



**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, on our tenth anniversary, 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 'Mark Leonard'.

Mark Leonard, Director



"We believe a common foreign policy will allow individual countries to increase their global influence. A strong European voice in favour of human rights, democracy and international law will not just benefit Europeans; it will be good for the world."

**Martti Ahtisaari, Joschka Fischer,  
Mark Leonard and Mabel van Oranje**  
writing in the Financial Times, 1 October 2007

## Our leadership

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



**Mark Leonard**  
Director

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



**Alison Wallace**  
Chief Executive

Mark is the Director and co-founder of ECFR. In 2014, he was chosen to chair the World Economic Forum's Global Agenda Council on Geoeconomics. Previously he was Director for Foreign Policy at the Centre for European Reform, and founding Director of the Foreign Policy Centre.

Alison joined ECFR in June 2016. Previously, she served as CEO of ShelterBox, a humanitarian organisation whose operations included Typhoon Haiyan in the Philippines and earthquakes in Nepal. Before ShelterBox, she held senior roles at Amnesty International, Friends of the Earth, and Greenpeace.



**Thorsten Klassen**  
Senior Director for Development



**Joanna Knowles**  
Senior Director for Finance and Operations



**Alba Lamberti**  
Senior Director for Advocacy



**Jeremy Shapiro**  
Research Director



**Vessela Tcherneva**  
Senior Director for Programmes

## BOARD OF TRUSTEES

**Carl Bildt** (co-chair)  
**Emma Bonino** (co-chair)  
**Mabel van Oranje** (co-chair)

**Martti Ahtisaari** (chair emeritus)

**Ian Clarkson**  
**Lykke Friis**  
**Timothy Garton Ash**  
**Sylvie Kauffmann**  
**Ivan Krastev**

**Andrzej Olechowski**  
**Andrew Puddephatt**  
**Norbert Röttgen**  
**Javier Solana**  
**Helle Thorning-Schmidt**

## Our unique approach



### CONTAGIOUS IDEAS

#### Developing proposals that people talk about

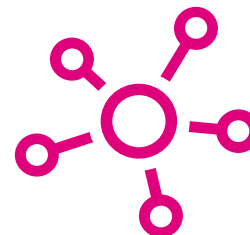
ECFR has brought together a team of distinguished policy entrepreneurs to link cutting-edge research to practical policy. Our research is presented through three regional programmes – Asia and China, Middle East and North Africa, and Wider Europe – and a cross-cutting thematic programme – European Power.



### 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 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.

# Our impact

Over the past 10 years, ECFR has been unrivalled in its ability to shape European foreign policy debates and decision-making, with bold, counter-intuitive insights and compelling policy prescriptions.

## Beyond the EU's trade-centric approach to China

Our work on Asia and China, led by François Godement, has attracted attention at the highest levels in both China and Europe. Publications over the past decade, such as the Power Audit of EU-China relations, China Analysis quarterly bulletin, China 3.0 essay collection, and Xi Jinping's China, have been widely praised. In 2009, then Chinese Vice-President Xi Jinping specifically mentioned our work at the EU-China summit. German Chancellor Angela Merkel's 2010 China strategy speech reflected ECFR's memos on China, while the concept of "reciprocal engagement" and the need for realist bargaining with China, emphasised in our Power Audit, have worked their way into European Council conclusions and official EU policy.

## Reframing EU-Russia relations

ECFR has been in the vanguard of conceptualising future relations between Russia and Europe. In 2007, we published a ground-breaking Power Audit of EU-Russia relations. In 2014, Mark Leonard and Ivan Krastev set the terms of reference for a new debate on Europe's long-term strategy towards Moscow in their paper The New European Disorder, while Kadri Liik's seminal paper, How to talk with Russia, has been widely read by European leaders and policymakers, helping them make sense of the often contradictory approaches of Europe and Russia.

## Libya: From ideas to action

ECFR's Mattia Toaldo has quickly established himself as one of the leading experts on how European governments can support the democratic transition in Libya. His policy prescriptions were discussed at a ministerial summit on Libya convened by the British government in November 2016, with the participation of UK Foreign Secretary Boris Johnson, US former Secretary of State John Kerry and then Italian Foreign Minister Paolo Gentiloni and Libya's Prime Minister Fayez al-Sarraj.

## Engaging Iran

ECFR has led the way in creating a platform for continuous dialogue between European and Iranian policymakers and experts. We were the first think-tank to send a delegation to visit Tehran after the nuclear deal was signed. More recently, we welcomed Iranian Foreign Minister Javad Zarif on his first official visit to London in February 2016. In line with Ellie Geranmayeh's recommendations, the EU has established a biannual Iran-EU dialogue at ministerial level and has begun discussions to open an EU delegation in Tehran.

## Unlocking Europe's potential in the Middle East Peace Process

ECFR has worked relentlessly to re-energise European efforts to play a meaningful role in Israeli-Palestinian peace talks. ECFR's Mattia Toaldo and Hugh Lovatt were responsible for pioneering the concept of 'differentiation' and making it a bastion of EU policy. The concept was originally outlined in our 2015 report EU Differentiation and Israeli Settlements, and by December 2016 our approach had been endorsed by the first UN Security Council resolution on Israel/Palestine in seven years. It was also actively promoted by the EU External Action Service and over 20 EU member states.

## First to call for Europe's Global Strategy

We were the first to advocate a profound rethink in the EU's overall approach to European security. In our paper from November 2013, Why Europe needs a new global strategy, Mark Leonard, Susi Dennison and Nick Witney, put forward arguments that armed European governments with the rhetoric to task the EU High Representative, Federica Mogherini, to conduct a strategy review. This resulted in the adoption of the EU Global Strategy in June 2016.

## Mapping Europe's leaders and slackers

Since 2011, ECFR's European Foreign Policy Scorecard has become a staple publication for the European foreign policy establishment. Our annual reckoning of the EU's global role has mapped the achievements and shortcomings of the EU institutions and each of the 28 member states on foreign, security and defence policy. It has attracted significant attention among senior policymakers and our online audience.



# 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. In less than two years, the podcast has attracted thousands of subscribers from across the continent. We also produce podcasts in French and Spanish.

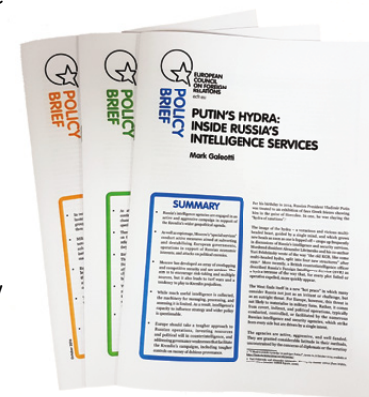


## Power Audits

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, India, the US, Russia and Turkey. The aim of these publications is to identify possible coalitions and foster a more constructive common approach to contentious issues among European governments.

## 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 through this format.



## Flash Scorecards

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.

## 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.

## 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.

# EUROPEAN POWER

The European Power programme develops policy responses to issues affecting Europe's capacity to act. Our goal is to help achieve a coherent foreign policy agenda that protects the EU's core values and explores ways of managing the upsurge of populist sentiment in Europe. In 2017, our priorities include analysing member state interaction, cohesion, and coalition-building. We will take stock of the new transatlantic relationship under President Donald Trump. We will work on the advancement of Europe's digital agenda, monitor impulses for EU institutional reform, and consider the evolving framework of international justice.

"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

## KEY PUBLICATIONS

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

**European Foreign Policy Scorecards 2010-2016**

**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**

Director  
European Power

Susi joined ECFR from Amnesty International. Her work focuses on the refugee crisis, human rights, democracy and justice, and EU-North Africa relations. Before that she was a senior official in HM Treasury in the UK.



**Sebastian Dullien**

Economic integration, financial  
market regulation



**Richard Gowan**

Common Security and  
Defence Policy, UN



**Josef Janning**

EU integration, transatlantic relations,  
Germany



**Manuel Lafont Rapnouil**

New European Security Initiative



**Jeremy Shapiro**

Security, transatlantic relations



**Stefan Soesanto**

Cyber-security



**Nick Witney**

Security, Post-Brexit EU

# WIDER EUROPE

The Wider Europe programme asks questions about how Europe should understand, and engage 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. In 2017, many European countries are holding elections. We will therefore investigate and shed light on how Russia is seeking to influence domestic European politics. We will also explore how Europe can reinvigorate its relationship with Turkey and strengthen Ukraine's transition, as well as how to rekindle transatlantic dialogue on Russia.

"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**



**Fredrik Wesslau**

Director  
Wider Europe

Fredrik joined ECFR after working on conflicts and crisis management for the EU, OSCE, and the UN. Notably, he served as political adviser to the EU Special Representative for the South Caucasus and special adviser to the Special Representative of the UN Secretary General in Kosovo.



**Aslı Aydıntaşbaş**

Turkish foreign policy



**Kadri Liik**

Russian foreign policy



**Gustav Gressel**

Military affairs, Russia, eastern neighbours



**Andrew Wilson**

Ukraine, Belarus

## KEY PUBLICATIONS

**Trouble on the tracks:** Averting the Turkey-EU 'train wreck'

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

**Russia 2030:** A story of great power dreams and small victorious wars

**Putin's hydra:** Inside Russia's intelligence services

**The new power couple:** Russia and Iran in the Middle East

# MIDDLE EAST AND NORTH AFRICA

The Middle East and North Africa programme advances a European leadership agenda aimed at reducing instability and strengthening resilience across the MENA region. In 2017, our priorities include supporting European efforts to: implement the Iran nuclear deal; de-escalate the conflicts in Syria and Yemen; stabilise post-ISIS Libya and Iraq; safeguard the two-state solution; and help manage migration flows through the Mediterranean. Our examination of European policy options will be framed within the context of the new US administration, increased Russian involvement in the region, and shifts in European domestic politics.

"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

## KEY PUBLICATIONS

**After ISIS:** How to win the peace in Iraq and Libya

**EU differentiation and the push for peace in Israel-Palestine**

**Syrian diplomacy renewed:** From Vienna to Raqqa

**Engaging with Iran:** A European agenda

**Libya's migrant-smuggling highway:** Lessons for Europe



**Ruth Citrin**

Director  
Middle East and North Africa

Ruth joined ECFR following over 15 years with the US State Department, where she served as Director for Syria and Lebanon with the White House National Security Council, and advised the Secretary of State on Syria policy.



**Julien Barnes-Dacey**

Lebanon, Syria



**Adam Baron**

Yemen



**Anthony Dworkin**

Human Rights, North Africa



**Ellie Geranmayeh**

Iran



**Hugh Lovatt**

Israel/Palestine



**Mattia Toaldo**

Libya, migration

# ASIA AND CHINA

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. In 2017, our priorities include taking stock of Europe's policies towards China, and analysing China's new security environment, including the risk of escalation in key areas such as the South China Sea. We will consider how Europe should position itself in these scenarios.

"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



**François Godement**

Director  
Asia and China

François is one of Europe's foremost experts on China, with a long track record as adviser to European policymakers and politicians. He is a former professor of political science at Sciences Po in Paris, and a research associate at Asia Centre, a think-tank he founded in 2005.



**Jérôme Doyon**

Chinese domestic politics,  
Chinese foreign policy



**Mathieu Duchâtel**

North East Asia, Chinese foreign  
policy, Asian maritime security



**Agatha Kratz**

Chinese economy, outward investment



**Angela Stanzel**

East and South Asia's foreign  
and security policy

## KEY PUBLICATIONS

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

**Market economy status and the European interest**

**Into Africa:** China's global security shift

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

**Eternally displaced:** Afghanistan's refugee crisis and what it means for Europe





“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

LONDON  
PARIS  
MADRID BERLIN  
ROME WARSAW  
SOFIA



ECFR’s website [www.ecfr.eu](http://www.ecfr.eu) attracted 1.5 million visits in 2016.



ECFR experts are respected columnists and regular contributors to El País, Süddeutsche Zeitung, Foreign Policy, La Stampa, Le Monde, Politico Europe, Project Syndicate, the Financial Times, and the Washington Post.



We were quoted 1,500 times in top media outlets in 2016.



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



Our podcasts had over 10,000 listens in 2016.



# OUR OFFICES

LONDON  
PARIS  
MADRID  
BERLIN  
ROME  
WARSAW  
SOFIA

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 policy foreign policy questions driving different EU member states.

## Madrid



**Francisco de Borja Lasheras**

@LasherasBorja

Before joining ECFR, Borja worked at the think-tank, Fundación Alternativas. He then served at the Spanish Mission to the OSCE and worked for the OSCE Missions in Bosnia, and in Albania, with the Head of Mission.

## Paris



**Manuel Lafont Rapnouil**

@mlafontrapnouil

Before joining ECFR, Manuel served as a diplomat in the French Ministry of Foreign Affairs, where he headed the Political Affairs Division of the Department for UN Affairs from 2011-2015.

## London



**Mark Leonard**

@markleonard

Mark Leonard is the Director and co-founder of ECFR. He splits his time between Berlin and London. ECFR's London office channels the national debate about Britain's role in European foreign policy in the post-Brexit environment.

## Rome



**Silvia Francescon**

@silviafrance

Before joining ECFR, Silvia served as deputy head of the G8-G20 Sherpa office at the Italian Prime Minister's Office. She has also worked at the UN, OECD, European Commission, and WTO.

## Sofia



**Vessela Tcherneva**

@vtcherneva

Before joining ECFR, Vessela served at the Bulgarian Ministry of Foreign Affairs as spokesperson for the Foreign Minister. She has also worked at the Centre for Liberal Strategies and the International Commission on the Balkans.

## Berlin



**Josef Janning**

@JJ52



**Almut Möller**

@almutmoeller

Josef Janning and Almut Möller are joint heads of the Berlin office. Before joining ECFR Josef served as Mercator Fellow at the German Council on Foreign Relations, as well as Director of Studies at the European Policy Centre and Senior Director at the Bertelsmann Foundation. Before joining ECFR, Almut led the Europe programme at the German Council on Foreign Relations and worked at the Center for Applied Policy Research in Munich.

## Warsaw



**Piotr Buras**

Before joining ECFR, Piotr was a columnist and Berlin correspondent for Gazeta Wyborcza, the largest Polish daily newspaper. Previously, he worked at the Center for International Relations in Warsaw and the Stiftung Wissenschaft und Politik in Berlin.

# 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 senior political leaders and influencers at both the national and European level.



## Our Council

**Albania**  
Ditmir Bushati

**Austria**  
Erhard Busek  
Steven Heinz  
Gerald Knaus  
Ursula Plassnik  
Albert Rohan  
Wolfgang Schüssel  
Hannes Swoboda  
Andreas Treichl

**Belgium**  
Claude Kandiyoti  
Thomas Leysen  
Marc Otte  
Didier Reynders  
Françoise Tulkens

**Bulgaria**  
Kristalina Georgieva  
Dzema Grozdanova  
Ivailo Kalfin  
Ivan Krastev  
Andrey Kovatchev  
Meglena Kuneva  
Nikolay Mladenov  
Georgi Pirinski  
Kamelia Slaveykova

**Cyprus**  
Christos Stylianides

**Czech Republic**  
Diňa Charanzová  
Jiri Pehe  
Karel Schwarzenberg

**Denmark**  
Rebecca Adler-Nissen  
Sline Bosse  
Lykke Friis  
Connie Hedegaard  
Martin Lidegaard  
Nader Mousavizadeh  
Helle Thorning-Schmidt

**Estonia**  
Toomas Ilves  
Kaja Kallas  
Riina Kionka

**Finland**  
Martti Ahtisaari  
Jaakko Itoniemi  
Pia-Noora Kauppi  
Alexander Stubb  
Teija Tiilikainen  
Erkki Tuomioja

**France**  
Maurice Braud  
François Burgat  
Arnaud Danjean  
Karima Dirèche  
Sylvie Goulard  
Camille Grand  
Jean-Marie Guéhenno  
Elisabeth Guigou  
Sylvie Kauffmann

Bassma Kodmani  
Bernard Kouchner  
Pascal Lamy  
Bruno Le Maire  
Jean-David Lévitte  
Guillaume Liegey  
Dominique Moisi  
Pierre Moscovici  
Christine Ockrent  
Laurence Parisot  
Diana Pinto  
Jean Pisani-Ferry  
Olivier Roy  
Ghassan Salamé  
Jean-Claude Trichet  
Pierre Vimont

**Germany**  
Niels Annen  
Roland Berger  
Franziska Brantner  
Sandra Breka  
Hans Eichel  
Joschka Fischer  
Alexander Graf  
Lambsdorff  
Ulrike Géro  
Annette Heuser  
Ina Heusgen  
Wolfgang Ischinger  
Roderich Kiesewetter  
Bärbel Kofler  
Stefan Kornelius  
David McAllister  
Michelle Müntefering  
Matthias Nass  
Dietmar Nietan  
Cem Özdemir  
Ruprecht Polenz  
Norbert Röttgen  
Klaus Scharioth  
Andreas Schwab  
Michael Schwarz  
Daniela Schwarz  
Volker Stanzel  
Sabine Stricker-Kellerer  
Michael Stürmer  
Eckart von Kladden  
Andre Wilkens

**Greece**  
Kostas Bakoyannis  
Kalypto Nicolaidis  
(Greece/France)  
George Papandreu  
Loukas Tsoukalis  
Stelios Zavos

**Hungary**  
Gordon Bajnai  
Tibor Dessewffy  
István Gyarmati  
David Koranyi  
Anita Orbán  
Alexander Soros  
(Hungary/USA)  
George Soros  
(Hungary/USA)  
Réka Szemerkenyi

**Ireland**  
John Bruton  
Brian Cowen  
Lucinda Creighton  
Brigid Laffan  
Dailhi O'Ceallaigh  
Louise Richardson

**Italy**  
Giuliano Amato  
Vincenzo Amendola  
Giampiero Auletta  
Armenise  
Emma Bonino  
Massimo D'Alema  
Marita Dassù  
Franco Frattini  
Sandro Gozi  
Monica Maggioni  
Marco Margheri  
Alessia Mosca  
Lapo Pistelli  
Romano Prodi  
Lia Quartapelle  
Niccolò Russo  
Perez Pasquale Salzano  
Stefano Sannino  
Giuseppe Scognamiglio  
Nathalie Tocci  
Luisa Todini

**Latvia**  
Valdis Kalniete  
Nils Muiznieks  
Zaneta Ozolina  
Andris Strazds  
Vaira Vike-Freiberga

**Lithuania**  
Valdas Adamkus  
Linas Linkevicius

**Macedonia**  
Goran Buldioski

**Malta**  
Joseph Mifsud

**Netherlands**  
Yoeri Albrecth  
Dick Benschop  
Beatrice de Graaf  
Caroline de Gruyter  
Jaap de Hoop Scheffer  
Steven Everts  
Rem Koolhaas  
Dick Oosting  
Marietje Schaake  
Petra Stienen  
Han ten Broeke  
Constantijn van Oranje-Nassau  
Mabel van Oranje

**Norway**  
Leiv Lunde  
Ine Eriksen Søreide  
Jonas Gahr Støre

**Poland**  
Marek Belka

Jan Krzysztof Bielecki  
Henryka Bochniarz  
Mikołaj Dowgielewicz  
Danuta Hübner  
Andrzej Olechowski  
Katarzyna Pelczynska-Nalecz  
Adam D. Rotfeld  
Piotr Serafin  
Radosław Sikorski  
Aleksander Smolar  
Paweł Świąboda  
Rafał Trzaskowski

**Portugal**  
Fernando Andresen  
Guimarães  
Luis Amado  
Jaime Gama  
Carlos Gaspar  
Teresa Gouveia  
Miguel Maduro  
Antonio Vitorino

**Romania**  
Daniel Daianu  
Alina Mungiu-Pippidi  
Ion Sturza

**Serbia**  
Sanja Licht  
Hedvig Marvai  
Ivan Vejdova

**Slovakia**  
Juraj Boyer  
Pavol Demeš  
Mikuláš Dzurinda  
Miroslav Lajčák  
Katarina Mathernova  
Karla Wursterová

**Slovenia**  
Tanja Fajon  
Samuel Žbogar

**Spain**  
Esther Alcocer Koplowitz  
Joaquín Almunia  
José M. de Areliza Carvajal  
Luis Bassets  
Íñigo Méndez de Vigo  
Juan Fernando López Aguilar  
Irene Lozano  
Cristina Manzano  
Íñigo Méndez de Vigo  
Enrique Mora  
Marcelino Oreja Aguirre  
Andrés Ortega  
Ana Palacio  
Eva Píera  
Charles Powell (Spain/UK)  
José María Robles Fraga  
Javier Santiso  
Narcís Serra  
Javier Solana  
Anna Terrón  
José Ignacio Torreblanca  
Jordi Vaquer

**Sweden**  
Urban Ahlin  
Erik Berglöv  
Carl Bildt  
Ingrid Bonde  
Gunilla Carlsson  
Nicola Clase  
Karin Enström  
Karin Forseke  
(Sweden/USA)  
Jytte Guteland  
Anna Ibragimovic  
Carin Jämtin  
Diana Janse  
Daniel Sachs  
Pierre Schori  
Annika Söder  
Margot Wallström  
Peter Wolodarski

**Switzerland**  
Maria Livanos Cattauli

**Turkey**  
Ekim Alptekin  
(Turkey/The Netherlands)  
Senem Aydın-Düzgit  
Fatih Birol  
Ahmet Davutoğlu  
Kemal Dervis  
Hanzade Dogan Boyner  
Ibrahim Kalin  
Suat Kinkilgözü  
Sali Özcel  
Behlül Özkay  
Safak Pavey  
Sinan Ülgen

**United Kingdom**  
Douglas Alexander  
Alexander Betts  
Charles Clarke  
Ian Clarkson  
Robert Cooper  
Flick Drummond  
Andrew Duff  
Timothy Garton Ash  
Heather Grabbe  
Charles Grant  
Damian Green  
Jo Johnson  
Mary Kaldor  
Mark Leonard  
Daniel Levy  
Adam Lury  
Kirsty McNeill  
Anand Menon  
David Miliband  
Andrew Puddhephatt  
Emma Reynolds  
Janet Royall  
Rory Stewart  
Chuka Umunna

# 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 on the financial crisis; Jeroen Dijsselbloem on the consequences of Brexit for the eurozone; Martti Ahtisaari on how to win a Nobel Peace Prize; HRH Prince Turki Al-Faisal on the future of Saudi Arabia; and Catherine Ashton on building the European External Action Service.

**"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**  
Former Federal Foreign Minister for Foreign Affairs, at the 2007 launch of ECFR



Clockwise, from top left to bottom right:  
**EU High Representative Federica Mogherini; Sylvie Kauffmann, Toomas Hendrik Ilves and Carl Bildt; Anne-Marie Slaughter, Javier Solana and David Miliband; Mark Leonard and Lapo Pistelli.**

**"The annual ECFR meeting brings together the most influential and stimulating group of European policymakers, thinkers, and leaders. I cannot think of a better way to take Europe's pulse and assess its present and future health, wealth, and power."**

**Anne-Marie Slaughter**  
President and CEO of the New America Foundation; former Director of Policy Planning for the United States Department of State (2009-2011)



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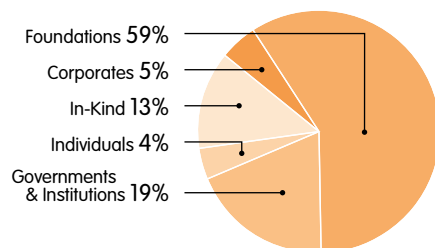
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**Ana Palacio**  
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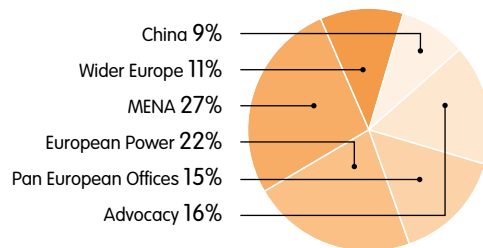
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