



OUR OPERATIONS

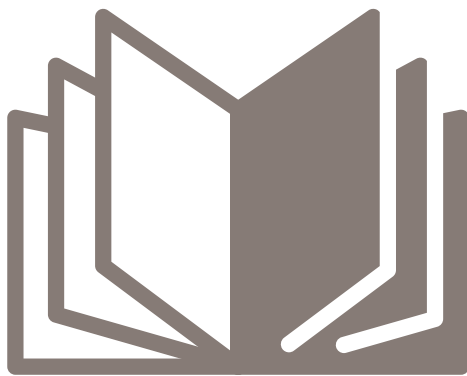
OUR PROFILE / OUR IMPACT

OUR PRESIDENTS

OUR GOVERNING BODIES

OUR TEAMS

OUR FINANCING



Our profile / our impact via our publications

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

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

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

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

THE EU AND OUR COLLECTIVE SECURITY: STRONGER TOGETHER!

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



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

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

ERASMUS PRO: FOR A MILLION "YOUNG EUROPEAN APPRENTICES" BY 2020

Tribune by Jacques Delors,
Henrik Enderlein, Pascal Lamy,
Enrico Letta, François Villeroy de Galhau,
António Vitorino, Jean-Michel Baer
and Sofia Fernandes, 12 May 2015

FACES ON DIVIDES: THE MAY 2014 EUROPEAN ELECTIONS

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

20 PARTICULARLY HIGH-

UNITED IN DIVERSITY: ANTHEMS AND FLAGS OF THE EUROPEAN UNION

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

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

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

SOCIAL COMPETITION IN THE EU: MYTHS AND REALITIES

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

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

Policy Paper by Yves Pascouau, 4 July 2012



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

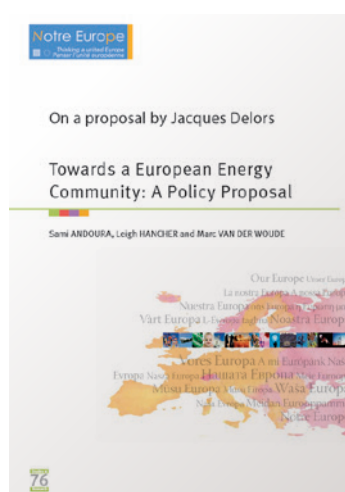
Study by the Tommaso Padoa-Schioppa group consisting of Henrik Enderlein, Peter Bofinger, Laurence Boone, Paul De Grauwe, Jean-Claude Piris, Jean André Sapir and António Vitorino, Foreword by Jacques Delors and Helmut Schmidt, 26 June 2012

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

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

IS THE CAP A GROUND FOR EUROPEAN SOLIDARITY OR DISUNION?

Policy Paper by Nadège
Chambon, 20 June 2011



▲ TOWARDS A EUROPEAN ENERGY COMMUNITY: A POLICY PROPOSAL

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

RESHAPING EU-US RELATIONS: A CONCEPT PAPER

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

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

Study by Timo Behr, 21 December 2009

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

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

TERRITORIAL COHESION: FROM THEORY TO PRACTICE

Policy Paper by Marjorie Jouen,
12 June 2008

1ST EUROPEAN ESTATES GENERAL: PROUD TO BE EUROPEAN?

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

EUROPEAN BUDGET: THE POISONOUS BUDGET REBATE DEBATE

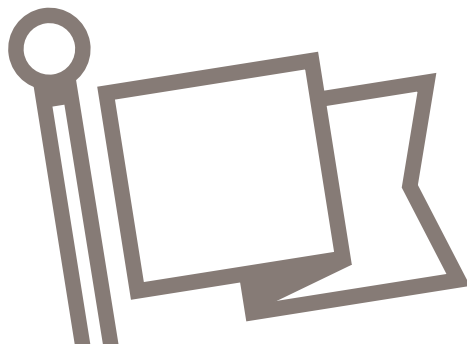
Study by Jacques Le Cacheux, Foreword
by Pascal Lamy, 30 November 2005

REUNIFICATION, ENLARGEMENT AND DEEPENING

Tribune by Jacques Delors,
31 December 1999

FROM THE SINGLE CURRENCY TO THE SINGLE BALLOT-BOX

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



Our profile / our impact at conferences and seminars

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

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

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



ARE WE DONE WITH MAD FINANCE IN EUROPE?

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

PRESIDING THE COMMISSION, GOVERNING EUROPE

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

A TTIP-ING POINT FOR EUROPE IN THE WORLD

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

A NEW START FOR SOCIAL EUROPE?

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

HOW TO BUILD EUROPE FOR CITIZENS?

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

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

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

CITIZENS' MEETING

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

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

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

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



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

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

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

TOMORROW'S EUROPE

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

PROUD TO BE EUROPEAN?

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

DELIBERATIONS AND CITIZENSHIP

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

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

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

**GOVERNMENTS AND INTERNATIONAL
ORGANISATIONS FACING THE DEBT
OF SOUTHERN COUNTRIES**

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

**FIRST EUROPEAN STEERING COMMITTEE
OF THE JACQUES DELORS INSTITUTE**

Paris, 1998

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

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



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

**EU CHALLENGES: GLOBALISATION
AND EMPLOYMENT**

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

**EU EXTERNAL ACTION: TIME
FOR A STRATEGIC REBOUND**

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

**BUILDING EUROPE:
A PROJECT OF GENERATIONS**

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

SOLIDARITY, AN ENGINE FOR THE EU

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



Our profile / our impact in the media

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

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



EL BREXIT, UN DESAFÍO EUROPEO

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

ANALYSIS OF BREXIT

Yves Bertoncini on *BBC*, 26 June 2016

BREXIT... NOW WHAT?

Pascal Lamy on *BBC Newsnight*, 25 June 2016

SCHENGEN JE MRTVÝ?

AŽ ŽIJE SCHENGEN

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

THE GREEK CRISIS

Henrik Enderlein on *ZDF TV*, 9 July 2015

EU & GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

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

THE EU MIGRATION POLICY

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



EINE PRALLE AGENDA

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

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

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

VINGT ANS APRÈS 1992, RELANCER LE MARCHÉ UNIQUE EUROPÉEN

Jacques Delors in *La Tribune*, 6 November 2012

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

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

L'EURO AVAIT « UN VICE DE CONSTRUCTION »

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

JE SUIS MEURTRI PAR L'INTERVENTION DU FMI EN GRÈCE

Jacques Delors in *Paris Match*, 21 April 2010

WHO IS TO BLAME FOR EU VOTER APATHY?

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

LOOKING BACK, LOOKING FORWARD

Jacques Delors in *Time Magazine*, 22 March 2007

CAN WE BE HOPEFUL ABOUT EUROPE'S FUTURE?

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

ENERGY DIVIDES THE EUROPEAN UNION

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

PASCAL LAMY PLEADS FOR "YES" IN THE REFERENDUM

Interview in *Le Parisien*, 19 March 2005

UNE NOUVELLE CONSTITUTION POUR L'EUROPE

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

THE CREATION OF "NOTRE EUROPE"

Jacques Delors on *TF1*, 1997





Our profile / our impact on the web

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

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

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



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

23 October 2015

A TTIP-ING POINT FOR EUROPE IN THE WORLD

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

THE COMMISSION LEADERSHIP AND THE GOVERNANCE OF EUROPE

Jean-Claude Juncker, 16 March 2015

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

16 March 2015

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

22 January 2015

FREE MOVEMENT OF PEOPLE: ANTÓNIO VITORINO CLARIFIES THE DEBATE

18 December 2014

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

17 December 2014

LE BILAN DES CRISES ÉCONOMIQUES RÉCENTES DE L'UE

Enrico Letta, 13 May 2014

THE OBJECT AND THE PURPOSE OF THE TRANSATLANTIC FREE TRADE AGREEMENT

Bertrand de Larentaye, 21 September 2014

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

Sofia Fernandes, 4 April 2014

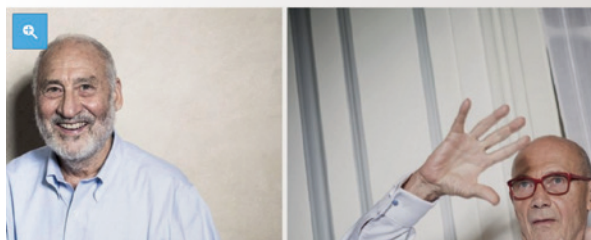
QUE PEUT L'EUROPE POUR L'EMPLOI DES JEUNES ?

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



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

La Presse • Magazine • Grand angle | Stéphane Legrain | 22 septembre 2016, 22h42 | 104 | 25 septembre 2016, 9h00



THE IMPACT OF THE POPULIST PARTIES IN THE NEXT EUROPEAN PARLIAMENT

▶ Yves Bertoncini, 4 February 2014

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

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

L'EUROPE EST-ELLE DÉMOCRATIQUE ?

▶ Yves Bertoncini and Malo Mofakhami, 19 November 2013

BENGUI AU PARLEMENT EUROPÉEN : LA VRAIE VIE DE BENGUI

▶ 18 November 2013

L'EURO JOUE UN RÔLE POSITIF DANS LA CROISSANCE ALLEMANDE

■ Rolf Robert Herden, 4 November 2013

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

▶ 31 October 2013

WHAT ARE THE FEATURES OF THE EUROPEAN ENERGY COMMUNITY?

▶ Sami Andoura, 1st October 2013

THIERRY REPENTIN PRÉSENTE SA VISION DE L'EUROPE

■ 16 September 2013

LE MONDE, L'EUROPE, LA FRANCE

■ Pascal Lamy, 20 March 2013



Our Presidents

OUR FOUNDING PRESIDENT: NEWS AND THE JACQUES DELORS ARCHIVES

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

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

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



PUBLICATIONS

THE EU AND GREECE: CHANGING FRAMES AND PURSUING THE ODYSSEY

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

LA COMMISSION ET LE FONCTIONNEMENT INSTITUTIONNEL DE L'UE

Video tribute by Jacques Delors,
16 March 2015

ENGAGING EUROPE IN THE WORLD

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

FOR A NEW RELAUNCH OF THE SINGLE MARKET

Tribune by Jacques Delors,
15 October 2012

TOWARDS A NEW EUROPEAN ENERGY COMMUNITY

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

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

Tribune by Lluís Navarro and
Jacques Delors, 2 September 2008

EUROPEAN CONSTRUCTION, YESTERDAY, TODAY AND TOMORROW

Tribune by Jacques Delors, 5 January 2004

THE ECONOMIC AND MONETARY UNION

Tribune by Jacques Delors,
1st May 2001

1ST CONVENTION OF THE CIVIL SOCIETY ORGANISED AT EUROPEAN LEVEL

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

EUROPE BETWEEN SURVIVAL AND DECLINE

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



THE COMMISSION LEADERSHIP AND THE GOVERNANCE OF EUROPE

Seminar, Brussels, 8 December 2015

BUILDING EUROPE: A PROJECT OF GENERATIONS

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

1ST FIRST EUROPEAN ESTATES GENERAL

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

TOWARDS A NEW EUROPEAN UNION

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

REUNITING EUROPE: EUROPE SEARCHING FOR IDENTITY(IES)

Seminar in Athens, 13-14 November 1998



EUROPE ON THE BRINK OF THE ABYSS

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

ECONOMIC CRISIS IN GREECE AND FEARS ON THE EURO AREA

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

SOCIALIST PARTY AND EUROPEAN CONSTITUTION: DELORS VOTES "YES"

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

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

Jacques Delors on TV *France 3*, 2004

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

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

OUR 4 OTHER PRESIDENTS

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

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

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

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

Our governing bodies

OUR BOARD OF TRUSTEES AS OF 5TH OCTOBER 2016

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

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

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

OUR BOARD OF DIRECTORS AS OF 5TH OCTOBER 2016

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

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

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

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



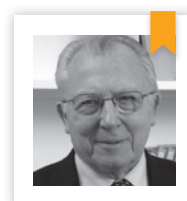
Martine Aubry
Mayor of Lille, former Minister



Gerhard Cromme
Chairman of the Supervisory Board
of Siemens AG



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



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



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



Pascal Lamy

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



László Andor

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



Josep Borrell Fontelles

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



António Vitorino

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



Gérard Andreck

Former President of the Macif Group



Jean-Louis Bourlanges

Associate Professor at Sciences Po Paris, former MEP



Erik Belfrage

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



Jerzy Buzek

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



Yves Bertoncini

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



Laurent Cohen-Tanugi

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



Joachim Bitterlich

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



Jacques Delors

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



Jonathan Faull
Director general
at the European Commission



Pierre Lepetit
Honorary Inspecteur Général
des Finances



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



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



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



Maria João Rodrigues
MEP, former Portuguese Minister



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



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



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



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



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



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



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



Julian Priestley
Former Secretary General of the
European Parliament



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



Christian Stoffaës

Member of the board of the French Research Centre In International Economics, President of the Cercle Des Ingénieurs-Économistes



Christine Verger

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

OUR EUROPEAN STEERING COMMITTEE

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

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

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



Our teams

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



OUR SECRETARY-GENERALS AND DIRECTOR

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

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

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

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

OUR TEAM IN 2016

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

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

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

Jacques Delors
Founding President

Enrico Letta
President

Pascal Lamy
President emeritus

Yves Bertoncini
Director of the
Jacques Delors Institute

Henrik Enderlein
Director of the Jacques Delors
Institut – Berlin

BERLIN OFFICE

Prof. Dr Henrik Enderlein
Director

Dr Anna auf dem Brinke

Research fellow, EMU

Paul-Jasper Dittrich

Research fellow, EMU

Jörg Haas

Research fellow, EMU

Dr Nicole Koenig

Research fellow, Foreign
relations and security policy

Valentin Kreilinger

Research fellow, EU
Institutions and Governance

Philipp Ständer

Research fellow, Financial Markets

Heidi Marleen Kuhlmann

Project manager, European
Politics and Communications

Gabriele Brühl

Head of administration

Carolin Köster

Deputy head of administration

Jan Jakub Chromiec

Affiliate fellow, Foreign relations
and security policy

Jekaterina Grigorjeva

Affiliate fellow, Energy

Laura Maria Wolfstädter

Affiliate fellow, EU Institutions
and Governance

EUROPEAN UNION AND CITIZENS

Yves Bertoncini

Politics and institutions,
Democracy, Mobility

Mathilde Durand

Project manager "Germany"

Claire Versini

Citizen & pedagogical
activities manager

Hamza Abbas

Research assistant, Politics and
institutions, Democracy, Mobility

Jean-Pierre Bobichon

Jacques Delors's Adviser,
Relations with social actors

Alain Dauvergne

Adviser, Public opinion,
Institutions

Prof. Renaud Dehousse

Adviser, European Integration

COMPETITION – COOPERATION – SOLIDARITY

Sofia Fernandes

Senior research fellow,
Economic and social affairs

Thomas Pellerin-Carlin

Research fellow, European
energy policy

Dr Eulalia Rubio

Senior research fellow,
Economic and social affairs

Nadège Chambon

Associate senior research fellow,
Agriculture and rural development

Dr David Rinaldi

Associate research fellow,
Economic and social affairs

Marjorie Jouen

Adviser, Regional and
cohesion policy

Prof. Frank Vandenbroucke

Adviser, Social affairs

Jean-Arnold Vinois

Adviser, Energy policy

EUROPEAN EXTERNAL ACTION

Dr Elvire Fabry

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

Natalia Martin

Research assistant,
EU external action

Emmett Strickland

Research assistant,
EU external action

Dr Yves Pascouau

Associate senior research
Fellow, Migration

EDITION

Mathilde Durand

Editor

COMMUNICATIONS

Nicolò Conti

Communications and
Media officer

EVENTS

Claire Versini

Events Manager

SUPPORT

Cliona Chadwick

Management officer,
Office manager

Ute Guder

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

Claire David

Archives manager



Our financing

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

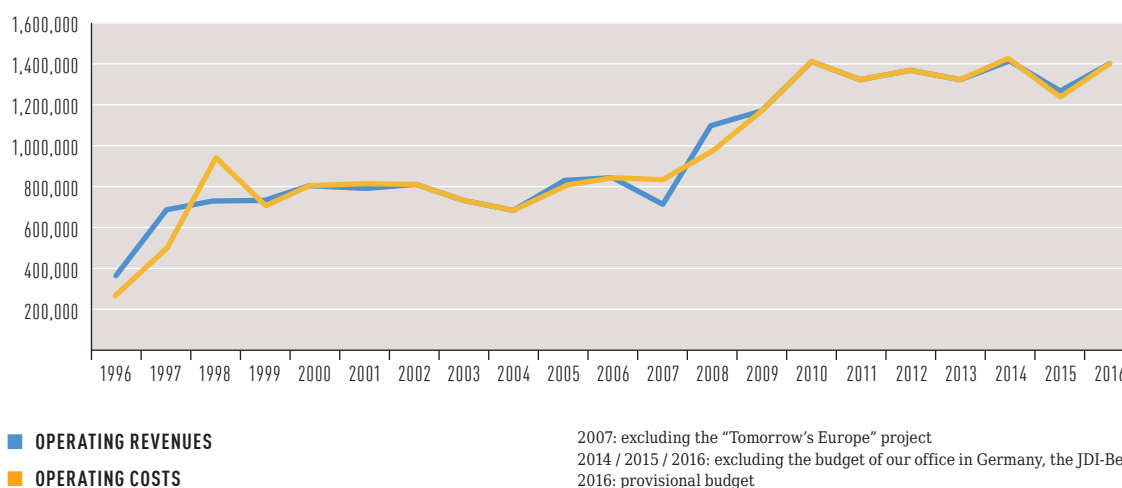
Our financing sources have gradually diversified since then and are now based on multi-year public and private contributions from several EU Member States. Funding also comes from per-project contributions, in particular from calls for tenders. Since 2015, our financing is supplemented by contributions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

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

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

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

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



OUR MAJOR PARTNERS

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

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

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



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



OUR PARTNERS

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

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



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



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG



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



Hertie School
of Governance



BertelsmannStiftung

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



OUR PROJECT PARTNERS

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

Several of these partners support us regularly:

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



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

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

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

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



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

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

OUR DONORS

We also benefit from the contributions of citizens who accept to join our circle of donors, via the “Transnational Giving Europe” network. A dedicated page on our website allows people to make donations by choosing to support the Jacques Delors Institute’s activities or actions related to one of our three working axes:

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

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

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

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

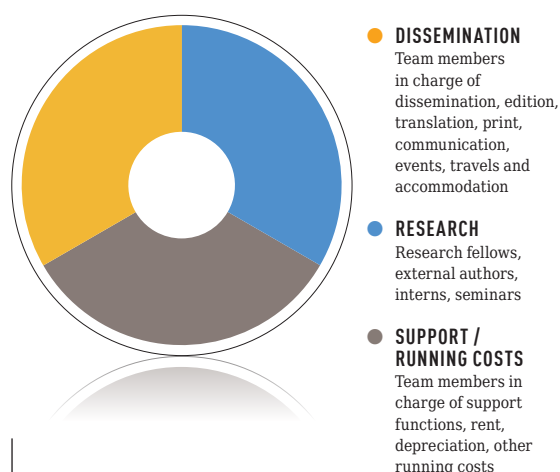
OUR EXPENDITURE

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

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

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

Breakdown of our expenditure by areas of activities



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