

# ANNUAL REPORT 2014

## FOREWORD BY ANTÓNIO VITORINO



2014 proved to be an especially stimulating 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 triggering numerous debates and a great deal of tension, particularly with regard to the proper balance between austerity and growth. The clashes in Ukraine and in the Arab world reminded the Europeans, bogged down in the “euro area crisis”, that they are living in a rapidly changing world in which strength lies increasingly in unity. The European elections on 22-25 May 2014 saw the pro-European parties win the day again, but at the same time they showed a major breakthrough for the eurosceptic and euphobic forces.

That is the context in which we pursued a full work programme reflecting Europe’s agenda, initially turning to the citizens called to the ballot booth in May 2014 and subsequently targeting the Union’s new decision-makers. Our work addressed in particular the political and institutional issues raised by the European elections, the organisation of the Commission, the free movement of people, the European energy community, the governance of the Economic and Monetary Union, European commercial policy and the EU in the context of the globalisation process. 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.delorsinstitute.eu](http://www.delorsinstitute.eu)

The second part of the report outlines the excellent results that we achieved in 2014 in terms of gaining a higher profile in conferences and seminars as well as in the media and on the social networks; 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 at this particularly difficult time, 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 and of our President emeritus Pascal Lamy. I would like to take this opportunity to thank them, as I would like to thank our director, Yves Bertoncini, the director of the branch office we have opened in Germany, Henrik Enderlein, and their teams 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 to encourage us in our actions directed at Europe’s new decision-makers and at the general public in France, in Germany and throughout the EU.

António Vitorino  
President of the Jacques Delors Institute

## A FEW KEY FACTS AND FIGURES FOR 2014

- **86 publications in English and French**, comprising 26 Tribunes, 17 Policy papers, 4 Studies & Reports and 39 Syntheses addressing the political and party-political issues in the European elections, the organisation of the new Commission, European Council meetings, Economic and Monetary Union, the globalisation process and much more.
- **74 events** hosted or co-hosted in **10 countries** in the EU (Belgium, France, Germany, Hungary, Italy, Poland, Portugal, Romania, Spain and Sweden) devoted in particular to the crisis in the euro area, employment, democracy and the European public space; the events included the organisation of fully **“37 citizen dialogues”** allowing us to hold an exchange of views with lay audiences in 6 different countries.
- **146 interventions** in conferences and seminars in **21 countries**, 11 of which in the EU and 10 outside the EU, addressing in particular such issues as global governance, the balance of forces in Europe, cohesion policy, social Europe, the European energy community, the “TTIP” and much more.
- **Almost 400 appearances in the media** in **35 countries**, 22 of which in the EU and 13 outside the EU, addressing in particular the European elections, the free movement of people, the crisis in the euro area, support for growth, the “TTIP” and a great deal more.
- **More than 220,000 unique visitors** and more than 300,000 visitors to our website [www.delorsinstitute.eu](http://www.delorsinstitute.eu) (data supplied by “Google Analytics”).
- **More than 7,000 fans** on Facebook, which put us in the **top 3** most-liked think tanks devoted to EU issues on this social network.
- **More than 15,000 hits on videos** posted on our YouTube channel and **300,000 hits** for the video we commissioned ahead of the European elections, entitled “Bengui at the European Parliament”.
- **Publications downloaded more than 200,000 times** and more than 30,000 disseminated in hardcopy in 2014.
- We opened a **branch in Germany**, the Jacques Delors Institut – Berlin, in partnership with the Hertie School of Governance, and launched publications and events in German.
- We won the **European Initiative Prize for 2014** for a study entitled “Faces on divides: the May 2014 European elections”, drafted by Yves Bertoncini and Thierry Chopin (in partnership with the Robert Schuman Foundation).

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## 1. Our Activities in 2014

Throughout 2014 we worked closely, as indeed have always done, with the national and Community decision-makers tasked with handling the most important European issues, in order both to enlighten their decisions and to influence the setting of their agenda. We also made an effort to take part in the public debate on the EU in order to respond to the questions it raises while also taking into due consideration the wishes voiced by its citizens.

We produced **86 publications**, including 26 Tribunes, 17 Policy Papers, 4 Studies & Reports and 39 Syntheses. All of these publications were disseminated free of charge in French and in English through our website and our social networks, by e-mail and through the regular post, not to mention at our events (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Publications”).

We organised or co-organised **74 events** (conferences, presentations with debate and select small-scale seminars) in **10 EU countries**: Belgium, France, Germany, Hungary, Italy, Poland, Portugal, Romania, Spain and Sweden (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”).

Our members were regularly invited to address conferences hosted by other institutions and organisations in their capacity as experts, taking part in **146 events in 21 countries**, both within the EU (Belgium, Denmark, France, Germany, Italy, Luxembourg, The Netherlands, Portugal, Spain, Sweden and the United Kingdom) and outside it (Bahrain, Canada, China, Korea, Malaysia, Morocco, Singapore, Switzerland, Turkey and the United States) (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”).

We intervened on a large scale in the European and international media, which allowed us to add value to our work and to adopt a stance in the most important current debates. All in all, almost **400 appearances** by our presidents, governing bodies, directors and team were recorded in the various media in **35 countries** (in France, in the EU countries and beyond) in 2014 (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Medias”).

Our work developed along three major axes: “the European Union and its Citizens”, “Competition, Cooperation and Solidarity,” and “European External Action”, generating the main activities developed by our offices in Paris and Berlin and illustrated in greater detail below.

Our work will continue throughout 2015 in an effort to remain in tune with the European decision-making agenda and with ongoing and emerging political debates, reflecting the work programme approved by our Board of Directors (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Themes of our work”).

## 1.1. Political Union: Time To Decide

The intense debating sparked by the European elections in May 2014, those elections' results and their impact all prompted us to strengthen our efforts linked to the issue of European political union, whether they concerned the electorates' choices, the development of the European Federation of Nation States, the functioning of the Community institutions, dialogue with its citizens or the European area of free movement.

### 1.1.1. Electoral Choices and European Democracy

The campaign ahead of the European elections on 22-25 May 2014 prompted us to highlight the chief political and party-political divides at work at the national and Community levels, and to adopt positions with regard to the major challenges facing the European Union.

#### Electoral Choices and European Democracy 10 main activities in 2014

- "The EU needs a fresh boost... Fast!", the declaration of our 2014 European Steering Committee in *Le Figaro*, 20 December
- "Euroscepticism or Europhobia: voice vs. exit?", Yves Bertoncini and Nicole Koenig, *Policy paper No.121*, November
- Brussels, 4 December, "The European electoral law reform: looking for clarity?", Yves Bertoncini, hearing at the European Parliament
- "The Juncker Commission: what party balances?", article by Yves Bertoncini on HuffingtonPost.fr, 22 October
- Yves Bertoncini invited by France 24 to analyse the setting of the new Commission, October
- "Post-election EU: Ask for the programme!", Jacques Delors et António Vitorino, *Tribune*, June
- Paris, 5 June, "Results of the May 2014 European elections", conference organised in partnership with the Maison de l'Europe de Paris
- "Report on the votes of MEPs elected in Ile-de-France 2009-2014", by Yves Bertoncini, Thierry Chopin, Lucie Marnas, Claire Versini and Virginie Timmerman, analysed on France3 Paris Ile-de-France, 19 May
- "Europe: union is an opportunity and a struggle!", Jacques Delors, António Vitorino, Yves Bertoncini and our Board of directors, *Tribune*, May
- "Faces on divides: the May 2014 European elections", Yves Bertoncini and Thierry Chopin, foreword by Julian Priestley, *Studies & Reports No.104*, in partnership with the Robert Schuman Foundation, April

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Heading "European Democracy"



"Post-election EU: Ask for the programme!",  
Jacques Delors et António Vitorino, *Tribune*, June



"Faces on divides: the May 2014 European elections",  
Yves Bertoncini and Thierry Chopin, *Studies & Reports No.104*,  
in partnership with the Robert Schuman Foundation, April

## 1.1.2. European Political Union: Current Situation and Future Prospects

The renewal of the European institutions sparked an increase in the debate surrounding the governance of the European Union with regard both to the shareout of powers among the players and to the power relations between the EU and its member states, and thus our activities in 2014 also addressed both these aspects.

### European Political Union: Current Situation and Future Prospects 10 main activities in 2014

- Paris, 25 November, "Five years as president of the European Council: lessons and challenges", conference/debate with Herman Van Rompuy, with the participation of Pascal Lamy and Yves Bertoncini, in partnership with Sciences Po
- Rome, 5 November, "Towards a new constitutionalism", intervention from António Vitorino at the conference "Where is Europe going?", organised by the Accademia Nazionale dei Lincei
- Jacques Delors invited by France Culture on the new Commission, 27 October
- Turin, 18-19 September, "What political and institutional evolutions for the EU and the EMU?", 5<sup>th</sup> European Forum of Think Tanks, in partnership with the Centro Studi sul Federalismo
- "Reforming Europe's governance: for a more legitimate and effective federation of nation states", Yves Bertoncini and António Vitorino, foreword by Philippe de Schoutheete, *Studies & Reports No.105*, September
- "The Commission reform: between efficiency and legitimacy", António Vitorino and Yves Bertoncini, *Policy paper No.115*, July
- Yves Bertoncini on Arte to debate on the relations between the EU and the UK, 28 May
- "The EU and its legislation: prison of peoples or chicken coops?", Yves Bertoncini, *Policy paper No.112*, May
- Interview of Yves Bertoncini in *Nepszabadsag* on the relations between the EU and its member states, 27 April
- Paris, 19 February, "European political union and democratic control", intervention of Yves Bertoncini at a round table on European political union and democratic control organised by the Foreign affairs committee of the French Assemblée nationale

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Headings "Federation of Nation States" and "European Institutions"



Paris, 25 November, "Five years as president of the European Council: lessons and challenges", conference/debate with Herman Van Rompuy, with the participation of Pascal Lamy and Yves Bertoncini, in partnership with Sciences Po



"The Commission reform: between efficiency and legitimacy", António Vitorino and Yves Bertoncini, *Policy paper No.115*, July



### 1.1.3. Our Citizen Dialogues

We redoubled our effort to reach out to the man in the street in 2014 on account the European elections, which stimulated people's interest in debating the construction of Europe and the EU's decisions.

We organised 38 "citizen dialogues" to allow us to exchange views with lay audiences in 6 EU member states. These citizen dialogues were conducted, in particular, in the context of our partnership with the Mouvement européen - France, (in the cycle entitled "Droit d'inventaire - Droit d'inventer" ["Right of Inventory - Right to Invent"]) and in the context of the pan-European "Horizon EU" project.

These citizen dialogues also mobilised social actors, in particular in the context of our cooperation agreement with the Macif. They also involved 2.0. citizens, for instance with the continuation of our "citizens' web dialogue" initiative, and they spawned a series of video interviews designed to allow the man in the street to have his say.

We also conducted citizen dialogues in the context of events organised by other players throughout Europe, an initiative which allowed us to intervene on fully 77 occasions in 10 EU member states in the course of 2014.

#### Citizen Dialogues 10 main activities in 2014

- "European citizens' involvement in the EU: national syntheses", Synthesis within the "Horizon EU" project, December
- Warsaw, 16 December, "Citizens and the EU, a new chapter?", conference in partnership with Demos Europa
- "How to communicate with the EU", video testimonies of citizens from 18 EU countries within the "Horizon EU" project, October-December
- Barcelona, 10 October, "Recover citizens trust: an impossible task for the EU?", conference in partnership with CIDOB within the "Horizon EU" project
- Paris, 1 October, "Europe in the globalisation", conference-debate with Pascal Lamy within the partnership with the Macif
- Brussels, 4-5 May, "Citizens facing the EU: what messages", meeting with 50 EU citizens within the "Horizon EU" project
- "What the French told us about the European democracy", video testimonies of citizens met within the "Droit d'inventaire - Droit d'inventer" project (in partnership with the Mouvement européen - France), May
- Saint Denis de la Réunion, 23 April, "Globalisation and employment, the challenges of the EU", debate within the "Droit d'inventaire, droit d'inventer" project (in partnership with the Mouvement européen - France)
- Citizen web dialogue, 11 April, Jerzy Buzek answers your questions on EU elections, the Ukrainian crisis, energy policy
- Bucarest, 7 April, "Quo vadis Europe?", speech by Yves Bertoncini during the opening and closing sessions of the Eurosfor forum, organised by Europuls on the European elections

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



Paris, 1 October, "Europe in the globalisation", conference-debate with Pascal Lamy with the partnership with Macif



Citizens' web dialogue, 11 April, Jerzy Buzek answers your questions on EU elections, the Ukrainian crisis, energy policy

### 1.1.4. The Area of Free Movement and of Security

Developments in the public debate in the United Kingdom and the referendum organised on the topic in Switzerland triggered a fiery debate within the EU on the free movement of people. We made an effort to take part in that debate by highlighting the legal and sociological aspects of freedom of movement and by defending this acquis of crucial importance in the construction of Europe.

#### The Area of Free Movement and of Security 10 main activities in 2014

- "Free movement of people : António Vitorino clarifies the debate", video, 17 December
- Yves Bertoncini on Sud Radio on the free movement of people in Europe, 3 October
- Paris, 27 June, "Immigration and asylum: which policy for the EU?", conference with António Vitorino
- Yves Bertoncini interviewed by Sveriges Radio about freedom of movement in Europe, 20 March
- Pascal Lamy on the RTS about the Swiss vote on the free movement of the European citizens, 27 February
- Yves Bertoncini quoted in *Jeune Afrique* about the Swiss vote, 21 February
- Yves Bertoncini in *Europolitics* about the Swiss vote on free movement, 10 February
- Yves Bertoncini and António Vitorino on Euractiv.com: "EU's free movement: Like the air that we breathe?", 31 January
- "Freedom of movement in the EU: like the air that we breathe?", *Tribune*, Yves Bertoncini and António Vitorino, January
- "Europe: Eastern workers", Yves Bertoncini on France Culture about the Swiss vote on the free movement of Europeans, 17 January

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Heading "Freedom, Security, Justice"



"Free movement of people : António Vitorino clarifies the debate", video, 17 December



"Freedom of movement in the EU: like the air that we breathe?", *Tribune*, Yves Bertoncini and António Vitorino, January

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

2014 also led us to address other projects relating to the political, institutional and citizen dimension in tune with the European decision-making agenda and with the national political debates, including the overall development of the construction of Europe, Europe's political governance, the conditions required to emerge from the crisis and the phenomenon of regional separatism.

#### Other Projects Relating to the Political, Institutional and Citizen Dimensions 10 main activities in 2014

- Yves Bertoncini analyse the European Union 2014 track record on RTS, 30 December
- "A dual horizon: emerging from the crisis and addressing international challenges", António Vitorino, *Tribune*, October
- Istanbul, 13 October, "What economic governance for what political Europe?", speech of Yves Bertoncini during a seminar organised by the Institut du Bosphore
- "The EU and referenda on independence: a leap in the dark?", Yves Bertoncini, *Tribune*, September
- Francfort, 3 September, "Europe matters", speech by Yves Bertoncini during a seminar at the European Central Bank
- Interview with Jacques Delors on BFM TV, "The European construction has never been a long calm river", 20 May
- Interview with Pascal Lamy in the newspaper *JDD*, "If you value your identity, you have to build Europe", 12 May
- Berlin, 11 March, "The future of Europe and a new social contract? German and Portuguese perspectives", speech by António Vitorino at the 2<sup>nd</sup> Portugal – Germany Forum
- Washington, 20 March, "Power balance in the European Union", conference with Yves Bertoncini organised by the U.S. Department of State's Bureau of Intelligence and Research and the National Intelligence Council
- "Europe: an ode to fear?", Yves Bertoncini, *Tribune*, February

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Axis "European Union and citizens"



"The EU and referenda on independence: a leap in the dark?",  
Yves Bertoncini, *Tribune*, September



Interview with Jacques Delors on BFM TV,  
"The European construction has never been a long calm river", 20 May

## 1.2. Strengthening the European Economic and Social Community

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

We continued to adopt a position on the current economic, social and political crisis and to submit proposals both for addressing the crisis and for strengthening the Economic and Monetary Union.

In particular, we continued to explore the best ways to encourage the implementation of structural reforms in the euro area and to formulate specific proposals in that connection. Four years on from the adoption of the first bail-out plan in the euro area, we also assessed the effectiveness of the economic adjustment programmes in the euro area and their impact on the economic, social and political levels.

We also played an active role in debates on the implementation of the new European economic governance, in particular by analysing the implications of the strengthening of Europe's monitoring of national budgets. And lastly, 25 years on from the Delors Report, we reassessed the proposals contained in that Report in the light of the debates currently taking place on the Economic and Monetary Union.

#### Heading Towards a Fiscal, Economic and Banking Union 10 main activities in 2014

- Brussels, 7 November, "Strengthening the Economic and Monetary Union", Henrik Enderlein conducts the debate of the round table on EMU during the Forum de l'Obs
- Sofia Fernandes on RFI about the national budgets discussed in Brussels, 14 November
- "Promoting structural reforms in the euro area: what for and how?", Eulalia Rubio, *Policy paper No.119*, October
- "National budgets and European surveillance: shedding light on the debate", Sofia Fernandes, *Policy paper No.118*, October
- Lisbon, 10 September, "Missing link in the EMU: economic policy coordination & structural reforms", Eulalia Rubio chairs a panel during an expert seminar organised by the government of Portugal and the European Commission Representation
- "Who calls the shots in the euro area? "Brussels" or the member states?", Sofia Fernandes, *Policy paper No.111*, May
- "Adjustment programmes in the euro area: mission accomplished?", Sofia Fernandes and Thibault Paulet, *Synthesis*, May
- Brussels, 10 April, "The implementation of "Memoranda of Understanding" in the euro area", expert seminar co-organised with the European Economic and Social Committee
- "25 years after the Delors Report: what lessons for Economic and Monetary Union?", Henrik Enderlein and Eulalia Rubio, *Policy paper No.109*, April
- "Completing the Economic and Monetary Union", Sofia Fernandes, *Synthesis*, January

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Heading "Euro and European Governance"



"25 years after the Delors Report: what lessons for Economic and Monetary Union?", Henrik Enderlein and Eulalia Rubio, *Policy paper No.109*, April



Brussels, 10 April, "The implementation of "Memoranda of Understanding" in the euro area", expert seminar co-organised with the European Economic and Social Committee

### 1.2.2. What Prospects for “Social Europe”?

We pursued the agenda that we began in 2013 on the social dimension of the EMU and of the EU, as well as on the social impact of the economic and financial crisis. We devoted special attention to the issues involved in worker mobility by analysing the measures adopted since the start of the crisis to strengthen that mobility while at the same time formulating proposals for improving it, also in connection with worker posting.

#### What Prospects for “Social Europe”? 10 main activities in 2014

- “Employment, mobility and social investment: three key issues for post-crisis social Europe”, Sofia Fernandes, *Policy paper No.120*, November
- Brussels, 1 July 2014, “Social developments in the European Union 2013, Sofia Fernandes speaks during a conference organised by the European Social Observatory
- Interview with Sofia Fernandes in the newspaper *Pélerin* on the EU social action: “The crisis creates an emergency situation”, 16 May
- Citizen web dialogue, László Andor answers your questions on EU social model, employment and inclusion policies, 7 May
- Évry, 4 April, “Employment and globalisation, the challenges of the EU”, debate within the “Droit d’inventaire, droit d’inventer” project (in partnership with the Mouvement européen – France)
- “Posted workers in the EU: state of play and regulatory evolution”, Kristina Maslauskaite, *Policy paper No.107*, March
- Paris, 18 February, “Towards a social, economic and monetary Europe? The social pillar of EMU”, Sofia Fernandes speaks during a round-table organised by the European affairs committee of the French National Assembly
- Interview with Kristina Maslauskaite on France info on social dumping in Europe, 18 February
- “What kind of Social Europe after the crisis?”, Sofia Fernandes and Emanuel Gyger, *Synthesis*, February
- Barcelone, 13 January, “The social management of the crisis in Europe”, Eulalia Rubio speaks during a conference organised by the Catalan Council of the European Movement and La Caixa Foundation

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



“Employment, mobility and social investment: three key issues for post-crisis social Europe”, Sofia Fernandes, Policy paper No.120, November



Citizen web dialogue, László Andor answers your questions on EU social model, employment and inclusion policies, 7 May

### 1.2.3. Heading Towards a “European Energy Community”

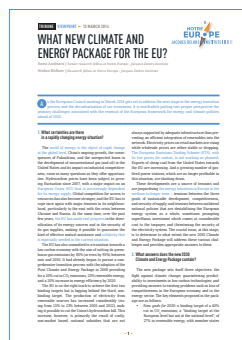
We developed our political proposal for the establishment of a European energy community in the context of the adoption of the new 2030 European Energy and Climate Package. Our work also focused on the debate that is starting to take place over the new concept of an “Energy Union”.

We made regular contributions to the debate on energy transition, interacting with the European decision-makers (at the EU institutional and member-state levels) and with civil society at different levels of governance.

#### Heading Towards a “European Energy Community” 10 main activities in 2014

- Brussels, 3 December, “The 2030 Energy & Climate Package for the EU”, Sami Andoura speaks during a conference organised by the Egmont Institute and DGroup
- Lisbon, 1<sup>st</sup> October, “European energy market challenges in focus”, Sami Andoura delivers the keynote opening speech for the annual REN AWARD ceremony
- Paris, 29 September, “A participatory model for energy efficiency in the building sector”, Sami Andoura speaks during a conference co-organised with the Macif and the European Economic and Social Committee
- “Taking stock of German energy policy in a European context”, Philipp Offenberg, *Policy paper No.116*, September
- “Poland hopes Tusk will create an EU Energy Union”, Sami Andoura cited on Euractiv.com, 10 September
- Sami Andoura comments the contribution from Jürgen Trittin to the current debate over the competitiveness of European economy and its energy sector, *Europe's World*, 3 July
- 11 June, Sami Andoura interviewed during the show “Allô Bruxelles” on RFI about negotiations over gas prices between the EU, Russia and Ukraine
- 17 March, Sami Andoura interviewed on France Info on the new Energy-Climate Package
- “Energy policy: European challenges, Spanish answers”, Eloy Álvarez Pelegrí and Macarena Larrea Basterra, *Policy paper No.106*, March
- “What new Climate and Energy Package for the EU?”, Sami Andoura and Stefan Bössner, *Tribune*, March

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



“What new Climate and Energy Package for the EU?”,  
Sami Andoura and Stefan Bössner, *Tribune*, March



“Taking stock of German energy policy in a European context”,  
Philipp Offenberg, *Policy paper No.116*, September

#### 1.2.4. Other Projects Regarding the Economic, Social and Territorial Dimensions

We continued to work in greater depth on the future of the regional and cohesion policy, in particular by analysing the impact of the crisis and of globalisation on regional economies and on the convergence process in Europe.

At the same time, we continued to work on the future of rural areas in Europe.

And lastly, 20 years on from its publication, we reassessed the proposals contained in the White Paper on "Growth, Competitiveness and Employment" in the light of the debates currently taking place on imparting a fresh boost to the European economy.

#### Other Projects Regarding the Economic, Social and Territorial Dimensions 10 main activities in 2014

- Tanger, 14 November, "How to restore EU growth and competitiveness?", Yves Bertoncini speaks at the special Europe plenary session of the 2014 Medays Forum
- Pont-Audemer, 2 October, "Europe and the development of its rural territories", Marjorie Jouen introduces the LEADER Forum
- "Rural life in the 21<sup>st</sup> century, a beacon of hope for Europe", Jacques Delors, Mercedes Bresso, Anne-Claire Vial and Gérard Peltre, *Tribune*, July
- Marjorie Jouen cited in *Sciences Eaux & Territoires* to talk about short food channels and the CAP, 7 July
- Rennes, 30 June-1<sup>st</sup> July, "Reforming the cohesion policy and articulating it with the single market", Marjorie Jouen speaks at a conference on regions and the cohesion policy organised by the Jean Monnet centre of excellence at the University Rennes 1.
- "The single market and cohesion policy dyad: battered by the crisis and globalisation", Marjorie Jouen, *Policy paper No.108*, April
- "The EU and its rural areas", Marjorie Jouen, *Synthesis*, April
- "The rich legacy of the white paper on "growth, competitiveness and employment"", Jérôme Vignon, *Tribune*, February
- Brussels, 22 January, "Growth, competitiveness and employment: what strategy for the EU?", conference co-organised with the EPPA on the 20 years of the White Paper "Growth, competitiveness and employment"
- Marjorie Jouen wrote in *Acteurs publics* an article entitled "European funds will be better affected", 10 February

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



Brussels, 22 January, "Growth, competitiveness and employment: what strategy for the EU?", conference co-organised with the EPPA on the 20 years of the White Paper "Growth, competitiveness and employment"



"The single market and cohesion policy dyad: battered by the crisis and globalisation", Marjorie Jouen, *Policy paper No.108*, April



## 1.3. Heading Towards New Common External Action

The Jacques Delors Institute's work on the sphere of common external action reflected a year, 2014, that was marked by the implementation of the conclusions reached by the European Council meeting in December 2013 on Defence Europe, by the renewal of Europe's chief players, by progress in the "TTIP" (Transatlantic Trade and Investment Partnership) negotiations and by the preparation of the post-Stockholm strategy in the field of immigration.

### 1.3.1. An Ambitious External Action Agenda

We seized the opportunity furnished by the European elections in the spring of 2014 to submit a position on the chief priorities in the external action of the 28-strong Europe (neighbourhood, commercial policy, immigration, energy and defence) and to formulate operational recommendations. This position was put together by a high-level task force comprising members of our Board of Directors and of our European Steering Committee.

In addition to this, several of our organisation's publications and speeches at conferences or in the media, especially by our President emeritus Pascal Lamy, addressed the issues of global governance and of a strengthening of the EU's role in the globalisation process.

#### An Ambitious External Action Agenda 10 main activities in 2014

- "The EU after the elections: what strategy for globalisation?", Pascal Lamy, *Tribune*, October
- Paris, 1<sup>st</sup> October, "Europe in the globalisation", Pascal Lamy speaks at a conference co-organised within our partnership with the Macif
- Brussels, 1<sup>st</sup> September, "Engaging Europe in the world", Eneko Landaburu takes part in a hearing in front of the European Parliament Committee on Foreign Affairs
- "The World Trade Organisation: new issues, new challenges", Pascal Lamy, *Policy paper No.117*, September
- Lisbon, 15 July, "The European Union after the elections: what strategy in the globalisation?", Pascal Lamy speaks at a conference co-organised within our partnership with the Gulbenkian Foundation
- "Reverse the European decline", article by Jacques Delors, António Vitorino, Pascal Lamy and the Task Force of the Jacques Delors Institute published in *Le Temps*, 19 June
- "Engaging Europe in the world", Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Élisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura, *Tribune*, June (Tribune also published in *Libération* and the *Financial Times*)
- "Turbulent and mighty continent. What future for Europe? (Anthony Giddens)", Giorgio Garbasso, *Book synthesis*, March
- "Europe in the globalisation", Pascal Lamy is the guest of the show "Le Grand Soir" on France3, March
- "Is globalisation in need of global governance?", Pascal Lamy, *Tribune*, January

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



"The EU after the elections: what strategy for globalisation?", Pascal Lamy, *Tribune*, October



"Engaging Europe in the world", Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Élisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura, *Financial Times*, June (Tribune also published in *Libération*)



### 1.3.2. The EU's Commercial Policy Faces New Challenges

In the context of the start of negotiations on the Transatlantic Trade and Investment Partnership (TTIP), which triggered a new debate on the conduct of Europe's common commercial policy, we benefited from the expertise of our President emeritus Pascal Lamy to focus our work on the various issues involved in the TTIP, such as regulatory convergence, a comparison of the approaches to safeguards in the United States and in Europe, the prospective partnership's potential impact on the multilateral commercial system, the protection of personal data and so forth.

#### The EU's Commercial Policy Faces New Challenges 10 main activities in 2014

- Paris, 5 December, "Europe discusses the TTIP project", Elvire Fabry speaks at the annual conference of the United-States programme of the IFRI
- London, 24 November, "The Transatlantic trade and investment partnership", Pascal Lamy holds a public lecture at the London School of Economics
- "Transatlantic trade negotiators should own up to their ambition", Pascal Lamy in the *Financial Times*, 28 October
- Washington, 14 October, "The Future of EU-US relations: political and economic reflections on the TTIP", Elvire Fabry speaks at the high level round table organised by the Foundation for European progressive studies (FEPS)
- "The great offensive of the transatlantic market", Pascal Lamy and Elvire Fabry in a special issue of *Le Monde*, 10 September
- "The reality of precaution: comparative analysis EU - USA (ed. J. Wiener, M. Rogers, J. Hammit and P. Sand)", Elvire Fabry and Giorgio Garbasso, *Book synthesis*, July
- Edinburg, 2 May, "TTIP: a Multilateral Perspective", Elvire Fabry speaks at the Mortimer Caplin Conference on the World Economy
- "Should we fight against the TTIP", Elvire Fabry guest of the show "Service public" on France Inter, May
- USA, 6-7-10 February, "World trade and global governance", conferences with Pascal Lamy at Harvard University, Yale University and Stanford University
- "The TTIP negotiations: A Pirandello play", Elvire Fabry, Giorgio Garbasso, Romain Pardo, *Synthesis*, January

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Heading "EU and USA relations"



"Transatlantic trade negotiators should own up to their ambition",  
Pascal Lamy in the *Financial Times*, 28 October



"The reality of precaution: comparative analysis EU - USA  
(ed. J. Wiener, M. Rogers, J. Hammit and P. Sand)",  
Elvire Fabry and Giorgio Garbasso, *Book synthesis*, July

### 1.3.3. Other Projects Regarding the International Dimension

We contributed to the debate on preparations for the post-Stockholm programme by focusing on the strengthening of European solidarity in the spheres of border monitoring and of the right of asylum. We also triggered a debate on the impact of the various European external action policies on migratory movements, partnering the European Policy Centre in its “Forced Migration” research project launched in the spring.

We also became involved in the debate on the use of force and on the development of a defence Europe in view of the growing number of crises occurring in the EU’s neighbourhood and of the new economic powers’ rapid militarisation.

#### Other Projects Regarding the International Dimension 10 main activities in 2014

- Brussels, 12 December, “Crisis management and forced migration: what role for the EU?”, seminar organised in partnership with EPC
- “Why we should believe in European defence”, Élisabeth Guigou, *Tribune*, November
- Brussels, 7 November, “Immigration: solidarity in Europe”, round table with António Vitorino during *L’Obs* Forum
- “Defenceless Europe?”, Elvire Fabry, Jordan Rowell, *Synthesis* of the “Ateliers de la Citadelle” co-organised in Lille
- “Should European defence be scrapped? (Nicole Gnesotto)”, Giorgio Garbasso, *Book synthesis*, September
- “European security after Libya and Ukraine: in search of a core leadership”, Giorgio Garbasso, Chiara Rosselli, Morgan Timme, *Synthesis of the seminar* organised in partnership with the Istituto Affari Internazionali (IAI), July
- “Border control and the right of asylum: where is the EU heading?”, Corinne Balleix, *Policy paper No. 114*, June
- Paris, 27 June, “Immigration and asylum: which policy for the EU?”, António Vitorino speaks at a conference organised in partnership with EPC at the French National Assembly
- “Strengthening the capacity building of the European agency Frontex”, Elvire Fabry on Euractiv.fr, June
- “The implications of the tensions between Russia and Ukraine on global relations”, Pascal Lamy on CNN, May

For more information: [www.delorsinstitute.eu](http://www.delorsinstitute.eu)  
Axis “European External Action”



“Defenceless Europe?”, Elvire Fabry, Jordan Rowell,  
*Synthesis* of the “Ateliers de la Citadelle” co-organised in Lille



“The implications of the tensions between Russia and Ukraine  
on global relations”, Pascal Lamy on CNN, May

## 2. Our Operations in 2014

The events of 2014 prompted us to work on two complementary fronts.

We played an active role in the public debate associated with the European elections in May in an effort to influence the adoption of the major guidelines in the construction of Europe and to generate analyses and recommendations capable of enlightening the electorate's choices, but also to fuel the European decision-makers' agendas and action. In conjunction with our direct contacts with the national and Community authorities, the substantial growth in our public profile illustrates the breadth of our efforts in terms of publications, of events, of appearances in the media and of our presence on the web (*see 2.1. Our Profile in 2014*).

In pursuing these activities we mobilised our human resources – both team members or members of our governing bodies – in full (*see 2.2. Our Team and Our Governing Bodies*), in order to make the most of our technical expertise and of our network of contacts. At the same time, we also had to face major financial challenges in view of the curtailment of some of our structural funding, although the shortfall was made up in part by project funding and by recourse to new resources (*see 2.3. Our Funding in 2014*). Our heartfelt thanks go to all of the players who funded us and who supported our work in 2014, and to all of the organisations with which we established partnerships in order to allow us to pursue our activities.

### 2.1. Our Profile in 2014

Throughout the year, the Jacques Delors Institute 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 debate our publications, to take part in numerous conferences and seminars, to make frequent appearances in the media and to expand our presence on the web.

### 2.1.1. Our Highest-Profile Publications

We disseminated the 86 publications that we produced in 2014 (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Publications”) to all of our contacts (almost 60,000 in 2014) via e-mail, and we complemented this activity by also sending out monthly and special newsletters. All in all, our publications were downloaded almost 200,000 times in the course of 2014. Some of the publications were sent out in hardcopy format to an audience of decision-makers and opinion-makers selected on the basis of the given theme addressed, but they were also disseminated at the events that we organised, with a total of more than 30,000 hardcopy versions of our publications being disseminated in 2014.

Some of the analyses and recommendations that we published attracted a particular response in terms of requests from decision-makers and from event organisers, of the number of downloads, and of the number of references to them in other publications or in the media. They were of great help in allowing us to take part in full in the debate on the functioning – particularly during the European parliamentary elections and the renewal of the European Commission – the policies and the future of the EU.

#### Highest-Profile Publications of the Jacques Delors Institute 10 main publications in 2014

- “Five years as president of the European Council”, Herman Van Rompuy, *Tribune*, December
- “Euroscepticism or Europhobia: voice vs. exit?”, Yves Bertoncini and Nicole Koenig, *Policy paper No.121*, November
- “Dissemination of European cinema in the European Union and the international market”, Josef Wutz and Valentin Pérez, foreword by Costa Gavras, *Studies & Reports No.106*, in cooperation with UniFrance and the Institut für Auslandsbeziehungen (ifa), November
- Engaging Europe in the world, Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Elisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura, *Tribune*, June
- “Post-election EU: Ask for the programme!”, Jacques Delors et António Vitorino, *Tribune*, June
- “The vote of MEP elected in France (2009-2014)”, Y. Bertoncini, T. Chopin, L. Marnas, C. Versini and V. Timmerman: 8 reports for 8 French euro-constituencies
- “The EU and its legislation: prison of peoples or chicken coops?”, Yves Bertoncini, *Policy paper No.112*, May
- “Who calls the shots in the euro area? “Brussels” or the member states?”, Sofia Fernandes, *Policy paper No.111*, May
- “Faces on divides: the May 2014 European elections”, Yves Bertoncini et Thierry Chopin, foreword by Julian Priestley, *Studies & Reports No.104*, in partnership with the Robert Schuman Foundation, April
- “Europe: union is an opportunity and a struggle!”, Jacques Delors, António Vitorino, Board of directors of the Jacques Delors Institute and Yves Bertoncini, *Tribune*, April

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



“Engaging Europe in the world”, Jacques Delors, Pascal Lamy, António Vitorino, Eneko Landaburu, Elisabeth Guigou, Étienne Davignon, Nicole Gnesotto, Philippe de Schoutheete, Elvire Fabry and Sami Andoura, *Tribune*, June



The European Initiative Prize 2014 awarded to the study “Faces on divides: the May 2014 European elections”, Yves Bertoncini et Thierry Chopin, *Studies & Reports No.104*, in partnership with the Robert Schuman Foundation, April

## 2.1.2. The Jacques Delors Institute at Conferences and Seminars

In 2014, we organised or co-organised 73 events (53 conferences, 10 seminars, 3 web dialogues, 2 debates, 1 forum, 1 hearing, 1 public sessions, 1 Europe Day, 1 European Steering Committee) in 9 countries: Belgium, France, Hungary, Germany, Italy, Portugal, Romania, Spain and Sweden). Our Berlin branch office hosted 7 of these events, all of them in Germany (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”).

In 2014, the opinions and views of the Jacques Delors Institute’s presidents, president emeritus, directors and team members were also sought on fully 146 occasions (65 conferences, 18 seminars, 5 hearings, 5 round tables, 5 debates, 1 symposium, 1 inaugural conference, 1 ceremony and 1 forum attended by several members of our staff) in the course of events hosted by other institutions and organisations in 21 countries (Bahrain, Belgium, Canada, China, Denmark, France, Germany, Italy, Luxembourg, Korea, Malaysia, Morocco, The Netherlands, Portugal, Singapore, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States) (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading “Events”).

### The Jacques Delors Institute at Conferences and Seminars 10 main events in 2014

- Paris, 12-13 December, “Meeting of our 2014 European Steering Committee”, dinner-debate with speeches from Emma Bonino, Jean-Louis Bourlanges and Javier Solana, round-tables on two issues “The external challenges of the EU: what strategies?” and “The Juncker Commission: what internal priorities?”
- Turin, 28 November, “Civilizing globalisation, an ambition for Europe”, conference-debate with Pascal Lamy at the Centro Studi sul Federalismo
- Paris, 25 November, “Five years as president of the European Council: lessons and challenges”, conference-debate with Herman Van Rompuy, in partnership with Sciences Po Paris
- Brussels, 6-7 November, “Good morning Europe – now or never”, European days of the French magazine *L’Obs* with Pascal Lamy, António Vitorino, Yves Bertoncini and Henrik Enderlein
- Paris, 29 September, “A participatory model for energy efficiency in the building sector”, conference in partnership with Macif and the European Economic and Social Committee
- Berlin, 1<sup>st</sup> September, “20 years after “Core Europe”: where do we stand and where are we heading?”, conference organised by our office in Germany, the Jacques Delors Institut – Berlin, in partnership with the Konrad Adenauer Foundation and the Open Society Initiative for Europe
- Lisbonne, 15 July, “The European Union after the elections: what strategy in the globalisation?”, conference organised in partnership with the Gulbenkian Foundation
- Paris, 29 April, “The financial crisis: what lessons and what answers?”, conference-debate organised with Terranova and Sciences Po
- Paris, 24 April, “European elections: what is at stake? Let’s debate”, conference-debate in partnership with Macif and Toutteleurope.eu
- Bucarest, 7 April, “Quo Vadis Europe?”, conference-debate in partnership with Eurosfat

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



Paris, 24 April, “European elections: what is at stake? Let’s debate”, conference-debate in partnership with Macif and Toutteleurope.eu



Paris, 12-13 December, “Meeting of our 2014 European Steering Committee”, dinner-debate with speeches from Emma Bonino, Jean-Louis Bourlanges and Javier Solana

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

In the course of 2014 the Jacques Delors Institute's presidents, directors and teams made numerous appearances in the media (almost 400 in the media as a whole). If we consider the overall media appearances, without counting those of our founding president Jacques Delors (other than when an appearance on his part was directly associated with the Institute), we will notice a major leap from 195 appearances in 2013 to 397 appearances in the same period in 2014. The number of our appearances in the media virtually doubled from 2013 to 2014 (See [www.delorsinstitute.eu](http://www.delorsinstitute.eu), Heading "Medias").

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

- 249 appearances in France;
- 79 appearances in 21 other EU member states: Austria, Belgium, Bulgaria, the Czech Republic, Denmark, Estonia, Finland, Germany, Greece, Hungary, Italy, Luxembourg, The Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and the United Kingdom;
- 69 appearances in the international arena and in 13 countries: Australia, Brasil, Canada, Colombia, Israel, Japan, Macedonia, Norway, Russia, Saudi Arabia, Serbia, Switzerland and the United States.

These appearances in the media were of various different kinds:

- 187 appearances in the written press;
- 99 appearances in online media, 81 of which in the online press and the remaining 18 in media websites or blogs;
- 111 appearances in the audio-visual media, 67 of which on the radio and the remaining 44 on television.

There are two main explanations for this increase: first and foremost, the European events in the course of a year particularly rich in such events, with the elections and the changeover in the Commission's leadership teams; but also the increasingly high profile enjoyed by our think tank and by the people who represent it in the media, particularly our President emeritus Pascal Lamy and our director Yves Bertoncini.



## The Jacques Delors Institute in the Media 10 main media appearances in 2014

- "The EU needs a fresh boost... Fast!", declaration of our 2014 European Steering Committee published in *Le Figaro* et on HuffingtonPost Québec, 20 December
- "The French budget discussed in Brussels", interview with Yves Bertoncini published in 7 regional newspapers of the Ebra group (*Les dernières nouvelles d'Alsace, Le Républicain Lorrain, Le Progrès, Le Dauphiné libéré, Le Bien public, L'Est républicain* and *L'Alsace*), 8 October
- "La crise n'est pas terminée", Henrik Enderlein interviewed in *Le Monde*, 27 June
- "Ein neuer Vertrag für Europe", Jacques Delors and António Vitorino, *Handelsblatt* (Germany), June
- "Europe's chance to make strategic comeback", Jacques Delors, António Vitorino, Pascal Lamy, Elisabeth Guigou, Eneko Landaburu, Nicole Gnesotto, Philippe De Schoutheete, Étienne Davignon, Elvire Fabry and Sami Andoura in the *Financial Times*, June
- "La montée de l'eurosepticisme", Jacques Delors invited on BFM TV (France), May
- "Européennes 2014 : des élections pour quoi faire ?", Yves Bertoncini and Thierry Chopin on the study "Faces on divides: the May 2014 European elections", HuffingtonPost.fr, May
- "L'emploi, la compétitivité et la campagne des élections européennes", Pascal Lamy invited of the radio show "Europe 1 – Dimanche soir", April
- "Europe : les travailleurs de l'Est", Yves Bertoncini invited of the show "Affaires étrangères" on Radio France Culture, 15 January
- "Por una gran Europa", Jacques Delors, Pascal Lamy, António Vitorino, Yves Bertoncini and the 2013 European Steering Committee, *La Razón* (Spain), January

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

Delors : "Nous n'allons pas nous payer une crise institutionnelle !"



## 2.1.4. The Jacques Delors Institute on the Web

2014 confirmed the steady increase in our presence on the web, allowing us to reach an ever-growing and more diversified audience throughout Europe and beyond.

### 2.1.4.1 Our Website

The Jacques Delors Institute's website ([www.delorsinstitute.eu](http://www.delorsinstitute.eu)) is our primary tool for communication, comprising over 2,500 items devoted to our publications, events, media appearances, videos and sound bites. It consists of 100% "rich media" and is now perfectly integrated into the social networks on which we operate (Facebook, Twitter, YouTube and Soundcloud).

The growing number of publications and of audio-visual content produced, combined with a massive presence on the social networks, led to a 43 % increase in the number of unique visitors to our website by comparison with 2013, achieving a score of over 200,000 unique visitors (and over 300,000 visitors in all), with a peak of 30,000 unique visitors during the European elections in May 2014 (data supplied by Google Analytics).

### 2.1.4.2 Our Presence on the Social Networks

With a diversified dissemination strategy specially devised for our social networks, our Facebook account attracted almost 1,800 fans, making a total of over 7,000 fans by the end of 2014 and making us one of the top three "most-liked" think tanks devoted to EU affairs on this particular social network.

Our presence on Twitter, which allows us to reach out to an audience of experts specialising in European affairs and of militants who are highly active in this field, permitted us to mobilise almost 3,000 additional followers in 2014, reaching a total of over 6,000 by the end of the year.

For more information, see our Facebook and Twitter accounts



Facebook account



Twitter account

### 2.1.4.3. Our Audio-Visual Productions

In 2014 we also stepped up our audio-visual output hosted on our YouTube and SoundCloud channels in an effort to reach out to a broader and more diversified audience.

We produced 31 videos in 2014 aimed at different audiences, both expert and lay, and our YouTube channel attracted over 20,000 hits in general terms. The two videos that attracted the largest number of hits confirmed the validity of our strategy in reaching out to new audiences because they were two "citizen" videos targeting a lay audience of Romanian and Bulgarian origin. The video with the third-highest number of hits, on the other hand, belonged to the sphere of our more traditional work, comprising as it did a short interview on the rise of populism in Europe.



Our audio-visual output also comprised sound bites and podcasts of speeches made at our events or of stances adopted on different issues. By the end of 2014 they numbered 302 on our SoundCloud channel and had been listened to over 3,800 times.

### The Jacques Delors Institute in videos and sounds 10 main productions in 2014

- ▶ "Как да се общува с ЕС? Мнението на Нели (София)", video produced within the Horizon EU project, December (more than 1,200 views)
- ▶ "Cum comunicați cu UE? Avizul de Giuliana (București)", video produced within the Horizon EU project, December (more than 1,100 views)
- ▶ "The impact of the populist parties in the next European Parliament", analysis from Yves Bertoncini, February (more than 800 views)
- ▶ "Pascal Lamy answered your questions on economy, globalisation, EU social model" (more than 500 views)
- ▶ "Droit d'inventaire, Droit d'inventer" (more than 450 views)
- ▶ "Jerzy Buzek answered your questions on Ukraine, UE energy policy and EP elections" (more than 300 views)
- ▶ "Cómo comunicar con la UE: la opinión de Lucía (Madrid)", video produced within the Horizon EU project, December (more than 600 views)
- ▶ "Romano Prodi ricorda Tommaso Padoa-Schioppa" (more than 250 views)
- ▶ "Quels efforts encore pour retrouver l'équilibre des finances publiques ?", podcast produced within the project "Droit d'inventaire, Droit d'inventer" (more than 270 plays)
- ▶ Pascal Lamy – "Europe in the globalisation" (more than 200 plays)

For more information, see our YouTube and SoundCloud channels



"Как да се общува с ЕС? Мнението на Нели (София)", video produced within the Horizon EU project, December



"The impact of the populist parties in the next European Parliament", analysis from Yves Bertoncini, February

## 2.2. Our Team and Our Governing Bodies

### 2.2.1. Our Team

In 2014 the Jacques Delors Institute team, which comprised twelve permanent members of six different nationalities (Belgian, French, German, Italian, Portuguese and Spanish), also benefited from regular contributions by five advisers and an associate research fellow, and from the invaluable input of António Vitorino, Pascal Lamy and Jacques Delors.

The Jacques Delors Institute also took in six interns in 2014 (Giorgio Garbasso, Emanuel Gyger, Maria Eugenia Le Gourriérec, Martina Menghi, Thibault Paulet and Jordan Rowell).

The team also benefited from the temporary recruitment of Stefan Bössner, who made an effective contribution to the preparation and drafting our energy works, and of Virginie Timmerman, who helped to promote the European elections and citizenship by organising events and publishing summaries with our partners, in particular with Daniel Debomy and his Optem network, with Europartenaires, EuroCité and the Mouvement européen – France.

Also in 2014 we opened our branch office in Germany, the Jacques Delors Institut – Berlin, in partnership with the Hertie School of Governance. Office Director Henrik Enderlein was assisted by a team comprising three research fellows, Nicole Koenig, Jörg Haas and Jekaterina Grigorjeva, an associate research fellow, Valentin Kreilinger, and an executive assistant, Gabriele Brühl. Our offices in Paris and Berlin have developed a form of integrated cooperation in the fields of both production and dissemination, an effort which they plan to pursue in greater depth throughout 2015.



The team of the Jacques Delors Institute, December 2014

## ORGANISATION CHART OF THE JACQUES DELORS INSTITUTE

31.12.2014



**Jacques Delors**  
Founding President

**António Vitorino**  
President

**Pascal Lamy**  
President emeritus

**Yves Bertoncini**  
Director of the Jacques  
Delors Institute

**Henrik Enderlein**  
Director of the Jacques  
Delors Institut - Berlin

### RESEARCH

#### EUROPEAN UNION AND CITIZENS

**Yves Bertoncini**, Politics and institutions, Democracy, Mobility  
**Mathilde Durand**, Project manager "Germany"

**Martina Menghi**, Research Assistant, Politics and institutions

**Alain Dauvergne**, Adviser, Public opinion, Institutions

**Renaud Dehousse**, Adviser, European Integration

#### COMPETITION – COOPERATION – SOLIDARITY

**Sami Andoura**, Senior research fellow, Energy policy

**Sofia Fernandes**, Research fellow, Economic and social affairs

**Eulalia Rubio**, Senior research fellow, Economic and social affairs

**Nadège Chambon**, Associate Senior Research Fellow, Agriculture and rural development

**Marjorie Jouen**, Adviser, Regional and cohesion policy

**Jean-Arnold Vinois**, Adviser, Energy policy

#### EUROPEAN EXTERNAL ACTION

**Elvire Fabry**, Senior research fellow, EU external actions, "Think Global - Act European"

**Jordan Rowell**, Research Assistant, EU external actions

### OUTREACH / SUPPORT

#### EDITION

**Mathilde Durand**, Editor

#### COMMUNICATION

**Stéphanie Baz**, Communications and Media officer, Founding president  
Jacques Delors' Press Adviser

**Nicolo Conti**, Online communications and Dissemination officer

#### EVENTS

**Claire Versini**, Events manager

#### SUPPORT

**Isabelle Donnay**, Assistant to the president António Vitorino and the director  
Yves Bertoncini, Office manager

**Ute Guder**, Administration and finances manager, Personal assistant to  
Founding president Jacques Delors and to President emeritus Pascal Lamy

**Claire Versini**, in charge of Jacques Delors' archives

**Jean-Pierre Bobichon**, Jacques Delors's Adviser, Relations with social actors

#### BERLIN OFFICE

**Henrik Enderlein**, Economic Affairs

**Nicole Koenig**, Research fellow, Politics and institutions

**Jekaterina Grigorjeva**, Research fellow, Energy policy

**Jörg Haas**, Research fellow, EMU

**Gabriele Brühl**, Assistant to the director, Office manager

**Valentin Kreiling**, Associate Research fellow, Politics and institutions

### 2.2.2. Our Board of Trustees

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

Martine Aubry, a former cabinet minister, the mayor of Lille and the daughter of Jacques Delors, joined the Board of Trustees in 2013, while the other board members' mandates were renewed in May 2014 for a period of four years (*see member list below*).

António Vitorino sits on the Board of Trustees in his capacity as president of the Jacques Delors Institute even though he is not a member of the board in formal terms. And the same applies to Pierre Lepetit in his capacity as vice-president and treasurer.

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



The Board of Trustees during its meeting on 29 November 2013

#### Our Board of Trustees (31/12/2014)

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

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

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

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

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

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

### 2.2.3. Our Board of Directors

The Board of Directors, which is responsible for managing the Jacques Delors Institute and for steering and supplying input for its work programme, met on three separate occasions in the course of 2014: on 22 March, 28 June and 12 December.

In the course of its meeting on 22 March, the Board adopted a declaration entitled "Europe: union is an opportunity and a struggle!", which was published in May by *Le Figaro* (France), *To Vima* (Greece), *La Razón* (Spain), *Le Temps* (Switzerland) and on EurActiv.com.

Two new members joined the board in 2014: Gérard Andreck, a former president of the Groupe Macif, and Enrico Letta, an member of Italian Parliament and a former Italian prime minister. Jean Pisani-Ferry, who was appointed to the post of commissioner general with France Stratégie, decided to resign from the board in 2014.

Thus on 31 December 2014, our Board comprised 26 members (*see member list below*) of nine different nationalities (Belgian, British, French, German, Italian, Polish, Portuguese, Spanish and Swedish).

### Our Board Of Directors (31/12/2014)

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

**Gérard Andreck**, former President of the Macif Group

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

**Yves Bertoncini**, Director of the Jacques Delors Institute, Administrator of the European Commission

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

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

**Jean-Louis 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 of DG Financial Stability, Financial Services And Capital Markets Union, European Commission

**Nicole Gnesotto**, Vice-President of the Board of Directors, Titular Professor of the European Union Chair at the CNAM, President of the Board of Directors of the French Institute For Higher National Defence Studies (IHEDN)

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

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

**Pierre Lepetit**, Vice-President of the Board of Directors, Treasurer of the Jacques Delors Institute, Inspecteur Général des Finances

**Enrico Letta**, member of the Italian Parliament, associate Professor at Sciences Po Paris, former President of the Italian Council

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

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

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

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

**Maria João Rodrigues**, MEP, former Portuguese Minister

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

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

**Javier Solana**, President of the ESADegeo, distinguished Senior Fellow in foreign policy at Brookings Institution, former High Representative of the Union for Foreign Affairs and Security Policy

**Christian Stoffaës**, President of the Cercle Des Ingénieurs-Économistes, member of the board of the French Research Centre In International Economics (CEPII)

**Christine Verger**, Director of the Directorate for Relations with national parliaments at the Directorate-General for the presidency of the European Parliament, former Secretary General of the Jacques Delors Institute

## 2.2.4. Our European Steering Committee

Our European Steering Committee (ESC) convened a meeting of ranking European personalities in Paris on 12 and 13 December 2014, as indeed it does every year, to debate issues of crucial importance for the EU's future (see list of participants below).

The dinner debate on 12 December gave rise to speeches by Emma Bonino, Jean-Louis Bourlanges and Javier Solana on the topic: "New Decision-Makers, New Challenges".

The following day's debates, on 13 December, were held in two sessions:

- The first session, addressing the question "What Strategies for the External Challenges Facing the EU?", was introduced by Élisabeth Guigou, president of the French National Assembly's Foreign Affairs Committee, and by Javier Solana, a former High Representative for a Common Foreign and Security Policy;
- The second session, addressing the question "What Internal Priorities for the Juncker Commission (Growth, the Social Dimension, Subsidiarity etc.)?", was introduced by Étienne Davignon, a former vice-president of the European Commission and the president of Friends of Europe, and by Enrico Letta, a member of the Italian Parliament and a former Italian prime minister.

After the debates, a common declaration offering Europe's new decision-makers a road map under the title "Giving Europe a New Boost... Fast!" was adopted and subsequently published by a variety of different European media sources in late 2014 and early 2015: *La Libre Belgique* (Belgium), *Le Figaro* (France), *Handelsblatt* (Germany), *To Vima* (Greece), *La Repubblica* (Italy), *Le Jeudi* (Luxembourg), *Público* (Portugal), *La Vanguardia* (Spain); and on the Euractiv.com (EU) and HuffingtonPost Québec (Canada) websites.



Meeting of our European Steering Committee, Paris, 13 December 2014

### Our European Steering Committee Paris, 13 December 2014 – List of participants

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

**Joaquín Almunia**, former Vice-President of the European Commission and former Commissioner in charge of Competition

**Pascale Andréani**, 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

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

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

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

**Emma Bonino**, former Foreign affairs minister of Italy

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

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

**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, Sciences Po Paris

**Isabelle Durant**, member of the Parliament of the Brussels-Capital region, former Vice-President of the European Parliament

**Henrik Enderlein**, Director of the Jacques Delors Institut – Berlin, Associate Dean and Professor of political economy at the Hertie School of Governance

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

**Nicole Gnesotto**, Vice-President of the Board of directors, Titular Professor of the European Union Chair at the CNAM, President of the Board of Directors of the French Institute for Higher National Defence Studies (IHEDN)

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

**Pascal Lamy**, President emeritus of the Jacques Delors Institute, former Director General of the WTO

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

**Enrico Letta**, member of the Italian Parliament, associate Professor at Sciences Po Paris, former President of the Italian Council

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

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

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

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

**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

**Alojz Peterle**, MEP, former Prime minister of Slovenia

**Gaëtane Ricard-Nihoul**, Acting head of the European Commission Delegation in France, former Secretary General of the Jacques Delors Institute

**Maria João Rodrigues**, MEP, former Portuguese Minister

**Philippe de Schoutheete**, former Belgian Ambassador to the EU, member of the board of the Egmont Institute

**Javier Solana**, President of the ESADegeo, distinguished Senior Fellow in foreign policy at Brookings Institution, former High Representative of the Union for Foreign Affairs and Security Policy

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

**Christian Stoffaës**, President of the Cercle des ingénieurs-économistes, member of the Board of the French Research Centre in International Economics (CEPII)

**Frank Vandenbroucke**, Professor at the Katholieke Universiteit Leuven (KU), former Belgium 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 the Jacques Delors Institute

**Jean-Arnold Vinois**, adviser at the Jacques Delors Institute for European energy policy issues



## 2.3. Our Funding in 2014

Our overall budget in 2014 amounted to approximately 1.4 million euro, showing a slight increase by comparison with the previous year despite the particularly tense financial climate.

### 2.3.1. Our Resources and Partners

In 2014 we received support from three “major partners”, who pledged multiannual donations equal to or greater than 100,000 euro:



Europe  
for Citizens



Our activities also received recurring support for two other partners:



FUNDAÇÃO  
CALOUSTE  
GULBENKIAN



We had to cope in 2014 with a substantial decrease in the subsidies dispensed by the European Commission (-30%) and by the French Government (-25%), as well as with the end of the multiannual funding granted by two other partners, the Compagnia di San Paolo and the Grand Duchy of Luxembourg. Of our major partners, only the Macif left the level of its annual subsidy unchanged by comparison with 2013.

We were, however, able to forge two new partnerships, with the Caisse des Dépôts and the Fondation Crédit Mutuel, in 2014.

A part of our activities in 2014 were implemented on the basis of financial partnerships driven by specific projects (*see table below*):

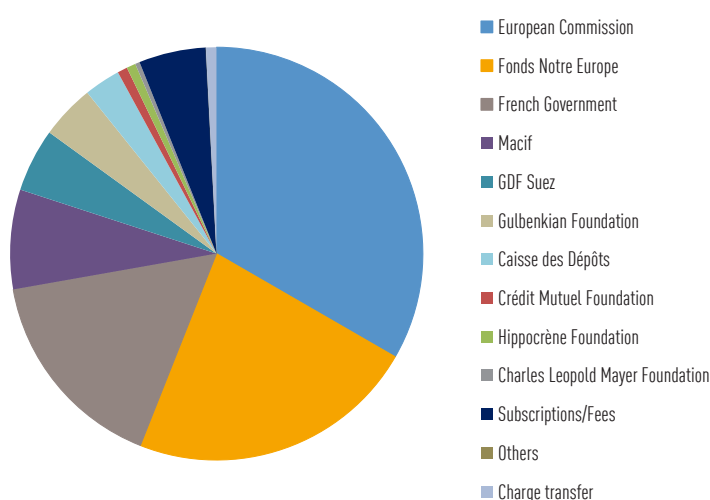
- The “Horizon EU” project, co-funded by the European Commission in its “Europe for Citizens” programme, by the Charles Leopold Mayer Foundation and by the Hippocrène Foundation (2013-2014);
- The “Droit d’inventaire – Droit d’inventer” [“Right of Inventory – Right to Invent”] project (in partnership with the Mouvement européen – France) (2013-2014), co-funded by the French Ministry of Foreign and European Affairs;
- The “Demos and Kratos” (2014) project, co-funded by the French Ministry of Foreign and European Affairs;
- Activities designed to promote a European energy community (2014), co-funded by the Caisse des Dépôts;
- A project entitled “On Elected Representatives and Votes” (2014), co-funded by the Fondation Crédit Mutuel.



We also benefited from the exceptional support of the Fonds Notre Europe, fuelled by fees earned by our President emeritus Pascal Lamy for speeches given in 2013 and 2014, which allowed us to face our challenging financial situation and to curb our operating deficit. This financial support allowed us to launch a project to impart added value to Jacques Delors' archives, to open the Jacques Delors Institut - Berlin, our branch office in Germany, and to fund our activities in the sphere of external relations.

We 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 and of the French National Assembly.

**FIGURE 1** ► Breakdown of our resources



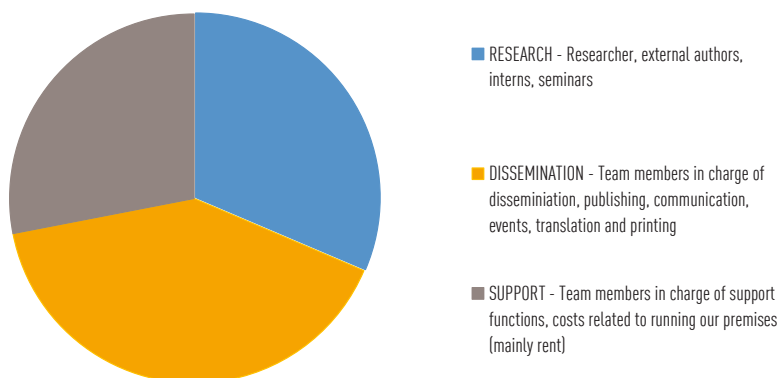
### 2.3.2. Our Expenditure

In 2014, the JDI's expenditure amounted to approximately 1.4 million euro, showing a slight increase over 2013. This was caused in particular by an increase in our activities connected with the European parliamentary elections in May 2014 and by the launch of two new strategic projects involving structuring and adding value to Jacques Delors' private archives and opening the Jacques Delors Institut - Berlin, our branch office in Germany.

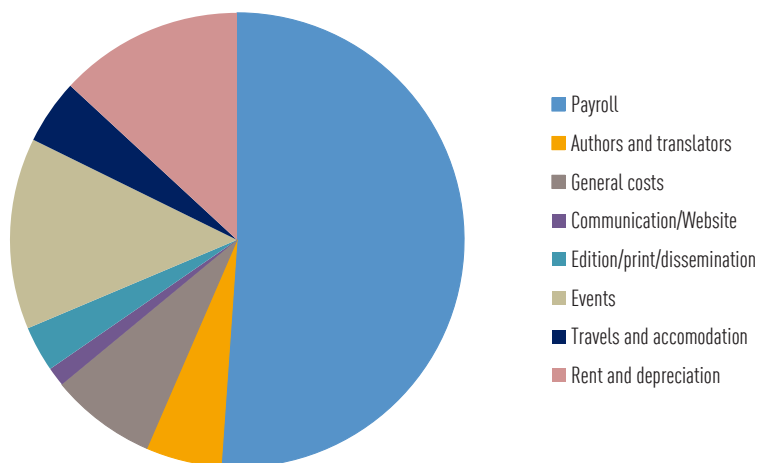
As in previous years, this expenditure was fairly evenly divided among three areas of activity:

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

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



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



### 2.3.3. Our Financial Report

Our balance sheet and income statement (year ended 31 December 2014) are as follows:

BILAN / BALANCE SHEET (en / in €)	2014	2013
<b>Actif / Asset Base</b>		
Actif immobilisé / Capital assets	52 008	43 813
Actif circulant / Circulating assets		
Créances / Accounts receivable	300 578	707 574
Valeurs mobilières de placement / Investment securities		
Disponibilité / Cash	113 258	78 601
Charges constatées d'avance / Prepaid expenses	6 683	9 636
<b>TOTAL</b>		<b>839 625</b>
<b>Passif / Equities</b>		
Fonds propres / Capital	38 844	64 376
Provisions / Reserves	0	0
Fonds dédiés / Dedicated funds	21 064	6 773
Dettes / Liabilities	412 619	768 476
<b>TOTAL</b>	<b>472 527</b>	<b>839 625</b>

COMPTE DE RÉSULTAT / INCOME STATEMENT (en / in €)	2014	2013
<b>Produit d'exploitations / Operating revenue</b>	<b>1 410 130</b>	<b>1 319 519</b>
dont / including:		
<b>Contributions structurelles / Structural contributions</b>		
Commission européenne / European Commission	350 000	500 000
Gouvernement français / French Government	190 000	250 000
Gouvernement luxembourgeois / Government of Luxembourg	0	25 000
Compagnia di San Paolo	0	100 000
Macif	110 000	110 000
Fondation Gulbenkian / Gulbenkian Foundation	60 000	60 000
GDF Suez	70 000	50 000
<b>TOTAL</b>	<b>780 000</b>	<b>1 085 000</b>
<b>Contributions liées à des projets / Project driven contributions</b>		
Commission européenne / European Commission	120 019	68 397
Parlement européen / European Parliament	0	0
Ministère des Affaires européennes / French Ministry of European Affairs	38 500	62 229
Caisse des Dépôts	40 000	
Fonds Notre Europe / Notre Europe fund	215 000	
Chancellerie autrichienne / Austrian Chancellery	0	20 667
Fondation Crédit mutuel / Crédit mutuel Foundation	11 000	
Autres projets / Other projects	15 000	23 000
<b>TOTAL</b>	<b>439 519</b>	<b>174 293</b>

<b>Cotisations et honoraires / Subscriptions and fees</b>	<b>179 040</b>	<b>14 906</b>
<b>Autres revenus / Other income</b>	<b>11 571</b>	<b>45 320</b>
<b>Charges d'exploitation / Operating costs</b>	<b>1 435 661</b>	<b>1 322 006</b>
Salaires et charges / Salaries and charges	726 558	683 574
Honoraires / Fees	98 854	103 163
Publications / Publications	46 299	87 765
Événements / Events	193 739	149 223
Déplacements, réceptions / Travel, Receptions	65 514	48 646
Communication, site web / Communication, Website	19 431	28 106
Fonctionnement / Administrative costs	84 496	76 132
Loyer / Rent	119 297	121 335
Amortissements / Depreciation	67 182	17 289
Provisions / Reserves	14 291	0
<b>Résultat / Result</b>	<b>(25 531)</b>	<b>(2 487)</b>

**Thank you for having followed our activities in 2014.  
We invite you to continue in 2015 on:**

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



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

We publish [numerous papers](#) (Tribunes, Policy Papers, Studies & Reports, Syntheses), [sounds](#) and [videos](#), organise and take part in [seminars and conferences](#) throughout Europe, and make appearances in the [European media](#) via our presidents, 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. This work is developed by our Paris and Berlin offices (the [Jacques Delors Institut – Berlin](#)).

The president of the Jacques Delors Institute is [António Vitorino](#), a former European commissioner and Portuguese minister. He succeeded [Tommaso Padoa-Schioppa](#), [Pascal Lamy](#) and Jacques Delors. The director, [Yves Bertoncini](#), leads an [international team](#) of around 15 members, who work in close coordination with the members of the Berlin office, led by [Henrik Enderlein](#).

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

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

With the support of:



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