and, above all, to develop both a sentiment of understanding towards other European cultures and a European sentiment per se. In addition to fostering student mobility,

the European Union also facilitates professional mobility. But since the start of the recession, youth unemployment has reached a peak and more and more young people are choosing to settle and to work in other European Union member countries. Is it possible to be mobile in the European Union? Is the European Union truly an area without borders?

*Guests:*

- Pierre Goxe, entrepreneur, member of the Erasmus Student Network
- Gaëtane Ricard-Nihoul, political analyst with the Representation of the European Commission in Paris
- Franz Schranner, German student in Paris



Broadcast "Moving in Europe, an obstacle course?" with Pierre Goxe, Gaëtane Ricard-Nihoul and Franz Schranner

### 2.1.3.5. Video on the European Parliament with Comedian Bengui

Working in conjunction with Grégory Guillotin, the NE-JDI commissioned a video entitled "Bengui in the European Parliament". The young comedian was sent by NE-JDI in Paris to meet with a number of MEPs at the European Parliament in Strasbourg. The video is aimed at a younger, non-expert audience with its offbeat tone, but at the same time it offers basic information on MEPs, on the European Parliament and on the European elections in May 2014. The video attracted over 100,000 hits in two months.



Video with Comedian Bengui: "Bengui in the European Parliament"

### NE-JDI on the Web 10 main activities in 2013

- ▶ "Europe of Defence", Elisabeth Guigou, Video NE-JDI, November
- Pascal Lamy's speech on "the World, Europe and France", Podcast NE-JDI, November
- ▶ "Bengui in the European Parliament", Video NE-JDI, November
- ▶ "Is the EU democratic?", Yves Bertoncini, Video NE-JDI, October
- ▶ Citizens' Web Dialogue with Jacques Delors, Video NE-JDI, October
- ▶ "The free movement of people", António Vitorino, Video NE-JDI, October
- ▶ "Challenges and prospects of a transatlantic free trade area", Bertrand de Largentaye, Video NE-JDI, October
- ▶ Citizens' Web Dialogue with António Vitorino, Video NE-JDI, September
- 🎧 Thierry Repentin's vision of Europe, Podcast NE-JDI, September
- 🎧 Pascal Lamy's speech on Europe's role and difficulties in the globalisation, Podcast NE-JDI, September

## 2.2. Our Team and Our Governing Bodies

### 2.2.1. Our Team

Nadège Chambon, our senior research fellow responsible for Agricultural, Rural Development and Citizenship, left the team in March 2013 to pursue her career elsewhere, while maintaining her post as associate research fellow in Agriculture and Rural Development. The NE-JDI team was bolstered in 2013 by the recruitment of a full-time officer for our Citizenship and Democracy project (Virginie Timmerman) in the run-up to the European elections.

Our Outreach and Support Department recruited a new officer for online dissemination (Nicolò Conti) and a management assistant, office manager and events manager (Isabelle Donnay).

Two of our researchers have been based outside France since the autumn of 2013: Sami Andoura is now in Brussels, where he combines his work as an NE-JDI senior research fellow with that of professor and chairholder of the ALCOA Chair of European Energy Policy at the College of Europe in Bruges; and Valentin Kreilinger is now in Berlin, where he is laying the groundwork for the opening of our Berlin office in the spring of 2014.

Since his mandate with the WTO came to an end in August 2013, our honorary president Pascal Lamy is now based in our Paris offices, where he supports and plays an active role in our activities.

And finally, in the course of 2013 the NE-JDI took in six interns (Marie Billotte, Nicolò Conti, Giorgio Garbasso, Emanuel Gyger, Chiara Rosselli and Virginie Timmerman), as well as availing itself of the collaboration of two temporary recruits (Kristina Maslauskaitė and Claire Versini) to replace staffers on maternity leave.

At the end of 2013, the NE-JDI team comprised 13 staffers of six different nationalities (Belgian, French, German, Italian, Portuguese and Spanish) and it enjoyed the regular input of three advisers and four associate research fellows.

#### ORGANISATION CHART OF NOTRE EUROPE – JACQUES DELORS INSTITUTE 31.12.2013



RESEARCH	OUTREACH
<b>EUROPEAN UNION AND CITIZENS</b> <b>Yves Bertoncini</b> , Politics and institutions, Democracy, Mobility <b>Mathilde Durand</b> , Project manager "Germany" ( <i>on maternity leave</i> ) <b>Valentin Kreilinger</b> , Research fellow, Politics and institutions <b>Virginie Timmerman</b> , Research assistant Democracy, Citizenship, Citizen dialogue <b>Alain Dauvergne</b> , Adviser, Public opinion, Institutions <b>Renaud Dehousse</b> , Adviser, European Integration <b>COMPETITION – COOPÉRATION – SOLIDARITY</b> <b>Sami Andoura</b> , Senior research fellow, Energy policy <b>Sofia Fernandes</b> , Research fellow, Economic and social affairs <b>Eulalia Rubio</b> , Senior research fellow, Economic and social affairs <b>Emanuel Gyger</b> , Research assistant ( <i>Intern</i> ) <b>Nadège Chambon</b> , Associate senior research fellow, Agriculture and rural development <b>Henrik Enderlein</b> , Associate research fellow, EMU, Germany <b>Marjorie Jouen</b> , Adviser, Regional and cohesion policy <b>EUROPEAN EXTERNAL ACTION</b> <b>Sami Andoura</b> , Senior research fellow, EU external action <b>Elvire Fabry</b> , Senior research fellow, EU external action "Think Global - Act European" <b>Giorgio Garbasso</b> , Research assistant ( <i>Intern</i> )	<b>EDITION</b> <b>Mathilde Durand</b> , Editor ( <i>on maternity leave</i> ) <b>Claire Versini</b> , Editor <b>COMMUNICATION</b> <b>Stéphanie Baz</b> , Communications and media officer, Founding president Jacques Delors' press adviser <b>Nicolò Conti</b> , Online communications and dissemination officer <b>EVENTS</b> <b>Isabelle Donnay</b> , Events manager <b>Maria-Eugenia Le Gourrière</b> , Events officer ( <i>Intern</i> ) <b>SUPPORT</b> <b>Isabelle Donnay</b> , Assistant to the president António Vitorino and director Yves Bertoncini, Office manager <b>Ute Guder</b> , Administration and finances manager, Personal assistant to founding president Jacques Delors and to honorary president Pascal Lamy <b>Jennifer Hoff</b> , In charge of growth and development ( <i>on maternity leave</i> ) <b>Jean-Pierre Bobichon</b> , Adviser, Relations with social actors

### 2.2.2. Our Board of Trustees

Set up in 2010 on the initiative of former Notre Europe president Tommaso Padoa-Schioppa, the Board of Trustees is tasked with ensuring the continuity of its functioning and development in compliance with its corporate purpose and its founding principles. It meets at least once a month, its most recent meeting having been held on 29 November 2013.

Martine Aubry, former minister, mayor of Lille and the daughter of Jacques Delors, joined the Board of Trustees in 2013, while the other members of the board were appointed in May 2010 with a four-year mandate.

António Vitorino sits on the Board of Trustees in his capacity as president of the NE-JDI even though he is not a member of the board in formal terms.

The Board of Trustees is assisted by a secretariat comprising NE-JDI director Yves Bertoncini and Ute Guder, our officer in charge of administrative and financial management.

#### Our Board of Trustees 31 December 2013

- **Martine Aubry**, Mayor of Lille, former Minister
- **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
- **Etienne Davignon**, Belgian Minister of State, former Vice-President of the European Commission
- **Philippe Lagayette**, President of the *Fondation de France*, Vice-President and Senior Advisor to Barclays Capital Bank
- **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



The Board of Trustees during its meeting on 29 November

### 2.2.3. Our Board of Directors

The Board of Directors, which is responsible for managing the NE-JDI and for steering and supplying input for its work programme, met twice in the course of 2013, on 23 March and on 29 November.

In the course of its meeting on 23 March 2013, the board adopted a declaration entitled “EU and growth: Three pacts rather than one”, which was published in the shape of a tribune by the *Huffington Post* and by the NE-JDI.

Jean Nestor, a former secretary general of Notre Europe, chose to resign from the Board of Directors in 2013, but otherwise the board’s makeup did not change in the course of the year.

Thus on 31 December 2013, the NE-JDI’s Board of Directors comprised 25 members (*see member list below*), of nine different nationalities (Belgian, British, French, German, Italian, Polish, Portuguese, Spanish and Swedish).

## Our Board of Directors 31 December 2013

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

**Erik Belfrage**, Adviser to the President of the Marcus Wallenberg Foundation and of the Board of the Swedish International Affairs Institute (SIIA), member of the International Chamber of Commerce and of the Trilateral Commission

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

**Joachim Bitterlich**, Vice-President of the Board of Directors, Senior Advisor to the CEO at *Foncière des Régions*

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

**Jean-Louis Bourlanges**, Associate Professor at Sciences Po Paris, former MEP

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

**Laurent Cohen-Tanugi**, 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 of the European Commission

**Nicole Gnesotto**, Titular Professor of the European Union Chair at the CNAM

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

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

**Pierre Lepetit**, 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 *Conseil d'État*

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

**Jean Pisani-Ferry**, Commissioner-General for policy planning reporting to the French Prime Minister

**Julian Priestley**, former Secretary General of the European Parliament

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

**Maria João Rodrigues**, Adviser for Economic and Social Policies to the European Commission, Professor at Lisbon University, former Portuguese Minister

**Philippe de Schoutheete**, former Belgian Ambassador to the EU, former Director of the Europe Department with the Egmont Institute

**Daniela Schwarzer**, Director of the European Integration Department, *Stiftung Wissenschaft und Politik (SWP)*

**Javier Solana**, former High Representative of the Union for Foreign Affairs and Security Policy, former Spanish Minister

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

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

## 2.2.4. Our European Steering Committee

The European Steering Committee (ESC) convened a meeting of ranking European personalities in Paris on 29 and 30 November 2013, as indeed it does every year, to debate issues of crucial importance for the EU's future (*see list of participants below*).

Pascal Lamy addressed a dinner debate on 29 November on the topic: "The World, Europe and France".

The following day's debates, on Saturday 30 November, were held in two sessions:

1. The first session, devoted to the theme of "Re-enchanting Europe", was introduced by Elisabeth Guigou, president of the French National Assembly's Foreign Affairs Committee and a former minister, and by Jonathan Faull, director general for the Internal market and services with the European Commission.
2. The second session, devoted to the theme of "Completing the Economic and Monetary Union", was introduced by Pedro Solbes, president of FRIDE and a former European commissioner, and by Daniela Schwarzer, director of the European Integration Department with SWP (German Institute for International and Security Affairs).

After the debates, a common declaration on the European elections in 2014 was adopted under the title "European elections: Full steam ahead!" for publication by a variety of different European newspapers: *Le Figaro* (FR), *La Razón* (ES), *Público* (PT), *La Repubblica* (IT), *Le Temps* (CH), *To Vima* (GR), *La Libre Belgique* (BE), *Handelsblatt* (DE) and *EurActiv.com* (EU).



Speech of Pascal Lamy on "The World, Europe and France"



The ESC declaration in Greek

## Our European Steering Committee 2013

**António Vitorino**, President of Notre Europe – Jacques Delors Institute, Lawyer, former European Commissioner, former Portuguese Minister

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

**Martine Aubry**, Mayor of Lille, former Minister

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

**Erik Belfrage**, Advisor to the Chairman of SEB Marcus Wallenberg and the Board of the Swedish Institute of International Affairs (SIIA), Chairman of the International Chamber of Commerce Committee on Business in Society and member of The Trilateral Commission

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

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

**Joachim Bitterlich**, Vice-President of the Board of Directors, Senior Advisor to the CEO at Foncière des Régions

**Joseph Borrell Fontelles**, former President of the European University Institute in Florence and of the European Parliament

**Jean-Louis Boulranges**, Associate Professor with Sciences Po Paris, former MEP



**Laurent Cohen-Tanugi**, International lawyer and writer

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

**Anna Diamantopoulou**, President of the "Diktyo" Network for Reform in Greece and Europe, former EU Commissioner and Greek Minister

**Henrik Enderlein**, Research Associate with Notre Europe – Jacques Delors Institute and Associate Dean and Professor of Political Economy at Hertie School of Governance

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

**Jean-Baptiste de Foucauld**, former *Commissaire au plan*, former *Inspecteur général des finances*

**Nicole Gnesotto**, Titular Professor of the European Union Chair at the CNAM, Vice-President of Notre Europe – Jacques Delors Institute

**Elisabeth Guigou**, Member of the *Assemblée nationale* and President of Foreign Affairs Committee, former French Minister

**Klaus Hänsch**, former President of the European Parliament

**Philippe Lagayette**, President of the Fondation de France, Vice-President et Senior Advisor to Barclay Capital Bank

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

**Jean Lapeyre**, former Secretary General of the European Trade Union Confederation

**Eneko Landaburu**, former Ambassador and 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

**Florence Mangin**, Director of the institutional relations and the European and international cooperation at the *Caisse des dépôts et consignations*

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

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

**Julian Priestley**, former Secretary General of the European Parliament

**Maria João Rodrigues**, Adviser for Economic and Social Policies to the European Commission, Professor at Lisbon University, former Portuguese Minister

**Artur Santos Silva**, President of the Calouste Gulbenkian Foundation

**Philippe de Schoutheete**, former Belgian Ambassador to the EU, former Director of the Europe Department with the Egmont Institute

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

**Daniela Schwarzer**, Director of the European Integration Department, *Stiftung Wissenschaft und Politik (SWP)*

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

**Frank Vandenbroucke**, Professor at the *Université catholique de Louvain*, former Belgian Minister of Social Affairs

**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

The NE-JDI's overall budget in 2013 amounted to approximately 1.3 million euro, showing a slight drop by comparison with the previous year.

### 2.3.1. Our Resources and Partners

In 2013 the NE-JDI received support from four "major partners", who pledged multiannual donations greater than or equal to 100,000 euro.



Our activities also received recurring support from other partners:



LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG



FUNDAÇÃO  
CALOUSTE  
GULBENKIAN

And support for 2013 from:



The subsidies from the European Commission, the Compagnia di San Paolo and the Grand Duchy of Luxembourg in 2013 remained at the same level as in 2012.

Our partnership with the Macif was renewed for a three-year period (2013-2015) with a slight increase in the overall amount by comparison with the previous three-year period.

The annual subsidy allocated to us by the French Government, on the other hand, was cut by approximately 10% compared to 2012.



We were able to forge two new partnerships in 2013, one with the Gulbenkian Foundation for a three-year period (2013-2015) and one with GDF-Suez for 2013. This allowed us to stabilise the overall amount of our revenue deriving from partnerships at the same level as it stood in 2012.

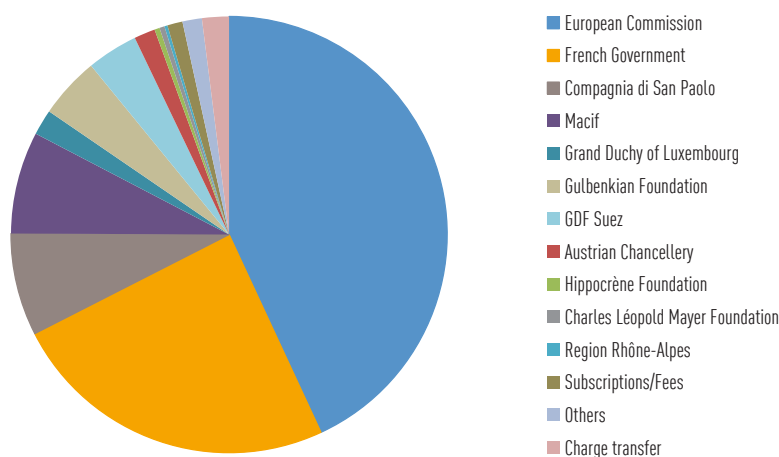
A part of the NE-JDI's activities in 2013 were implemented on the basis of financial partnerships driven by specific projects, showing an increase over 2012:

- The "Think Global - Act European IV" (2011-2013) project co-funded by the European Commission in its "Europe for Citizens" programme;
- The "Online Mobilisation" (2012-2013) project co-funded by the French Ministry for Foreign and European Affairs in a management partnership with the Paris office of the European Commission;
- A report on the social dimension of the EMU (2012-2013) co-funded by the Austrian Chancellery;
- The "Rural Areas" project co-funded by the French Ministry of Agriculture and the Regional Council of Rhône-Alpes (2013);
- The "Horizon EU" project co-funded by the European Commission in its "Europe for Citizens" programme, by the Charles Léopold Mayer Foundation and by the Hippocrène Foundation (2013-2014);
- The "Droit d'inventaire - Droit d'inventer" ["Right of Inventory - Right to Invent"] project (in partnership with the European Movement - France) (2013-2014) co-funded by the French Ministry of Foreign and European Affairs in a management partnership with the Paris office of the European Commission;
- The "EUSTORY" project co-funded by the European Commission office in France (2013-2014).

All in all, contributions from our major partners and ordinary partners accounted for 85% of our revenue in 2013, while contributions driven by specific projects accounted for 14% and subscriptions and fees for approximately 1%.

The NE-JDI also benefited from support in kind, in particular in the shape of an offer of premises to host our events, from the Paris offices of the European Commission and the European Parliament, of the European Economic and Social Committee, of the Committee of Regions, of the French National Assembly and of the General Council of the Drôme.

### Breakdown of the resources of Notre Europe - Jacques Delors Institute in 2013

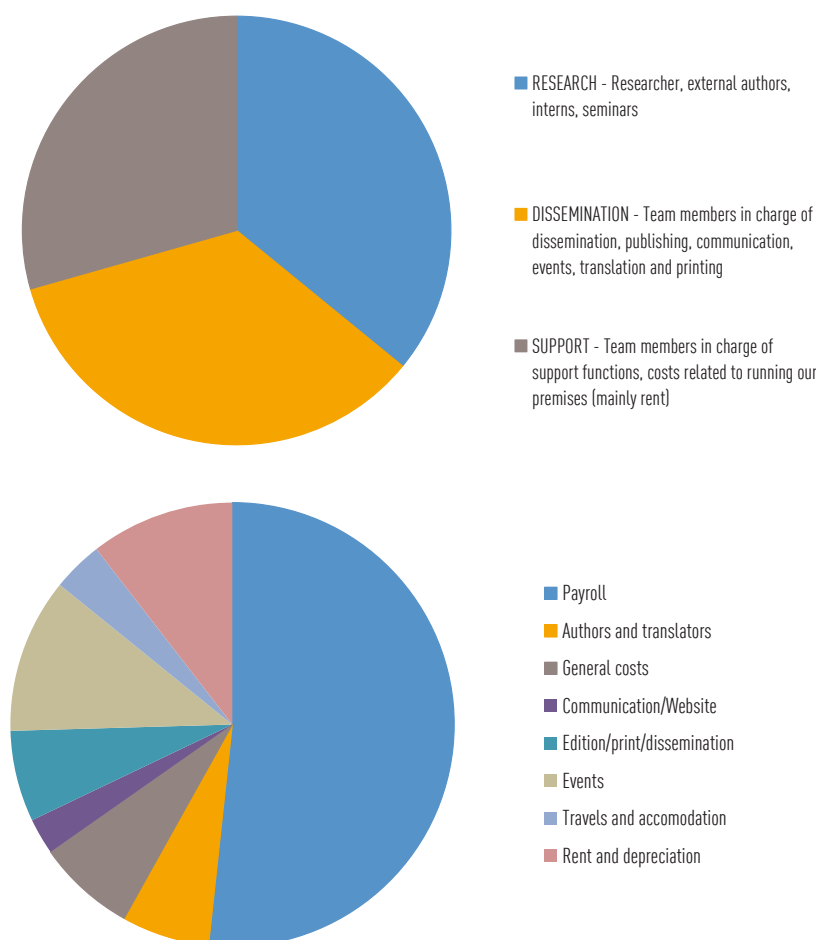


### 2.3.2. Our Expenditure

In 2013, expenditure for Notre Europe – Jacques Delors Institute was broken down, as in previous years, into three relatively equal parts:

- Expenditure linked to our research activities represents approximately 36% of the total amount: this mainly corresponds to the remuneration of our research fellows, as well as expenses related to payment of external authors and the organisation of seminars;
- Expenditure linked to information dissemination activities represents 35% of the total amount: this corresponds to the remuneration of our team members in charge of activities that include dissemination, publishing, communication, and the organisation of public events, as well as translation and printing expenses;
- Expenditure linked to support activities and our day-to-day running represents 29% of the total amount: this mainly corresponds to the remuneration of our team members in charge of support functions (management, administration, etc.) as well as costs related to running our premises (mainly rent and depreciation).

#### Breakdown of the expenditure of Notre Europe – Jacques Delors Institute in 2013



### 2.3.3. Our Financial Report

The balance sheet and income statement of NE-JDI (year ended 31 December 2013) are as follows:

BILAN / BALANCE SHEET (en / in €)	2013	2012
<b>Actif / Asset Base</b>		
Actif immobilisé / Capital assets	43 813	51 000
Actif circulant / Circulating assets		
Créances / Accounts receivable	707 574	226 647
Disponibilité / Cash	78 601	29 263
Charges constatées d'avance / Prepaid expenses	9 636	6 518
<b>TOTAL</b>	<b>839 625</b>	<b>313 429</b>
<b>Passif / Equities</b>		
Fonds propres / Capital	64 376	66 863
Provisions / Reserves	0	0
Fonds dédiés / Dedicated funds	6 773	18 568
Dettes / Liabilities	768 476	227 998
<b>TOTAL</b>	<b>839 625</b>	<b>313 429</b>

COMPTE DE RÉSULTAT / INCOME STATEMENT (en / in €)	2013	2012
<b>Produit d'exploitations / Operating revenue</b>	<b>1 319 519</b>	<b>1 365 691</b>
dont / including:		
<b>Contributions structurelles / Structural contributions</b>		
Commission européenne / European Commission	500 000	500 000
Gouvernement français / French Government	250 000	276 000
Gouvernement luxembourgeois / Government of Luxemburg	25 000	25 000
Compagnia di San Paolo	100 000	100 000
Macif	110 000	165 000
Fondation Gulbenkian / Gulbenkian Foundation	60 000	-
GDF Suez	50 000	-
<b>TOTAL</b>	<b>1 085 000</b>	<b>1 066 000</b>
<b>Contributions liées à des projets / Project driven contributions</b>		
Commission européenne / European Commission	68 397	70 575
Parlement européen / European Parliament	0	16 513
Ministère des Affaires européennes / French Ministry of European Affairs	62 229	7 040
Chancellerie autrichienne / Austrian Chancellery	20 667	23 000
Autres projets / Other projects	23 000	19 000
<b>TOTAL</b>	<b>174 293</b>	<b>136 128</b>
<b>Cotisations / Subscriptions</b>	<b>14 906</b>	<b>10 814</b>
<b>Autres revenus / Other income</b>	<b>45 320</b>	<b>152 749</b>

<b>Charges d'exploitation / Operating costs</b>	<b>1 322 006</b>	<b>1 353 961</b>
Salaires et charges / Salaries and charges	683 574	693 582
Honoraires / Fees	103 163	108 790
Publications / Publications	87 765	85 956
Événements / Events	149 223	117 675
Déplacements, réceptions / Travel, Receptions	48 646	45 612
Communication, site web / Communication, Website	28 106	80 713
Fonctionnement / Administrative costs	76 132	87 706
Loyer / Rent	121 335	116 014
Amortissements / Depreciation	17 289	17 913
Provisions / Reserves	0	0
<b>Résultat / Result</b>	<b>(2 487)</b>	<b>11 729</b>

**Thank you for having followed our activities in 2013.  
We invite you to continue in 2014 on:**

[www.notre-europe.eu](http://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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