

70 *years*

A large, stylized, light-colored 'E' logo is positioned behind the text. It consists of a vertical stem on the left and three horizontal bars on the right, all rendered in a thick, rounded, brush-stroke style.

EGMONT

*Royal Institute for  
International Relations*



## FOUNDING FATHERS

**Paul van Zeeland**

*Senator and former prime minister of Belgium*

•

**Charles de Visscher**

*Professor at the University of Louvain*

•

**Léon Gyselynck**

*Professor at the University of Brussels*

•

**Fernand Muuls**

*Minister plenipotentiary*

•

**Fernand Dehousse**

*Professor at the University of Liège*

•

**Pierre Orts**

*Honorary minister plenipotentiary*

•

**Henri Rolin**

*Professor at the University of Brussels*

•

**Henri Velge**

*Professor at the University of Louvain*

•

**Georges Smets**

*Professor at the University of Brussel*

•

**Pierre Wigny**

*Minister of the Colonies*



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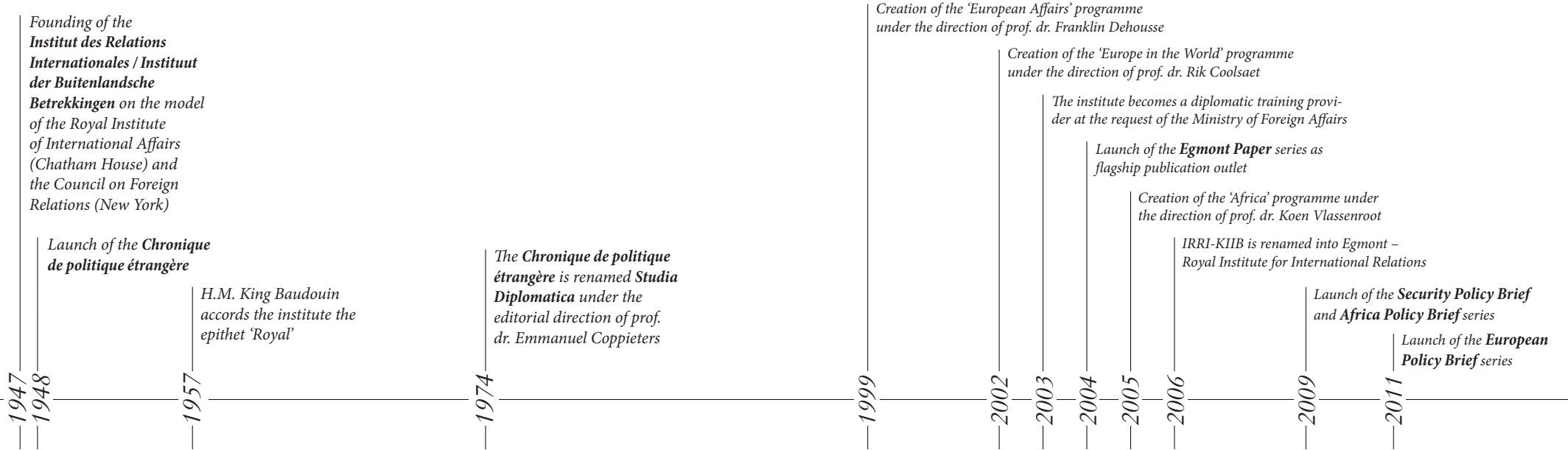
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# TIMELINE



Signature of the Treaty of Rome - © European commission



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## PREFACE

To govern is to plan ahead. When it comes to foreign policy, this puts a premium on understanding the international environment. On that basis, ministries of foreign affairs can seek to influence the direction into which the world develops and adapt to emerging trends. Ideally, this requires a symbiosis between the pursuit of national interests – most notably the security and well-being of citizens – and the defence of values such as democracy, human rights and the rule of law. Yet in a world that is undergoing rapid change, how a country as Belgium can position itself when harsh Realpolitik is making a twenty-first century comeback?



In 1947, building on the ruins of a war, far-sighted leaders and academics joined forces in setting up the Royal Institute for International Relations (later known as Egmont). At the time, the future was arguably as murky as it ever was. Yet this did not stop prominent politicians and inquisitive scholars from thinking about the long term. The institute's archives bear witness to this. Decades before the Euro materialized, Pierre Werner wondered

why the market of euro-dollars – escaping the remit of national monetary authorities – could not form the basis for monetary integration. While charting the course for the transatlantic alliance to get through the Cold War, Pierre Harmel authored no less than eight articles for the institute's house journal. Already in the 1980s, Jean Gol explored the challenges of European and international cooperation in preventing terrorism. In the mid-1990s, Frank Vandenbroucke cogently argued that external competitiveness and internal solidarity go hand in hand. As such, the Institute firmly established itself as the Brussels' home for scholarship about European politics, international security and African affairs.

**As academic diplomacy, cyber diplomacy and diplomatic education are all gaining in importance, we recognize that Egmont plays a critical role to complement formal Belgian foreign policy.**

As the Belgian Ministry of Foreign Affairs is adapting to an environment that is increasingly driven by knowledge and information, it recognizes the value added an institute like Egmont provides. Think-tanks have now become an intrinsic part of diplomacy in the twenty-first century. They provide a framework delivering international visibility and informal outreach. Based on a mandate of scholarly independency, an institute like Egmont also constitutes a window for thinking out of the box. As academic diplomacy, cyber diplomacy and diplomatic education are all gaining in importance, we recognize that Egmont plays a critical role to complement formal Belgian foreign policy. In today's turbulent world, can such a venue for diplomatic and scholarly deliberation be missed?



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Throughout my time in office, I have come to appreciate the work that Egmont delivers. I am delighted the institute can celebrate its seventieth anniversary and look back on a long series of accomplishments. Yet as it provides a hub for bringing scholarly talent and diplomatic expertise together, I am even more convinced that we need Egmont to look to the future that lies ahead. If Belgian diplomacy is to safeguard the interests of our society and promote the values we cherish – even in the turbulent world that presents itself today – it is imperative to always adapt and strive to progress.

**Didier Reynders**

*Deputy Prime Minister and Minister of Foreign Affairs*

## A WORD FROM THE PRESIDENT



The fundamental responsibility of any institution lies in its ability to evolve so that it can best fulfil its original mission. I think I can safely say that as far as Egmont is concerned, this has been achieved. Indeed, the Institute of International Relations

was originally based on the model of La Documentation française – a hub dedicated to information concerning international relations. It was a valuable instrument in understanding the great upheavals of the post-war period: the Marshall Plan and the OECD, Benelux, NATO, EAEC and Euratom.

As time passed, it became necessary not simply to document, but also to understand the stakes involved, to reflect on the options available, to debate in order to convince, and for that reason

to publish. This new ambition required research into the main themes of Belgium's international policy.

Although each successive minister of foreign affairs has supported the Institute, Mr Louis Michel gave it new means to assume its new responsibilities. The decision to add high-level diplomats to the board of directors leading the Institute contributed considerably to its success.

Freedom of opinion is naturally guaranteed for the Institute's research, while access to information is ensured by a structural relationship with the relevant departments of the Ministry of Foreign Affairs and has strengthened fruitful co-operation with the Defence and Development Coordination ministries.

Conferences, colloquia and seminars focus on leading issues in international politics in an increasingly complex world.

Having had the privilege of chairing the board

of directors for many years now, I am deeply grateful to those who enable us to carry out our programmes: Mister Reynders, our minister responsible, who, despite budgetary restrictions, expressed his confidence in us by maintaining his financial support; Mr Dirk Achten, Vice-chairman of the board; the successive Permanent Representatives of Belgium to the EU; and the former diplomats who continue to participate in our research.

We've also developed successful working relationships with other research centres both in Brussels and abroad.

Thanks to all this support, and under the dynamic inspiration of our Director General, today the Institute is renowned and appreciated by experts and by all those interested in the challenges of European and international politics.



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**Viscount Étienne Davignon**  
President of the Egmont Institute

## ABOUT EGMONT

The life of a dynamic think tank is a constant balancing act between the original commission assigned by the founding fathers and the ultimate destinations to which its successive captains and crews guide it, while adapting to the changing nature of the waters on which they are sailing. Even the names of think tanks can change in the course of the adventure. Egmont is no exception. By no means a colossal cruiser, the institute is a small but elegant and fast-moving craft on the ocean of international relations.

Its relevance and effectiveness are, as in any other venture of its kind, essentially a function of the skills and competence of its members, its researchers, its fellows and its supporting staff, as well as the support of its sponsors. If its recent progress in international rankings is any indication, Egmont possesses these ingredients for success. And this formula is not merely a matter of adding individuals, however talented they may be, but the result of a great team spirit and a sense of common destiny within and between the various programmes. Egmont is proud to feature first-rate experts within its ranks and to give the new generation of academics a chance to contribute

to a better understanding of current challenges in international relations, as well as policy advice on ways to meet them that is true to the tradition established by their predecessors. Its programme of internships also gives the upcoming generation of researchers the opportunity to test their skills under the mentorship of seasoned professionals, while contributing effectively to research work at the institute.

Another asset has been the strong support of successive foreign ministers and the Ministry of Foreign Affairs and International Cooperation, which has meant a generous yearly subsidy and additional funding for specific common activities, on top of an excellent working partnership between academics and practitioners of Belgian diplomacy, not to mention the availability of the prestigious Palais d'Egmont for public or private events.

Under these favourable auspices, Egmont has been able to conduct research and disseminate its results to a large audience of scholars, diplomats and the broader enlightened audience of its membership. By not confining itself to self-serving or navel-gazing research, it has sought and in many cases succeeded in having an impact on policy-making, as demonstrated by examples such as its recent contribution to the European Global Strategy, its publications on the Lisbon Treaty or its workshops on regional cooperation and governance in Africa, to mention only a few. Its training programme for foreign diplomats and civil servants has added another dimension

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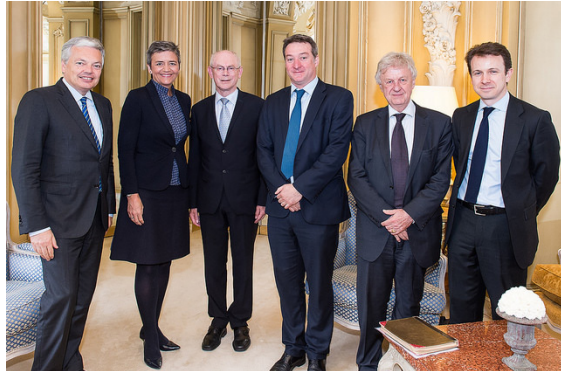
## EUROPEAN AFFAIRS PROGRAMME

by creating strong networks with countries which are important partners for Belgian diplomacy.

True to the spirit of integration and cooperation that underpin the European calling of the institute, Egmont has developed a close-knit network of working relations with sister organisations in Brussels, in Europe and beyond. Its strategic location in the capital of Europe has been an essential attraction for actual and potential partners.

Egmont for its part has successfully become a frequent meeting point for common endeavours involving European institutions and policy-makers. The other natural asset of this location has been the ability to offer foreign dignitaries, upon their request, a public tribune to express their views to local audiences when visiting Brussels. Together with major conferences organised under the auspices of the Foreign Minister and the Minister for International Cooperation, as well as partnerships with the European External Action Service in track two events, it has enhanced the status of Brussels as a convening place for international events.

Seventy represents the autumn of life for a human being. It is the age of maturity and a promise of many more successful ventures to come for an institution like Egmont.



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**Marc Otte**

*Director General of the Egmont Institute*



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The political architecture of the European continent has been at the heart of the Egmont's research and activities from the start. As one of the original signatories to the treaties of Brussels (1948), Washington (1949), Paris (1951) and Rome (1957), Belgium positioned itself at the very heart of the post-war Euro-Atlantic architecture. Not surprisingly, these developments were extensively commented upon in the first years of the institute's existence. Particularly noteworthy is the fact that the foreign policy of the United Kingdom (and its relationship to the common market) received extensive discussion in the early volumes of the institute's house journal by notable dignitaries such as Lord Gladwyn and Sir Michael Palliser. Throughout the Cold War, the Euro-Atlantic construct was not only the compass for Belgian foreign policy, but also the backbone of the institute's research and activities.



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The Europe Programme, as it was known from 1999 onwards, was firmly anchored in the institutional evolution of the European project. From the Maastricht Treaty onwards, it became increasingly clear that the EU would develop into the central pillar of Belgium's foreign policy. Research on European affairs became the central component of the institute's output under the impetus of Minister Erik Derycke and the guidance of the late Philippe de Schoutheete, who served as the Belgian Permanent Representative to the EU from 1987 to 1997 and later as a member of Egmont's board of directors. In 1999, a dedicated programme was set up under the direction of Professor Franklin Dehousse of the University of Liège, who went on to become a judge at the

General Court of the EU. With the support of a team of specialist project researchers from different universities, the programme was instrumental in assisting the negotiation of the Amsterdam Treaty and the intergovernmental conferences that followed.

Today, the European Affairs Programme aims to stimulate ideas and debate on the direction of Europe in the twenty-first century and its implications for Belgium, its foreign policy and citizens. Three interlocking lines of research currently guide this mission: the Brexit negotiation process; the general direction of the European construction; and the development of European policies for future generations. Given the political and economic stakes involved, the pending departure of the United Kingdom from the EU constitutes a challenge of the highest magnitude for Belgian foreign policy.

The question of the future of the EU is analysed from an institutional as well as a financial perspective. The programme engages in forward thinking by launching occasional studies on policy areas with very long-term horizons, such as public infrastructure investment and Europe's climate and energy policies.

Across its different research fields, the European Affairs Programme seeks to support the Ministry of Foreign Affairs and embed its activities in academia and civil society. While small in staff size, the programme fosters close cooperation with research centres and scholars working on European affairs at Belgian universities. It aims to constitute a hub around which Belgium's expertise on European affairs can crystallise.



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**Professor Dr. Alexander Mattelaer**  
Director of the European Affairs Programme

## EUROPE IN THE WORLD PROGRAMME

International politics are not about charity but about the pursuit of interests. That seems self-evident, but for a long time it wasn't, at least no longer to us in the European Union. We closed our eyes to the darker side of international politics and behaved as if interests, geopolitics, and power no longer mattered. Within the EU indeed, they don't; but outside our borders they certainly do.

That doesn't mean, of course, that the EU should copy the other great powers and engage

in power politics. But it does mean that the EU needs a strategy that defines how the Union can defend the vital interests of its Member States, in a way that is consistent with the values on which our societies are based. Indeed, in the long term promoting those values is the best way of defending our interests. Soft power is key – but economic and military power must be encompassed by a European 'grand strategy' as well. Acting together through the EU, Europe can be a great power, if only it wishes to be. And a distinctive power at that.

This conviction has been at the centre of the work of the Europe in the World Programme ever since its creation in late 2002, under the direction of Professor Dr. Rik Coolsaet (initially under the name Security & Global Governance Programme). Our very first major project was to create a working group of diplomats, military leaders and academics to try to formulate a European strategic concept. That proved to be so timely that halfway through the exercise we were



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overtaken by events, as Dr. Javier Solana, the EU's first High Representative, was mandated to write an actual strategy for the EU. We then reconfigured our project as a contribution to the reflection on what would become the 2003 European Security Strategy.

With European strategy at the core of our work, in the following years we developed a number of long-running axes of research: defence integration in Europe; NATO and transatlantic relations; relations with Europe's neighbours, to the east and to the south; relations with the other great powers and the BRICs; counter-terrorism; and, most recently, economic multilateralism and geo-economics, and cyber-diplomacy.

Thanks to its close association with Belgian Foreign Affairs, a unique advantage that few of our sister institutes can claim, and our location in Brussels, at the heart of EU and NATO decision-making, we can be in permanent, close yet informal contact with decision-makers. That has allowed Egmont to contribute to many key debates in an early stage, to insert a Belgian view, and to have much more influence than our small numbers would suggest. That is thanks of course to the dedication of the research staff as well as the senior associate fellows of the Programme. The most recent example is the drafting of the 2016 Global Strategy of the EU. Egmont was one of the 'go to' places in this debate, and has been intimately involved both in the drafting process and in the implementation of the new strategy. Fifteen years after the creation of the programme, our core topic is thus very much at the core of the European debate again. As it will be next time the Institute celebrates an anniversary, for strategy is essential.

**Acting together through the EU, Europe can be a great power, if only it wishes to be.**

**Professor Dr. Sven Biscop**  
Director of the Europe in the World Programme

## AFRICA PROGRAMME

Analyses and policy debates on Africa often thrive on commonplace narratives encapsulated in catchphrases such as 'Africa rising', 'scramble for Africa' or 'Africa uprising'. While these narratives are usually founded on a grain of truth, they are reductive and not always helpful in understanding Africa's true dynamics and developments. Yet cultivating such understanding is necessary if we want to build genuine partnerships with a continent that is rapidly changing and is constantly redefining and renegotiating its position towards great powers and within the global order.

This conviction provided the foundation for the Africa Programme in 2006. It started with an assessment of EU policies in Congo – an assessment repeated ten years later. From an initial focus on the Central African region, the Africa Programme has expanded to cover the entire continent.

The programme has invested in a number of key axes of research: Africa's peace and security architecture; the challenges of fragile states; security dynamics in Central Africa; peace and state building processes in post-conflict settings; and transitional justice. Soon after

its inception, the programme also contributed to Belgian and European investment in the Kimberly Process. Bringing together international experts, we provided solid analysis on adding artisanal and small-scale mining to the international policy agenda.

We have facilitated and provided contributions to key debates between decision-makers and experts, and, thanks to our solid research, have influenced policy processes both in Brussels and Africa. We have worked with various partner institutes in Europe and Africa to pool expertise and encourage knowledge exchanges. The creation of the Observatoire de l'Afrique, which forged a synergy of African and European think-thanks and experts, was key to building alliances between stakeholders on both continents, and to producing innovative ideas. Our Africa Briefings and the recently created Brown Bag Lunch series continue this tradition of opening up a vibrant space for reflection on pertinent processes and dynamics in Africa.

**Professor Dr. Koen Vlassenroot**  
*Director of the Africa Programme*



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## TRAINING PROGRAMME



Training has been part of Egmont's activities since the start of the decade, following a request from Foreign Minister Louis Michel to create a Diplomatic Academy that would organise a series of educational conferences and presentations for Belgian secondary schools. Requests by later foreign ministers led to the successful completion of several courses on preventive diplomacy for foreign diplomats, and it became clear to Director General François de Kerchove that training activities had great potential that could be further advanced. Honorary Ambassador Alex Reyn took charge of the renamed Training Programme in 2007 and continued its development.

The rise of the concept of 'civilian crisis management' on the international scene and the increase in missions set up by the UN, the OSCE and the EU in several regions around the world, made us rapidly realize that we should develop our training expertise in this area, complementing the Europe in the World Programme's research in peace and security.

**Our expanding training activities, along with Egmont's high-level meetings and interdisciplinary research, aim to strengthen diplomatic relations, widen networks and reinforce Belgium's role and credibility on the European and international scenes.**



The Basic Generic Training (BGT) we have offered since 2008 is a good example; it is conducted with the Ministry of Foreign Affairs, the Ministry of Justice and the Federal Police to provide intensive mandatory training to a variety of civilian profiles deployed on peacekeeping missions. The BGT supports Belgium's commitment to these missions, particularly those organised by the EU, with a validated database of trained Belgian civilian staff. Since its creation in 2011, we have been part of Europe's New Training Initiative for Civilian Crisis Management (ENTRI), where we make our expertise available, notably in the Sahel. Additionally, Egmont is one of the most active members of the European Security and Defence College (ESDC), within which framework it co-organises two annual courses and provides lectures for a great many more.



In 2014, Minister Reynders gave a new impetus to our preventive diplomacy activities when he asked us to identify and organise high-level trainings in international diplomacy for foreign diplomats to build participants' capability and strengthen the relationship between Belgium and recipient countries. Following the success of the first session with nationals from both the Democratic Republic of the Congo (DRC) and the Republic of the Congo, this exercise has been held twice a year, allowing us to progressively deepen our expertise. We also put our knowledge at the disposal of institutions like the DRC's National Administration School (ENA) with great success.

**Julie Godin**  
*Director of the Training Programme*

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