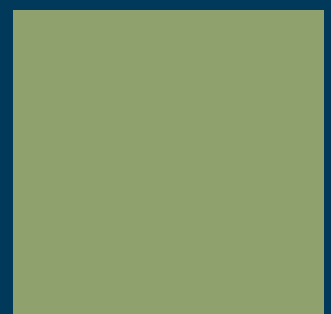
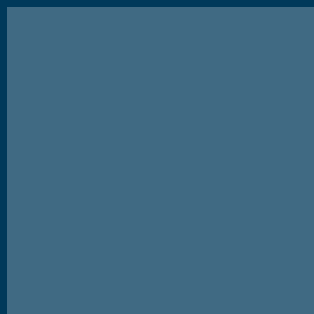
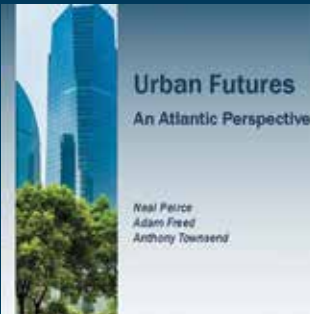




G | M | F The German Marshall Fund
of the United States
STRENGTHENING TRANSATLANTIC COOPERATION



ANNUAL REPORT 2013



The German Marshall Fund of the United States (GMF) strengthens transatlantic cooperation on regional, national, and global challenges and opportunities in the spirit of the Marshall Plan.

GMF does this by supporting individuals and institutions working in the transatlantic sphere, by convening leaders and members of the policy and business communities, by contributing research and analysis on transatlantic topics, and by providing exchange opportunities to foster renewed commitment to the transatlantic relationship.

In addition, GMF supports a number of initiatives to strengthen democracies. Founded in 1972 as a non-partisan, non-profit organization through a gift from Germany as a permanent memorial to Marshall Plan assistance, GMF maintains a strong presence on both sides of the Atlantic. In addition to its headquarters in Washington, DC, GMF has offices in Berlin, Paris, Brussels, Belgrade, Ankara, Bucharest, Warsaw, and Tunis. GMF also has smaller representations in Bratislava, Turin, and Stockholm.

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FROM THE PRESIDENT



This is my final message as president of the German Marshall Fund of the United States. On March 31, I will be leaving this fine organization after more than 18 years as its chief executive.

Valedictory statements by tradition must be grateful and reflective. This one is no exception. GMF has changed a great deal in my years with this institution. We have developed new programs and new offices and, in the process, GMF has grown significantly. While we are still modest in size compared to many non-profits, we have the human and financial resources to mount activities in pursuit of our long-standing mission of deepening cooperation between the United States and Europe.

GMF's expansion is the product of many people. Our trustees have expected accountability and prudence from the staff but they have also encouraged creativity and ambition from those of us who have had the privilege of working with them. Their willingness to contribute their time, intellectual capital, and vision to this institution has made an enormous difference.

Over these many years, I have had the privilege to cooperate with many extraordinary colleagues who have contributed their talent and hard work to GMF's programs. Every new initiative and venture at this institution was their product. Now, GMF has a richer and more diverse program that addresses many of the most important challenges confronting the transatlantic community, such as the rise of Asia and the emergence of the South Atlantic as a source of energy and economic growth. I am very grateful for all that they have done for GMF and for me.

I wish I could reflect back on these almost two decades and say that the U.S.-European relationship is stronger and more effective than ever before. But despite the best efforts of many individuals and institutions, the transatlantic relationship has weakened over these years.

Americans and Europeans share many values and there is a deep economic relationship between the two continents. However, cooperation across the Atlantic has become increasingly difficult due to divergent perspectives and expectations within the community as well as the emergence of new partners and new challenges in Asia, Africa, and South America.

Two wars have reduced our common resolve and our willingness to join forces to address real tangible threats in the Middle East, North Africa, and elsewhere. NATO, the premier institution of this community, has been diminished because of war weariness and significantly reduced defense spending among European allies. Disagreements over U.S. methods for combating terrorism have also damaged the relationship. As

a result of these and other developments, transatlantic cooperation has become more complicated and more difficult in the past 18 years.

Could this trend be reversed? It can, of course, if there is the will and vision to do so. The transatlantic community needs an infusion of strong leadership and inspiring vision to recreate the sense of common mission and purpose that was so evident after the collapse of the Soviet Union. U.S. and European leaders were willing to put aside important differences in the pursuit of promoting democracy, liberal values, and the integration of Central and Eastern Europe into NATO and the European Union. As we confront new problems in the Middle East, North Africa, and Asia, we need a new group of farsighted leaders to emerge and renew that spirit.

GMF was created by a visionary leader, Willy Brandt, who wanted to re-energize a transatlantic community that was divided by a war in Asia and differences over how to manage the threat to Europe from the USSR. As in 1972, GMF and other like-minded institutions have a role in the process of renewing the U.S.-European cooperation by supporting the next generation of transatlantic leaders and fostering new ideas for common projects that energize Americans and Europeans. I may be leaving GMF, but know that it is in the good hands of my friends on the Board and the excellent staff to continue to pursue this goal and our core mission with vigor and imagination in the years to come. Thank you.



Craig Kennedy
President

GMF 2013 NUMBERS

25,000

Facebook Fans
(20% growth)

13,500

Twitter Followers
(35% growth)

265 Events

4,012 Mentions of
#BrusselsForum

6,000+ Event
Attendees

4,029 Views of Most
Watched 2013 Video, *Brussels
Forum Cybersecurity
Panel*



144 Publications



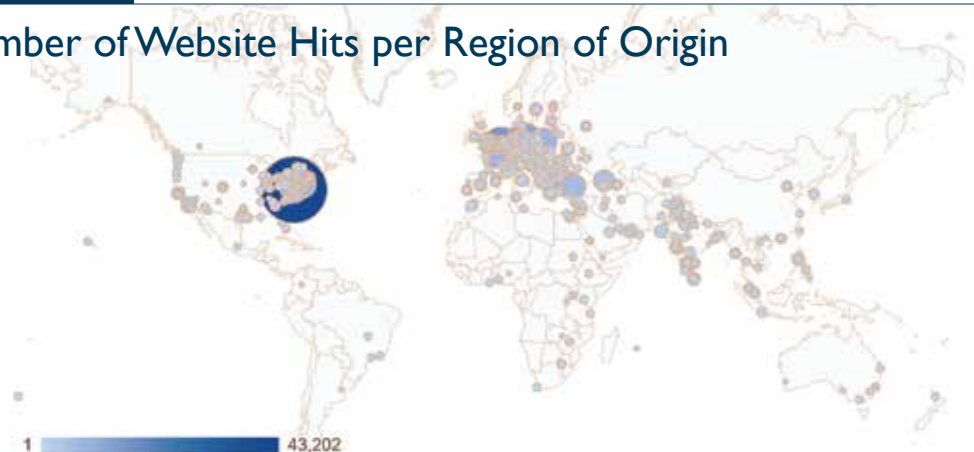
656 Reads of Most Read
2013 Publication on Website,
*Understanding the
Structural Causes of
Turkish Protests*

85

Transatlantic
Takes
Circulated to

14,640
Subscribers

Number of Website Hits per Region of Origin



JANUARY



Dialogues for Change Workshop – Transatlantic Lessons in Civic Participation

From January 13-16, 2013, the Urban and Regional Policy Program hosted a workshop for 18 U.S. and German city leaders under the Dialogues for Change initiative. The initiative is a joint undertaking with the U.S. Department of Housing and Urban Development; the German Federal Ministry for Transport, Building, and Urban Development; and German Federal Institute for Research on Building Urban Affairs and Spatial Development. Through the workshop, participants explored diversity and inclusion in the engagement process; designing successful engagement practices; the civic engagement toolkit; and increasing infrastructure for ongoing civic engagement practices. The cities included in the network are Austin, Flint, and Memphis in the United States and Bottrop, Leipzig, and Ludwigsburg in Germany.



Transatlantic Security Task Force Planning Session

The GMF Transatlantic Security Task Force brings together a small group of approximately 20 high-level U.S. and European security experts and strategic thinkers to explore the security priorities for transatlantic cooperation in the years to come as well as to serve as a forum to stimulate and organize a much-needed transatlantic security dialogue on looming threats and possibilities of cooperation. This tri-annual transatlantic discussion, which began with a planning session held on January 24-25 in Paris, will have the capacity to influence the security policy environment and create a provocative analytical architecture.



Congress Bundestag Forum Study Tour

In January 2013, a German-U.S. delegation of senior lawmakers participated in the second annual Congress-Bundestag Forum Study Tour. The trip took place in Rabat and Casablanca, Morocco over four days. Two members of the U.S. House of Representatives and two members of the German Bundestag representing the Democratic, Republican, and Free Democratic Parties met with senior Moroccan government officials in various ministries, elected officials, NGO leaders, and German and U.S. diplomats.

FEBRUARY



German Minister Talks on Europe after the Crisis

On February 13, GMF hosted a luncheon discussion in Washington, DC, for more than 50 people with Ursula von der Leyen, the German federal minister for labor and social affairs. Dr. von der Leyen addressed the state of European labor markets and the continent's economic future. She said that one lesson of the 2008 crisis was Europe's realization that its social security system was a stabilizing factor and she stressed that while Germany has a very robust labor market, it must tackle demographic change, particularly an aging workforce, in order to be a leading global actor.



Free Trade Debated in Paris

On February 22, GMF's Paris office and the American Chamber of Commerce in France organized a private breakfast discussion for 30 economists, journalists, and corporate representatives with Constanze Picking, senior policy advisor at the U.S. Chamber of Commerce's European Division and GMF non-resident fellow, and Bruce Stokes, director of Pew Global Economic Attitudes and GMF non-resident fellow, on the political debate around a U.S.-EU Free Trade Agreement, its obstacles, and potential. Picking said that large and medium-size companies would be the first to benefit from this agreement, while small companies will experience more difficulties as they will face transatlantic competition. Stokes said the transatlantic strategic community should work on the promotion of this agreement, and not focus too much on obstacles such as agricultural goods that constitute a minimal part of transatlantic trade.



YTN Berlin Speakers Discuss Challenges of New Technology for Foreign Policy

On February 26, GMF's Young Transatlantic Network in Berlin hosted a discussion on "How to Rule the New Frontier? Impacts, Hopes, and Challenges of Social Media for Foreign Policy" with Christian Mihr, executive director with the German section of Reporters without Borders, and Ben Scott, senior advisor to the Open Technology Institute at the New America Foundation and visiting fellow at Stiftung Neue Verantwortung. Mihr pointed out that Western countries allow the development and export of digital surveillance equipment to non-democratic countries even though the use of that same technology is usually prohibited within their own borders. Scott said the increasing role of social media as a foreign policy tool has triggered the demand by governments for surveillance software in non-democratic countries.

MARCH



Trilateral Strategy Group Discusses Turkey, Europe, and U.S. Relations

The seventh meeting of the Trilateral Strategy Group, titled “Growth, Innovation and the New Geo-Economics: European, Turkish, and American Perspectives” was held in İstanbul, from March 3- 5. The meeting brought together 48 prominent participants from Turkey, the EU, and the United States to discuss a range of issues including the emerging European order, the outlook for the European economy, the impact of technology, innovation and entrepreneurship, the role of human capital, and the new geo-economics in the region. The Trilateral Strategy Group is organized by GMF in partnership with the Turkish Industry and Business Association (TÜSİAD), Koç Holding, and the Swedish Ministry of Foreign Affairs.



Black Sea Trust for Regional Cooperation Marks Fifth Anniversary

On March 7 and 8, to commemorate its fifth year, the Black Sea Trust for Regional Cooperation held a conference entitled “From the Wider Black Sea Region to the Eastern Neighborhood: Change of Name or Change of Game” for more than 80 policymakers, opinion shapers, and civil society and media representatives from the countries of the Black Sea region, United States, and European Union. Topics included development of civil society, the role of Islam and the media, energy security, transit and economic opportunities, regional security, and geopolitical orientations between the West and East. In 2007, GMF, the U.S. Agency for International Development, and the Charles Stewart Mott Foundation started the initiative as a public-private partnership working in collaboration with a range of donors to promote security, stability, and development in the Black Sea region.



Brussels Forum Convenes

The eighth annual Brussels Forum was held March 15-17. An annual conference on transatlantic relations, Brussels Forum brought together more than 400 heads of state, officials from the EU institutions and member states, U.S. officials, Congressional representatives, Parliamentarians, and academics to discuss issues ranging from cybersecurity to trade agreement negotiations to climate change. Speakers included U.S. Senator Chris Murphy, Estonian President Toomas Ilves, and EU High Representative Catherine Ashton.

 @GMFUS FASCINATING
#CYBERSECURITY PANEL
@#BRUSSELSFORUM
TODAY W. PRESIDENT OF
ESTONIA @ILVESTOOMAS
AND SWEDEN'S
FOREIGN MINISTER @
CARLBILD
@NDOSSANTOSCNN

APRIL



Migration's Effect on Cities Discussed in Turin

GMF hosted the first International City Dialogue in Turin, Italy, from April 11-13. The workshop titled “Shifting Economies, Shifting Migration Patterns: Local Impacts and Policy Responses” brought together officials from New York City, Pittsburgh, Chicago, Salt Lake City, Turin, Stuttgart, Birmingham, and Bilbao, in addition to representatives from Welcoming America, the Massachusetts Immigrant and Refugee Advocacy Coalition, and members of local Turin-based organizations to discuss immigration integration in times of shifting migration patterns and decreasing and limited budgets. A main discussion point was how immigrants can be seen and involved as agents of economic revitalization of cities and urban districts rather than as financial burdens.



Unleashing the Potential of Global Women's Networks

Over 50 leaders representing powerful women's networks gathered at GMF's Washington, DC headquarters on April 19 to discuss the challenges and opportunities global women's networks face. “Global Women's Networks: Unleashing Potential” brought together female leaders from the think tank, non-profit, government, and academic sectors. They reflected on the achievements of networks in helping women take leadership roles and identified key opportunities for women's networks to ensure that the gender gap at the highest levels of power is addressed. GMF hosted this event as part of its transatlantic Leadership, Diversity, and Inclusion Initiative.

 GREAT DIALOGUE. THANK YOU GMF, LET'S KEEP IT GOING!
KELLIE HAWKINS



International Forum on Border Security Held

Europe, the United States, and Israel face unprecedented challenges in the area of border security, at both the political and operational level. There is a growing consensus among allies to address both the internal and external border challenges and opportunities facing them. Against this backdrop, on April 22-23, GMF held a third workshop in the series on “The International Forum on Border Security,” in Berlin. Participants looked at the role of NATO and ways in which the Alliance can help tackle illicit trafficking, the Arab Spring and its effects on border security in Europe and the United States, the inability of the government bureaucracies to effectively deal with the so-called “second generation of terrorists,” and airport risk management strategies.

MAY



Energy Transition Forum Workshops

On May 2 and 3, GMF's Energy and Society program convened a series of workshops for high-level business leaders, policymakers, and other thought leaders from the United States and Europe as part of its ongoing Energy Transition Forum initiative. The "Energy Infrastructure and Power Pathways" workshop fostered conversation on changing dynamics in the electric power sector. Participants examined in great detail the social, technological, and financial trends driving grid modernization and the adoption of new utility business models. The second workshop, "Rethinking the Energy System," shed light on the complexities of the global energy system through a dynamic simulation tool called En-ROADS. Participants took part in a data-driven simulation exercise that highlighted key interdependencies and potential unintended consequences resulting from policy interventions. These workshops were used to inform GMF's annual Energy Transition Forum, which was held in June 2013.



Transatlantic Academy's "The Democratic Disconnect" Released

The Transatlantic Academy released the collaborative report from its 2012-13 cohort of researchers in mid-May. Titled "[The Democratic Disconnect: Citizenship and Accountability in the Transatlantic Community](#)," this report revisits the paradigms of liberalism and democracy, and questions the ways in which liberal and democratic values are expressed domestically and promoted. The core argument is that serious problems co-exist with greater potential for re-energizing democracy across the transatlantic area. "The Democratic Disconnect" is the fifth collaborative report from the Academy, which focuses on a different theme each year.



New Transatlantic Leadership Seminar Launched

On May 24, GMF launched its first fee-for-service Transatlantic Leadership Seminar in the Balkans. The program took a group of 14 leaders from the United States and Europe on an expert-guided study tour that examined why certain regions rebound relatively quickly from the trials of authoritarian politics, failures of planned economies, divisions of ethnic and religious strife, and damage of international isolation and sanctions. The group visited three successor states of former Yugoslavia – Bosnia and Herzegovina, Croatia, and Serbia – and met with over 40 leaders from politics, business, and civil society to discuss key leadership lessons in reconciliation, international crisis management, global competitiveness, nation and state building, and mass movement mobilization, among other themes and topics.

JUNE



Lugar, Kerry attend Launch of The Richard G. Lugar Institute for Diplomacy and Congress

GMF launched the Richard G. Lugar Institute for Diplomacy and Congress on June 19 with a reception in the U.S. Senate Foreign Relations Committee Room. The Lugar Diplomacy Institute will work to change the way the United States Congress relates to the international community by improving communication and understanding between the Washington diplomatic corps and Congress. Senator Lugar was joined by founding country members of the Lugar Diplomacy Institute — Ambassador Srdjan Darmanovic of Montenegro, Ambassador Rachad Bouhlal of Morocco, and founding partner Wolfgang Pordzik of DHL — along with senators, members of the House of Representatives, and U.S. Secretary of State John Kerry.



Balkan Trust for Democracy Marks Tenth Anniversary

In June of 2003, GMF, the U.S. Agency for International Development, and the Charles Stewart Mott Foundation announced a new \$27 million, ten-year initiative to support good governance in South-eastern Europe called the Balkan Trust for Democracy (BTD). In the ten years since, BTD has awarded nearly \$30 million through 1,101 grants to more than 600 civil society organizations. BTD makes grants to deepen dialogue between citizens and elected leaders, improve public access to information about the performance and actions of government, and strengthen citizen participation in the democratic process. In 2013, the Mott Foundation announced a second seven-year commitment to continuing BTD's work.



Twelfth Stockholm China Forum Held

The 12th Stockholm China Forum took place on June 28-29 in partnership with the Swedish Ministry for Foreign Affairs. Set on the historic Saltsjobaden waterfront in Sweden, the forum included senior members of the U.S., EU and Chinese policy, business, and media community and discussions on strategic issues affecting China's external relations and stability in the Asia-Pacific; the U.S. pivot to Asia, Chinese reform, and China-Japan relations were among the topics discussed.

JULY



Wexler Talks with Europeans on U.S. Views of the Middle East

Even as the United States reduces its military role in Iraq and Afghanistan, the Middle East remains a strategic priority in U.S. foreign policy. On July 9, GMF's Brussels office hosted Robert Wexler, president of the S. Daniel Abraham Center for Middle East Peace, for an energetic discussion on "A U.S. Perspective on the Middle East." Wexler previously served in the U.S. House of Representatives for seven terms. In his remarks, Wexler emphasized the need for transatlantic cooperation in order to craft effective policies that benefit the Middle East and the international community. He also highlighted the issues in the region that require action from the U.S. and that offer the greatest likelihood of success, including Iraq, Afghanistan, and Iran.



New Perspectives on the Asia-Pacific: A Paper Series Launch

On July 11, GMF released a new paper series authored by alumni of the 2013 Young Strategists Forum (YSF), a leadership development program held in partnership with the Sasakawa Peace Foundation (SPF). To mark the release, GMF and SPF hosted a luncheon and roundtable discussion with 30 members from the local foreign policy community, including YSF alumni from the past two years. The four papers in the series discussed the relationship between the United States and Japan; the European Union, United States, and India; Indonesia "middle power diplomacy," and EU strategy in Asia.



First Euro-Atlantic Summer Academy Held in Warsaw


Transitioning to democracy and a market economy requires popular support and political will. Building political and civil societies in Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine should be accompanied by democratization, the creation of new state institutions, and the ability to deal with social and economic problems. It is with those issues in mind that the Warsaw Euro-Atlantic Summer Academy (WEASA) was launched with a two-week educational program beginning July 14. Designed for policy analysts and experts from the Eastern Partnership states eager to develop their international network of contacts and expertise, WEASA will be an annual, long-term program dedicated to assisting various groups of society in the process of democratization and transformation. The 44 participants attended more than 40 lectures and workshops, as well as two days of study visits to central and local institutions.

AUGUST



Marshall Memorial Fellows

Forty-nine U.S. and 47 European emerging leaders participated in the Marshall Memorial Fellowship during 2013. Over the course of 24 days, fellows traveled in groups of 15-20 participants to 5 cities in spring, summer, and fall cohorts. Fellows explored the other side of the Atlantic and developed an appreciation of each other's politics, businesses, innovations, and cultures. MMF Alumni Leadership Projects have been awarded to fellows in eight sites, supporting projects such as "Healthcare and Innovation in Europe & the USA" in Chicago in May 2014, "25 Years – Back and Ahead: Changes, Challenges, Chances" in Warsaw in June 2014, and "The Metropolitan Revolution: Barcelona Cities and the XXI Century Agenda" in Barcelona in summer 2014.

 @GMFUS GAVE ME A LIFE-LONG INTERNATIONAL FAMILY OF REALLY INTELLIGENT PEOPLE WHO LOVE TO TRAVEL. SO GRATEFUL. @SUSANNADW



Beyond the Revolution: The Long Struggle for Reform in Tunisia

On August 1, GMF's Washington headquarters hosted Habib Kazdaghli, a Tunisian activist and professor of history and dean of the University of Manouba. Dr. Kazdaghli painted a picture of the diverse society in Tunisia. He said there was a shared vision for Tunisia moving forward during the January 2011 protests among all parties involved in order to leave the authoritarian days of Ben Ali behind and to create a more representative government. The need for cooperation superseded disagreements among the protesters and various opinions were respected. However, a little more than two years later, this is no longer the case.



How Privacy & National Security Impact International Commerce in the Digital Age


In one of his last speeches as a Department of Commerce official, Cameron F. Kerry, General Counsel of the U.S. Department of Commerce, spoke at GMF's Washington office on August 28 to the need to ensure a baseline level of protection in digital commerce for users in the United States and abroad, while recognizing the number of effective digital consumer protection policies already in practice. Kerry highlighted the importance of implementing measures that would protect the flow of digital commerce and spur innovation, as well as create economic development and growth. Much of the question and answer session of the event focused on concerns regarding U.S. government practices and the criticisms received from abroad.

SEPTEMBER



Transatlantic Trends 2013 Released

The 11th Transatlantic Trends was released on September 18. The annual survey of U.S. and European public opinion asked residents in 13 countries how they felt about everything from security to the economy to immigration. Seventy-two percent of Europeans and 62 percent of Americans polled as well as 72 percent of Turkish respondents do not want their governments to step into the conflict in Syria. *Transatlantic Trends 2013* is conducted by GMF and the Compagnia di San Paolo, with additional support from various other foundations.

 @GMFUS CONGRATULATIONS! VERY INTERESTING JOB. #TTRENDS13 @FRANCOFRATTINI



Hydrocarbons and Sustainability in Cyprus and the Eastern Mediterranean Region

GMF's ongoing Eastern Mediterranean Energy Project and the University of Nicosia hosted a workshop on "Hydrocarbons and Sustainability in Cyprus and the Eastern Mediterranean Region" in Nicosia, Cyprus, on September 24-25. The workshop was opened by the ministers of energy from Cyprus and Greece. More than 60 representatives from major energy corporations, law firms, universities, think-tanks, environmental NGOs, and political leaders from Cyprus, Greece, Israel, Turkey, the European Union, and the United States discussed the role of hydrocarbons in sustainable economic development, how to ensure environmental protection in the Eastern Mediterranean region, and how to reduce security risks related to hydrocarbon exploration and production. For this occasion, three new papers were released: "Natural Gas in Cyprus Choosing the Right Option," "Managing Newfound Hydrocarbon Wealth: Macroeconomic Policy Challenges in the Eastern Mediterranean," and "Natural Gas Export Options for Israel and Cyprus."



USTR Froman Discusses Transatlantic Trade Agreement at GMF's Brussels Office

U.S. Trade Representative Michael Froman gave his first major address on the Transatlantic Trade and Investment Partnership (TTIP) at GMF in Brussels on September 30. He indicated that trade and investment between the United States and the European Union far exceed any other bilateral relationship with \$2.6 billion worth of goods flowing between the two sides each day. At a time when U.S. and European governments are trying to stimulate growth and job creation, inefficiencies in regulation and standards are not something either economy can afford, said Froman. He stressed three points that will be central to the TTIP negotiations: 1) transparency; 2) participation; and 3) accountability.

OCTOBER



GMF Hosts Strong Cities, Strong Communities Bootcamp in Memphis, TN

On October 21-22, the Urban and Regional Policy Program held the second in a series of Strong Cities, Strong Communities Bootcamps in Memphis, Tennessee. This workshop focused on best practices in using data to improve local government performance. GMF, in collaboration with the White House Strong Cities, Strong Communities (SC2) Initiative, is responsible for implementing the SC2 Fellowship program. This program placed 17 professionals in two-year positions in seven pilot cities: Chester, Cleveland, Detroit, Fresno (pictured), Memphis, Youngstown, and New Orleans. The Bootcamp sessions provide additional training opportunities for a broad range of city and civic leaders.



Atlantic Dialogues Convenes

The Atlantic Dialogues was held October 25-27 in Rabat, Morocco. Part of GMF's Wider Atlantic program and organized in partnership with the OCP Foundation and OCP Policy Center of Morocco, the Atlantic Dialogues brought together around 350 high-level public- and private-sector leaders from around the Atlantic Basin for three days of open, informal discussion on cross-regional issues ranging from security to economics, migration to energy. Participants from North and South America, Africa, Europe, and Asia included senior officials, business leaders, opinion shapers, and the media.



CAN'T FIND WORDS TO THANK THE @GMFUS, OCP FOUNDATION AND OCP POLICY CENTER FOR SUCH AN AMAZING OPPORTUNITY. #ATLANTICDIALOGUES @CAROABRU



GMF Hosts Military Diversity Conference with International Military Personnel

On October 29-30, GMF hosted "Mission Critical: Diversity and Security" to discuss opportunities to increase inclusion in militaries, including the world's largest employer, the U.S. military. Acting Under Secretary of Defense for Personnel and Readiness Honorable Jessica L. Wright, along with U.S. Senator Ben Cardin and Congressman Elijah Cummings spoke at the gathering on Capitol Hill. One hundred U.S. and European policy-makers, thought leaders, and military practitioners addressed the impact of demographic change, and advances in gender equity on militaries. This discussion was designed to strengthen the position of diversity and inclusion on the national security agenda of NATO partners, create a transatlantic community for sharing military diversity expertise, and highlight the corporate role in veteran employment.

NOVEMBER



Energy Options for the Baltic States

As part of the Central and Eastern European Energy Security Forum, GMF hosted a workshop in Vilnius, Lithuania, on November 4 titled “Energy Options for the Baltic States: Shaping their Energy Policy to Strengthen Regional and EU Energy Security.” The event was the third in a series of workshops that link Central and Eastern European energy security to other regional, European, and transatlantic priorities. Energy experts and political elites, including Lithuanian Minister of Energy Jaroslav Neverovič and Latvian Minister for Economics Daniels Pavļuts, debated the Baltic States’ efforts to meet EU energy policy objectives, including completing the internal energy market, diversifying energy sources, and increasing the share of renewables in their energy mix.



India Trilateral Forum 7 Held

Mumbai, India, was the site of the seventh India Trilateral Forum, an ongoing dialogue between European, U.S., and Indian policymakers and commentators on shared interests and common challenges. Participants at the November 8-9 event included officials from the governments of the United States, India, Sweden, France, and the European External Action Service, as well as business leaders, media commentators, and academic experts from the United States, Europe, and India. Sessions focused on India’s 2014 national elections, India’s economic and industrialization prospects, trade negotiations, democratic growth prospects in India and the West, India’s “Look East” Policy and the strategic balance in Asia, the future of Afghanistan after 2014, and regional integration in South Asia.



Eighth Mediterranean Strategy Group in Genoa

The eighth Mediterranean Strategy Group convened in Genoa on November 21-22 for government officials, thought leaders, academics, and representatives from multilateral organizations from the United States, Europe, the Middle East and North Africa, and the Gulf. They discussed Mediter-

ranean security; potential new conflicts in the region; terrorism, political violence, and proxy wars; separatism and sectarianism; ways to address the spill-over effects of the violence in the Sahel; Turkey’s evolving role; and what the decline of U.S. military power projection and the on-going financial crisis in Europe mean for the regional balance of power.



AT THE @GMFUS EVENT
ON #GMFMEDSTRAT @
KAN303'S QUESTION ON
THE COMPATIBILITY
BETWEEN GEOPOLITICS
AND DEMOCRACY
RECEIVES GREAT
INTEREST
@SABANKARDAS

DECEMBER



MENA Partnership Online Platform Launched

The MENA Partnership for Democracy & Development (MPDD) launched its online platform (www.menapartnership.org) in December 2013. Since the launch, more than 150 NGOs and service providers from the Middle East and North Africa (mostly Tunisia, Egypt, and Libya), Europe, and North America have registered with what is essentially a match-making database. The platform pairs civil society organizations with profit and non-profit firms, experts, and practitioners in the areas of media, communications, entrepreneurship, fundraising, campaigning, constitutional reform, rule of law, human rights and civil liberties, and women's empowerment. MPDD expects that its goal of registering 200 entities by the end of February 2014 will be exceeded.

German Leadership Examined

On December 4, 2013, the GMF Warsaw Office organized a panel discussion on “German Leadership Examined,” based on the recently launched GMF-Stiftung Wissenschaft und Politik (German Institute for International and Security Affairs) report, **New Power, New Responsibility: Elements of a German Foreign and Security Policy for a Changing World**. The report was based on a series of workshops and conferences where 51 experts on foreign and security policy from the Bundestag, government, academia, business, foundations, think tanks, media, and non-governmental organizations discussed key future challenges for German foreign and security policy. Report author Dr. Constanze Stelzenmüller, senior transatlantic fellow at GMF said the key message is that Germany's existential dependence on globalization gives it an overwhelming strategic interest — and responsibility — in preserving, protecting, and adapting the free, collaborative and peaceful international order that makes globalization possible.



Exit Venus: Europe Needs to be Stronger about Defense

The final paper by one of the three 2013 Asmus Policy Entrepreneurs Fellows was published on December 10. In “**Exit Venus: Europe Needs to be Stronger about Defense**,” Merle Maigre analyzed how the challenges that Europe faces affects the transatlantic security relationship and recommended ways to maintain support for the transatlantic alliance in the United States. The fellowship is in honor of Ronald D. Asmus, GMF Brussels office executive director and director of strategic planning, who dedicated his life to the principles of freedom before passing away on April 30, 2011.



SUPPORT

Successful transatlantic relations depend on strong partnerships built over time, across different sectors, and between regions of the world. GMF understands the crucial role that partnerships play in affecting and addressing global concerns. By partnering with other organizations, GMF is able to ensure that its projects, programs, and activities bring a unique perspective and provide innovative solutions to transatlantic problems.

GMF is deeply grateful to all of its partners for their contributions to furthering transatlantic cooperation. Below is a list of organizations and individuals that financially supported GMF during 2013.

Government

Auswärtiges Amt - German Federal Foreign Office
Bilbao International – Bilbao City Council
British Council
City of Cleveland
City of Memphis
City of New Orleans
City of Youngstown
Department of Foreign Affairs of Morocco
Embassy of the Gabonese Republic
European Union Commission
European Investment Bank
European Union Delegation to the United States
Federal Authorities of Belgium
Federal Authorities of Germany
Federal Ministry of Transport, Building and Urban Development of Germany
Federal Ministry of Defense of Germany
Government of Montenegro
Ministry of Defense of the Republic of Latvia
Ministry of Foreign Affairs of Belgium
Ministry of Foreign Affairs of Bulgaria
Ministry of Foreign Affairs of Finland
Ministry of Foreign Affairs of Lithuania
Ministry of Foreign Affairs of Norway
Ministry of Foreign Affairs of Poland
Ministry of Foreign Affairs of Slovakia
Ministry of Foreign Affairs of the State of the Netherlands

Ministry of Foreign Affairs of Sweden
NATO Public Diplomacy Division
Parliament of the Brussels Capital Region
Royal Ministry of Foreign Affairs of Norway
Swedish International Development Cooperation Agency
Taipei Economic and Cultural Representative Office
United Kingdom Foreign & Commonwealth Office
U.S. Agency for International Development
U.S. Department of Defense
U.S. Department of Housing and Urban Development
U.S. Department of State

Corporate

Airbus Americas, Inc.
Audi AG
Bayer
BP
Chevron
Daimler AG
Deloitte
Deutsche Post/DHL
Downtown Fresno Partnership
EADS
Eli Lilly & Company
EMD Serono
Enel S.p.A
EP Global Energy
Facebook
Ford Motor Company
Google
IBM Corporation
JP Morgan Chase & Co
Lockheed Martin

New York Stock Exchange Euronext
Noble Energy
NWI Management LP
Pharmaceutical Research and
Manufacturers of America
Raytheon Company
Riga International Airport
Solvay SA
Total
Western Union Bank

Foundations

American Council of Learned
Societies
American Institute of Architects
American Israel Education
Foundation
ASAN Institute for Policy Studies
Aurea Foundation
Bank of America Foundation
Barrow Cadbury Trust
Carnegie Foundation
Center for a New American Security
Centre for European Studies
Charles Stewart Mott Foundation
Cleveland Foundation
Communitas Foundation
Compagnia di San Paolo
European Cultural Foundation
European Liberal Forum
Fritz Thyssen Stiftung für
Wissenschaftsförderung
Foundation for European Progressive
Studies
Fundação Calouste Gulbenkian
Fundação Luso-Americana
Fundação BBVA
GE Foundation
Hungarian Initiatives Foundation
International Research & Exchanges
Board
Japan Foundation Center for Global
Partnership
Joachim Herz Stiftung
Kresge Foundation
Lynde and Harry Bradley Foundation
Midtown Detroit, Inc.
Mistra
Moroccan American Cultural Center
OCP Foundation
Robert Bosch Stiftung
San Jose State University Foundation
Sasakawa Peace Foundation
Secure World Foundation
Smith Richardson Foundation, Inc.

Surdna Foundation
Tokyo Foundation
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Universita degli Studi di Napoli
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Widener University
ZEIT – Stiftung Ebelin und Gerd
Bucerius

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As of January 15, 2014

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FINANCIAL STATEMENT

Consolidated Balance Sheet

Year ended May 31, 2013
(with comparative totals for 2012)

Assets	2013	2012
Cash and cash equivalents		
Unrestricted	\$ 7,324,281	\$ 5,895,715
Restricted	3,603,166	5,956,620
Investments	149,857,449	156,604,684
Grants receivable	15,204,950	8,824,636
Property and equipment, net	22,476,964	22,658,877
Other assets	564,455	507,914
Bond issuance cost	228,538	244,769
	<hr/>	<hr/>
	\$ 199,259,803	\$ 200,693,215
	<hr/>	<hr/>
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 2,664,604	\$ 4,053,312
Deferred revenue	8,668,643	12,060,621
Grants payable	98,946	1,109,719
Bonds payable	12,000,000	12,000,000
	<hr/>	<hr/>
	\$ 23,432,193	\$ 29,223,652
	<hr/>	<hr/>
Net Assets		
Unrestricted		
Undesignated	148,240,534	152,434,025
Board designated	11,935,788	12,548,369
	<hr/>	<hr/>
	160,176,322	164,982,394
Temporarily restricted	15,651,288	6,487,169
	<hr/>	<hr/>
	175,827,610	171,469,563
	<hr/>	<hr/>
	\$ 199,259,803	\$ 200,693,215
	<hr/>	<hr/>

Consolidated Statement of Activities

Year ended May 31, 2013
(with comparative totals for 2012)

	2013			2012
	Unrestricted	Temporarily Restricted	Total	
Support and revenue				
Investment (loss) income	\$ 12,116,515	\$ -	\$ 12,116,515	\$ (4,847,024)
Non-federal grants and contributions	464,281	24,739,266	25,203,547	15,594,216
Federal grants	4,152,682	-	4,152,682	3,056,097
Other	167,020	-	167,020	63,803
Net assets released from restrictions	15,575,147	(15,575,147)	-	-
Total support and revenue	32,475,645	9,164,119	41,639,764	13,867,092
Expenses:				
Program services				
Internal projects expense	20,983,728	-	20,983,728	19,436,294
Grant expense	6,330,550	-	6,330,550	6,413,746
Support services				
Management and general	9,331,124	-	9,331,124	11,538,295
Fundraising	636,315	-	636,315	584,390
Total expenses	37,281,717	-	37,281,717	37,972,725
Change in net assets	(4,806,072)	9,164,119	4,358,047	(24,105,633)
Net assets				
Beginning	164,982,394	6,487,169	171,469,563	195,575,196
Ending	\$ 160,176,322	\$ 15,651,288	\$ 175,827,610	\$ 171,469,563

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