



# The European Council on Foreign Relations

The European Council on Foreign Relations (ECFR) is an award-winning international think-tank that aims to conduct cutting-edge independent research on European foreign and security policy and to provide a safe meeting space for decision-makers, activists, and influencers to share ideas.

We build coalitions for change at the European level and promote informed debate about Europe's role in the world.

We are living through a global counter-revolution. The institutions and values of liberal internationalism are coming apart and the pillars of globalisation are turned into geopolitical weapons. Societies are increasingly polarised and EU action is harder to forge.

But there is a way forward.

The European Council on Foreign Relations believes in building a new 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.

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**  
Co-founder  
and director

# Our leadership team



**Mark Leonard**

Director

Mark Leonard is co-founder and director of the European Council on Foreign Relations, the first pan-European think-tank



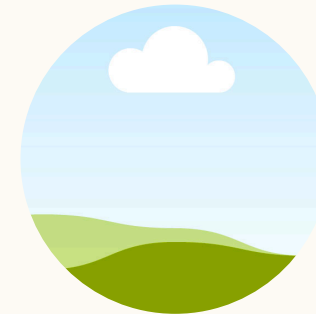
**Vessela Tcherneva**

Deputy director



**Susi Dennison**

Senior director,  
strategy and transformation



**Malcolm Jolliffe**

Senior director,  
finance and operations



**Anna Kuchenbecker**

Senior director,  
strategic partnerships



**Jeremy Shapiro**

Director, research

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**Carl Bildt**, Co-chair, former prime minister and former foreign minister of Sweden

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**Helle Thorning-Schmidt**, Former prime minister of Denmark

**Adam Tooze**, Shelby Cullom Davis chair of history and director of the European Institute, Columbia University



# Our unique approach

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## Contagious ideas

### Crafting policy proposals that spark conversation

ECFR has brought together a team of distinguished policy experts to link cutting-edge research to practical policy. Our research is presented through seven regional programmes – Asia, Africa, European Power, Middle East and North Africa, United States, and Wider Europe – and cross-cutting thematic initiatives on climate and energy, defence and security, and on geoeconomics.

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## Pan-european engagement

### Playing a significant role in the national dialogue

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, as well as antennas in Brussels and Washington DC. 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 and beyond.

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## A community of leaders

### Building European consensus

The ECFR Council is the strongest and most visible expression of ECFR's pan-European identity. Our over 350 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.

# Transformative research and engaging formats

Since 2007, ECFR has built a reputation for innovative, intellectually rigorous, and engaging analysis which is dedicated to providing fresh perspectives on complex foreign policy issues. We convey our findings compellingly through policy briefs, special reports, commentaries, and policy alerts reaching broad audiences.

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## Power Audits

ECFR's Power Audits shift from the typical EU-centric focus to spotlight the individual roles and contributions of each member state on the global stage, based on field research carried out by our team of associates based in the 27 member states.

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## Opinion polling

Through our public opinion polling in European countries, ECFR's analysis seeks to unlock shifting coalitions inside and beyond EU borders to promote a more internationally engaged union.

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## Views from the Capitals

Our Views from the Capitals series taps into ECFR's pan-European network to analyse European governments' stances and public opinion on vital foreign policy issues. Our US programme also features a Letter from Washington.

# Transformative research and engaging formats

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## Policy Alerts

Problem, response, context – Policy Alerts are our shortest format, providing snappy and digestible responses to emerging events and hot topics.

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## World in 30 Minutes

Curated by Mark Leonard, ECFR's weekly flagship podcast brings together high-level speakers from the Europe and beyond to discuss the events, policies, and ideas shaping the world. The podcast boasts thousands of subscribers from across the continent.

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## What does X think?

Through our essay collections, we feature prominent local voices often overlooked by European audiences to offer their perspectives on political developments. ECFR has showcased foreign policy debates from China, the Gulf, India, Russia, and Turkey.

# Our programmes and research initiatives



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## Programmes

- Africa
- Asia
- European Power
- Middle East and North Africa
- United States
- Wider Europe

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## Initiatives

- European Security Initiative
- Geoeconomics

# Africa

The Africa programme examines Africa-Europe geopolitics, emphasizing AU-EU relations to develop innovative foreign policy tools and strategies. It prioritises the Horn of Africa and the Sahel as key regions for Europe.

The Africa programme has a number of permanent, visiting, and associate fellows, building a research community of experts who are both from and/or living in the region.

## Leadership



Julien Barnes-Dacey,  
Director

Discover analyses from our experts  
of the programme here:

[ecfr.eu/africa](https://ecfr.eu/africa)

# Asia

The Asia programme aims to reshape Europe's ties with China and other Asian nations. It analyses China's domestic dynamics, regional role, and global influence, while also bolstering Europe's ties with India and Japan.

The Asia programme has a number of permanent, visiting, and associate fellows building a research community of experts who are both from and/or living in the region.

## Leadership



**Janka Oertel**  
Director



**Manisha Reuter**  
Deputy director

Discover analyses from our experts of the programme here:

[ecfr.eu/asia](https://ecfr.eu/asia)



# European Power

The European Power programme, established in 2015, aids Europeans in formulating policy responses to challenges affecting the EU's global influence. It identifies obstacles to sustainable unity on foreign policy issues and develops solutions to address them.

The European Power programme has a number of permanent, visiting, and associate fellows building a research community of experts who are both from and/or living in the region.

## Leadership



**Susi Dennison**  
Director



**Carla Hobbs**  
Deputy director

Discover analyses from our experts of the programme here:

[ecfr.eu/europeanpower](https://ecfr.eu/europeanpower)

# Middle East and North Africa

The Middle East and North Africa program aims to advance a unified European agenda for regional interests. It collaborates with European and regional governments, local voices, and civil society to promote dialogue, conflict de-escalation, regional stability, and democratic transition.

The Middle East and North Africa programme has a number permanent, visiting, and associate fellows building a research community of experts who are both from and/or living in the region.

## Leadership



**Julien Barnes-Dacey**  
Director



**Ellie Geranmayeh**  
Deputy director

Discover analyses from our experts  
of the programme here:

[ecfr.eu/mena](https://ecfr.eu/mena)

# United States

The US programme helps Europeans create policy responses to developments in US domestic politics and foreign policy. The programme seeks to strengthen transatlantic relations by exploring the obstacles to a more balanced partnership and developing ideas to overcome them.

The US programme has a number of permanent, visiting, and associate fellows building a research community of experts who are both from and/or living in the region.

## Leadership



**Jeremy Shapiro**  
Director

Discover analyses from our experts of the programme here:

[ecfr.eu/united-states](https://ecfr.eu/united-states)

# Wider Europe

The Wider Europe programme supports the EU in defending its interests and values across various regions including the Western Balkans, Turkey, Russia, eastern Europe, the South Caucasus, and central Asia. It also assists EU decision-makers in developing a unified policy response to challenges arising from Russia's invasion of Ukraine.

The Wider Europe programme has a number of permanent, visiting, and associate fellows building a research community of experts who are both from and/or living in the region.

## Leadership



**Marie Dumoulin**  
Director



**Tefta Kelmendi**  
Deputy director

Discover analyses from our experts of the programme here:

[ecfr.eu/wider](https://ecfr.eu/wider)

# European Security Initiative

Amid European conflict and strategic competition, ECFR's European security initiative aims to formulate a comprehensive strategy addressing security challenges.

This involves enhancing European defence capabilities, leveraging EU resources and emerging technologies. Additionally, ECFR supports cooperation to establish a responsive European institutional framework for partnerships within the EU and with organisations like NATO.

## Leadership



**Camille Grand**

Distinguished policy fellow



**Nicu Popescu**

Distinguished policy fellow

Discover analyses from our experts of the programme here:

**European Security Initiative**

# Geoeconomics

Our geoeconomics initiative explores issues such as economic fragmentation, de-risking, and economic statecraft.

It will seek to provide analysis on what these issues mean for their implications on Europeans' global role, G7-emerging economies relations, and transatlantic collaboration pre- and post-2024 US election.

## Leadership



**Agathe Demarais**  
Senior policy fellow

Discover analyses from our experts  
of the programme here:

**Geoeconomics**



# Our offices

ECFR's network of offices are a vital component of our pan-European identity. Our presence in six EU countries, the United Kingdom, and the United States 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 European countries and the US.



# Our offices

## BERLIN



**Jana Puglierin,**  
Head of the Berlin office  
X @jana\_puglierin

ECFR Berlin plays a central role in the organisation's pan-European network and aims to strengthen the European perspective in Germany's political discourse.

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More information: <https://ecfr.eu/berlin/>

## LONDON



**Mark Leonard,**  
Head of the London office  
X @markhleonard

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

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# Our offices

## PARIS



**Celia Belin,**  
Head of the Paris office  
X @celiabelin

ECFR Paris maintains close links with key foreign policy actors in France, striving to bolster the European viewpoint within the national political dialogue.

ECFR Paris

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## MADRID



**José Ignacio Torreblanca,**  
Head of the Madrid office  
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ECFR Madrid advocates for a pan-European approach for Spanish foreign policy by working closely with key foreign policy actors in Spain.

ECFR Madrid

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# Our offices

## ROME



**Arturo Varvelli,**  
Head of the Rome office  
X @arturo\_varvelli

ECFR Rome promotes pan-European debate on strategic issues for Europe and Italy's role in them, engaging with key foreign policy actors across the country.

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More information: <https://ecfr.eu/rome/>

## SOFIA



**Maria Simeonova,**  
Head of the Sofia office  
X @MSimeonova11

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.

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More information: <https://ecfr.eu/sofia/>

# Our offices

## WARSAW



**Piotr Buras,**  
Head of the Warsaw office  
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ECFR Warsaw stimulates the Polish debate on the future of the European Union, its foreign policy, and Poland's place in it.

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## WASHINGTON DC



**Jeremy Shapiro,**  
Head of the Washington  
office X @JyShapiro

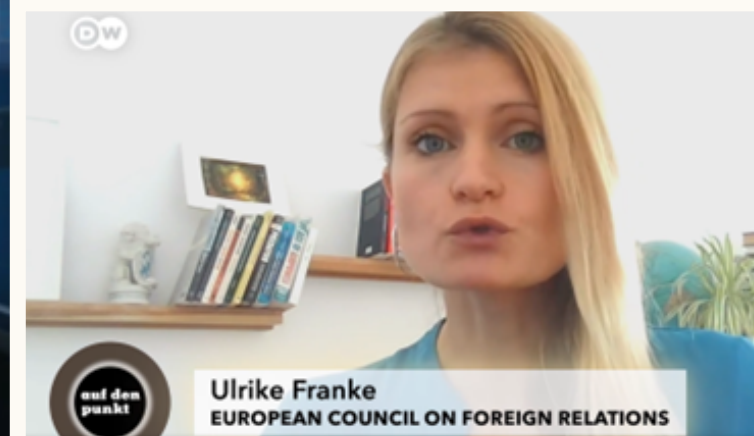
ECFR Washington serves as a landing pad for ECFR programmes to understand how changes in US foreign policy will affect their regions and develop policy ideas for European decision-makers.

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More information: <https://ecfr.eu/washington/>



# Our experts on the record





# Pan-European outreach

- ECFR experts and analysis frequently feature in top-tier media outlets like The Financial Times, Foreign Affairs, Foreign Policy, Gazeta Wyborcza, The Guardian, Le Monde, The New York Times, El País, Politico Europe, Project Syndicate, La Repubblica, Süddeutsche Zeitung, and The Washington Post.
- Our analysts are frequently interviewed on radio and television, with broadcasters such as Al Jazeera, ARD, BBC, Bloomberg, CNN, Deutsche Welle, France 24, and NPR.

ECFR's website **www.ecfr.eu** attracts over 1 million unique visitors each year. We have over 300,000 active followers on social media.

**1M+**

Every year our experts and analysis are quoted more than 2,000 times in top media outlets in dozens of countries.

**2k+**

Our podcasts have around 250,000 listens each year. Mark Leonard's "World in 30 Minutes" was named one of the "Best podcasts on EU politics" by PolicyLab.

**250k**

# ECFR Council: A community of leaders

Our Council Members, led by Carl Bildt, Lykke Friis, and Norbert Röttgen, utilise their networks and collective influence to Europeanise national discussions on EU foreign policy. Comprised of current and former heads of state, senior political leaders, and influencers at national and European levels, the council forms a strategic community.

**72** Civil society  
leaders

**31** Prominent  
European  
officials

**19** Ambas-  
sadors

**13** Government  
ministers

**30** Foreign  
ministers

**46** Business  
leaders

**19** Heads  
of state and  
government

**19** Senior officials  
in international  
organisations

**39** Parliamen-  
tarians

**14** European  
commissioners

**31** Academics

**14** Journalists and  
influencers

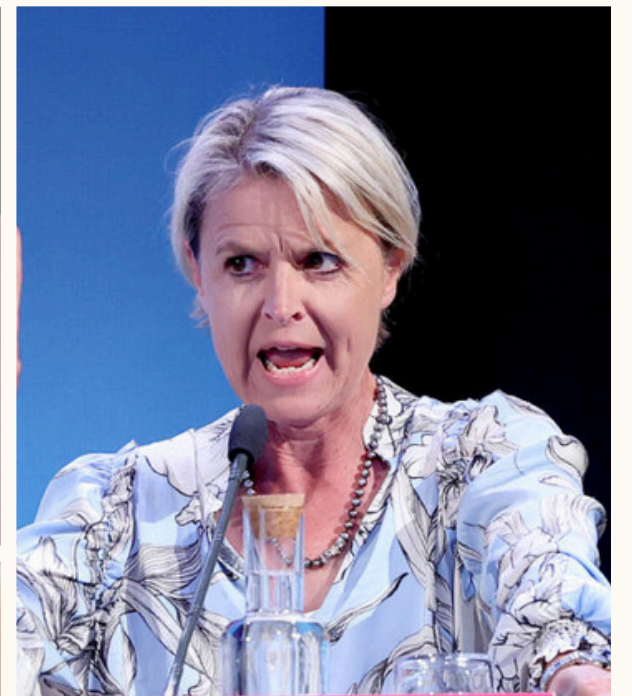
# Annual Council Meeting



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 Martti Ahtisaari, Clément Beaune, Zbigniew Brzezinski, Josep Borrell, Jeroen Dijsselbloem, Timothy Garton Ash, Pekka Haavisto, Ann Linde, David Lammy, Bruno Le Maire, David McAllister, Anand Menon, Alexander Schallenberg, Wolfgang Schmidt, Stefano Sannino, Olga Stefanishyna, Alexander Stubb, Mark Suzman, Margrethe Vestager, George Soros, Věra Jourová, Pål Jonson, Ulf Kristersson, and Jutta Urpilainen and other heads of state and government, leaders in academia, business, and journalism.

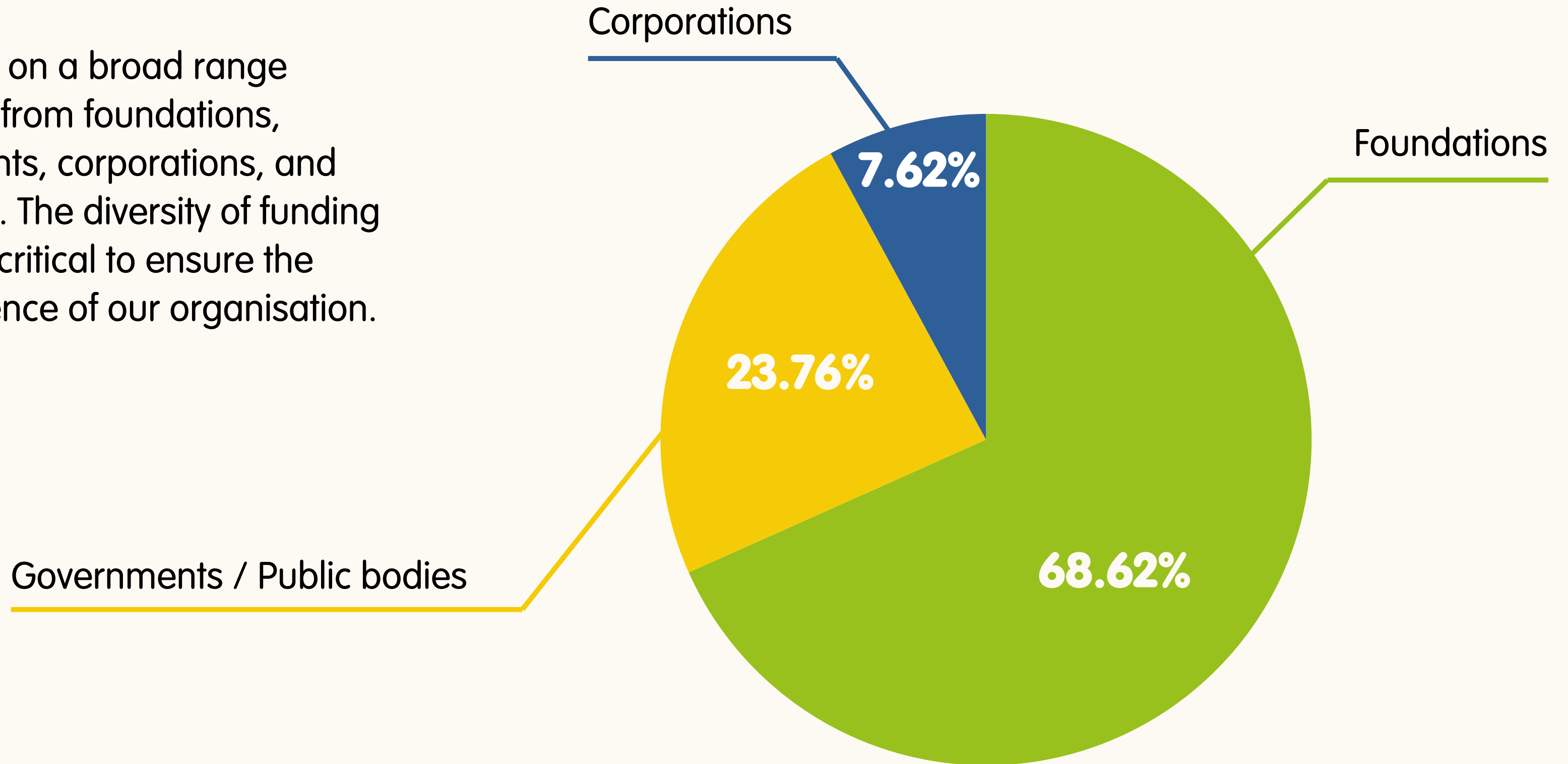






# Our Donors

ECFR relies on a broad range of support from foundations, governments, corporations, and individuals. The diversity of funding sources is critical to ensure the independence of our organisation.



# List of Donors

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- European Investment Bank
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- Federal Foreign Office Germany
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- Ministry of Economy of France
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- Ministry of Foreign Affairs Spain
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- Office of the Prime Minister of France
- Swedish International Development Agency
- Swiss Federal Department of Foreign Affairs FDFA



# List of Donors

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- Erste Stiftung
- Euromesco
- European Climate Foundation
- European Cultural Foundation
- Fondation Calouste Gulbenkian
- Foundation for Democracy and Pluralism
- International Centre for Defence and Security (ICDS)
- Konrad-Adenauer-Stiftung (KAS)
- Omidyar Network
- Open Society Foundations (OSF)

- Open Society Foundations (OSF)
- Ploughshares Fund
- Robert Bosch Stiftung
- Rockefeller Brothers Fund Schmidt Futures
- Stand Together Trust
- Stichting Benevolentia-Porticus
- Stiftung Mercator
- The Heartland Initiative
- Think Tank EUROPA
- Wallenberg Foundations

## Individuals

- Coen van Oostrom

## Corporations

- Amazon
- Apple
- Banco Bilbao Vizcaya Argentaria (BBVA)

- Banco Santander
- Cassa Depositi e Prestiti S.p.A. (CDP)
- Confederation of Swedish Enterprise
- Edison
- Enagás
- Eni
- Google
- Indra
- Iveco S.p.A.
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