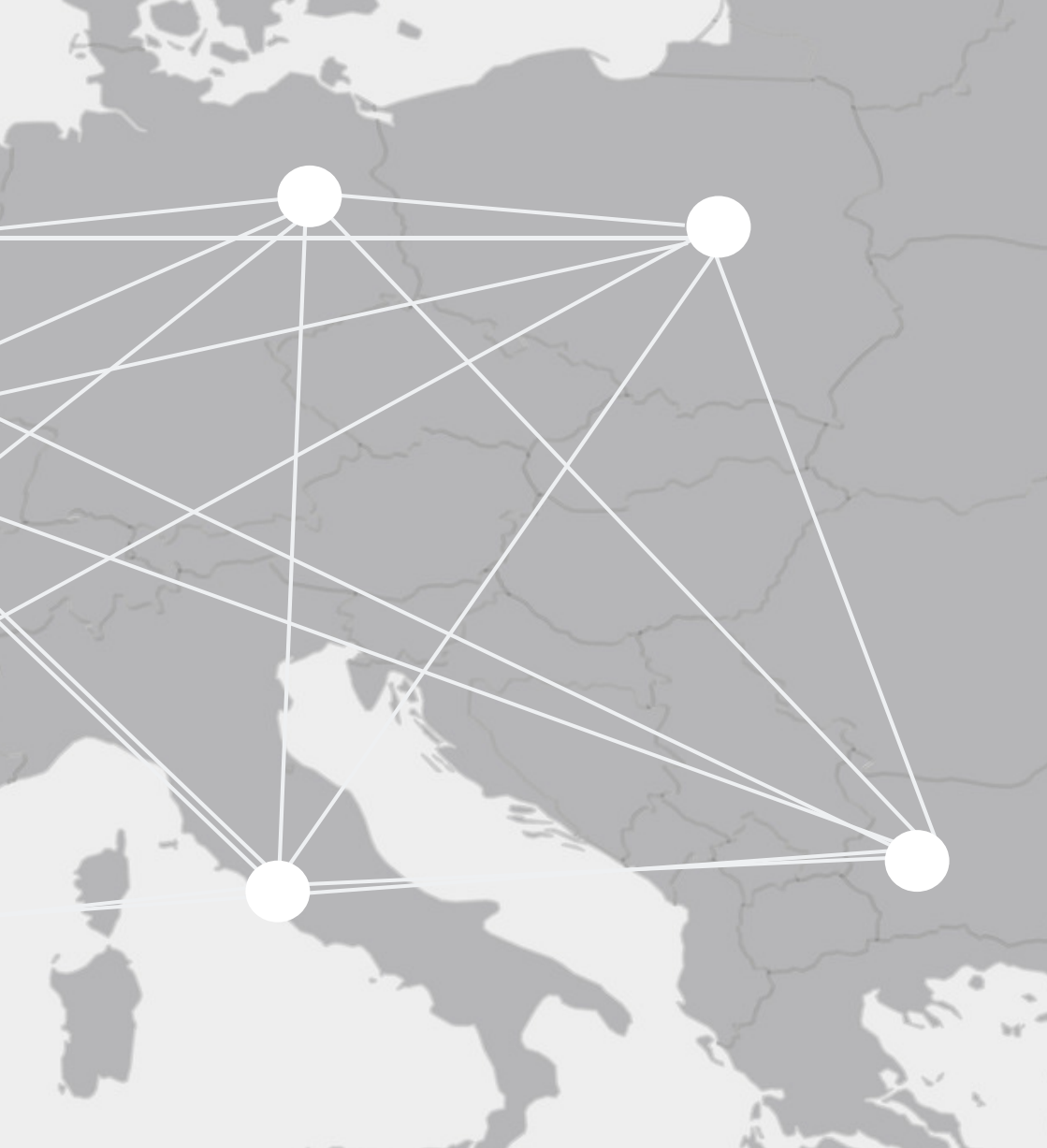




EUROPEAN
COUNCIL
ON FOREIGN
RELATIONS
ecfr.eu



We are living through a global counter-revolution. The institutions and values of liberal internationalism are being eroded beneath our feet and societies are becoming increasingly polarised. The consensus for EU action is increasingly difficult to forge, but there is a way forward.



In this new world, the European Council on Foreign Relations will take a bottom-up approach to building grassroots consensus for greater cooperation on European foreign and security policy. Our vision is to demonstrate that engaging in common European action remains the most effective way of protecting European citizens.

But we will reach out beyond those already converted to our message, framing our ideas and calls for action in a way that resonates with key decision-makers and the wider public across Europe's capitals.

A handwritten signature in black ink, appearing to read 'M. Leonard', is positioned above the name of the director.

Mark Leonard, Director



“9 November is one of these portentous dates which characterised German and European history. I feel you couldn't have chosen a better day on which to launch the new European Council on Foreign Relations here in Berlin.”

Frank-Walter Steinmeier

President of Germany at ECFR Berlin, 2017

OUR LEADERSHIP

The European Council on Foreign Relations (ECFR) is an award-winning think-tank that aims to conduct cutting-edge independent research in pursuit of a coherent, effective, and values-based European foreign policy.

We provide an exclusive meeting space for decision-makers and influencers to share ideas for common action; promote informed debate on Europe's role in the world; and build pan-European coalitions for policy change.



Mark Leonard
Director

Mark is the Director and co-founder of ECFR. He was chairman of the World Economic Forum's Global Agenda Council on Geoeconomics until 2016, director of foreign policy at the Centre for European Reform, and director of the Foreign Policy Centre.



Alba Lamberti
Deputy Director,
Operations



Vessela Tcherneva
Deputy Director,
Programmes and
Advocacy



Anna Kuchenbecker
Senior Director,
Development and Strategic
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OUR UNIQUE APPROACH



CONTAGIOUS IDEAS

Developing proposals that people talk about

ECFR has brought together a team of distinguished policy entrepreneurs to link cutting-edge research to practical policy. Our research is presented through three regional programmes – Asia and China, Middle East and North Africa, and Wider Europe – and a cross-cutting thematic programme – European Power.

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PAN-EUROPEAN OUTREACH

Being part of the national conversation

ECFR is the only think-tank that has a truly pan-European network, with a presence in Berlin, London, Madrid, Paris, Rome, Sofia and Warsaw, and an antenna in Brussels. Our pan-European structure allows us to understand national foreign policy priorities and challenges, be part of the national conversations, and grasp viewpoints from across the continent.

A COMMUNITY OF LEADERS

Bringing Europe together

The ECFR Council is the strongest and most visible expression of ECFR's pan-European identity. Our over 300 Council Members act as ambassadors for ECFR's ideas within their networks and help us build the consensus for a common European foreign and security policy.



CONTAGIOUS IDEAS



Since its launch in 2007, ECFR has built a reputation for innovation, intellectual rigour, and engaging communications. We are dedicated to developing new perspectives on difficult foreign policy questions, and conveying our findings to a wide audience in a compelling way.

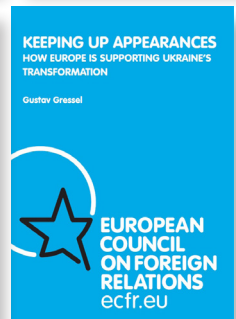
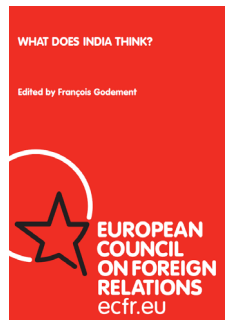
“Foreign policy is back but Europe is in danger of losing the plot. With the depth of its analysis and the edge of its policy ideas ECFR helps foreign ministers to look beyond the latest crisis and the next Foreign Affairs Council.”

Carl Bildt ECFR Co-Chair, former Prime Minister and Foreign Minister of Sweden



“ECFR has the knack of producing the right paper at the right time, which really grabs people’s attention with some new or counter-intuitive insight.”

The Economist



Mark Leonard's World in 30 Minutes

ECFR's weekly podcast series curated by Mark Leonard features top-level speakers from across the EU and beyond to debate and discuss Europe's role in the world. The podcast attracts thousands of subscribers from across the continent.



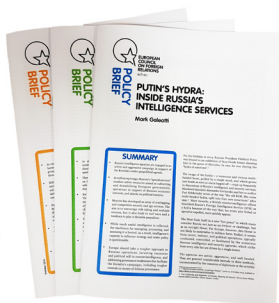
Power Audits

Instead of the usual institutional focus on EU policy, ECFR's Power Audits highlight the role and contributions of each EU member state towards global players such as China, the US, and Russia. The aim of these publications is to identify possible coalitions and foster a more constructive common approach to contentious issues among European governments.

Our Flash Scorecards help EU policymakers navigate the big questions about the future trajectory for European integration. Each Flash Scorecard presents the differences and similarities among Europeans on key foreign policy dilemmas, based on field research carried out by our team of associates based in the 28 member states.

What does X think?

Our essay collections have showcased prominent local voices, often not accessible to European audiences, to present the native view on political developments. ECFR has presented the foreign policy debates in Russia, India, China, Germany, the Gulf States, and Turkey.



Views from the Capitals

The Views from the Capitals series mobilises ECFR's pan-European network of Council Members and policy experts to examine the attitudes of selected European governments and public opinion towards the most pressing issues in European foreign policy.

Sicherheitshalber

A German-language podcast on the security situation in Germany, Europe and the world. Ulrike Franke leads the discussion on current developments in security and defense policy, and Germany's place in that debate.



Note from Berlin

Our weekly *Note from Berlin* provides timely analysis of what Germany's leadership is thinking about domestic and international issues. Our notes have provided insight into issues as diverse as the reactions to the Berlin-brokered refugee deal with Turkey and Germany's view on the Brexit negotiations.



“Through its comprehensive, timely and accessible work, the European Council on Foreign Relations is a leader in explicating the EU’s role on the world stage and the interests and values that underpin it.”

Strobe Talbott
 President, Brookings Institution

PAN-EUROPEAN OUTREACH

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ECFR's website www.ecfr.eu attracted 1.6 million visits in 2017. We have over 60,000 active followers on twitter.



We were quoted 2,800 times in top media outlets in 2017 in 120 countries.



ECFR experts regularly contribute to El País, Süddeutsche Zeitung, Foreign Policy, La Stampa, Le Monde, Politico Europe, Project Syndicate, the Financial Times, and the Washington Post.



Our analysts are frequently interviewed on radio and TV with the BBC, France 24, ARD, Deutsche Welle, Al Jazeera, CNN, Bloomberg and NPR.



Our podcasts had over 150,000 listens in 2017.

EUROPEAN POWER

@ECFRPower

The European Power programme develops policy responses to issues affecting Europe's capacity to act. Our goal is to help achieve a foreign policy agenda that protects the EU's core values and challenges the upsurge of populist sentiment in Europe.

"Europe's diminished capacity to shape the world, and the different priorities in national capitals, make it all the more important for Europeans to focus on what they can do together. ECFR has an important contribution to make in moving us in that direction."

Emma Bonino ECFR Co-Chair, former European Commissioner, and Foreign Minister of Italy

The programme has a network of **28 researchers** across Europe who enrich our analyses with **regional expertise**.

KEY PUBLICATIONS

Connectivity wars: why migration, finance and trade are the geo-economic battlegrounds of the future

Can Europe save the world order?

The New European Security Initiative essay collection

The world according to Europe's insurgent parties: Putin, migration and people power

Keeping Europeans together: Assessing the state of EU cohesion

The future shape of Europe: How the EU can bend without breaking



Susi Dennison

@sd270

Director

European Power



Sebastian Dullien

@SDullien

Economic integration, financial market regulation



Anthony Dworkin

@AnthonyDworkin

Human rights, north Africa



Ulrike Esther Franke

@RikeFranke

German foreign and defence policy, UAVs/drones, revolutions in military affairs, military technology



Richard Gowan

@RichardGowan1

Common security and defence policy, United Nations



Josef Janning

@JJ52

EU integration, transatlantic relations, Germany



Manuel Lafont Rapnouil

@mlafontrapnouil

New European Security Initiative



Almut Möller

@almutmoeller

EU integration and reform, EU foreign and security policy, Germany and Britain in Europe



Jeremy Shapiro

@JyShapiro

Security, transatlantic relations



Nick Witney

Security, post-Brexit EU

The European Power programme has a number of Visiting and Associate Fellows building a research community of experts who are both from and/or living in the region.

The Wider Europe programme asks questions about the European understanding and engagement with its neighbours to the east. The EU's deteriorating relationship with Russia, the uncertain trajectory of Turkey, and the difficult democratic transition in the Western Balkans, necessitate new ideas to defend the European liberal order.



Nicu Popescu

@nicupopescu

Director

Wider Europe

“ECFR took an early and bold stand on Russia and Ukraine. It understood Russia’s actions marked the end of post-Cold War Europe. Its analysis explored ways to keep dialogue open with Moscow and, as a result, it stood out for its clear analysis and recommendations, and its influence on Europe’s leaders.”

ECFR wins Prospect Think-tank Award 2015 EU International Affairs



Asli Aydintasbas

@asliaydintasbas

Turkish foreign policy



Kadri Liik

@KadriLiik

Russian foreign policy



Gustav Gressel

@GresselGustav

Military affairs, Russia, eastern neighbours



Vessela Tcherneva

@vtcherneva

Foreign and security policy, transatlantic relations, EU enlargement, Balkans and the Black Sea region



Andrew Wilson

Ukraine, Belarus

KEY PUBLICATIONS

Winning the normative war with Russia: An EU-Russia power audit

The discreet charm of hypocrisy: An EU-Turkey power audit

Keeping up appearances: How Europe is supporting Ukraine's transformation

The arrival of post-Putin Russia

Putin's hydra: Inside Russia's intelligence services

The good, the bad, and the Gülenists: The role of the Gülen movement in Turkey's coup attempt

The ECFR Wider Europe programme has a number of Visiting and Associate Fellows building a research community of experts who are both from and/or living in the region.

MIDDLE EAST AND NORTH AFRICA

@ECFRMena

The Middle East and North Africa programme advances a European leadership agenda aimed at reducing instability and strengthening resilience, as well as follows political upheaval and sectarian conflict in the MENA region, aiming to identify political solutions and help Europe develop coherent responses to North Africa's transitions and the Middle East peace process.



Julien Barnes-Dacey

@jbdacey

Director

Middle East and North Africa

"ECFR has produced a balanced and sober argument exploring European policies to the Israeli-Palestinian conflict, making a convincing case for a new European approach. Highly recommended."

Javier Solana former EU High Representative and NATO Secretary General



Adam Baron

@adammbaron

Yemen



Anthony Dworkin

@AnthonyDworkin

Human rights, north Africa



Ellie Geranmayeh

@EllieGeranmayeh

Iran



Hugh Lovatt

@h_lovatt

Israel-Palestine



Tarek Megerisi

@Tmegrisi

Libyan affairs, and politics, governance

KEY PUBLICATIONS

The Middle East's new battle lines

Occupation and sovereignty: Renewing EU policy in Israel-Palestine

To end a war: Europe's role in bringing peace to Syria

The coming clash: Why Iran will divide Europe from the United States

Don't close borders, manage them: How to improve EU policy on migration through Libya

The ECFR MENA programme has a number of Visiting and Associate Fellows building a research community of experts who are both from and/or living in the region.

The Asia and China programme develops ideas for how Europe can best respond to China's economic and military rise, and how it can better engage with other Asian partners. In light of Brexit and deteriorating US-China relations, our focus is to prevent intra-European division and help European governments pursue a more cohesive and assertive policy towards China, India, and other countries in the region.



François Godement

@Fgodement

Director

Asia and China

“I am impressed by ECFR. Publications such as ‘What does China think?’ are serious efforts for getting into the mindset of the Chinese, especially Chinese intellectuals.”

Yu Yongding Chinese Academy of Social Sciences

The ECFR Asia and China programme has a number of Visiting and Associate Fellows building a research community of experts who are both from and/or living in the region.



Mathieu Duchâtel

@mtdtl

North east Asia, Chinese foreign policy, Asian maritime security



Angela Stanzel

@angela_stanzel

East and south Asia's foreign and security policy

KEY PUBLICATIONS

Blue China: Navigating the maritime silk road to Europe

Absorb and conquer: An EU approach to Russian and Chinese integration in Eurasia

China at the gates: A new power audit of EU-China relations

Expanded ambitions, shrinking achievements: How China sees the global order

Terror overseas: understanding China's evolving counter-terror strategy

What does India think?

OUR OFFICES

ECFR's network of offices are a vital component of our pan-European identity. Our presence in seven EU countries allows us to understand and influence the debate in key national capitals, building networks with policymakers and journalists in each country, and making sense of the big foreign policy questions driving different EU member states.

London

ECFR London channels the national debate about Britain's role in European foreign policy in the post-Brexit environment.

Paris



Manuel Lafont Rapnouil

@mlafontrapnouil



Tara Varma

@tara_varma

Manuel is the Head of our Paris office. He previously served as a diplomat in the French Ministry of Foreign Affairs. Tara is Deputy Head of the Paris office. She previously worked for the French MFA in their Shanghai consulate and at CEIS. ECFR Paris maintains close links with key foreign policy actors in France.

Rome



Silvia Francescon

@silviafrance

Silvia is the Head of our Rome office. Previously, she worked at the Italian Prime Minister's Office, the UN, OECD, European Commission, and WTO. ECFR Rome promotes a pan-European debate on strategic issues for Europe in Italy.

Madrid



Jose Ignacio Torreblanca

@LasherarBorja

José Ignacio is the Head of our Madrid office and was previously the Editorial Director of El País. ECFR Madrid advocates for a pan-European approach for Spanish foreign policy.

LONDON
PARIS
MADRID BERLIN
ROME WARSAW
SOFIA

Berlin



Josef Janning

@JJ52



Almut Möller

@almutmoeller

Josef and Almut are joint Heads of the Berlin office. Previously, Josef served as Mercator Fellow at the German Council on Foreign Relations, as well as at the European Policy Centre and Bertelsmann Foundation. Almut has previously led the Europe programme at the German Council on Foreign Relations and worked at the Centre for Applied Policy Research in Munich. ECFR Berlin plays a central role in the organisation's pan-European network, and aims to strengthen the European perspective in Germany's national political discourse.

Warsaw



Piotr Buras

Piotr is the Head of our Warsaw office. Previously, he wrote for Gazeta Wyborcza, and worked at the Centre for International Relations in Warsaw and at SWP in Berlin. ECFR Warsaw stimulates the Polish debate on the future of the European Union and its foreign policy.

Sofia



Vessela Tcherneva

@vtcherneva

Vessela is the Head of our Sofia office, having previously served as the spokesperson for the Bulgarian Foreign Minister. ECFR Sofia involves the Bulgarian political community in a discussion on European foreign policy and is a liaison with south-east Europe and the Caucasus.

A COMMUNITY OF LEADERS



Through their individual networks and collective engagement, our Council Members help to Europeanise national conversations on EU foreign policy priorities and dilemmas. Chaired by Carl Bildt, Emma Bonino and Mabel van Oranje, the Council is a strategic community of current and former heads of state, senior political leaders and influencers at both the national and European level.

18 Heads of State and Government	34 Prominent European Officials	46 Business Leaders	71 Civil Society Leaders
12 Senior IO Officials	27 Foreign Ministers	7 Government Ministers	17 Ambassadors
46 Parliamentarians	4 European Commissioners	29 Academics	24 Journalists and Influencers

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ANNUAL COUNCIL MEETING



ECFR's Annual Council Meeting is the leading annual gathering on European foreign and security policy. The Council meeting has retained the intimacy of a private club, allowing a safe space for high-level speakers from across the world to think creatively and practically about how Europe can strengthen its role as a global power.

The Annual Council Meeting follows the energy of the debate to different European cities every year. Past meetings have gathered memorable insights from high profile speakers, such as George Soros, Jeroen Dijsselbloem, Filippo Grandi, Martti Ahtisaari, Zbigniew Brzezinski, Catherine Ashton, and other heads of state and government, leaders in academia, business, and journalism.

“
Unless we rekindle the desire to build Europe, we will lose against the rising tide of internal problems. We must further push European defence cooperation.”

FLORENCE PARLY, MINISTER OF THE ARMED FORCES OF FRANCE

“
There is a wave of ever-growing nationalism in Italy. Ultimately, it has become a tsunami. In these times...people like the experts of ECFR are most needed.”

EMMA BONINO
co-chair of the Board of ECFR



From left: Norbert Roettgen, Timothy Garton Ash, Carl Bildt, Frank-Walter Steinmeier, Mabel van Oranje, Coen van Oostrom, Javier Solana, Mark Leonard



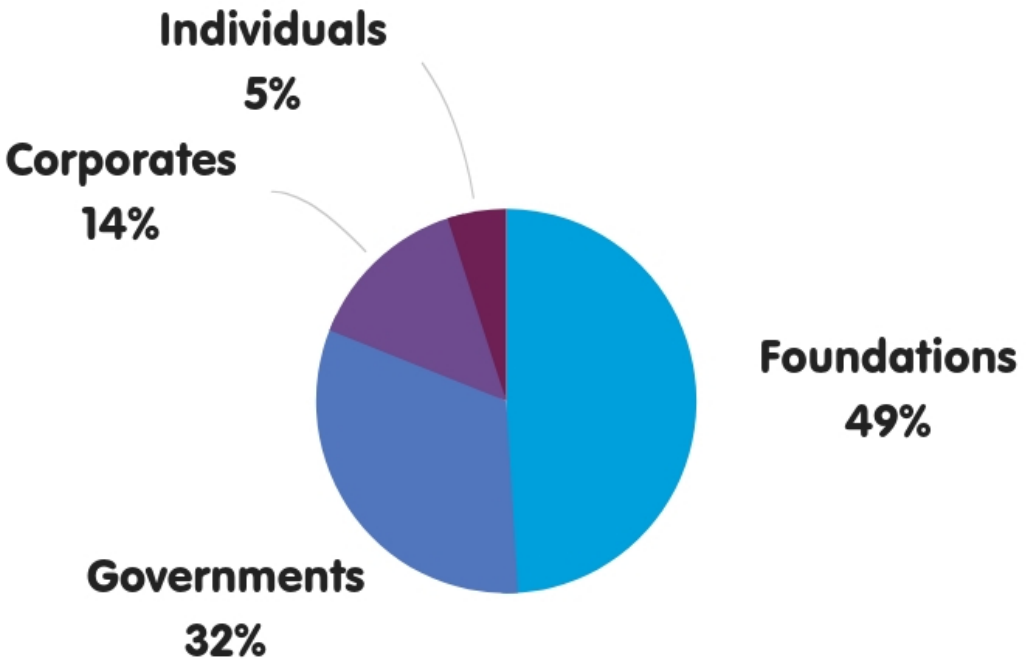
From left: Carl Bildt, Mohammad Javad Zarif, Mabel van Oranje

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HOW YOU SUPPORTED US

“It takes resources to be the intellectual frontrunner Europe needs right now. ECFR has good ideas, and donors can help us get out our message in these critical times.”

Ana Palacio
Former Foreign
Minister of Spain



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Dutch Ministry of Foreign Affairs
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Slovakian Ministry of Foreign Affairs
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Swedish Ministry of Foreign Affairs

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