Gulf Research Center

Knowledge for All

Annual Report 2014

www.grc.net

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Knowledge for All

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Chairman's Message

The year 2014 proved to be another busy and productive one for the Gulf Research Center. In addition to the annual Gulf Forum meeting held in Riyadh in September, which brought together key decision-makers from across the Gulf region, the Gulf Research Meeting (GRM) in Cambridge reached another milestone with its fifth annual session. Taken together, more than 2,000 scholars have now gathered at the GRM in more than 75 workshops, highlighting many of the key issues that define the Gulf region at the present time. Of special importance is the fact that many of the papers presented at the GRM are being published as edited volumes and as part of the GRC GRM series, thus providing a significant addition to the Gulf Studies literature. GRM has become an institution, if one may describe it so, and we are all looking forward to the sixth edition which will be held from August 24-27, 2015.

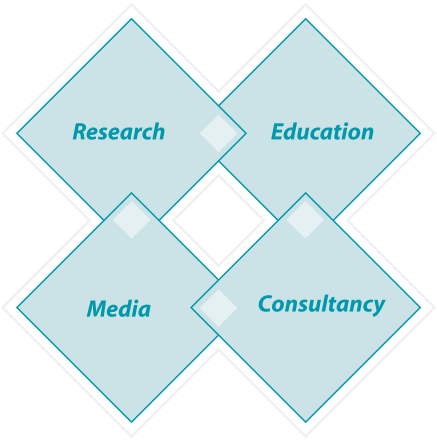
Most of the other important events held throughout the year are described in the following pages. Allow me to highlight two specific projects which, I believe, deserve special mention here. First, is the Gulf Arab Union Project that the Center launched in early 2014. In the framework of this project, several events were held and numerous publications produced. The project is intended to foster a debate about the direction of unity among the member states of the Gulf Cooperation Council (GCC) as well as to analyze the overall status and prospects for a deeper union among the GCC states. One of the highlights was the two-day debate held in Cambridge in August among young GCC students studying in the UK. This proved to be a lively exchange with a wonderful group of young people who deeply care about their region and their home countries.

The second project worth mentioning is the Gulf Labour Markets and Migration Programme (GLMMP), a joint effort of the Gulf Research Center and the Migration Policy Centre, Florence. The GLMM programme provides data, analyses, and recommendations contributing to the improvement of understanding and management of Gulf labor markets and migration, engaging with and respecting the viewpoints of all stakeholders. Over the course of the year, the GLMMP has released a number of analytical papers on Gulf migration and labor market issues. In addition, the program has a website which features an ever expanding set of data and documents relating to the GCC's labor markets. This is proving to be an invaluable research tool and I encourage all to visit the GLMM website at http://gulfmigration.eu.

This report is a compendium of the activities undertaken by the GRC during the year 2014. It provides the reader with an overview of the wide-ranging activities that have been initiated and organized by the GRC to provide a platform for all researchers and policy practitioners who are interested in the Gulf region. In addition to our past activities, we are already focused on what the year 2015 will bring and are committed to expand into new areas, responding to new developments. In this context, we hope to continue to promote dialogue and discussions among various stakeholders in order to come up with suggestions for policy initiatives to deal with the Gulf region's many challenges in the most effective way.

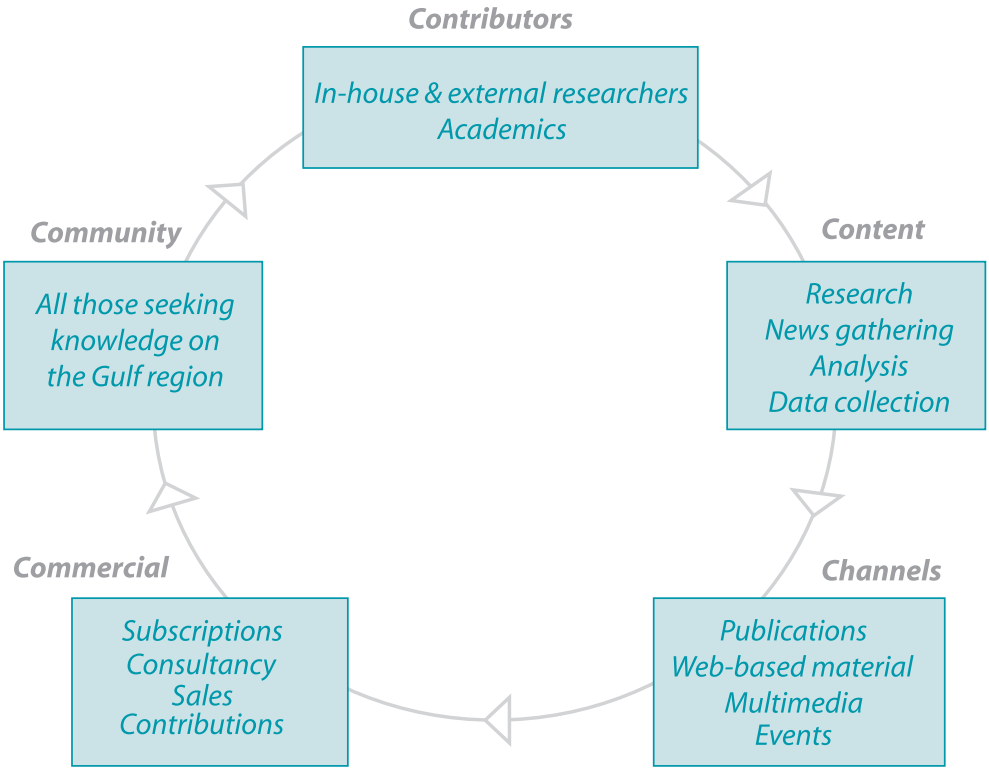
GRC Concept

The driving force behind GRC is the achievement of excellence in four core areas of activity: social science research, education, media and consultancy services. GRC is a pioneering interdisciplinary organization that aims to provide knowledge for all, using a variety of mediums to overcome traditional barriers.



As a non-profit research organization, GRC's business model is unique in that it relies on its virtual community to generate revenue required to produce research and education solutions. The model is a self-perpetuating cycle that ensures the Center's independence and ability to respond to the needs of the community.

Contributors from within the Center and its network of experts create the **Content** which is then disseminated through a variety of **Channels** in a **Commercialized** form and made available to the **Community** of people interested in the study and development of the region. In many cases, members of the community contribute to the Center's research activities, thus completing this creative cycle.



GRC Research Program

One of GRC's main activities is the study of social science in a Gulf region context. The Center seeks to further information and knowledge relating to the Gulf by providing a comprehensive, independent and credible platform for advanced research on GCC politics, economics, defense, security and social issues. In this context, the Center has identified key areas of critical research in which a significant information deficit exists. In each of these areas, it is the objective of the Center and its extensive community of researchers and contributors to shed light on unexplored issues and relationships that are and will continue to be of importance both for the Gulf region and the rest of the world.

Research at the GRC is conducted along thematic lines with the main areas of politics, foreign relations, defense and security, economics, social issues, and science and technology providing the general framework:

Political Systems: Constitutions, Legislatures, Judiciaries, Executive Systems, Public Policies, and Political and Social Movements

Foreign Relations: Gulf Cooperation Council, Iran, Iraq, Yemen, European Union, United States, Russia, India, Pakistan, China, Japan, Greater Middle East, Africa, Australia, Korea, Latin America, etc.

Economic Issues: Macroeconomics, Labor Markets, Banking and Finance, Business and Commerce, Trade and Investment, Food Security

Social Issues: Environment, Education, Women, Media, History, Demography, Civil Society and Human Rights

Defense and Security: Nuclear Proliferation, Terrorism, Red Sea Security, Piracy, Human and Drug Trafficking, Gulf Security, Borders, etc.

Energy: Hydrocarbon-based Energy, Energy Security, Renewables

Science and Technology: Science Education and Human Development, Science and Technology Innovation Systems, Science in the Media; Area of specific focus – Renewable Energy.

Each research program aims to cover a specific issue in as much detail as possible and includes a dedicated web portal which contains all the necessary resources for a sound understanding of the respective area of interest. The GRC dedicated research portal is a one-stop resource for anyone interested in working in or contributing to the development of the identified research field.

To carry out the various research activities, the GRC has an international and specialized staff. In terms of structure, each research program is composed of a program director, researchers and research assistants. Depending on the scope of a research program, a number of researchers are drawn from various sources, either internal or external, and

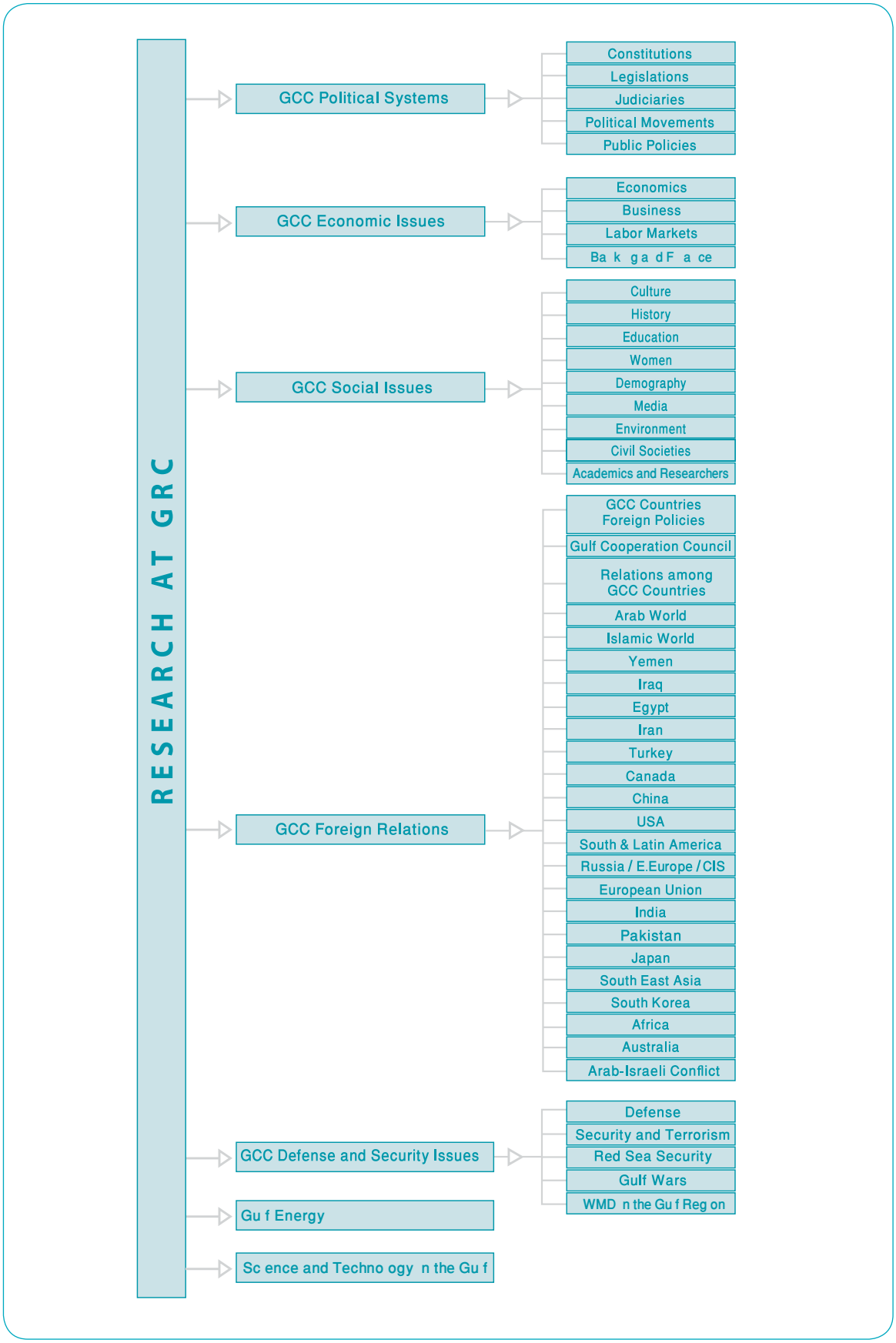
assigned to carry out the defined research. Researcher assignments can be short-term or long-term, depending on the nature and specific requirements of each research program, in each case making optimum use of existing in-house resources.

Visiting scholars and researchers as well as interns contribute to all ongoing research programs on a regular basis.

In addition to the existing research programs, the GRC also conducts specialized research projects that contribute to the overall research agenda of the organization.

A typical GRC research portal is structured in the following way:

GRC RESEARCH PROGRAM STRUCTURE



GRC Ranked among Top Think Tanks in Middle East and Worldwide

Since the first release in 2010 of the Global Go To Think Tank Index Report, the Gulf Research Center has been ranked as one of the leading think tanks in the Middle East and North Africa (MENA) region for five years in a row. The latest 2014 release in January 2015 listed the GRC as one of the top ten think tanks in the MENA region, as one of the leading 150 think tanks in the world, and as a top foreign policy and international affairs think tank. The GRC was also singled out for its public engagement and external relations effort; in addition, it was included in the listing of best institutional collaboration involving two or more think tanks. The annual Global Go To Think Tank Index Report, prepared by the Think Tanks and Civil Societies Program of the University of Pennsylvania, is the most comprehensive ranking of think tanks in the world, analyzing and looking at the roles of nearly 7000 such organizations worldwide. Within the MENA region, a total of 521 think tanks were evaluated.

The complete rankings are available under www.gotothinktank.com.

The GRC is also a regular participant of both the Global and Regional Think Tank Summits that have taken place in the Middle East and in Geneva in December 2014. Such collaboration is a cornerstone of the GRC's objectives to build worldwide networks with other leading think tanks in an effort to promote cooperation and improve effective policy work.

Top Think Tanks in the Middle East and North Africa (MENA)
1. Carnegie Middle East Center (Lebanon)
2. Al-Ahram Center for Political and Strategic Studies (ACPSS) (Egypt)
3. Brookings Doha Center (Qatar)
4. Center for Economics and Policy Studies (EDAM) (Turkey)
5. Institute for National Security Studies (INSS) (Israel)
6. Al Jazeera Centre for Studies (AJCS) (Qatar)
7. Turkish Economic and Social Studies Foundation (TESEV) (Turkey)
8. Gulf Research Center (GRC) (Saudi Arabia)
9. Begin-Sadat Center for Strategic Studies (Israel)
10. Center for Strategic Studies (CSS) (Jordan)
11. Association for Liberal Thinking (ALT) (Turkey)
12. Centre d'Etudes et de Recherches en Sciences Sociales (CERSS) (Morocco)
13. Egyptian Center for Economic Studies (ECES) (Egypt)
14. Regional Center for Strategic Studies (RCSS) (Egypt)
15. RAND-Qatar Policy Institute (Qatar)
16. Harry S. Truman Research Institute for the Advancement of Peace (Israel)
17. Information and Decision Support Center (IDSC) (Egypt)
18. European Stability Initiative (ESI) (Turkey)
19. Center of Arab Women for Training and Research (CAWTAR)(Egypt)
20. Economic Research Forum (ERF) (Egypt)

Gulf Research Center ranking in other categories:

Top Think Tanks Worldwide (US and non-US)
1. Brookings Institution (United States)
2. Chatham House (United Kingdom)
3. Carnegie Endowment for International Peace (United States)
4. Center for Strategic and International Studies (CSIS) (United States)
5. Bruegel (Belgium)
•
•
•
125. Gulf Research Center (GRC) (Saudi Arabia)

Top Foreign Policy and International Affairs Think Tanks (Worldwide)
1. Brookings Institution (United States)
2. Chatham House (United Kingdom)
3. Carnegie Endowment for International Peace (United States)
4. Council on Foreign Relations (CFR) (United States)
5. Center for Strategic and International Studies (CSIS) (United States)
•
•
•
46. Gulf Research Center (GRC) (Saudi Arabia)

Best Institutional Collaboration Involving Two or More Think Tanks (Worldwide)
1. German Marshall Fund of the United States (GMF) (United States)
2. Chatham House (United Kingdom)
3. Brookings Institution (United States)
4. Institute for International Political Studies (ISPI) (Italy)
5. Center for Economic and Social Development (CESD) (Azerbaijan)
•
•
•
40. Gulf Research Center (GRC) (Saudi Arabia and Switzerland)

Think Tanks with the Best External Relations/Public Engagement Program (Worldwide)
1. Carnegie Endowment for International Peace (United States)
2. Brookings Institution (United States)
3. Amnesty International (AI) (United Kingdom)
4. Center for Strategic and International Studies (CSIS) (United States)
5. Human Rights Watch (HRW) (United Kingdom)
•
•
•
42. Gulf Research Center (GRC) (Saudi Arabia)

New GRC Projects

The Gulf Labour Markets and Migration (GLMM) Programme

The GLMM programme, established in March 2013, is an international independent, non-partisan, non-profit joint programme of the Gulf Research Center and a globally renowned academic migration centre, the Migration Policy Centre (MPC – Florence). The GLMM programme provides data, analyses, and recommendations contributing to the improvement of understanding and management of Gulf labour markets and migration, engaging with and respecting the viewpoints of all stakeholders.

GLMM
Gulf Labour Markets and Migration

MIGRATION POLICY CENTRE

Gulf Research Center
Knowledge for All

www.gulfmigration.eu

Imco Brouwer
Executive Director
GLMM programme

Imco Brouwer has been affiliated with the Gulf Research Center since 2009, assisting in the setting up of the Gulf Research Meeting (GRM, 2009-2011) and establishing and managing the GLMM programme. Over the past two decades, he has worked with universities, research centres, foundations and non-governmental organizations, focusing on international migration, democratization, human rights, and higher education in the Middle East.

Key elements of the GLMM programme are:

- Taking a comprehensive view, including demographic, economic, legal, social, political, and administrative aspects of labour markets and migration;
- Collecting all relevant data and documents, first and foremost those produced in the countries of the GCC and also in the countries of origin;
- Conducting sound academic research and contributing to the development of the field of inquiry;
- Presenting policy analyses, representing and respecting all view points;
- Distributing the results to the widest range of actors in user-friendly formats;
- Engaging in dialogues with all stakeholders;
- Providing high quality academic and operational training in order to reinforce the capacities for producing migration-related data and analyses in the GCC;
- Contributing to the development of a network of researchers in which GCC nationals and nationals from the countries of origin are strongly represented.

The Gulf Labour Markets and Migration programme produces an array of publications addressing all major issues in different formats. By the end of 2014, it had published 15 papers, approx. 350 legal documents and 440 demographic and economic tables – all freely downloadable in pdf and excel. Together with Qatar University, it organized a regional workshop for researchers and policy makers in Doha in March 2014. It also organized a workshop at the Gulf Research Meeting in August 2014 and a panel at the Middle East Studies Association (MESA) annual meeting in November 2014. Its website http://gulfmigration.eu is increasingly visited by users based in the GCC, the countries of origin of Gulf migrants, and from elsewhere. The Gulf Labour Markets and Migration programme aims at serving a wide range of individuals as well as organizations, governmental and non-governmental, national and international. Being a joint programme of a university and a think tank, its activities are geared towards researchers and students on the one hand and policymakers, advocates and media on the other hand.

Prof. Philippe Fargues (MPC/EUI) and Prof. Nasra Shah (Kuwait University) are the scientific directors of the Programme and Mr. Imco Brouwer acts as its executive director.

The Gulf Labour Markets and Migration programme receives support from the International Migration Initiative (IMI) of the Open Society Foundations (OSF) and relies on the institutional resources of the GLMM.

INCONET-GCC2

INCONET-GCC2 is a three year (2014-2017) project sponsored by the European Commission – Directorate General for Research and Innovation – with a view to establish a "Science, Technology and Innovation International Cooperation Network between European Union and the Arab Gulf Countries aiming at bi-regional coordination towards HORIZON2020." The GRC Foundation is one of the consortium members participating in this project.

The overall goals of this project are:

- supporting institutional bi-regional policy dialog in Science, Technology and Innovation,
- strengthening bi-regional cooperation between research and innovation actors, especially in the context of the upcoming Horizon 2020 program and
- monitoring progress in bi-regional Science, Technology and Innovation cooperation.

The INCONET-GCC2 project is being implemented by by a consortium of 20 international institutional partners from the EU and GCC regions. The project aims to accomplish its broader objectives through practical steps that have specific objectives, including:

- Implementing a series of analyses feeding the policy dialogue and increasing its efficiency; monitoring INCONET-GCC2's own activities, with particular emphasis on their sustainability; and implementing coherent dissemination activities in order to increase visibility, impact and awareness;
- Building best practices for the future in order to promote and optimize joint research though clustering activities within the selected societal challenges areas (Diabetes and Smart Cities); organizing relevant thematic workshops in these areas to stimulate EU-GCC coordination towards joint HORIZON2020 proposals;
- Enhancing capacity building through: the facilitation of researcher mobility, summer schools, the support of existing National Contact Points and their expansion in order to cover the selected societal challenges, and the organization of information days and brokerage events in all the GCC countries;
- Roadmapping potential future research activities and providing recommendations to the European Commission and the national regulatory and funding authorities of the GCC countries.

2014 Workshops and Conferences

Promoting a Concept of Security and Cooperation in the Gulf Region

Working Session organized by the Bertelsmann Stiftung and GRC
Berlin
December 17, 2014

The Bertelsmann Stiftung and the Gulf Research Center held a one-day working session on how to promote and advance the concept of a system for security and cooperation in the Gulf region in Berlin, Germany on December 17, 2014. The workshop brought together 15 specialists both from the Gulf region, the wider Middle East, and other external states. The key objective was to elaborate on the concept itself and to elaborate on the necessary conditions by which such a concept can gain some form of policy relevance. The importance for such a discussion is highlighted by the fact that the current interplay of domestic, Gulf and Middle Eastern regional, and external forces and policies has led to a complex process of trying to protect and maintain the Gulf's precarious stability. The resulting uncertainty regarding the actors' strategic ambitions has been aggravated by the absence of a functioning framework in which security issues, in their wider sense and meaning, can be addressed. The Bertelsmann Stiftung and the GRC will continue their work on this issue during 2015

US-GCC Cooperation

Washington, D.C.
October 27, 2014

The Middle East Program of the Woodrow Wilson Center and the Gulf Research Center jointly organized a workshop on "US-GCC Cooperation." Among the panelists were Abdulaziz Sager, chairman and founder, Gulf Research Center; Abdulkhaleq Abdulla, Professor of Political Science, Emirates University; Abdullah Al-Shayeji, Chairman of the Political Science Department, Kuwait University; David Des Roches, Associate Professor, Near East and South Asia Center for Strategic Studies; and Payam Mohseni, Iran Project Director and Fellow, Iran Studies, Belfer Center for Science and International Affairs, Harvard University. The discussions were moderated by Michael Van Dusen, Senior Advisor, Woodrow Wilson Center and David Ottaway, Senior Scholar, Woodrow Wilson Center. The event was attended by 20 leading policy practitioners including Wilson Center Director Jane Harman. Dr. Sager spoke about the development of the GCC, prospects for GCC union, and the need for further integration in the region in light of the multiple challenges faced by the Middle East currently.

GCC Economic Integration: Challenges and Responses

Manama, Bahrain
September 22, 2014

The Gulf Research Center (GRC) in partnership with the Bahrain Center for Strategic, International, and Energy Studies (Derasat) organized a meeting entitled "GCC Economic Integration: Challenges and Responses." The meeting, attended by more than 30 GCC economic and energy specialists, discussed the economic dimensions of the Gulf Arab Unity Project. The different sessions of the event focused on issues such as how to broaden the economic base and diversify the economic resources of the GCC, the future of GCC energy policy, and how to promote the role of the private sector and increase its participation in supporting the GCC's economic strategy and integration.

The Gulf Forum 2014: Arabian Gulf and Regional Challenges

Riyadh, Kingdom of Saudi Arabia
September 15-17, 2014

The Gulf Research Center together with the Institute of Diplomatic Studies in Riyadh held the Gulf Forum 2014 under the title of "Arabian Gulf and Regional Challenges." The two-day conference brought together prominent personalities to discuss the key developments impacting the Gulf region and the consequences for both regional and external actors. Speakers included among others H.R.H Prince Abdulaziz bin Abdullah bin Abdulaziz, the Vice-Minister for Foreign Affairs; H.R.H Prince Abdulaziz bin Salman bin Abdulaziz, the Assistant Minister of Petroleum Affairs and Mineral Resources; H.E. Dr. Abdul Latif bin Rashid Al-Zayani, Secretary-General of the Gulf Cooperation Council; H.E. Anwar Gargash, Minister of State for Foreign Affairs of the United Arab Emirates; H.E. Jamal Al-Salal, Minister of Foreign Affairs of the Republic of Yemen; and H.E. Dr. Dhafer Nadhom Al-Ani, Member of Parliament of the Republic of Iraq.

The conference was divided into seven sessions: the GCC and Regional Changes; Challenges Pertaining to Developments in Iran, Iraq and Syria; the Impact on Gulf Security of Regional Political Transformations, Unconventional and Asymmetrical Challenges; External Powers and the Security of the Arabian Gulf; Gulf Security and the Role of Rising Powers; and finally, Future Perspectives. Given the current developments in the Middle East, the Gulf Forum 2014 was a timely event that was held at a critical and opportune time.

Gulf Research Meeting 2014

University of Cambridge, UK
August 25-28, 2014

The fifth edition of the Gulf Research Meeting (GRM) was held from August 25-28, 2014 at the University of Cambridge, UK. Since the GRM was first held in 2010, it has grown into a major event providing an opportunity for scholars, academics and policy makers from the Gulf region and outside to network and exchange views on developments related to the region. Over the years, the number of workshops has grown and lively discussions on a variety of subjects pertaining to the Gulf region have enlivened the interactions among scholars. Several publications have resulted from the GRM, providing an additional dimension.

GRM 2014 included 14 workshops in which more than 300 scholars, researchers and policy officials participated. H.E. Dr. Abdullatif Rashid Al-Zayani, Secretary-General of the Gulf Cooperation Council, gave the keynote address at the opening session of the meeting by highlighting the turbulence that is impacting the entire Middle East region making it difficult to predict what may happen next. The Secretary-General stated that the current instability has direct implications in terms of the stability of individual states, for the region as a whole, and in terms of the horrendous humanitarian cost being incurred. In addition to the address by H.E. Dr. Al-Zayani, Prof. Giacomo Luciani discussed developments in the critical energy field from the perspective of US moves toward energy independence. In their opening remarks, Amb. Stuart Laing, Master of Corpus Christi College at the University of Cambridge, and Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, welcomed the delegates.

Workshop on "Assessing the Unity of the Arab States of the Gulf"

University of Cambridge, UK
August 26-27, 2014

The Gulf Research Center organized a workshop for GCC graduate students working on degrees in the fields of political and social sciences at universities in the UK to discuss the unity of the Arab States of the Gulf. The workshop took place in conjunction with the 5th Gulf Research Meeting and consisted of four sessions, which focused on political, defence, security, and economic/social integration issues facing the GCC region. Led by Gulf integration

specialists, the workshop fostered wide-ranging discussions about the status and direction of unity efforts, as well as prospects for further unity and a deeper union among the member states of the Gulf Cooperation Council.

12th Gstaad Middle East Conference "The Middle East: Change and Upheaval 2014"

Gstaad, Switzerland
June 20–22, 2014

The Gulf Research Center, in partnership with the Geneva Centre for Security Policy (GCSP) and the Crown Center at Brandeis University, hosted the 12th Annual Conference on the Middle East in Gstaad, Switzerland on June 20-2, 2014. The conference brought together about 25 renowned regional, security, and policy experts in order to assess the current situation in the Middle East and North Africa. During the meeting, participants discussed the Arab Revolutions, the overall geopolitical and regional dynamics as it pertains to the Levant, Turkey, the Arab-Israeli issue, and the situation in Iraq, Iran, and the Gulf region. There was a session on the current nuclear negotiations with Iran and what it means for the wider region and its relations with outside powers. A policy brief summarizing the discussions has been released by the Geneva Center for Security Policy. click on the link below to view the policy paper.

2nd Think Tank Security Forum

Geneva, Switzerland
June 18-19, 2014

The Gulf Research Center Foundation held the second meeting of the Think Tank Security Forum (TTSF) on June 18 and 19, 2014 in Geneva, Switzerland. The aim of the Think Tank Security Forum is to create a platform for key think tanks in the world that focus on security issues to exchange knowledge, staff and best practices as well as to cooperate in order to propagate high-quality research. This platform is based on the commitment of each institute to exchange resources and ideas in order to develop to come up with an authoritative security agenda for today's ever-changing global landscape. In the second meeting, plenary sessions were held on the changing global geopolitics, migration, and energy security and its corresponding challenges.

GCC-UK Relations Workshop

London, UK
June 12-13, 2014

With the regional Middle Eastern environment facing a period of unprecedented turbulence, the Gulf Research Center and Chatham House held a two-day workshop in London on June 12 and 13 to explore the various dynamics of developments in

the Middle East and the Gulf and the implications this holds for GCC-UK ties. While the UK and the GCC states can look back on a long period of close ties defined by many common interests, the discussion at the workshop pointed to the many new challenges that have emerged including the perception among the GCC states that the policies by the Western states including the UK have further exacerbated many of the regional crises. Participants agreed that mutual strategic interests still prevail, but there was also a sense from the GCC side that UK regional policy suffers from a degree of credibility and trust. The discussion further highlighted the fact that a return to some form of stability was an extremely complex undertaking and that one needed to look at regional issues from both a short- and long-term perspective.

The 2nd Saudi Economy Conference "National Economy: Challenges and Ambitions"

Jeddah, Saudi Arabia
April 22-24, 2014

The Kingdom of Saudi Arabia was ranked as one of the twenty richest countries in the world and has achieved impressive growth in recent years. This has enabled the Kingdom to withstand the effects of the global financial crisis, while the consequences of subsequent economic aftershocks are still affecting most of the other global economies. In this context, a conference titled "National Economy: Challenges and Ambitions" was organized by the Faculty of Economics and Administration in King Abdulaziz University in cooperation with GRC. The conference was attended by His Royal Highness Prince Muqrin bin Abdulaziz Al-Saud, Deputy Crown Prince, Second Deputy Prime Minister, Advisor and Special Envoy of the Custodian of the Two Holy Mosques, and His Royal Highness Prince Miteb bin Abdullah bin Abdulaziz Al-Saud, Minister of the National Guard

Panel discussion themes included Role of the Military and Security Institutions in the National Economy, Transport Sector, Healthcare, Renewable Energy, Employment and Labor Market, and Endowment (Waqf) and its Role in the National Economy. The conference discussed the challenges and goals in these areas. The first "Saudi National Economy: Challenges and Ambitions" conference was successfully organized during May 7- 9, 2012.

Human Rights in Saudi Arabia: Perspectives and Development

Roundtable held on the sidelines of the UN Human Rights Council meeting
Geneva
March 18, 2014

The GRCF held a roundtable entitled "Human Rights in Saudi Arabia: Perspectives and Development" at the Press Club in Geneva, Switzerland. The event was organized on the sidelines of the Saudi Arabia Universal Periodic Review (UPR) which took place as part of the 25th session of the United Nations Human Rights Council. In his opening remarks, Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, stated that the combination of necessary political will and increased domestic involvement is creating the way forward in terms of human rights implementation in the kingdom. Together with the UPR review process, the roundtable itself was an effort to encourage further debate on the subject and provide a Saudi perspective on many aspects of human rights dominating the current discussions.

GCC-Germany Business and Investment Forum

Berlin, Germany
March 12, 2014

The GCC-Germany Business and Investment Forum focused on the multifaceted economic relations between Germany and the GCC states. In their welcome remarks, Olaf Hoffman, Vice Chairman of the Arab-German Chambers of Commerce (Ghorfa), and Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, highlighted the importance of the GCC-Germany Forum to foster a stronger and deeper relationship between the two sides. With the GCC states involved in a wide-ranging transformation process that includes tremendous economic opportunities, the time is right to build on the foundation that already exists. The Forum presented an opportunity for high-level representatives from the political and economic fields on both sides to engage with one another. Experts discussed current economic trends and cooperation possibilities between Germany and the GCC countries in sessions devoted to logistics, health, education and energy sectors.

Labour Migration in the Arab Gulf Countries: Issues, Data, Documents and Research, *Doha, Qatar*

March 9-10, 2014

The Gulf Labour Markets and Migration (GLMM) Programme co-organized with Qatar University's Social and Economic Survey Research Institute (SESRI) and Gulf Studies Center (GSC) a two-day roundtable discussion titled "Labour Migration in the Arab Gulf

Countries: Issues, Data, Documents and Research." The event brought together a large number of representatives from GLMM, SESRI and GSC, Qatari officials from the Ministry of Labor, Qatar Statistics Authority, Qatar Foundation and Qatar General Secretariat for Development Planning; officials from the ministries of labor, statistical bureaus and planning institutes of the GCC countries; representatives from international organizations; and academics from/based in the GCC countries and elsewhere.

Participants sought to identify key issues for the upcoming two-five years for the Arab Gulf States concerning labor markets and migration; assess the state of research in terms of topics, quality and usefulness for policy reform and suggesting an agenda for the upcoming 2-5 years; evaluate the availability, reliability, validity, comparability and accessibility of demographic, economic, legal, social, and administrative data (statistical and survey), documents and records and evaluate them for the upcoming two-five years. The GLMM's website (http://gulfmigration.eu) was officially introduced at the meeting.

Topics covered during the discussion included an assessment of Qatarization and, in general, of the strategies of all GCC countries to nationalize their workforce, as well as the need for evidence-based migration policy-making.

Visions of Gulf Security

Ca'Foscari University, Venice
March 9, 2014

The Gulf is experiencing significant new challenges to its security and to traditional thinking about its security policies. A workshop titled "Visions of Gulf Security" was organized in collaboration with the George Washington University and Georgetown University School of Foreign Service in Doha to consider in depth the new security challenges and responses. It brought together scholars from the United States, Europe and the Gulf. Three panels were held over the course of the day on: GCC and Iran's Nuclear Program; Islamist Movements and Sectarianism; and Transnational and Human Security Issues.

Gulf States Unity Issues

Cairo, Egypt
February 26-27, 2014

The Gulf Research Center and the Al-Ahram Center hosted a workshop on Gulf States Unity issues. The workshop brought together specialists and policy officials to look in-depth at the political, economic, security, and defense aspects of Gulf integration and provide recommendations on how to operationalize the Gulf Union concept. During the discussion, various Arab views on Gulf integration were presented. The workshop is part of a larger GRC project on the issue of GCC unity.

GRC Participation, Presentations and Meetings

December 10, 2014

Dr. Abdulaziz Sager, Chairman of the GRC attended and spoke at the North Atlantic Council–ICI seminar celebrating the 10th anniversary of the Istanbul Cooperation Initiative held in Doha, Qatar. NATO Secretary General Jens Stoltenberg held the keynote address outlining the need for deeper political and practical cooperation between NATO and Gulf partners.

December 4-6, 2014

Dr. Christian Koch, Director of the GRC Foundation, attended the Global Think Tank Summit 2014: Think Tanks, Public Policy, and Governance - National, Regional and Global Perspectives held in Geneva, Switzerland. The event organized by the Think Tanks and Civil Societies Program of the University of Pennsylvania and the Graduate Institute, Geneva, brought together more than 80 leading think tanks from around the world in order to focus on the promoting partnerships as a means to foster innovation and change. The next Global Think Tank Summit is scheduled for October 2015 in Milan, Italy.

December 3-5, 2015

Dr. Abdulaziz Sager, Chairman of the GRC attended and spoke at the FIKR 13 event of the Arab Thought Foundation held in Morocco. The event was held under the patronage of HRH King Mohammed VI of Morocco, under the banner of 'Arab Integration: The Dream of Unity and the Reality of Division'.

November 28-29, 2014

Dr. Mustafa Alani, Senior Advisor and Program Director for Defense and Security Studies at the GRC participated in the 14th Session of the Koerber Dialogue Middle East entitled: "ISIS and the End of the Middle East as we know it: A New Quality of Disorder and how we deal with it." The event was held in Berlin, Germany.

November 25 and 26, 2014

Dr. Christian Koch, Director of the GRC Foundation, Geneva, attended the conference titled "Shifts and Changes in the World System and Its Impact on the Middle East (Gulf Region)" held in Doha, Qatar. The event was organized by the Strategic Studies Center (SSC) of the Qatari Armed Forces and the Geneva Center for Security Policy and addressed foreseeable shifts in global geopolitics and their implications for the Middle East, notably the security dimensions of political transitions in the region. The Minister of Defense of Qatar H.E. Major General Hamad bin Ali Al Attiyah opened the conference.

November 20, 2014

Dr. Abdulaziz Sager, Chairman of the GRC spoke at the 68th Annual Conference of the Middle East Institute in Washington DC entitled "Navigating the Storm: The Middle East in 2015" on the panel "Containing the Islamic State." The conference was attended by more than 1,000 persons and was live streamed by Al-Jazeera.

November 10-11, 2014

Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, spoke at the Berlin Foreign Policy Forum of the Koerber Foundation in Germany on the panel entitled "The Middle East in Disarray." The event was opened by German Foreign Minister Franz-Walter Steinmeier and the High Representative of the European Union for Foreign Affairs and Security Policy, Frederica Mogherini.

October 31, 2014

Dr. Abdulaziz Sager gave a presentation at the Atlantic Council of the United States to a select audience including Amb. Francis Ricciardone, Director of the Rafik Hariri Center for the Middle East at the Atlantic Council. The discussion focused on Middle East regional issues and their implications.

October 31, 2014

Dr. Abdulaziz Sager and Dr. Christian Koch met with Terry A. Wolff, LTG, USA (Ret.), Director of the Near East South Asia Center for Strategic Studies at the National Defense University, and Professor David Des Roches, Associate Professor and Senior Military Fellow, Near East South Asia Center for Strategic Studies, National Defense University. During the meeting, they discussed regional developments and also relations between the two institutions.

October 30, 2014

Dr. Abdulaziz Sager and Dr. Christian Koch held a roundtable discussion at the US Department of State's Bureau of Intelligence and Research (INR) with country desk officers, Deputy Assistant Secretaries, and others who deal with the Arabian Peninsula. The discussion focused on recent developments in the Middle East and the perspective from the GCC countries. This was followed by a discussion with the Directorate for Strategic Plans & Policy (J-5), Deputy Directorate Middle East (DDME), Gulf Cooperation Division (GCD) at the Pentagon in Washington, D.C. In the evening, Dr. Sager and Dr. Koch attended a private dinner discussion

organized by Judith Kipper, Director of Middle East Programs, and Member, Board of Directors, Institute of World Affairs.

October 29, 2014

Dr. Abdulaziz Sager took part in a panel discussion at the Carnegie Endowment for International Peace in Washington, D.C. on the subject of "The Islamic State and the Middle East's Shifting Geopolitical Landscape." Other speakers included Marwan Muasher of the Carnegie Endowment and Soli Özel of Kadir Has University. The discussion was moderated by Michele Dunne from the Carnegie Endowment. Dr. Christian Koch, Director of the Gulf Research Center Foundation spoke at the 23rd Annual US-Arab Policymakers Conference on the panel entitled "Regional Views on the Arab-U.S. Relationship."

October 29, 2014

Dr. Abdulaziz Sager spoke at the Council on Foreign Relations in Washington, D.C. on "A Saudi Perspective on Challenges to Middle East Stability." The event was attended by nearly 100 participants with the discussion moderated by Meghan O'Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs at Harvard University Kennedy School.

October 27-28, 2014

Dr. Oskar Ziemelis, Director of Cooperation, GRC participated in the Solar Arabia Summit in Riyadh, Saudi Arabia. The Summit brought together policymakers, researchers, industry representatives, and government officials to discuss solar energy issues relating to the Kingdom of Saudi Arabia and the Gulf region. Dr. Ziemelis participated in the panel entitled "MENA Countries' Ambition to become a Solar Hub: Policies and Incentives to Support Investment" which addressed solar energy tariffs, legislation, and strategies. He also moderated the panel entitled "Which Solar Technology is Best Suited for Saudi Arabia: PV versus CSP."

October 25-30, 2014

Dr. Mohamed Abdel Raouf, Research Fellow - GRC Environment Research

Program, participated in the 47th Global Environment Facility (GEF) Council meeting and its preparatory Civil Society Organization (CSO) meetings as well as in the GEF-CSO Consultation meeting held in Washington, D.C. Dr. Raouf chaired a session on interactive dialogue and the role of the GEF-CSO Network during the GEF-CSO Consultation meeting. GRC participated in these meetings in its current capacity as the Regional Focal Point in the GEF-CSO Network for the West Asia region.

October 21-23, 2014

Dr. Mohamed Abdel Raouf participated in the Global Intergovernmental and Multi-stakeholder Meeting at the sixth edition of the Global Environment Outlook (GEO-6) report event held in Berlin, Germany. The governments and stakeholders endorsed the guiding framework for the report and the criteria to guarantee a scientifically robust process for the GEO-6 report. GRC participated in the meeting in its current capacity as the Global Focal Point of the Science and Technology Major Group of UNEP.

October 14-15, 2014

Dr. Oskar Ziemelis represented the GRC Foundation at the INCONET-GCC2 project conference entitled: "Smart Cities for Sustainable Development: European and GCC Perspectives" hosted by the Masdar Institute, Abu Dhabi. The first day of the event focused on "Smart Cities and Sustainable Urban Development" while the second day saw the launch of the EU's Horizon 2020 research funding program in the UAE, with a special emphasis on "Smart Cities." The objectives of the two-day event included: a) highlighting the challenges linked to Urban Development and promoting the Smart Cities model and related technologies; b) promoting dialog and fostering cooperation among key international institutions and experts focusing on Smart Cities; and c) raising awareness on various funding opportunities available for the development of the Smart Cities model - in particular, the EU's Horizon 2020 Program.

October 13-14, 2014

Dr. Christian Koch participated in a workshop on "Geopolitical Trends in the Middle East and North Africa" in Marrakech, Morocco. The event was sponsored by FRIDE, Hivos and the Norwegian Ministry of Foreign Affairs. As part of the proceedings, Dr. Koch gave a presentation on "The Gulf States in a Changing Regional Environment."

October 12, 2014

GRC Chairman Dr. Abdulaziz Sager hosted German Foreign Minister Franz-Walter Steinmeier and his delegation for a round-table discussion in Jeddah on the occasion of the Foreign Minister's visit to the

Kingdom of Saudi Arabia. During their discussion, the participants reviewed developments in the Middle East and evaluated how the GCC states and Germany can work together towards bringing some of the urgent issues towards some form of resolution.

September 4-5, 2014

Dr. Christian Koch held meetings in Brussels with the following people:

- Mychelle Rieu, Human Rights Advisor to Mr. Stavros Lambrinidis, EU Special Representative for Human Rights;
- Benoit Chapas, GCC countries and Yemen, European External Action Service (EEAS), and Fedja Zlobec, International Relations Officer, GCC, EEAS;
- Antonis Alexandridis, Policy Officer, Human Rights Policy Guidelines and Multilateral Cooperation, EEAS;
- Joachim Koops, Dean, Vesalius College, Brussels;
- Julianna Huszar-Dekany, Office of Mr.Andras Gyurk, Member of the European Parliament;
- Prof. Erwan Lannon, Ghent University, Belgium;
- Amb. Adam Kulach, Head of EU Delegation, Riyadh.
- Elisabeth Tison, Head of Division, Human Rights Strategy and Policy Implementation, European External Action Service and Antonis Alexandridis, Policy Officer, Human Rights Policy Guidelines and Multilateral Cooperation, European External Action Service;
- Laure Alteirac, Office of Michelle Alliot-Marie, Member of the European Parliament;
- Patrice Lenormand, Deputy Head of Unit, Governance, Democracy, Gender, Human Rights, Directorate General for Development and Cooperation, EuropeAid, European Commission;
- John O'Rourke, Head of Division, Arabian Peninsula, Iran and Iraq, European External Action Service;
- H.E. Amal al-Hamad, Ambassador of the Gulf Cooperation Council to the European Union.

August 25, 2014

The fifth Board of Trustees meeting and the Annual General Meeting of the Gulf Research Centre Cambridge (GRCC) convened at St. Catharine's College, University of Cambridge, to discuss the activities of the GRCC during the past year, define plans for the coming year, and address administrative issues. During the meetings, Mr. Ahmed Sager was elected to the Board and warmly welcomed by the Trustees.

The GRC Foundation Council held its annual meeting on the sidelines of the 2014 Gulf Research Meeting. This was the ninth Council meeting and it took place at St. Catharine's College, University of Cambridge. Dr. Christian Koch, GRCF Director, presented his report on the activities of the Foundation over the previous year, and the Council members discussed plans and the outlook for the period until the summer of 2015.

August 21-22, 2014

GRC Chairman Dr. Abdulaziz Sager took part in the Prague Meeting on “Current Conflicts and Challenges in the Region” organized by the University of Ottawa. Dr. Sager spoke on the subject of “Outside Engagement in the Region and its consequences.”

July 15, 2014

Dr. Christian Koch participated in a discussion on the geopolitical situation in the MENA region at the FRIDE institute in Madrid. The event brought together representatives from numerous think tanks and universities in Europe and the Middle East region.

July 7, 2014

Dr. Christian Koch participated in a roundtable discussion in Berlin on the situation in the Middle East following the advance of the ISIS. Representatives from the German Federal Foreign Office, the chancellor's office, the German Parliament, and various think tanks participated in the discussion. Dr. Koch provided a perspective from the Gulf region. The off-the-record exchange also looked at the potential implications of further turmoil and radicalization for the states of Iraq and Syria and for Germany and Europe as a whole.

June 20-27, 2014

Dr. Mohamed Abdel Raouf participated in the first United Nations Environment Assembly (UNEA) of UNEP and the 15th Global Major Groups and Stakeholders Forum (GMGSF-15) held in Nairobi, Kenya. He chaired the session relating to the high level segment of UNEA during GMGSF-15. GRC participated in the meeting in its current capacity as the Global Focal Point of the Science and Technology Major Group of UNEP.

June 23, 2014

GRC organized an event titled "Water-Energy-Food Nexus in the Arab World: A Key for the Green Economy" on the sidelines of the first United Nations Environment Assembly of UNEP in Nairobi, Kenya. The event presented experiences from civil society organizations in the Arab World in the fields of Water, Energy, and Environmental Awareness. The keynote speakers were Dr. Babakr Abd-Allah Ibrahim, Undersecretary of the Ministry of Environment, Forest and Urban Development, Sudan and Dr. Iyad Abumoghli, Director and Regional Representative, UNEP, ROWA.

May 20, 2014

Dr. Christian Koch took part in the "Review 2014" conference of the German Foreign Office and the Koerber Stiftung held in Berlin, Germany. The event was opened by the German Foreign Minister Franz-

Walter Steinmeier and focused on both the external and internal views of the status of German foreign policy, its expectations, and its continued development.

May 19, 2014

Dr. Christian Koch participated in a discussion on "What is Left of the Revolution? How the Arab World is Developing and What It Means for German Foreign Policy" hosted by the Bertelsmann Foundation, the Humboldt-Viadrina School of Governance, and the Magazine Zenith. The discussion focused in depth on the results of the 2014 Bertelsmann Transformation Index which gauges political and economic development in more than 120 countries worldwide to identify trends that are critical to a country's transformation towards a market economy and a democratic political order.

May 9-10, 2014

Dr Mustafa Alani, Director of the Security and Defense Studies Department, participated in the 13th Korber Dialogue Middle East held in Berlin on the topic "Elements of a New Regional Order in the Middle East."

April 17, 2014

GRC Chairman Dr. Abdulaziz Sager gave a lecture to the political science students at King Abdulaziz University, Jeddah.

April 2-4, 2014

Dr. Mohamed Abdel Raouf participated in the "Arab High Level Forum on Sustainable Development" in Amman, Jordan. The meeting was organized by the League of Arab States, the UNEP West Asia office in Bahrain, and the Economic and Social Commission for West Asia (ESCWA). The meeting discussed the post-2015 agenda and Sustainable Development Goals (SDGs). GRC participated in the meeting in its current capacity as the Global Focal Point of the Science and Technology Major Group of UNEP.

March 26-29, 2014

Dr. Abdulaziz Sager spoke on the "GCC and the Arab Uprisings" at the 5th annual conference on Political Change in the Arab World organized by the Koc University, Turkey and the Stanford University, US and held in Istanbul, Turkey.

March 24-28, 2014

Dr. Mohamed Abdel Raouf participated in the first meeting of the Open-Ended Committee of Permanent Representatives (OECPR) to the United Nations Environment Program (UNEP) held at the UNEP head-quarters, Nairobi, Kenya.

March 17-19, 2014

Dr. Mustafa Alani participated as a speaker in the regional workshop on "The Future of Peace Operations" organized by the German Friedrich Ebert Foundation (FES) in cooperation with Stockholm International Peace Research Institute (SIPRI) in Amman.

February 23-25, 2014

Dr. Christian Koch participated in the Strategic Studies Summit held in Bangkok, Thailand. He spoke in the Strategic Conversations session focusing on the impact of the Arab transitions. The summit brought together more than 60 institutions from across the world with an emphasis on the Middle East and South Asia.

February 21, 2014

HRH Prince Salman Bin Abdul-Aziz Al Saud was conferred an honorary doctorate of laws by the Waseda University, Japan at a function held in Tokyo. Noriko Suzuki, Director for Asia and Australia for the GRC Foundation in Japan, attended the event.

February 18-19, 2014

Noriko Suzuki participated in the inaugural function of the “Invest in Saudi” exhibit held at Mandarin Oriental Hotel, Tokyo. This event was mainly supported by the Saudi Arabian General Investment Authority (SAGIA), ARAMCO as well as JCCME, JETRO. The aim was to strengthen Saudi Arabia’s global partnerships with Japan as well as attract increased investment from Japan into the Kingdom. The importance of an event like the Invest in Saudi exhibit, which helps the Kingdom in its economic diversification effort by enabling increased

foreign investment, was reinforced by HRH Crown Prince Salman Bin Abdulaziz Al Saud's visit to Tokyo.

February 13-14, 2014

Dr. Abdulaziz Sager spoke at the conference of the NATO Defense Foundation on "Security in a no one's world? - Game Changers" with a presentation entitled "Political Game Changers: The Arab Region in Trouble."

February 11, 2014

Dr. Oskar Ziemelis represented the GRC Foundation at the kick off meeting of the INCONET-GCC2 project at the Higher Colleges of Technology Abu Dhabi Men's College, which brought together the 20 consortium members participating in this EU-GCC project whose full title is "Science, Technology and Innovation International Cooperation Network between EU and the Arab Gulf Countries Aiming at Bi-regional Coordination towards HORIZON2020." The meeting allowed the consortium members to discuss project management, logistics, communications, and best practice issues related to the project.

February 10, 2014

The Ca' Foscari University in Venice hosted a lecture on "Environment and Geo-Strategy: The Shape of Future Conflicts, the Roots of a New Peace" delivered by Grammenos Mastrojeni, Minister Counselor in Italian Ministry of Foreign Affairs. Prof. Matteo Legrenzi, Associate Professor of International Relations and Gulf Studies at Ca' Foscari University, served as a discussant.

January 31, February 2, 2014

Dr. Christian Koch attended the eleventh session of the Academic Peace Orchestra Middle East held in Valetta, Malta. The meeting was held under the title of "Conceptualizing Limitations, Reductions, and Disarmament in the Middle East" with Dr. Koch making a presentation on the foreign policy priorities of the GCC states and Saudi Arabia.

January 23–24, 2014

During a visit to London, Dr. Christian Koch participated in two workshops organized by the Middle East Centre of the London School of Economics (LSE). The first workshop was held under the title of "Citizenship in the MENA region" while the second focused on "Addressing the Demographic Imbalance in the Gulf States: Implications for Labor Markets, Migration and National Identity."

January 8–9, 2014

Dr. Mustafa Alani participated in the activities of the Sultanate of Oman National Defense University (Oman NDU). He delivered four lectures on regional security issues.

Supporting the Gulf Research Center

The Gulf Research Center operates on an independent, not-for-profit basis; thus, it puts all income back into its research programs and associated activities, in this way preserving and maintaining its independence and continuity. There are two principal ways for institutions with an interest in the Gulf region to support the work of the Gulf Research Center:

1. Tax Deductible Donation

As a not-for-profit organization, the GRC depends significantly on donations to maintain the continuity of its work and therefore we turn to you to request that you support the work of the Gulf Research Center through a donation. Donations can be made either to the GRC Foundation, Geneva or to the GRC Cambridge, UK.

Make a Donation to the GRC Foundation, Geneva

The GRC Foundation is a registered Swiss Foundation governed by its Memorandum and Articles as well as by Articles 80 and thereafter of the Swiss Civil Code through its governing Council. The GRCF was registered with the Commercial Register of Geneva on 7 July 2007 under number 8659/2007 (Swiss Federal Registration Number: CH-660-1637007-9), which makes it eligible to receive donations that are tax deductible. To make a donation to the Gulf Research Center Foundation, please send an email to support grcf@grc.net.

Make a Donation to the GRC Cambridge, UK

The Gulf Research Centre Cambridge Limited is a registered UK Charity governed by its Memorandum and Articles and the UK Charities Act through its Board of Trustees. The GRC Cambridge was registered with Companies House, UK on 20 August 2009 under number 6996970 as a private company limited by guarantee. It was granted Registered UK Charity status on 14 July 2011 under Registered Charity number 1142875, which makes it eligible to receive donations that are tax deductible. To make a donation to the Gulf Research Centre Cambridge, please send an email to support grcc@grc.net

2. Sponsorship of the Gulf Research Meeting (GRM) at the University of Cambridge (GBP 25,000):

Sponsorship benefits include -

- Logo on GRC and GRM websites and in publications related to the event
- Naming rights for a workshop to maximise visibility
- Free event attendance
- GCC and Western Media coverage of the event
- Networking and marketing opportunities

To sponsor the GRM, please send an email to: support grcc@grc.net

For more information, please visit our website www.grc.net/Membership or send an email to : support grcf@grc.net or support grcc@grc.net

Gulf Research Center
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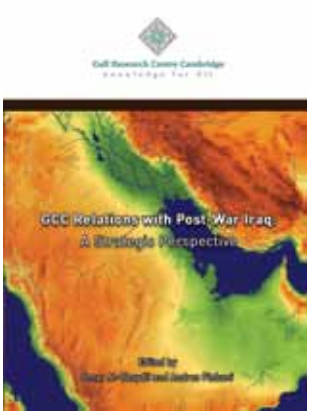
Publications 2013-2014

GCC Relations with Post-War Iraq: A Strategic Perspective

Edited by: Omar Al-Ubaydli and Andrea Plebani

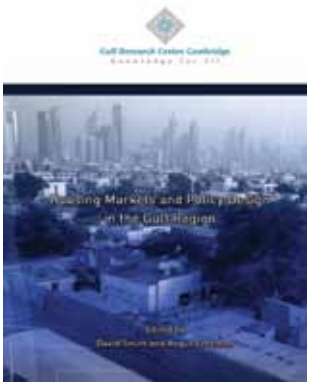


This volume contains the contributions to the Gulf Research Center workshop entitled: "Gulf Cooperation Council (GCC) Relations with Post-War Iraq: A Strategic Perspective," held during the July 2013 Gulf Research Meeting in Cambridge, UK. The papers examine the history and future of the often fractious relationship between Iraq and the GCC countries. The backdrop is the US dominance of security arrangements in the Arabian Gulf region for most of the post-war period. The volume's contributions explore the underlying reasons for the region's instability from a variety of perspectives and with an emphasis on the GCC's relationship with Iraq. Topics covered include: Iraq's federal architecture, the highly controversial role of Iran, the effects of regional sectarianism, the possibility of Iraq becoming a member of the GCC, the impact of Chinese oil demand, the evolving nature of US regional military deployments, and the expanding use of social media by religious clerics.

The volume's goal is to produce operational recommendations for senior government figures. To that end, each author provides two lists of recommendations for improving the region's stability: one targeting GCC policymakers and the other targeting their Iraqi counterparts. There is a strong consensus concerning the need for a more inclusive and multilateral approach to regional security, and for any such approach to be spearheaded by the region's principle stakeholders: Iraq, Iran and the GCC countries themselves. However, the precise nature of a potentially successful common security strategy remains an area of considerable controversy.

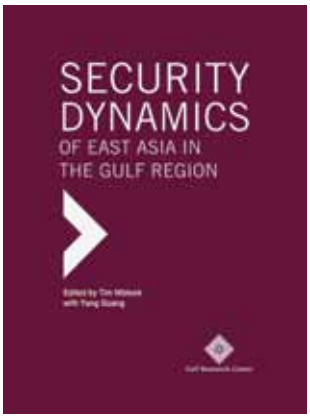
Housing Markets and Policy Design in the Gulf Region

Edited by: David A. Smith and Angus Freeman



Housing is what creates and defines cities, and affordable housing is what makes successful and scalable cities. Indeed, housing is the spatial expression of a society's values and morality, and of its commitment to an inclusive society. In the Gulf region, characterized by rapid urbanization and astonishing transformation over the last two decades, housing is absolutely urgent as a national priority.

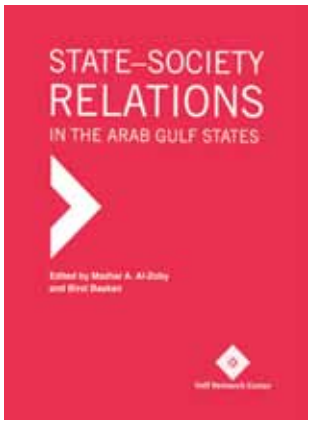
The Gulf region has an unusually large number of factors that make the emergence and development of quality affordable housing a challenge without obvious parallels or examples elsewhere in the world. As a result, the region presents a set of housing and affordable housing delivery challenges unique in their own right. These challenges will require solutions based on innovation in both the private and public sectors.



Security Dynamics of East Asia in the Gulf Region

Edited by: Prof. Tim Niblock and Yang Guang

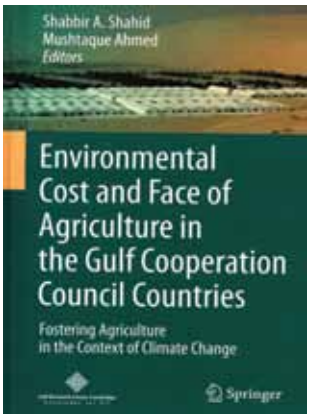
The Gulf region's primary economic relationships are rapidly shifting from West to East. Relations with China, Japan and South Korea are becoming increasingly strategic in nature: based on a degree of mutual dependence far greater than is present in Gulf-Western relations. The balance of global politics will be critically affected by this powerful emerging relationship. This book provides documentation of the trend and examines some of the political and strategic issues which follow from it.



State-Society Relations in the Arab Gulf States

Edited by: Mazhar A. Al-Zoby and Birol Baskan

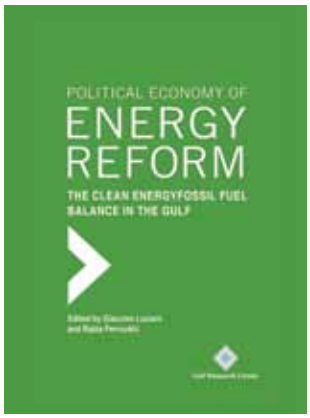
This book examines the strategies and dynamics through which state-society relations in the Arab Gulf region have been cultivated, and explores the alternative political, social, economic and popular changes that threaten these relations. The work focuses on understanding how state sovereignty has been shifting to accommodate internal social, cultural, and intellectual forces and how these forces have managed to balance social and political powers in order to function within and co-exist alongside the state. Case studies give specific examples of how social forces, popular movements, social media and youth culture are actively influencing cultural attitudes and practices as well as political actions.



Environmental Cost and Face of Agriculture in the Gulf Cooperation Council Countries

Edited by: Shabbir A. Shahid and Mushtaque Ahmed

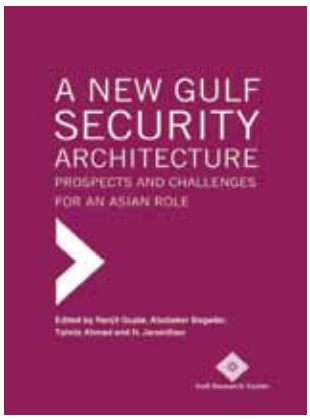
This volume presents the outcome of an Agriculture Workshop organized by the Gulf Research Centre Cambridge (GRCC), and held at Cambridge University, UK during the Gulf Research Meeting 11-14 July 2012. The workshop, entitled "Environmental Cost and Changing Pace of Agriculture in the Gulf States" was attended by participants from Australia, Bahrain, India, Kuwait, Oman, Saudi Arabia, Turkey, UAE, UK, and Morocco. These scientists, educators, researchers, policy makers and managers share their experience in agriculture in the Gulf States, with the aim of helping to improve agriculture production and thus bridge the gap between local production and the food import. The book covers topics such as the prospects of agriculture in a changing climate; the potential of climate-smart agriculture; the impact of food prices, income and income distribution on food security; improved efficiency in water use; challenges in using treated wastewater in agriculture; investment in foreign agriculture and agricultural research and development. The papers span the nations of the Gulf Cooperation Council, with specific case studies set in Oman, Bahrain and Kuwait.



The Political Economy of Energy Reform: The Clean Energy-Fossil Fuel Balance in the Gulf

Edited by: Giacomo Luciani and Rabia Ferroukhi

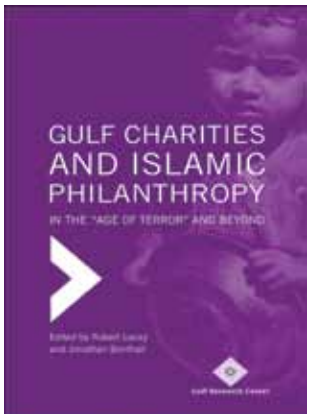
Climate change requires coordinated global responses. All nations, including major Gulf Arab oil producers, should implement policies to contain greenhouse gas (GHG) emissions. Yet all realistic scenarios point to the continuing global need for fossil fuels. The countries of the Gulf Cooperation Council (GCC) thus face a dilemma between continuing development and use of their fossil fuel endowments and increasing reliance on low carbon sources, such as nuclear, solar or wind. This book explores various facets of the dilemma. The volume is the product of a workshop held during the 2012 Gulf Research Meeting organized by the Gulf Research Centre, Cambridge.



A New Gulf Security Architecture: Prospects and Challenges for an Asian Role

Edited by: Ranjit Gupta, Abubaker Bagader, Talmiz Ahmad and N. Janardhan

This book explores how growing economic ties between Asian countries and the Gulf Cooperation Council (GCC) could impact their future relationship. It postulates that the stage is now set for strategic partnerships and highlights how some Asian countries have been explicit about showcasing their power and influence in the Gulf region. While exploring an alternative and broad-based security architecture, it identifies the challenges that any probable Asian cooperative approach could face as the countries of the Arabian Gulf show signs of looking beyond the United States to develop their long-term strategic interests. The volume is a product of a workshop held during the 2012 Gulf Research Meeting organized by the Gulf Research Centre, Cambridge.



Gulf Charities and Islamic Philanthropy in the "Age of Terror" and Beyond

Edited by: Robert Lacey and Jonathan Benthall

"Gulf Charities and Islamic Philanthropy in the 'Age of Terror' and Beyond" is the first book to be published on the charities of Saudi Arabia and the Arabian Gulf, covering their work both domestically and internationally. From a diversity of viewpoints, the book addresses the historical roots of Islamic philanthropy in religious traditions and geopolitical movements; the interactions of the Gulf charities with "Western" relief and development institutions – now under pressure owing to budgetary constraints; numerous case studies from the Middle East, Africa, and South Asia; the impact of violent extremism on the sector, with the legal repercussions that have followed – especially in the USA; the recent history of attempts to alleviate the obstacles faced by bona fide Islamic charities, whose absence from major conflict zones now leaves a vacuum for extremist groups to penetrate; and the prospects for a less politicized

Islamic charity sector when the so-called “war on terror” eventually loses its salience. The volume is a product of a workshop held during the 2012 Gulf Research Meeting organized by the Gulf Research Centre, Cambridge.

GCC-India Relations.

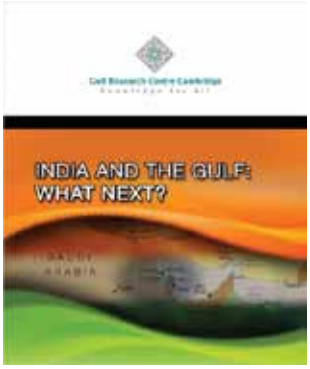
Edited by: Ranjit Gupta and Christian Koch

Rather than just stress the present comfort zones, the essence of this book lies in its emphasis on an institutional and practical approach to diversify relations between the Gulf Cooperation Council (GCC) countries and India beyond the economic realm in future. The prescriptions to realize this from two teams of academic scholars and diplomatic practitioners of the GCC countries and India, who interacted as part of a unique Track 1.5 effort, form the core of the book. Covering the energy, economic, diasporic, political, security, international, social, environmental and cultural dimensions of the relations between the two sides, the chapters outline ways to transform the current engagement into a strategic one. In the process, the book analyzes the ground realities as they are, explores areas to intensify cooperation, identifies obstacles and advocates ways to circumvent them in order to ensure a win-win situation. The fact that the various chapters approach this exercise from different timeframes adds to the novelty of the book. Further, since the effort of all the authors is deliberately geared towards recommending policy-oriented steps to the governments on both sides, it is a treasure trove of workable ideas and options that bears the potential to significantly upgrade GCC-India relations in the short, medium and long terms.

The Gulf and Latin America: An Assessment of Expectations and Challenges

Edited by: Alejandra Galindo

Since the last decade of the 20th century, there has been an increase in South-South trade, which is also reflected in the trade between the Gulf and Latin American countries. While trade between the two sides grew substantially during the last decade, there are also renewed attempts to cooperate in other fields. The opening of embassies in Latin America by the Gulf countries and vice versa in the last few years, direct flights between Brazil, Argentina and Venezuela to some of the capitals of the Gulf region, investments by the United Arab Emirates, Kuwait, Saudi Arabia and Qatar in some Latin American countries and the holding of the Arab-South American Summits starting from 2005, among other exchanges, reveal the growing convergence of interests between these two regions. This book covers, in particular, an aspect that is often neglected in area studies, namely the exchange as a whole between the two regions, since most studies on these regions tend to focus on the interactions with developed countries or emerging economies such as China and Russia. From a historical, economic and politically strategic point of view, the book offers a critical examination of the foreign policies pursued by the Gulf and Latin American countries in the renewed exchange that is taking place now..



India and the Gulf: What Next?

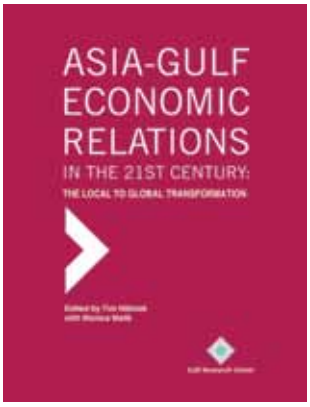
Edited by: Abu Backer Bagader, Ranjit Gupta, Talmiz Ahmad and N. Janardhan

A combination of global political and economic factors helped Asia and the Gulf 'rediscover' their ties in the beginning of the 21st century. The Gulf Cooperation Council (GCC) countries adopted a 'Look East' policy, as a result of which India further consolidated its age-old partnership with the region. Against the backdrop of this renewed 'East-East camaraderie', this book explores how growing GCC-India economic ties could impact the future course of their relationship. It postulates that the stage is now set for the construction of a strategic GCC-India partnership, including the evolution of a strategic role for India in the region.

The Uneasy Balance: Potential and Challenges of the West's Relations with the Gulf States

Edited by: Andrea Dessi and Riccardo Alcaro

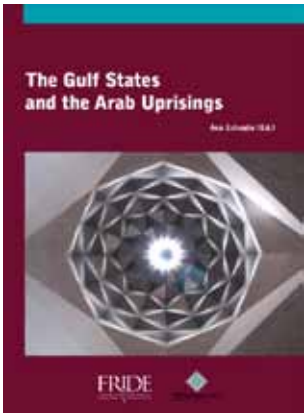
Dr. Christian Koch authored a chapter entitled "The GCC States and the West: Challenges of Arab Transitions" for the publication entitled "The Uneasy Balance: Potential and Challenges of the West's Relations with the Gulf States" edited by Riccardo Alcaro and Andrea Dessi and published by the Istituto Affari Internazionali (IAI).



Asia-Gulf Economic Relations in the 21st Century: The Local to Global Transformation

Edited by: Prof. Tim Niblock and Monica Malik

Asia constitutes the hub of the transformation of global economic power today. The Gulf, itself part of Asia, is of increasing importance in this transformation. This book documents the growing interactions between the economies of the Gulf states and those of the rest of Asia. These relationships are critical to how the world economy develops over the next decade, and how economic (and perhaps strategic) power is distributed. This volume assembles cutting-edge thinking by 16 specialists on a wide variety of topics covering Arab Gulf relations with China, Japan, ASEAN, Korea and India, as well as with Russia, Iran and Turkey. The book is published by Gerlach Press.



The Gulf States and the Arab Uprisings

Edited by: Ana Echague

FRIDE and the Gulf Research Center

The Arab uprisings have focused much attention on the changes taking place in North Africa and the Levant, and less so on developments taking place in the Arab Gulf. But change appears to be inevitable in this region too. This new book addresses the implications of the Arab revolts for the Gulf States in both geopolitical and domestic terms, as well as their impact on relations between Europe and the region.

GRC Reports

GRC issued a set of six reports which provide an overview of Saudi Arabia's economy. These comprehensive reports cover the Industry, Healthcare, Energy, Water, Real Estate, and Foreign Trade and FDI sectors. Similar reports addressing the primary GCC country sectors were also issued.

KSA Sector Reports
Industry, Healthcare, Energy

KSA Sector Reports
Water, Real Estate, Foreign Trade

GCC Sector Reports
Banking and Education

GCC Sector Reports
Energy and Healthcare

GCC Sector Reports
Industry, Insurance and Tourism

The 2013 GCC-Swiss Forum

GRC Trip to South Korea and Japan

GRM Seminar Report

Gulf-Asia Research Bulletin

The Middle East and North Africa: Change and Upheaval 2014

The Middle East and North Africa: Change and Upheaval 2014

GRC Annual Report 2013

Gulf Papers

As part of its continuing efforts to provide a wealth of knowledge on political, economic, and social issues relating to the GCC region, GRC published several papers throughout the year. These papers may be accessed on the GRC website.

Can the EU Still Inspire Integration in the Gulf?

The GCC, the EU and the Merits of Inter-Regionalism

Regional Security in the Framework of ASEAN: Potential Lessons for the GCC

Perpetuating the Rentier State: Patrimonialism in a Globalized World

GCC-Asia Ties and Collective Security

Labor Market Integration in the GCC Countries?

Integration Processes in Latin America

GCC's External Trade Integration: An Assessment

Regional Disorder and New Geo-economic Order: Saudi Security Strategies in a Reshaped Middle East

GCC Economic Integration: Focus on Nitty-Gritty of Convergence rather than High Profile Projects

Promoting GCC Regional Integration: An Environmental Perspective

The Potential for Gulf Energy Integration

Transforming GCC's Oil and Gas Industry in the 21st Century: Opportunities and Challenges

GCC Currency Union: Necessary Precursors and Prospects

In Search of Stability: Saudi Arabia and the Arab Spring

gulf in the media

informative. in depth. independent.

The Gulf Research Center distributes a daily Gulf-in-the-Media alert highlighting five key stories making the headlines in the Gulf in both politics and economics. Alerts are provided in both English and Arabic. Gulf-in-the-Media is a consolidated source for vital Gulf-related news from local sources that are otherwise not so easily accessible.

To sign up for the free daily alert and for further information - please go to: *www.gulfinthemedia.com* or send an email with your request to *info@grc.net*

GLMM Research Papers

The GLMM Research papers have been produced by the Gulf Labour Markets and Migration Research Programme and focus on improving the understanding of labour market and migration related developments in the GCC states.

Demography, Migration, and Labour Market in Qatar

The Story of Remittance Flows from the GCC Countries

The Legal Framework of the Sponsorship Systems of Qatar, Saudi Arabia and Kuwait: A Comparative Examination

Saudi Arabian Investor Class Visas: An Overview

Arab Gulf States: An Assessment of Nationalisation Policies

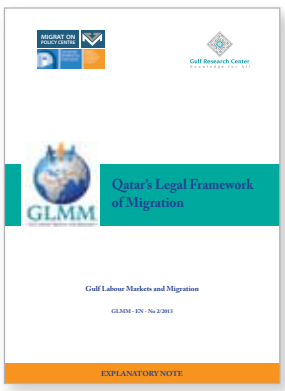
Essential yet Invisible: Migrant Domestic Workers in the GCC

Arab Gulf States: Recruitment of Asian Workers

Data Discrepancies between the Census and Civil Registration Systems in Kuwait: Reasons,Implications and Solutions

Kuwait's Legal Framework of Migration

Saudi Arabia's Legal Framework of Migration



Qatar's Legal Framework of Migration

The Demographic and Economic Framework of Migration in Kuwait

GRC Analysis and Commentary

Kuwait-ASEAN Relations

8th December 2014

This series analyzes the individual Gulf States' relationships with the ASEAN countries. Part 2 of the series focuses on Kuwait's multifaceted relations with the region...

Qatar-ASEAN Relations

4 November, 2014

This series will analyze the individual Gulf States' relationship with the ASEAN countries. Part 1 of the series focuses on Qatar's multifaceted relations with the region...

Proactive Germany must for Middle East

15th October 2014

The visit of German Foreign Minister Franz-Walter Steinmeier to the Kingdom of Saudi Arabia could not have come at a more critical time. Regional events are pushing the Middle East towards implosion with devastating consequences that will also impact Europe...

Price of not heeding Kingdom's advice

14th September 2014

With the traditional Middle East political map disintegrating before our very eyes, the search is on for the reasons that have led to this calamity. Much of the current commentary focuses on the role of the Arab Gulf States, in particular Saudi Arabia, and suggests that the policies pursued by the ...

Saudi Arabia and the ASEAN Periphery: Cambodia, Myanmar, and Brunei

21 August, 2014

This is the seventh in a series of analyses which will examine Saudi Arabia's - and later on the GCC's - economic and political relationship with some of the members of the Association of South East Asian Nations (ASEAN) such as Malaysia, Indonesia, Singapore, the Philippines, Thailand, Vietnam,...

NATO and the Future of Gulf Security

1 June, 2014

Secretary-General Rasmussen's reiteration of the strategic interest of Nato in the region should be picked up by the GCC to broaden and enhance relations

Saudi-Vietnam Relations

7th April 2014

This is the sixth in a series of analyses which will examine Saudi Arabia's - and later on the GCC's - economic and political relationship with some of the members of the Association of South East Asian Nations (ASEAN) such as Malaysia, Indonesia, Singapore, the Philippines, Thailand, Vietnam,....

Saudi-Philippines Relations

7th March 2014

This is the fifth in a series of analyses which will examine Saudi Arabia's - and later on the GCC's - economic and political relationship with some of the members of the Association of South East Asian Nations (ASEAN) such as Malaysia, Indonesia, Singapore, the Philippines, Thailand, Vietnam, ...

Enhancing Saudi-Japan Relations

20th February 2014

In 2015, Japan and the Kingdom of Saudi Arabia will celebrate 60 years of diplomatic relations.They are thus no strangers to one another. Moreover, relations have been smooth and have experienced no serious disruptions...

Challenging Times for Saudi Foreign Policy

27th January 2014

For a long period, the quiet, discreet, and publicity-shy diplomacy and foreign policy of Saudi Arabia worked well to protect the interests of the kingdom...

Saudi-Thai Relations

16th January 2014

This is the fourth in a series of analyses which will examine Saudi Arabia's - and later on the GCC's - economic and political relationship with some of the members of the Association of South East Asian Nations (ASEAN) such as Malaysia, Indonesia, Singapore, the Philippines, Thailand, Vietnam,...

Saudi-Thai Relations

16th January 2014

This is the fourth in a series of analyses which will examine...

GRC in the Media

Carat-Gulf Marcom sign deal
Source Name: Gulf Daily News
Date: December 23, 2014

QA most 'liked' global airline on Facebook
Source Name: The Peninsula
Date: December 23, 2014

Gulf states urged to act on human rights declaration
Source Name: Gulf News
Date: December 11, 2014

Facing threats from ISIS and Iran, Gulf States set to join forces
Source Name: KPBS
Date: December 09, 2014

Worldview: No one has coherent long-term solution to ISIS
Source Name: Philly.com
Date: November 24, 2014

Saudi, Iranian, Turkish experts 'agree to disagree on ISIL approach'
Source Name: Kuwait News Agency
Date: November 21, 2014

'Search for policy traction in a multipolar world to keep new think-tank busy'
Source Name: Gulf News
Date: November 11, 2014

Saudi Security Forces Killed Arresting Suspects in Shiite Attack
Source Name: Bloomberg.com
Date: November 05, 2014

Iran must withdraw 'occupying' forces from Syria: Saudi Arabia
Source Name: Times of India
Date: October 14, 2014

Proactive Germany must for Middle East
Source Name: Arab News
Date: October 13, 2014

Kobani emerges as propaganda boost for Islamic State
Source Name: USA Today
Date: October 10, 2014

Low oil prices might shelve Gulf mega projects
Source Name: Gulf News
Date: October 09, 2014

Economic integration big boost for GCC trade
Source Name: Gulf Daily News
Date: September 23, 2014

Regional cooperation vital for Gulf security
Source Name: Arab News
Date: September 18, 2014

Gulf 'black sheep' Qatar steps back into line on Brotherhood
Source Name: Middle East Eye
Date: September 15, 2014

Derasat to oragnise seminar on GCC economic integration
Source Name: Bahrain News Agency
Date: September 15, 2014

Arab states worry about U.S. plan against militants
Source Name: USA Today
Date: September 12, 2014

Price of not heeding Kingdom's advice
Source Name: Arab News
Date: September 11, 2014

Kerry Heads to Middle East Seeking Allies Against Islamic State
Source Name: Bloomberg.com
Date: September 10, 2014

Arab League Agrees To Take Urgent Measures To Combat ISIS
Source Name: CBS TV
Date: September 09, 2014

Iraqi parliament approves partial new Cabinet
Source Name: Gulf Daily News
Date: September 09, 2014

IS fears make Gulf monarchies set aside differences
Source Name: Yahoo! News
Date: September 03, 2014

Persian Gulf nations unite over IS threat
Source Name: The Japan Times (Online)
Date: September 03, 2014

Angst in den Golfstaaten
Source Name: Deutschland Radio
Date: September 03, 2014

Social Media remains most preferred source of news in the UAE, study shows
Source Name: Gulf News
Date: August 31, 2014

Al-Zayani demands to stop foreign interference in region's States
Source Name: Yemen News Agency
Date: August 29, 2014

U.S. relies on Persian Gulf bases for airstrikes in Iraq
Source Name: Washington Post
Date: August 28, 2014

Syria warns US: No unilateral strikes on militants
Source Name: Arab News
Date: August 26, 2014

UK 'determined' to work with UAE to tackle ISIS threat
Source Name: The National
Date: August 20, 2014

Iraq Leader-in-Waiting Calls for Unity Against Insurgents
Source Name: Bloomberg.com
Date: August 18, 2014

Relief as Al Maliki bows out, but some fear little will change
Source Name: Gulf News
Date: August 16, 2014

Debate: ISIS's advance is calculated
Source Name: Asharq Al-Awsat
Date: July 06, 2014

UAE Jails 7 Men for Funding Syrian Militants
Source Name: Voice Of America
Date: June 22, 2014

Gulf concerns mount as ISIL advances in Iraq
Source Name: Voice Of America
Date: June 22, 2014

KSA rejects foreign interference in Iraq
Source Name: Arab News
Date: June 17, 2014

Jihadists put Gulf states in tight spot
Source Name: Pittsburgh Post Gazette
Date: June 15, 2014

Jihadist expansion in Iraq puts Persian Gulf states in a tight spot
Source Name: Washington Post
Date: June 14, 2014

GCC-British Conference to discuss ties in London tomorrow
Source Name: Saudi Press Agency
Date: June 12, 2014

Gulf states are buying stability in Egypt
Source Name: DEUTSCHE WELLE
Date: June 06, 2014

Nato and the future of Gulf security
Source Name: Gulf News
Date: May 29, 2014

Katar zwischen allen Stühlen
Source Name: DEUTSCHE WELLE
Date: May 28, 2014

Kuwaiti Emir's visit to Iran suggests improved Gulf relations
Source Name: Middle East Eye
Date: May 27, 2014

Iran and Saudi Arabia: Rapprochement on the Horizon?
Source Name: The National Interest Online
Date: May 16, 2014

Saudi Arabia reveals invitation to Iranian FM
Source Name: Aljazeera.com
Date: May 16, 2014

Riyadh invites Iran foreign minister, hinting thaw in ties
Source Name: The Daily Star
Date: May 15, 2014

In thaw, Saudi extends invitation to Iran
Source Name: Washington Post
Date: May 14, 2014

Middle East tensions fuelling growth in defence industry, say experts
Source Name: The National
Date: May 01, 2014

Budget for Jeddah Metro set for approval
Source Name: Arab News
Date: April 28, 2014

Prince Faisal bin Abdulmajeed supports Prince Muqrin Chair for Management of Crises and Disasters with one million riyals
Source Name: Saudi Press Agency
Date: April 28, 2014

Debate: Turkey will benefit from its support for the Muslim Brotherhood
Source Name: Asharq Al-Awsat
Date: April 27, 2014

Budget for Jeddah Metro set for approval
Source Name: Arab News
Date: April 27, 2014

US delivering heavy weaponry to Syria militants
Source Name: Press TV
Date: April 21, 2014

Advanced U.S. Weapons Flow to Syrian Rebels
Source Name: The Wall Street Journal
Date: April 19, 2014

GCC security deal raises hopes of an end to diplomatic row
Source Name: The National
Date: April 18, 2014

Saudi Arabia becomes world's fourth biggest military spender
Source Name: The National
Date: April 15, 2014

Think tanks: a social good for the global community
Source Name: Gulf Times
Date: April 07, 2014

Mistrust overshadows Obama's Saudi trip
Source Name: Yahoo! News
Date: March 30, 2014

Real change for labor rights in Saudi Arabia?
Source Name: Al Arabiya TV
Date: March 28, 2014

Holding hands in Riyadh
Source Name: DEUTSCHE WELLE
Date: March 28, 2014

Exploring new growth horizons
Source Name: Arab News
Date: March 24, 2014

Roundtable on labour migration in Arab Gulf countries held
Source Name: The Peninsula
Date: March 22, 2014

GCC conseusus is between reality and hope
Source Name: Asharq Al-Awsat
Date: March 20, 2014

GOIC takes part in GCC-Germany Business and Investment Forum
Source Name: Arab News
Date: March 17, 2014

Gulf Anger at Qatar Fueled by its Regional Ambitions
Source Name: naharnet
Date: March 08, 2014

Gulf anger at Qatar fuelled by its regional ambitions
Source Name: Agence France-Presse
Date: March 07, 2014

Saudi Arabia 'seeking Pakistani arms for Syrian rebels'
Source Name: The News - International
Date: February 24, 2014

Islamist threat at home forces Saudi rethink on Syria
Source Name: Reuters
Date: February 13, 2014

Islamist threat at home forces Saudi rethink on Syria
Source Name: The Peninsula
Date: February 12, 2014

Saudi foreign relations
Source Name: Oil & Gas Journal
Date: February 07, 2014

Challenging times for Saudi foreign policy
Source Name: Arab News
Date: January 23, 2014

UAE Jails 30 Islamists
Source Name: Voice Of America
Date: January 22, 2014

As Al Qaeda Revives, Iraq Struggles to Secure Syria Border
Source Name: The New York Times
Date: January 16, 2014

Saudi Arabia pushes for renewed confrontation with Syria
Source Name: World Socialist Web Site
Date: January 15, 2014

UAE troops likely to be trained by US Marine Corps
Source Name: The News International, Pakistan
Date: January 13, 2014

South Korea deploys 150 troops to UAE for military cooperation
Source Name: The National
Date: January 10, 2014

Saudis' Grant to Lebanon Is Seen as Message to U.S.
Source Name: The New York Times
Date: January 08, 2014

Al-Qaeda Fallujah Attack Shows Group Gaining Power
Source Name: Bloomberg.com
Date: January 07, 2014

Cooperation Agreements

Building Partnerships for a Better Gulf

Collaboration with think-tanks and research organizations is a vital part of the Gulf Research Center's mandate. The cooperation agreements that the Center has signed with a number of institutions worldwide aim to foster joint research, policy facilitation and implementation with the goal of creating and maintaining long-term conditions for peace, security and sustainable development. In partnering with other institutions, GRC hopes to work in pursuit of creating greater national, regional and international awareness on issues pertaining to security and stability in the Gulf region and beyond. The areas of cooperation encompass joint research, dissemination of findings, convening conferences, facilitating exchange of scholars, translation, re-publication and distribution of selected publications, as well as sharing of relevant databases.

Following is a list of institutions with which the GRC either has a formal cooperation agreement or a working relationship in mutually agreed areas:

National Council on U.S.-Arab Relations

American non-profit, non-governmental, educational organization dedicated to improving American awareness, knowledge and understanding of the Arab world

مركز كارنيغي للشرق الأوسط

Carnegie Middle East Center

Policy research & analysis on political and socioeconomic development, peace and security in the Middle East

Diplomatic Institute of the Ministry of Foreign Affairs of the Republic of Bulgaria

Faculty of Economics and Administration King Abdulaziz University

First faculty established at King Abdulaziz University, a highly esteemed university in Saudi Arabia

JIME IEE Japan

Private research center in Japan focussing on the Middle East

Osaka School of International Public Policy at Osaka University (OSIPP)

Founded to conduct research into issues and policies that transcend national, cultural and any other kinds of boundaries

The Bahrain Center for Strategic, International and Energy Studies (DERASAT)

A think tank dedicated to encouraging the use of research and dialogue to inform policy makers and interest groups

The Africa Institute of South Africa (AISA)

An independent, non-profit research organization that focuses on development and governance issues through empirical research

Ca-Foscari University Foundation, Venice

A leading Italian university offering teaching and research activities in economics, languages, sciences and humanities

Beirut Institute

An independent non-partisan Arab think tank with activities in multiple locations across the Arab region and globally

Emirates Environmental Group (EEG)
A voluntary, non-government organization based in Dubai, UAE, devoted to protecting the environment in UAE

Arabia CSR Network
Facilitates the establishment of business and financial links between the Arab countries and Germany

IPALMO
Aims to promote and develop Italian political, economic and cultural relations in an international context

Hochschule Darmstadt
University of Applied Sciences
Offers Bachelor's and Master's programs in "Energy Economics"

International Union for Conservation of Nature
Global environmental network that helps to find pragmatic solutions to the most pressing environment and development challenges

Riyadh Techno Valley
Science park associated with King Saudi University in Riyadh

RTI International
Turns knowledge into practice through the provision of research and technical expertise

Arab-German Chamber of Commerce and Industry e.V.
Supports decision-makers on issues of relevance to economic, social and political reform

Sojitz Research Institute
A think tank and business consulting organization

The Vietnam Institute for Africa & Middle East Studies (VIAMES)
An institute under the Vietnamese Academy of Social Science devoted to research on the Middle East and Africa

The Institute for Security Studies (ISS)
Leading African research institute operating across sub-Saharan Africa, it is guided by a broad approach to security reflective of the changing nature and origin of threats to human development

Holisizwe Healthcare Holding
Based in South Africa, it is a broad-based African empowerment house which has a focused investment and operational niche in the healthcare industry and the related medical services arena

The St. Gallen Foundation for International Studies
An independent Swiss foundation with a focus on international projects that interface between business, politics and society, it also serves as the supervisory body for the activities of the St. Gallen Symposium and the St. Gallen Students' Committee

The National Center of Excellence for Islamic Studies (NCEIS)
Based at the University of Melbourne in Australia, it aims to advance knowledge and understanding of the rich traditions and modern complexities of Islam and to be a world-class center of research and educational excellence

Council of Saudi Chambers
Based in Riyadh, it is the official federation for the 24 Saudi chambers

Tamkeen
Tamkeen (Labor Fund) has the role of enhancing and developing the national economy and developing the private sector to make it the prime mover of economic growth in the Kingdom of Bahrain

Crisis Management Initiative (CMI)
An independent, non-profit organization headquartered in Helsinki, it promotes and works for sustainable security

The International Institute for Family Enterprises (IIFE)
International unit of the Witten Institute for Family Business at Witten/ Herdecke University in Germany dedicated to family business research in the Arab region and German-speaking Europe

Institute of Environmental Studies and Applied Research (IESAR), University of Applied Sciences, Bingen
Practice-oriented academic institution which carries out applied research projects and undertakes advisory services mainly in the areas of environmental law and economy, environmental management and international cooperation for development

Dubai School of Government
A research and teaching institution commited to the advancement of good governance in the Arab world

University of Oslo
Norway's largest and oldest institution of higher education

McGill University
Research university, originally founded as the Royal Institution for the Advancement of Learning in 1801

Institut d'Études Politiques de Paris
(Paris Institute of Political Studies)
Grand Établissement and University in France

Centre for European Policy Studies
A think tank devoted to European policy studies and a leading forum for debate on EU affairs, with a strong in-house research capacity

GOIC
A knowledge-hub and industrial investment promotion catalyst for the purpose of industrial diversification and development within the GCC countries

Institute of International Relations of the National University of La Plata
The most important national university in Argentina

Fraunhofer Gesellschaft
Largest organization for applied research in Europe

Asbar Centre for Studies, Research & Communication
Center for strategic studies and social research

Kobe University
A leading national university in Japan

Near East and Middle East Association
Germany's largest non-profit and independent service provider for the Near and Middle East region

King Faisal Center for Research and Islamic Studies
Educational and intellectual arm of King Faisal Philanthropic Foundation

Free University of Berlin
Largest university in Berlin, focused on humanities and social sciences

S. Rajaratnam School of International Studies
Part of Nanyang Technological University, Singapore

Mapungubwe Institute for Strategic Reflection (MISTRA)
An institute that combines research, strategic reflection and intellectual discourse to engage the strategic issues facing South Africa

Shanghai Institute for International Study
A comprehensive research organization for studies of international politics, economy, security strategy and China's external relations

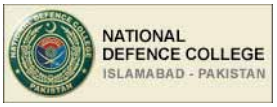
Johns Hopkins University
The GRC signed an agreement with the Bologna Campus of this US- based private university

Bertelsmann-Stiftung
The largest private non-profit foundation operating in Germany

Young Arab Leaders
A network of Arab men and women eager to trigger change in the world around them

Bonn International Center for Conversion
Research institute for peace and development

University of Queensland
One of Australia's premier learning and research institutions



National Defence College, Islamabad - Pakistan
A Pakistani military institution

Fundación para las Relaciones Internacionales y el Diálogo Exterior
Think tank based in Madrid that aims to provide the best and most innovative thinking on Europe's role in the international arena

Institute of International Sociology Gorizia (ISIG)
NGO with special consultative status with the Economic and Social Council of the United Nations

The Australian National University
An Australian public research university

Center for Policy Studies in Russia
Independent nongovernmental organization, which carries out research, as well as educational, public awareness and publishing activities

Royal United Services Institute for Defence and Security Studies
The leading forum in the UK for national and international defense and security

The Finnish Institute of International Affairs
Research institute that aims to produce high quality, topical information on international relations and the EU

Institute of Diplomatic Studies
Dedicated to the training of Saudi diplomats

Institute of Middle Eastern and Islamic Studies, Durham University
Part of the University of Durham, UK

Geneva Centre for Democratic Control of Armed Forces
The Centre's mission is to promote good governance and security sector reform in accordance with democratic standards

The Arab Center for the Studies of Arid Zones and Dry Lands
Specialized organization working within the framework of the League of Arab States with the objective of unifying the Arab efforts which aim to contribute to sustainable agricultural development in arid areas

Swiss Federal Institute of Technology
Science and technology university in the City of Zürich

Arab Reform Initiative
Network of independent Arab research and policy institutes, with partners from the United States and Europe

American University of Sharjah
A coeducational higher education institution in Sharjah

Deutsche Gesellschaft für Internationale Zusammenarbeit
Private international enterprise owned by German government

SaferAfrica
South African NGO supporting long-term security and development needs in the vision of the African Renewal and the values of Pan-Africanism

Hellenic Foundation for European and Foreign Policy
Independent, non-profit Greek institute that does policy-oriented research and training

Observer Research Foundation
Indian non-profit, public policy think tank

The Energy and Resources Institute
A non-profit, scientific and policy research organization, working in India and globally in the fields of energy and environment

The Netherlands Institute of International Relations
Clingendael is a non-profit foundation established to promote understanding of international affairs

The National Maritime Foundation (NMF)
A New Delhi-based non-governmental think tank that undertakes studies and analyses across the various dimensions of the maritime domain relating to India vis-à-vis the Indian Ocean countries and also global actors

The Henry L. Stimson Center
Not-for-profit institution focused on "practical, creative, non-partisan solutions to enduring and challenging problems of national and international security"

Institute of Geopolitics and Economics of Energy
Research body affiliated with SIRRS, China

Stockholm International Peace Research Institute
An organization that conducts scientific research into questions of conflict and cooperation

Zayed University
Higher education institution with campuses in Abu Dhabi and Dubai

Korea Institute for International Economic Planning
Government-funded research body focussing on the international economy

Center for Applied Policy Research
Political institute at Ludwig-Maximilian University, Munich

Istituto Affari Internazionali
Italian research institution focusing on international affairs

Geneva Centre for Security Policy
Foundation established to "promote the building and maintenance of peace, security and stability"

Carnegie Endowment for International Peace
Nonprofit organization dedicated to advancing cooperation between nations and promoting active international engagement by the United States

International Institute for Strategic Studies
British research institute in the area of international affairs

International Institute for Management Development
Leading global business school

International Relations and Security Network
Free public service that provides a range of products and resources to encourage the exchange of information among international relations and security professionals worldwide

TRIBAL
One of UK's most experienced and innovative educational consultancies

Federation of GCC Chambers
Seeks to enhance economic cooperation among the GCC countries

Institute for Defence Studies and Analyses
One of the premier strategic and security studies think tanks in India

Friedrich-Alexander-Universitat Erlangen-Nürnberg
One of Germany's largest universities

Pädagogische Hochschule Zürich
The Zurich University of Teacher Education cooperates with other institutions of higher education and facilitates the exchange of students, researchers and lecturers

Friedrich-Ebert-Stiftung
Private cultural non-profit institution committed to the ideas and basic values of social democracy

Birzeit University
Among the foremost tertiary educational institutes in Palestine

International Development Law Organization
Intergovernmental organization dedicated to promoting the rule of law and good governance in developing countries

The Environmental Center for Arab Towns (ECAT)
Dubai-based scientific research institute dealing with issues concerning natural resources and sustainable development of Arab cities

The National Institute for Research Advancement
Japanese research institution

The Egyptian Cabinet
Information and Decision Support Center

Center for Pakistan & Gulf Studies (CPGS)
A non-partisan organization established to undertake research and consultancy to enhance understanding between Pakistan and the Gulf countries

Republic of Mozambique

Accreditations

ECOSOC

Upon the recommendation of the Committee on Non-Governmental Organizations (NGOs), the Gulf Research Center Foundation has been awarded special consultative status of the Economic and Social Council (ECOSOC) of the United Nations. The status allows the GRCF to attend all UN conferences; request the Secretary-General to place items of special interest in the provisional agenda of the Council; designate representatives to the UN Headquarters in New York and the UN offices in Geneva and Vienna; submit written statements and oral presentations to the work of the council; be part of research and consultancy consortiums as well as apply for funding. This accreditation significantly widens the scope of GRCF activities and further accredits the work carried out by the Foundation.

UNEP

Based on the recommendation of the Division of Environmental Policy Development and Law, the United Nations Environment Programme (UNEP) in Nairobi has accredited the Gulf Research Center to the Governing Council of UNEP, thereby granting it the status of an international non-governmental organization. The November 2005 recognition allows the GRC to designate its representatives to sit as observers at meetings pertaining to environmental issues hosted by the UNEP Governing Council and its subsidiary organs.

GEF

The Global Environment Facility (GEF), established in 1991, helps developing countries fund projects and programs that protect the global environment. GRC gained the GEF Accreditation in September 2006 and so has the right to attend the NGO consultations held prior to each GEF council meeting and the GEF assembly.

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GRC in the Media

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gulf in the media

informative. in depth. independent.

The Gulf Research Center distributes a daily Gulf-in-the-Media alert highlighting five key stories making the headlines in the Gulf in both politics and economics. Alerts are provided in both English and Arabic. Gulf-in-the-Media is a consolidated source for vital Gulf-related news from local sources that are otherwise not so easily accessible.

To sign up for the free daily alert and for further information - please go to: *www.gulfinthemedia.com* or send an email with your request to *info@grc.net*

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Gulf Research Center Foundation
Knowledge for All

The GRC Foundation (GRCF) was established in 2007 in Geneva, Switzerland, under the Swiss Civil Code relating to foundations. It is by definition a non-profit institution and an umbrella organization under which research, training, and educational programs about the Gulf region are developed. The establishment of the GRC Foundation is an important step to facilitate research on the Gulf, promote academic excellence both in and about the Gulf region, and ensure objective and comprehensive information and analysis about this vital part of the world.

The Foundation qualifies to receive funding and participate in programs supported by international organizations, the European Union, the US, and various independent international foundations.

In 2014, the GRC Foundation conducted numerous events including a discussion on the human rights situation in Saudi Arabia in connection with the Universal Periodic Review process for the Kingdom by the UN Human Rights Council; the second edition of the GRC Think Tank Security Forum focusing on the issues of migration, energy security, and the emergence of a new cold war between the West and Russia; and the 12th GCSP/Crown Center/GRC Annual Conference on "The Middle East and North Africa: Change and Upheaval 2014." In addition to several Track Two initiatives, the GRCF also participated in activities of the United Nations in Geneva as well as in the Global Think Tank Summit held in December 2014 in which over 80 think tanks from around the world participated. In this context, GRCF's location in Geneva, a place where exchanges of ideas on issues of global governance and security issues can take place, has been beneficial for its work.

The objectives of the GRC Foundation are:

- Promote actively the creation and preservation of peace, security, stability and sustainable development in the Gulf region and all over the world
- Conduct intensive scholarly research on the political, economic, environment, social, and security issues that define the Gulf strategic environment
- Facilitate communication and dialogue among the peoples of the Gulf region and throughout the world on Gulf issues
- Organize Gulf-related conferences and workshops
- Promote the establishment of special academic programs in association with leading universities

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Gulf Research Center

GRC Foundation Council Meeting 2014 at the University of Cambridge

GRC Foundation Asia

Noriko Suzuki
Director
GRC Foundation Asia

Gulf Research Center
Foundation Asia
Knowledge for All

The GRC Foundation's Tokyo office has three key objectives:

- Develop and promote closer relationships and mutual understanding, at both governmental and private levels, between the Gulf and East Asia regions.
- Develop and facilitate academic research relating to the Gulf-East Asia regions and disseminate the results of this research through workshops, conferences and publications. A Gulf-Asia Bulletin is being published to analyze the key aspects of Gulf-Asia relations. Joint forums and seminars bringing together participants from both the Gulf and Asia are held to discuss issues of current focus as well as longer term policy-related issues.
- Provide advisory assistance for the public and private sectors, particularly relating to economic and strategic issues, including investment and trade, as well as political and energy security matters of importance to both regions.Meetings are ongoing with leading think tanks in Japan and the Republic of Korea.

  GRCF Asia is well positioned to make a significant contribution to better understanding the interaction between the two dynamic and rapidly growing regions of Asia and the Gulf.

Gulf Research Centre Cambridge

Dr. Oskar Ziemelis
Interim Director
GRC Cambridge

Gulf Research Centre Cambridge
Knowledge for All

In order to advance education and research on political, economic, social and security issues and other matters relating to member countries of the Gulf Cooperation Council and other countries of the Gulf region including Iran, Iraq and Yemen, the Gulf Research Center Foundation, in association with the Centre of Islamic Studies at the University of Cambridge, established the Gulf Research Centre Cambridge in 2009. The Centre organizes the Gulf Research Meeting which seeks to provide an academic environment to foster Gulf studies and promote scholarly exchanges among scholars working on/or having familiarity with the Gulf region. The Gulf Research Meeting identifies subjects of importance to the Gulf region, stimulates research in these subjects and provides a forum for broad dissemination of the research results. Young scholars in particular are encouraged to engage in the debate and take part in research collaboration.

The fifth edition of the Gulf Research Meeting (GRM) was held from August 25-28, 2014 at the University of Cambridge, UK. GRM 2015 consisted of 14 workshops wherein more than 300 scholars, researchers and policy officials participated. H.E. Dr. Abdul Latif Bin Rashid Al-Zayani, Secretary-General of the Gulf Cooperation Council, gave the keynote address at the opening session. The Secretary-General stated that the current instability in the Middle East has direct implications in terms of the stability of individual states, for the region as a whole, and in terms of the horrendous humanitarian cost being incurred. In addition to H.E. Dr. Al-Zayani, Prof. Giacomo Luciani focused on developments in the critical energy field, in the context of US moves toward energy independence. Amb. Stuart Laing, Master of Corpus Christi College at the University of Cambridge, and Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, welcomed the delegates and delivered opening remarks.

The sixth GRM will be held from August 24-27, 2015 at the University of Cambridge.

GRC Cambridge Trustees Meeting 2014 at the University of Cambridge

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Gulf Studies at Ca' Foscari University

In May 2011, the Gulf Research Center Foundation and the Fondazione Universit Ca' Foscari Venezia (Ca' Foscari University Foundation), signed an agreement for "Promoting Study and Research on the Member States of the Gulf Cooperation Council" with the creation of a position at the Ca' Foscari University to carry out study and research on the member states of the Gulf Cooperation Council (GCC). This position has been filled by Dr. Matteo Legrenzi.

Matteo Legrenzi holds a D.Phil. in International Relations and an M.Phil. in Modern Middle Eastern Studies from St. Antony's College, Oxford University. Before returning to Venice, his hometown, he taught in Oxford, Ottawa and Seoul, winning the Capital Educators' Award in 2009 in Canada. He deals with international relations and comparative government of the Middle East, in particular the political economy, regionalism and security of the Arab monarchies of the Gulf. He also serves as President of the Italian Association for Middle Eastern Studies (SeSaMO).

GRC-Ca' Foscari University Foundation Partnership - 2014

After the successful completion of the Think Tank Security Forum in 2013 and the meeting of the Strategic Studies Network Directors, the GRC-Ca' Foscari Foundation partnership has continued to organize a steady stream of activities enriching Gulf studies, strategic studies and, more generally, international relations. Most of the activities were co-funded with third parties. The events in the realm of security studies and regionalism are particularly noteworthy. The partnership made possible the visiting fellowship of Professor Robert Jervis of Columbia University, one of the foremost scholars in international relations, who was awarded an honorary degree by the university. The partnership also made possible numerous seminars and a post-doc position in international relations of the Middle East held by Dr. Marina Calculli. In particular, the visit of Professor Jervis had ample media resonance. A major meeting on "Visions of Gulf Security" was also organized in conjunction with POMEPS to bring together the foremost experts on the subject. It resulted in a much quoted report.

All the seminars and mini-courses that have been organized have also been aimed at the creation of institutional partnerships with professors and policy makers who have management roles within prestigious institutions or key government and business roles. Against this backdrop, several seminars, short courses and meetings are planned for 2015.

GRC Accomplishments 2000-2014

Research Programs

GRC has developed a wide variety of research programs which can be grouped into the following categories:

- **GCC Foreign Relations**

A main focus of the GRC research programs is the interaction of the Gulf States with the rest of the world both regionally in the wider Middle East and globally with a host of international powers. Within this research area, GCC foreign relations with a number of countries and regions are analyzed in order to be able to adequately and comprehensively understand the dynamics that are driving the foreign policies of the Gulf States, the issues and developments that are determining the direction of those relations, and how the individual and bilateral ties are impacting on the broader regional environment. This category comprises a number of sub-programs which include: GCC Relations with the European Union, GCC Relations with Asia and GCC Relations with Africa.

- **GCC Defense and Security Issues**

The Gulf region is considered one of the most important and strategically vital regions in the world but it is also one of the most unstable and problematic regions in terms of international security. The fact that this region was the scene of three major wars within the last two decades in addition to being the battleground for the ongoing war against international terrorism highlights this basic fact. Apart from its strategic value, the Gulf contains more than half of the world's oil reserves. This research program covers the most sensitive aspects of the issue of regional security combining defense issues, external and internal security, and the war against terrorism.

- **GCC Economic Issues**

The GCC's economic situation is unique: no other region in the world has such a small population in possession of such large hydrocarbon reserves, and a population that relies so heavily on non-national labor. In varying degrees, all GCC nations are seeking to reduce their economic dependence on oil and gas. To have economic policies that create a climate conducive for attracting businesses is seen as an imperative. In light of the current global economic crisis, the region's wealth has gained prominence on the international stage. Important and urgent questions have arisen with eventual significant impacts for the diversification efforts and growth models of the six economies. As well as providing key economic indicators, this program covers all of these issues and more through the following sub-programs: GCC Economics, Business and Commerce, Banking and Finance and Labor Markets.

- **GCC Social Issues**

The primary sub-program in this category currently is GCC and Environmental Issues. The GCC states are subject to global environmental dangers but also to their own particular environmental problems. They are part of the arid lands which suffer from desertification and severe fresh water shortages; in addition, the GCC states are oil producing countries and therefore vulnerable to pollution associated with oil drilling, particularly in the Gulf waters. The Environmental Research Program addresses both global and local issues.

- **Gulf Energy Program**

The main focus of the Gulf Energy Program is to mobilize energy economics and energy policy research for the GCC region and to promote educational and advisory projects. It focuses on world energy markets, including the relationship between GCC members and their oil customers, and how these markets affect the economic, political, and social lives in the GCC countries. It also focuses on energy markets within the GCC member countries, including electricity and renewable energy.

- **Science and Technology in the Gulf**

The Science and Technology (S&T) Research Program covers specific aspects related to S&T in the GCC countries, with an initial emphasis on renewable energy issues. Focusing on S&T innovation systems and human development, its goals are to map out the region's S&T capabilities and disseminate information in a useful manner, help identify complementarities and synergies between relevant GCC institutions, and promote connectivity between supply and demand for S&T skills in general.

Dissemination and Outreach Activities

- Over 25 major international conferences and forums including:

In cooperation with the Italian Navy Staff College and the Ca' Foscari University, the Gulf Research Center organized the first annual "Think Tank Security Forum" in May 2012 bringing together leading think tanks of the world to discuss security trends and global challenges from different regional perspectives. Topics discussed included transnational issues of migration, resources, proliferation, terrorism, the environment and security sector reform.

"Saudi Economy: Challenges and Ambitions," a conference held in May 2012, sought to study the challenges, opportunities and aspirations related to the Saudi economy. The conference was organized by the Faculty of Economics and Administration, King Abdulaziz University and the Gulf Research Center.

To properly understand the complex dynamics that are driving regional and international developments, "The Gulf Forum 2011: The Gulf and the Globe" explored the various challenges that exist and identified the strategies that need to be employed by the GCC states to promote their interests and contribute to more concerted efforts for regional stability and security. The event, which was held in December 2011, provided a platform for all those concerned with the region's outlook to outline their policies and give suggestions on how they can assist in moving the region out of its perennial cycle of conflict.

In cooperation with the Gulf Research Center, the Carnegie Endowment for International Peace organized an event entitled "Managing U.S.-Saudi Relations" in September 2011. The event discussed how relations between the US and Saudi Arabia have periodically been subject to tensions, notably after September 11, when the predominance of Saudi citizens among the perpetrators led to strong US criticism of Saudi policies. The speakers discussed how the post-September 11 crisis was managed and resolved.

The Gulf-Africa Investment Forum, organized by GRC in partnership with the Council of Saudi Chambers, took place in Riyadh in December 2010 under the patronage of the Custodian of the Two Holy Mosques King Abdullah Bin Abdulaziz. This event was entitled: "The Gulf-Africa Investment Conference 2010: Fostering Economic Relations" and analyzed the various Gulf-Africa investment opportunities that are present and the relevant strategies required to turn initial plans into more concrete actions in areas including agriculture, minerals and natural resources, energy, telecommunications and infrastructure, as well as tourism and trade development. The conference formulated a set of policy recommendations to promote and advance the multifaceted and growing ties between the GCC states and Africa. It is vitally important to create opportunities to network and establish cooperation; in this sense, this event was a unique gathering that added substance to much of the present rhetoric about GCC-Africa ties.

The Jeddah Economic Forum 2010 organized by GRC in cooperation with the Jeddah Chamber of Commerce and Industry addressed "The Global Economy in 2020." It highlighted the strategies required and antici-

pated for global economic development and growth, and brought together more than 3000 leading decision-makers, experts, businessmen and academics to discuss the outlook for the world economy in the next ten years in the key sectors of banking and finance, energy and the environment, trade, agriculture, industry, education, health, and science and technology.

The first Gulf-Africa Forum entitled**: "**The Gulf and Africa: Developing a New Strategic Partnership**"** took place in Cape Town in February 2009 and addressed the issues and challenges facing more constructive economic and business-to-business relations between the key regions of Africa and the Gulf. It produced an in-depth assessment of the status of ties and a clear outlook indicating where the relationship could be heading, by identifying trends and future prospects to maximize benefits and advantages for both the Gulf and Africa from the point of view of a new strategic partnership.

The GRC Annual Forum 2009 entitled "US-Gulf Relations Post-Election" took place in Riyadh in January 2009 with the goal of understanding policy approaches that can be expected from the incoming US administration and promoting a regional point of view regarding these expected approaches. In addition, the forum undertook an assessment of the current status of US policy in the Gulf region with the aim of outlining a possible new policy that balances the need for security and a US presence in the area with the prerogatives of internal stability and a cooperative set of regional relations. From the GCC side, the forum highlighted the position of the GCC states and analyzed the foreign and security-related policy steps being implemented by the regional states.

The GRC Annual Forum 2008 entitled "Gulf Security – Views and Options" took place in Riyadh in January 2008 to make an assessment of the status of Gulf security and to look into the key components that define it. The goals of the forum included: highlighting the position of the GCC states and analyzing their foreign and security-related policies; identifying how both regional actors and international powers view the issue of Gulf security and where their main emphasis and interests lie; exploring practical realities and looking at concrete policy steps being implemented by the regional states; and identifying policy approaches and alternatives that might help the region to overcome aspects of the security dilemma and understanding how other regions have overcome similar problem areas.

- Over 70 specialized workshops with international partners throughout the world including the Carnegie Endowment for International Peace, the Bertelsmann Foundation, the International Institute for Strategic Studies (IISS), the Geneva Center for Security Policy (GCSP), the Henry L. Stimson Center, the Nixon Center, Institut d'Études Politiques de Paris (Sciences Po), Istituto Affari Internazionali (IAI), Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE) and Kobe University, Japan, among others.

- A series of regular lectures on current events and issues pertaining to the Gulf region.
- Participation by GRC researchers in over 600 regional and international conferences, workshops and meetings throughout the world, including a meeting with the Secretary General of the United Nations Ban Ki Moon by Dr. Mustafa Alani, as part of a delegation visiting UN Headquarters in New York to discuss the problem of international terrorism.

Educational Activities

- Over 10 Executive Learning Programs on "Understanding the European Union", "Global Leadership Issues", "Gulf In-Depth", "Sustainable Management of Renewable Resources in Arid Lands" and "Nuclear Power Generation"
- Master's of International Relations Degree Program with the Free University of Berlin, Germany
- A series of Social Sciences and Humanities Forums addressing education and e-learning in the Gulf region organized together with the Arab Bureau of Education for the Gulf States
- Competition for best university level student research on the environment organized together with the American University of Sharjah
- Cooperation agreements with American University of Sharjah and Zayed University (UAE), Lund University (Sweden), University of Erlangen-Nürnberg (Germany), University of Oslo (Norway), McGill University (Canada), Bir Zeit University (Palestine), Pädagogische Hochschule Zürich (Switzerland), National University of La Plata (Argentina), Osaka University and Kobe University (Japan), the S. Rajaratnam School of International Studies (Singapore), Johns Hopkins University (United States), National Defense College (Pakistan), University of Queensland and University of Melbourne (Australia), Australian National University, Free University of Berlin (Germany), Durham University (United Kingdom), Sciences Po (France), University of Ca'Foscari (Italy), Hochschule Darmstadt - University of Applied Sciences (Germany), St. Gallen Foundation for International Studies of the University of St. Gallen (Switzerland), and King Abdulaziz University and King Abdullah University of Science and Technology (Kingdom of Saudi Arabia)
- Orientation and training programs for school and university students - local and international; about 700 students have participated from:
  - Zayed University
  - United Arab Emirates University
  - American University of Sharjah
  - Al-Anjal Schools, Saudi Arabia
  - Singapore Management University
  - Raffles College, Singapore
  - American University, Washington
  - Ludwig-Maximilian University, Munich
  - Victoria Junior College, Singapore

Project Work

Selected projects include work with:

- European Commission (three major projects):

- "Promoting Deeper EU-GCC Relations" contains two main areas of activities. A first training component aims to fulfill the explicit goal to raise public awareness and understanding of the EU among key sectors of GCC society. A second workshop component provides the framework for reflection and debate about EU-GCC relations. Both these aspects are supported by additional steps leading to "the production and targeted dissemination of information products via the internet and other means in order to ensure increased visibility of the EU in the GCC region." Project Partners include: The Gulf Research Center, Jeddah, Saudi Arabia; the Fundacion para las Relaciones Internacionales y el Dialogo Exterior (FRIDE), Madrid, Spain; The National Technical University of Athens, Greece; and the Institute for European Studies, University of Virje, Brussels, Belgium. In 2013, project activities included 3 workshops entitled: "Political Transformation in the Arab World and Its Relevance for EU-GCC Relations", "Promoting an EU-GCC Dialogue on Foreign Policy Issues", and "EU-GCC Renewable Energy Policy Experts' Workshop" as well as a second training session on "Understanding the Institutions and Policies of the EU & EU–GCC Relations" featuring more than 30 students from all six GCC countries.

- The Al-Jisr project addressing the relationship between the European Union and the GCC states.

  Main objectives:

  ◊ Enhance public and well as professional knowledge and understanding of the European Union, its policies and institutions, among GCC citizens

  ◊ Strive to strengthen reflection and debate about EU-GCC relations and contribute to the future of policy-making between the two regions

  ◊ Build closer links between the EU and the GCC through the dissemination of information on the EU.

- The Clean Energy project addressing clean energy issues within a GCC-EU context.

  Main components:

  ◊ Create a network of GCC and EU entities including universities, research institutes, industries and utilities, to support and work on topics of mutual interest in the area of clean energy under five different headings: Renewable Energy Sources; Energy Efficiency & Demand Side Management; Electricity Interconnections & Market Integration; Clean Natural Gas Technologies; and Carbon Capture & Storage.

  ◊ Operate and develop the activities of the network, including capacity building events and joint research activities

  ◊ Disseminate information and advice for an increased knowledge among GCC on EU policies in the area of clean energy, and promote joint demonstration projects being mutually implemented in this area

  ◊ Set up a sustainability strategy for the established network to continue legally and financially.

- Jeddah Chamber of Commerce and Industry (JCCI)

  The Gulf Research Center has conducted a major feasibility study for JCCI entitled "Cluster-based Industrial and Economic Growth for Sustainable Development" on the future of sustainable economic development in three regions, i.e., Rabigh, Al Qunfudah, and Al Leith in the Makkah Province of the Kingdom of Saudi Arabia. The major focus of the study was on agricultural development and cluster-based economic and industrial growth. Specific attention was given to infrastructural requirements as a framework for sustainable development of less-developed regions. It is pertinent to strive for holistic development strategies in order to integrate the less-developed regions with mainstream national development plans and simultaneously address the imminent challenges facing the major cities.

- International Development Research Centre (IDRC), Canada

  The "Politics of Tribalism in Post-Saddam Iraq" Project aims to enhance professional knowledge and fill an important gap in the existing Iraq literature. While the influence of the transformation of tribes in the political processes and political parties in Iraq is acknowledged, only limited research has been undertaken with reference to the dynamics of such influence. Given the composition of the Iraqi parliament, tribal affiliation and loyalty is currently not visible as a factor in the decision making process. The major political blocks in the parliament are based on sectarian and ethnic identity, including the Sunni and Shia division and Arab-Kurdish identities. These same identities prevent the tribal structure and identities from emerging as a factor of political power.

- Centre for Economic and Policy Research

  The Gulf Research Center is the Middle East regional focal point for the Global Trade Alert Project. Global Trade Alert provides real-time information on state measures taken during the current global downturn that are likely to affect foreign commerce. It goes beyond other monitoring initiatives by identifying the trading partners likely to be harmed by these measures.

- United Nations Development Programme (UNDP)

  The GRC has carried out a feasibility study for the United Nations Development Programme to evaluate the possibility and modalities of establishing a Center for Economic and Social Policies in the Arab Countries (CESPAC). The study included: survey and evaluation of existing research centers; development of mission and mandate concepts; defining potential activities, organizational structure, administrative procedures and policies, as well as legal framework; and development of a plan to establish CESPAC, including cost plan, evaluation processes and sustainability plan.

- Arab Reform Initiative (ARI)

  The Role of the Private Sector in Promoting Economic and Political Reform: The project involves original resvearch to throw light on the capabilities and attitudes of the private sector towards economic and political reform, opening the door to a more sophisticated understanding of its evolving reality. The research focuses on evaluating the private sector capabilities and degree

of dependence on government spending or protection, as well as on addressing the actual and potential role of the private sector in promoting economic and political reform.

Other Project work has been conducted with the following organizations:

- NATO
- World Economic Forum
- World Trade Organization
- Japanese Institute of Energy Economics (JIME)
- Crisis Management Initiative (CMI), Finland

Partnerships

- Broad-based international network with more than 90 Cooperation Agreements in place with research institutions in the Middle East, Asia, Africa, Europe as well as North and South America
- Member, Network of Democracy Research Institutes (NDRI)
- Member, Arab Reform Initiative (ARI)
- Member, International Security Network (ISN)
- Member, Consortium of Research Institute's Project on Regional Cooperation and Security in the Middle East and North Africa
- Member of the Regional Network of Strategic Studies Center (RNSSC) of the Near East and South Asia Center of the National Defense University, Washington, USA
- Member, Arab Climate Alliance
- Cooperation with the Arab Center for the Studies of Arid Zones and Drylands (ACSAD), Arab League

Memberships

- Over 50 multinational corporate members, including Mistubishi, Boeing, Deutsche Bank, JBIC, UBS, McKinsey & Company, Shell, NCB, Halliburton, FedEx, Nestle, Sojitz, Bayer, Economist Group, Siemens, Tecom Investments, E.On, Munich Reinsurance Company, Saudi Basic Industries Corporation and BP.
- A wide variety of government institutions, chambers of commerce and business councils.

Recognition

- Ranked as the second leading public policy research organization in the Middle East and North Africa and the first in the Gulf region in the 2011 and 2010 Global "Go-To Think Tanks" survey of the University of Pennsylvania
- Ranked as a Top 5 Think Tank in the Middle East and North Africa in the 2009 and 2008 "Global Go-To Think Tanks" of the Think Tanks and Civil Societies Program of the University of Pennsylvania and featured in *Foreign Policy* magazine
- Upon the recommendation of the Committee on Non-Governmental Organizations (NGOs), the Gulf Research Center Foundation has been awarded special consultative status of the Economic and Social Council (ECOSOC) of the United Nations

- Accredited to the Governing Council of the United Nations Environmental Program (UNEP) - Elected as Focal Point for Science and Technology Major Group of UNEP in 2009 and re-elected for a two year term commencing in 2012
- Accredited to the Global Environment Facility (GEF) of the World Bank - Elected as the Regional Focal Point of the GEF-NGO Network for the West Asia Region in 2010 and re-elected for a four year term commencing in 2012
- Knowledge Partner of the World Economic Forum
- Knowledge Partner of Young Arab Leaders (YAL)
- Official Statements of Support from the governments of Kuwait and Qatar for the GRC Initiative on a Gulf Weapons of Mass Destruction Free Zone (GWMDFZ)
- Work and publications recognized officially by various heads of state, ministers and high officials
- Corporate International Press awarded GRC "The Catalyst for the Future Award"

Major Initiatives

A selection of major GRC initiatives includes:

- Gulf as a Weapons of Mass Destruction Free Zone
- Green Gulf 2020 Project
- Gulfgrowth Project
- Maritime Security Project
- GCC-EU Friendship Fund for the Tribal Regions of Pakistan (FATA)
- First Translation of the IISS Military Balance and the EIA International Energy Outlook into Arabic
- Study on the Operational Side of Piracy
- Study on Developments in GCC Stock Markets predicting a major decline in 2006
- Study predicting the rise in gold prices and advising GCC central banks to diversify away from the dollar - published in 2005.

Translation

- Translation of about 10,000 pages per year from English into Arabic and Arabic into English, including books, textbooks, research papers and a wide variety of research-related materials
- Translation for the GCC-EU Al-Jisr project of more than 18 research papers on GCC-EU relations as well as three major books from English and German into Arabic:

- *Policy-Making in the European Union* (Helen Wallace, William Wallace and Mark A. Pollack)
- *An Introduction to European Foreign Policy* (Fraser Cameron)
- *Europa von A bis Z* (Europe from A to Z) (Werner Weidenfeld, Wolfgang Wessels)

- Translation of the NATO Review from English into Arabic for NATO
- Translation of reports issued by the Banque Saudi Fransi (Saudi-French Bank)
- Translation from English into Arabic of "*How the Body Shapes the Way We Think*

– *A New View of Intelligence*" (Rolf Pfeifer and Josh C. Bongard) which makes the case for the central role of the body in understanding natural intelligence and building artificial intelligence

- Translation of "*International Energy Outlook*" issued by the Energy Information Administration of the US Department of Energy from English into Arabic
- Translation of "*The Military Balance*" and other selected publications of the International Institute for Strategic Studies (IISS) from English into Arabic.

Publications

- Publication of about 200 books and research works in paper and digital form on a wide variety of issues of relevance to the Gulf region, ranging from political and policy issues, international relations, security and terrorism issues, economic and energy issues, to environmental issues
- Distributor of the Arabic version of the Arab Human Development Report published by the UNDP in both paper and digital form

Gulf Yearbook

- Publication of an annual yearbook from 2004 until 2009 analyzing developments pertaining to the political, economic, security and social environment in the Gulf region during a one year period
- Production of Arabic and English versions of the Gulf Yearbook in both paper and digital form

Araa Magazine

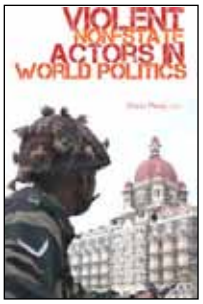
- Publication of Araa, GRC's monthly Arabic magazine that covers political, economic, social, defense and security issues in the GCC States, Iraq, Yemen and Iran. Araa welcomes diverse opinions and adopts an analytical and objective approach when dealing with Gulf issues and all their current or potential ramifications for the region
- Launched in 2004, Araa was introduced as an attempt to bridge the gap in publications voicing GCC interests and points of views. Objective and covering a wide range of opinions and viewpoints, the magazine has attracted over 500 contributors, both Arab and non-Arab, from various fields. To date, 95 issues of Araa have been published. Araa is available in digital form at www.araa.ae.

Edited Volumes

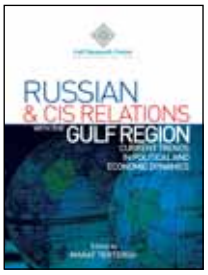
Edited volumes completed recently include:

- A major research collection of four books published in July 2012 by Gerlach Press, which addressed the key economic issues that affect the future development and diversification of the member states of the Gulf Cooperation Council (GCC). The four volumes, published as part of the al-Jisr project on EU-GCC Public Diplomacy headed by GRC, which bring together state-of-the-art analysis by 40 international scholars, are as follows:
  - Resources Blessed: Diversification and the Gulf Development Model
  - The GCC in the Global Economy

- National Employment, Migration and Education in the GCC
- GCC Financial Markets: the World's New Money Centers



- "Violent Non-State Actors in Contemporary World Politics" - a volume edited by Dr. Klejda Mulaj, has as its overarching theme the relations of violent non-state actors (VNSAs) with the state. In exploring the correlation between VNSAs and the environment that creates and nurtures them, this project seeks to unravel conditions which give rise to violent non-state actors and afterwards sustain them with a view to identifying suitable policy responses



- "Russian and CIS Relations with the Gulf Region: Current Trends in Political and Economic Dynamics" – a volume edited by Dr. Marat Terterov which focuses on the relations between Russia and the Gulf States on the one hand, and the ex-Soviet and Gulf region on the other.

Interns and Visiting Scholars

Active internship program accepting undergraduate level interns from the Gulf region and abroad:

- GRC has hosted over 90 interns
- Visiting scholar and researcher program for university and other institute research staff as well as those working on advanced degrees. GRC has hosted over 35 visiting scholars and researchers
- Hosting of Fulbright scholars

Staff

- Cumulative full time staff during the 2000-2014 period: 205
- Current associated external contributors to research efforts: 50

Websites and Electronic Information Dissemination

- A very rich research website (www.grc.net) accessible in Arabic or English to store and disseminate all GRC-related information, including an embedded news portal and database offering aggregated news about the Gulf region from around the world
- An Arabic-English news website (www.gulfinthemedia.com) offering up-to-date news about the Gulf region from a wide variety of sources
- Daily digital news reports and alerts on the Gulf region sent out to a large subscriber database
- Research bulletins, analysis and event summaries regularly emailed to subscribers
- Dedicated website knowledge management and news aggregation staff of 12 people

Documentary Production

- Production and worldwide distribution of TV documentary entitled "Promises and Betrayals: Britain and the Struggle for the Holy Land" addressing how British double-dealing during the First World War ignited conflict in the Middle East

GRC Cambridge

- Gulf Research Centre Cambridge Limited (GRCC) was incorporated as a Private Company Limited by Guarantee in the United Kingdom in 2009. GRCC has received charity status in order to carry out its activities, which include the advancement, for the benefit of the public, of education, learning and research on political, economic, social, security and other issues relating to the member countries of the Gulf Cooperation Council and other countries of the Gulf region.

- One of the prime functions of GRC Cambridge is to organize the Gulf Research Meeting, which aims to identify issues of importance to the Gulf region and bring together researchers from around the world to address and disseminate research relevant to these issues. The meeting provides an academic environment to foster Gulf studies and to promote scholarly and academic exchange among scholars working and/or having familiarity with the Gulf region. There is particular emphasis on encouraging young scholars to engage in the debate and take part in research collaboration.

GRM 2010

- The first Gulf Research Meeting took place in July 2010 at the University of Cambridge and consisted of 12 research workshops focusing on the following areas:

  - Natural Resources, Accountability and Democracy
  - Formal and Informal Mechanisms of Political Participation
  - The Role of the Private Sector in Promoting Economic and Political Reform
  - The GCC Banking and Financial Sector
  - Population, Labor Markets and National Identity
  - The Impact of Migration on Gulf Development and Stability
  - Developing an Agenda for Security Studies in the Gulf
  - The Governance of Higher Education in the Gulf Cooperation Region
  - Environmental Policies in the Gulf
  - EU-GCC Relations
  - Gulf-China Relations
  - Islamic Politics in the Gulf

The 2010 Gulf Research Meeting was attended by over 250 participants and over 150 papers were presented. Sixty percent of the participants were from the Gulf region/ Middle East and 34 different nationalities were represented.

GRM 2011

- Building on the success of the 2010 GRM, the second Gulf Research Meeting took place from July 6-9, 2011 at the University of Cambridge, UK. Sixteen workshops were held during the three days:

  - Impact of Climate Change on the Gulf Region
  - The Transformation of Rentier States and the Provision of Public and Common Goods
  - Educational Reform, Public Policy, and the Students of the Gulf Region
  - WTO and Globalization: GCC Impact
  - Modernization and Socio-Economic Changes in the Gulf Arabic Cities
  - India and the Gulf: What Next?
  - Shaping the Gulf National Innovation Systems
  - Healthcare Challenges in the Gulf Region
  - Potential and Limits of Civil Society in the Gulf Region
  - Media in the GCC
  - GCC-Iran Relations
  - Migration in the Gulf
  - Human Resource Development in the Gulf Region
  - The Role of Business Women in the Economies and Societies of the Arab Region
  - The EU and the GCC in the Mediterranean
  - Soft Power in the Gulf: The Politics of the Post-Rentier State

GRM 2012

- The 2012 Gulf Research Meeting was held at the University of Cambridge, UK from July 11-14. The 2012 meeting brought together more than 500 leading academics, area specialists, policy practitioners and students. Discussions held over three days in 19 workshops focused on various aspects of Gulf development:

- The Arab Spring: Impacts and Consequences on the GCC
- Asia and the Gulf: Comparative Analysis of the Role of Asian Countries
- Gulf Charities in the "Age of Terror" and the "Arab Awakening"
- Socio-economic Impacts of GCC Migration
- A Growing Gulf: Public and Private Sector Initiatives and the Realities of Youth Employment Outcomes
- International Tourism Development in the GCC Countries: Opportunities and Challenges
- The Impact of Globalization on Women in the GCC
- An Assessment of Opportunities and Possibilities: The Gulf and Latin America
- Visual Culture in the GCC
- The Impact of Large-scale Datasets on Evidence-based Educational Policymaking and Reform in the Gulf States
- Environmental Cost and Changing Face of Agriculture in the Gulf States
- Gulf Energy Challenges
- Housing Markets and Policy Design in the Gulf Region
- Structure, Conduct and Performance: Case of GCC Banks
- State-Society Relations in the Arab Gulf Region: Religion, Intellectuals and New Media
- The Political Economy of Clean Energy Solutions in the GCC
- Healthcare Policies in GCC: Challenges and Future Directions
- Islamic Finance in the GCC
- The India-Gulf Strategic Partnership in a Pan-Asian Cooperative Paradigm.

GRM 2013

- The fourth edition of the Gulf Research Meeting was held at the University of Cambridge from July 2-4, 2013 with 11 workshops on a range of political, economic and social issues. Over two-and-a-half days, more than 150 paper presenters and 300 participants gathered in individual workshops to discuss developments in the region and their implications.

The following workshops were held:

- The GCC States-Turkey Relations: Opportunities and Challenges
- The Relationship between the Gulf Countries and Latin America:

The Role of Non-StateActors

- The Gulf and Asia Political Relations and Strategic Options in a Developing Scenario (China, India, South Korea and Japan)
- Saudi Arabia and the Arab Uprisings: National, Regional, and Global Responses
- The Rentier State at 25: Dismissed, Revised, Upheld?
- Gulf Cities as Interfaces
- Sustainable Development Challenges in the GCC - Sponsored by the Kuwait Foundation for the Advancement of Sciences (KFAS)
- Educational Challenges in the GCC in the 21st Century
- GCC Relations with Post-War Iraq: A Strategic Perspective - Sponsored by Derasat
- Boundaries and Territory in the Gulf Region
- Challenges Facing the GCC Oil & Gas Industry

GRM 2014

- The fifth edition of GRM was held from August 25-28, 2014 at the University of Cambridge, UK. As in past years, it was a well-attended event that saw enthusiastic participation from academics, researchers, and policymakers. Lively discussions on a variety of topics relating to the Gulf region were held in the 14 workshops. One of the workshops was a doctoral symposium that brought together Ph.D. students working on dissertations related to sustainability issues in the Gulf region. GRM provides the opportunity to understand regional issues both from the Gulf perspective and an international perspective.

The workshops included:

- Social Media and the Changing Context of Politics in the Gulf
- The United States and the Gulf: Towards a Reassessment of Gulf Commitments and Alignments?
- Representing the Nation – The Use of Heritage and Museums to Create National Narratives and Identity in the GCC
- The Future of Yemen
- Employed, yet Underemployed and Underestimated: Leadership, Ownership and Work Motivation in the Gulf
- Green Economy in the Gulf Region
- Enhancing the Learning Ecosystem in the GCC: Learning Outside the Classroom (LOtC)

- The GCC States' Foreign and Security Policies after the Arab Spring
- Science & Technology Education, Research and Innovation in the GCC Countries
- Determinants of Future Migration in the Gulf
- The Changing Energy Landscape in the Gulf: Strategic Implications
- Iran and the GCC: Prospects for Change?
- Doctoral Symposium: Addressing the Sustainability Agenda in the Gulf Region
- Gulf-Africa Relations: Past and Present Trends

GRC in the News

- Regular appearances on television and radio including, among others: CNN, BBC World Service, Al-Arabiya Television, Saudi TV, Al-Hurra Television, 60 Minutes, Bloomberg Television, Deutsche Welle, NHK Japanese TV, Korean Broadcasting Corporation, Canadian Broadcasting Corporation (CBC), CNBC, CNBC Arabia, Al-Jazeera International, Dubai TV and National Public Radio.

GRC Chairman Dr. Abdulaziz Sager making a point on BBC Arabic
May 29, 2014

- Regular publication in print media, including among others: New York Times, Washington Post, Financial Times, Christian Science Monitor, The Wall Street Journal, International Herald Tribune, Los Angeles Times, Reuters, Agence France-Presse, Associated Press, Dow Jones Newswire, Forbes, The Guardian, Times of London, Die Zeit, Der Spiegel, Handelsblatt, Al-Sharq Al-Awsat, Al-Hayat and all of the regional and local press in the Gulf States.

Follow GRC in the Media

Appreciation

"The importance of this conference also derives from the fact that it seeks to establish a true partnership between the two sides and realize universal development in all fields."

– Gulf Africa Investment Forum, Riyadh, Kingdom of Saudi Arabia
Date: 4 December 2010

خادم الحرمين الشريفين
جلالة الملك عبدالله بن عبدالعزيز آل سعود

"نشير إلى برقيتكم المؤرخة في ١٤٣١-٣-٥هـ والمتضمنة تهنئتنا على نجاح منتدى جدة الاقتصادي العاشر والذي عقد في المدة من ٢٩/٢ - ٢/٣/١٤٣١ هـ، وإننا اذ نشكركم والمنظمين للمنتدى على ما اعربتم عنه من مشاعر كريمة ودعوات طيبة، لنؤكد حرصنا على دور المملكة الاقتصادي بين دول العالم، متمنين للجميع التوفيق والسداد".

Translation:
"We would like to thank you and the forum organizers for the gratitude that you have expressed. We reiterate our commitment to the importance of the economic role of Saudi Arabia among the world economies. We wish you all the success in the future."

The Custodian of the Two Holy Mosques
King Abdullah bin Abdulaziz Al Saud

جلالة الملك محمد السادس
ملك المغرب

His Majesty Mohammed VI
King of Morocco

فإننا نشيد به كل الإشادة، ونستزيد من إنجازاتكم الموفقة التي تقومون بها، داعين لكم ومن خلالكم لكافة أعضاء وأطر المركز، بموصول التوفيق والسداد في القيام بنبيل الأهداف المتوخاة.

التاريخ: ١٣ جمادي الأولى ١٤٢٨هـ الموافق: ٣٠ مايو ٢٠٠٧م

Translation:
"We praise and endorse your successful achievements, wishing you, the members and managers of the Center, all means of success in your endeavor to fulfill the noble objectives envisaged"

Kingdom of Morocco
Date: 30 May 2007

صاحب الجلالة الهاشمية الملك عبد الله الثاني
His Majesty King Abdullah II Ibn Al Hussein

"أنقل لكم تحيات مولاي صاحب الجلالة الهاشمية الملك عبد الله الثاني ابن الحسين المعظم حفظه الله ورعاه...مع أطيب تمنيات صاحب الجلالة الهاشمية حفظه الله ورعاه لكم بالتوفيق والنجاح"

رئاسة التشريفات الملكية
المملكة الهاشمية الأردنية
التاريخ: ٢٣/٧/٢٠٠٧م

Translation:
"His Majesty King Abdullah II Ibn Al Hussein, may God protect him, conveys to you his greetings and best wishes for success"

Hashemite Kingdom of Jordan
Presidency of the Royal Protocol
Date: 23 July 2007

صاحب السمو الشيخ خليفة بن زايد آل نهيان
رئيس دولة الإمارات العربية المتحدة
H. H. Shaikh Khalifa bin Zayed Al Nahyan
President of UAE

"ننقل لكم تحيات وشكر صاحب السمو الشيخ خليفة بن زايد آل نهيان، رئيس الدولة (حفظه الله)، ونثني على جهودكم الكبيرة، في رفد المكتبة العربية بالدراسات القيمة، وتوفير مراجع للدارسين والباحثين، راجين لكم التوفيق والنجاح في خدمة قضايانا الوطنية"

وزارة شؤون الرئاسة ، أبوظبي
دولة الإمارات العربية المتحدة
التاريخ: ١٦ جمادي الأخر ١٤٢٨هـ الموافق: ١ يوليو ٢٠٠٧م

Translation:
"We are pleased to convey to you the greetings and thanks of His Highness Shaikh Khalifa bin Zayed Al Nahyan, President of the State (may Allah protect him), and we commend you for your great efforts in supplementing the Arab library with valuable studies and providing intellectuals and researchers with references, and wish you success in the service of our national issues"

Ministry of Presidential Affairs
United Arab Emirates - Abu Dhabi
Date: 1 July 2007

صاحب السمو أمير البلاد الشيخ صباح الأحمد الجابر الصباح
أمير دولة الكويت

H.H. Sheikh Sabah Al-Ahmed Al-Sabah
Amir of the State of Kuwait

يسرني أن أنقل لكم تحيات سيدي حضرة صاحب السمو أمير البلاد الشيخ صباح الأحمد الجابر الصباح حفظه الله ورعاه... متمنياً سموه لكم ولكافة العاملين في المركز كل التوفيق والسداد.

الديوان الأميري
التاريخ: ٣٠/٦/٢٠٠٦م

Translation:
"I am pleased to convey to you the greetings of His Highness the Amir Shaikh Sabah Al-Ahmad Al-Jaber Al-Sabah as well as the wishes of His Highness for every success to you and all the staff at the Center"

Al Diwan Al Amiri - State of Kuwait
Date: 30 June 2006

H.E. Armando Emilio Guebuza
President of the Republic of Mozambique

"We would also want to place on record our gratitude to Dr. Abdulaziz Sager, a Member of my Presidential International Advisory Board, for the partnership that he has ensured between the Gulf Research Center, of which he is the Chairman, and the Council of Saudi Chambers, to organize this important conference."

– Gulf Africa Investment Forum, Riyadh, Kingdom of Saudi Arabia
Date: 4 December 2010

H.E. Maj. Gen. Dr. Abdul Latif Bin Rashid Al Zayani
Secretary-General
The Cooperation Council for the Arab States of the Gulf (GCC)

"I would like to express my admiration for the GRC's solid scientific effort in the field of research and studies on Gulf issues."

– Gulf Research Meeting, Cambridge, UK
Date: 6 July 2011

بروفسور د. أكمل الدين إحسان أوغلى

"أشاطركم الحرص والرغبة في إقامة تعاون بناء مع مركزكم العامر يرجع بالفائدة على الأمة الإسلامية".

منظمة المؤتمر الإسلامي
الأمين العام
التاريخ: ١٠ ديسمبر، ٢٠٠٧م

Translation:
"I share the care and the desire to establish a constructive cooperation with your prolific Center which will benefit the Islamic nation"

Prof. Dr. Ekmeleddin Ihsanoglu
Secretary General
Organisation of the Islamic Conference
Date: 10 December 2007

H.H. Shaikh Abdullah bin Zayed Al Nahyan
Minister of Foreign Affairs, United Arab Emirates

"Conferences such as this one are important in laying the groundwork for further expanding our areas of cooperation and connectivity – because a strategic partnership must go beyond trade facts and figures and focus on opening avenues for ideas to be exchanged, for discussion and open dialogue."

– Gulf and Africa Forum, Cape Town, South Africa
Date: 24 February 2009

Dr. Mohammad Al Ohali
Deputy Minister for Educational Affairs
Ministry of Higher Education, Kingdom of Saudi Arabia

"It gives me great pleasure to thank the Gulf Research Centre at Cambridge... let me share with you, the importance of the theme of this significant experts meeting which is timely, important and relevant..."

– Gulf Research Meeting, Cambridge, UK
Date: 7 July 2010

Professor Dame Alison Richard
Vice-Chancellor of the University of Cambridge

"...the University of Cambridge and the Gulf Research Centre, while distinct entities, benefit from sharing space, ideas and expertise. I am delighted that this international meeting is being held here, and I congratulate those in Cambridge and in the Gulf who have worked to bring this conference to life..."

– Gulf Research Meeting, Cambridge, UK
Date: 7 July 2010

عبدالله بن أحمد زينل علي رضا

"يطيب لي أن أبعث لسعادتكم بخالص الشكر والتقدير على ما بذلتموه وكافة العاملين معكم في مركز الخليج للأبحاث لإنجاح هذا المؤتمر، وعلى الاعداد الجيد له، وحسن الاستقبال والضيافة التي لقيها الضيوف من المشاركيين في المؤتمر، متمنيا لكم دوام التوفيق والنجاح".

وزير التجارة والصناعة
التاريخ: ٥-٤ ديسمبر ٢٠١٠

Translation:
"I would like to send my sincere thanks and appreciation to you and all staff at the GRC who contributed to the success of this conference. The conference was well prepared and excellent hospitality was extended to all guests. I wish you continued success in the future."

H.E. Abdullah Ahmed Zainal Riza
Minister of Commerce and Industry, Kingdom of Saudi Arabia
Date: 4-5 December 2010

"It is very important for organizations like mine, that is for western research organizations, to have counterpart organizations in this region that we think are quite independent and work along the same criteria that we follow, that is, trying to analyze issues, not to be a partisan organization but to really contribute a detached analysis."

Dr. Marina Ottaway
Director, Middle East Program
Carnegie Endowment for International Peace
Date: 23 September 2004

I wanted to spend a few moments to consider what this annual Gulf Research Meeting, the Gulf Research Center and the GRC Foundation have achieved, not simply to pay homage to your achievements, but also underscore the responsibility in being an organization that is turned to, to anticipate the pressure points, to analyze what is possible, to identify the right fora for discussions, to influence decisions which change people's lives. This is what you have done over the past 13 years…

Dr. Jennifer Barnes
Pro-Vice-Chancellor for International Strategy
University of Cambridge
Date: 2 July 2013

A Decade of Distinguished Guests

October 12, 2014
HE Franz-Walter Steinmeier
German Foreign Minister

September 16, 2014
HRH Prince Abdulaziz Bin Abdullah
Vice Minister for Foreign Affairs, Saudi Arabia

August 25, 2014
HE Dr. Abdul Latif Bin Rashid Al Zayani
Secretary General, GCC

May 12, 2010
Lt. Gen. John R. Allen, Deputy Commander of the US Central Command

May 7, 2009
HE Roland Koch, Minister President of the German Federal State of Hessen

March 17, 2009
The Director of the Middle East Program at the Center for Strategic and International Studies (CSIS) in Washington D.C., Dr. Jon Alterman

May 14, 2009
Mr. Jiro Kodera, Director-General of the Intelligence and Analysis Service of the Ministry of Foreign Affairs of Japan

August 21, 2008
The Ambassador of South Africa to the United Arab Emirates, HE Mr.Yacoob Abba Omar and the Consul General of South Africa in Dubai, Ms. Agnes Nyamande-Pitso

February 13, 2008
HE Manuel Pineiro, Spanish Ambassador to the UAE

August 28, 2007
Prof. Ryoji Tateyama, Professor, National Defense Academy of Japan

August 6, 2007
Vice Admiral Kevin J. Cosgriff, Commander, US Naval Forces Central Command

February 8, 2007
Chief of the Naval Staff, Indian Navy, Admiral Sureesh Mehta

January 23, 2007
HE Ambassador R. Nicholas Burns, Under Secretary of State, US Department of State

October 11, 2006
HE Ambassador James Jeffrey, Principal Deputy Assistant Secretary in the Bureau of Near Eastern Affairs, US Department of State

May 27, 2006
Kuwaiti Ambassador to Belgium and the European Union, HE Abdulaziz Al-Sharekh

April 1, 2006
HE President Farooq Leghari, Former President of Pakistan

November 21, 2005
Defense Minister of Iraq, HE Dr. Sadoun Al-Dulaimi

November 16, 2005
US Deputy Assistant Secretary of State, Mr. Scott Carpenter

May 11, 2005
South African Foreign Minister, HE Dr. Nkosazana Dlamini Zuma

March 13, 2005
Director-General of Al-Arabiya, Mr. Abdul Rahman Rashed

February 22, 2005
Emirates Bank Chairman, HE Ahmed Humaid Al-Tayer

January 11, 2005
Prince Faisal bin Salman bin Abdulaziz, Chairman of the Board of Directors of the Saudi Research and Marketing Company

December 13, 2004
Saudi Ambassador to the United Kingdom, HRH Prince Turki Al-Faisal Al-Saud

September 28, 2004
NATO Deputy Secretary-General, Mr. Alessandro Minuto Rizzo

March 1, 2004
Professor Werner Weidenfeld, Mr. Josef Janning and Mr. Christian Hanelt of the Bertelsmann Foundation, Germany.

October 23, 2003
Prof. Nobert Walter, Chief Economist, Deutsche Bank

Activities and Services

Conferences, Workshops and Forums

GRC is active in organizing conferences, workshops and forums relevant to the research programs. Exchanging opinions in a professional forum is a vital means of developing an understanding of an issue and creating a community of people involved in investigating it. Besides the GRC Annual Conference, each program has its own series of workshops and conferences. With the aim of strengthening academic networks pertaining to its research interests, GRC collaborates with other major think tanks and research institutions to organize and hold joint workshops and meetings.

GRC events thus complement the research projects being pursued in the Center and aim to create more clarity within and interaction between the policy and the academic communities. In addition, other events also reflect current discussions or concerns in the region and are meant to highlight those debates.

Executive Learning Programs

GRC conducts a variety of executive learning programs. These programs are designed independently as well as in cooperation with leading international universities, educational and research institutes with the objective of providing leadership development opportunities in all aspects of public policy. It is the view of GRC that programs in governmental processes and critical policy issues are essential to understand today's environment.

GRC programs are directly tied to the Center's commitment to research and its involvement with public policy. Participants have the opportunity to learn from and exchange ideas with leading scholars and senior public policy officials in the respective field. In that context, GRC Executive Learning Programs create a learning environment that is unparalleled in both its scope and value as far as Gulf issues are concerned.

The goal of GRC Executive Learning Programs is to provide government and corporate executives with realistic, practical public policy and leadership education that is relevant to their professional and personal educational goals. In order to maximize the advantage of the participants, programs are tailored to provide a hands-on and varied approach where the interaction among the speakers and participants and among the participants themselves is particularly emphasized. In addition to the more traditional style of lectures and expert presentations, GRC structures its programs in such a way that guest speakers employ a variety of teaching methods designed to transfer knowledge in the most compelling ways possible.

The sessions are deliberately kept small in order to maximize interaction, allow for a free exchange of ideas and views, and promote meaningful group discussions. Underlying this approach is the philosophy that learning is a shared process whereby the participants learn from each other. Furthermore, it is the conviction of GRC that executive learning programs serve the larger purpose of preparing future leaders and decision-makers to become active participants in public policy formulation in their countries.

The GRC's executive learning programs include Global Leadership, Understanding the European Union, the Gulf In-Depth and an environment program.

E-Education

Based on its conviction that IT is an effective means of solving information challenges facing the region, GRC is active in researching, analyzing and promoting e-education reforms in the Gulf region. This addresses e-education policies, an Arabic language open source Learning Management System, appropriate e-content for the region, semantic searching in Arabic, required teacher training, education-related portals for students and teachers and regional as well as international e-learning cooperation.

There is no better way of helping a society develop creatively than by improving the education given to the youth. GRC is convinced that the wise, appropriate and coordinated use of modern information, communication and learning technologies (e-education) could significantly improve the quality of education in the GCC countries and thereby enhance the quality of people's lives and enrich the capabilities of the societies of this region. As such, the Center devotes considerable efforts to studying the problems facing the GCC in the fields of education and learning. GRC also provides fellowship, internship, and orientation opportunities to students.

Consultancy

GRC has carried out a variety of consultation projects for other organizations including the United Nations Development Program and the Jeddah Chamber of Commerce and Industry. In fact, responding to the

concerns of the private and government sectors is a central element of each research program and therefore a main point of activity for the GRC. The Center is able to put together focused teams of professionals from its own in-house researchers as well as its extensive outside network of contacts to respond to exact requirements and interests. GRC provides consultancy services in a number of fields by undertaking commissioned research studies on economics and social sciences in a Gulf context. It provides briefings on the political, security and economic environment in the Gulf to opinion leaders, including members of diplomatic missions and international organizations among others.

Cooperation and Networking

Collaboration with think-tanks and research organizations is a vital part of the Gulf Research Center's mandate. The cooperation agreements that the Center has signed with a broad network of institutions worldwide are aimed at supporting diverse areas of research, policy facilitation, and implementation of long-term conditions for peace, security and sustainable development. In partnering with institutions of distinction, GRC is working to create greater national, regional and international awareness on issues pertaining to security and stability in the Gulf region and beyond. The areas of cooperation encompass joint research; dissemination of findings; convening conferences; facilitating exchange of scholars; translation, re-publication and distribution of selected publications; as well as sharing of relevant databases.

Media

Gulf in the Media

gulf in the media
informative. in depth. independent.

Gulf in the Media fills the niche for a consolidated source of vital Gulf-related social, political, economic and security news, views, opinions and reports, both in Arabic and English. A public, light version of Gulf in the Media is available at www.gulfinthemedia.com and the full research version is embedded in the main GRC website at www.grc.net. All the available content is documented under specific country and subject headings (politics, economy, education, religion, defense, security, labor, unemployment, environment, etc). A "Special Issues" section has detailed articles and analysis from newspapers and journals on selected and important regional issues like political reforms, status of free trade agreements, terrorism, Iran's nuclear file, etc. Important news of the past week is listed in a section called "Gulf in a Week." Separated from the main menu of the six GCC countries, there are sections which address Yemen, Iraq and Iran.
Gulf in the Media also features topical and concise commentaries by academics working in the GRC. It is cross-linked to the GRC database that lists research programs, country profiles, statistics, maps, etc. It also provides links to short video clips from English and Arabic TV news channels on important developments in the region along with a detailed article in English on the same subject.

Publishing

In order to disseminate scholarly research to as wide an audience as possible, the GRC undertakes a far-reaching publications program covering all the main areas of concern for the GCC states. In addition to the original research conducted within GRC, this program also includes commissioned work by outside specialists, as well as translations of work deemed particularly important in terms of Gulf public policy issues. The following bouquet of publications is available for order or download:

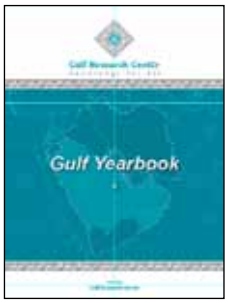
GRC E-Library

The GRC e-library contains thousands of bilingual (English/Arabic) full-text documents related to the Gulf region in different formats. This resource pool is updated regularly to ensure access to the very latest information. It includes:

- Articles, reports and research papers
- Current news, views and analysis from worldwide news sources
- Historical transcripts
- Audio and video clips
- Flash animations and color photographs related to GRC events/research programs
- Collection of historical maps
- References to historical books and documents
- Research gateway consisting of academic-reviewed and categorized website links

Books Published by GRC

A carefully selected series of books commissioned and published by the Center on subjects chosen to reflect its focus on social sciences and Gulf issues; also topical compendiums of research papers on subjects that fall within the GRC research agenda.



Gulf Yearbook

An annual volume that examines and analyzes the year's most important political, economic, social, defense and security developments in the Gulf region, providing a comprehensive and insightful overview of the year.

Policy Analysis

Analytical policy papers offering in-depth and well-researched exploration of public policies in the GCC countries. 'Policy Analysis' papers set forth perceptions likely to contribute to a deeper understanding of current policy issues.

GRC Annual Report

An Annual Report summarizing the Center's achievements each year and outlining new initiatives intended for implementation in the coming year.

GLMM Research Papers

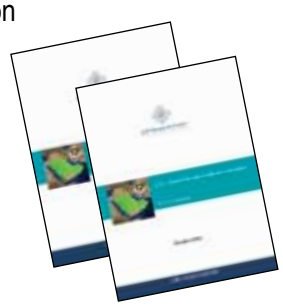
The GLMM Research papers have been produced by the Gulf Labour Markets and Migration Research Programme and focus on improving the understanding of labour market and migration related developments in the GCC States.

Event Papers

Proceedings of conferences, workshops and seminars conducted by the GRC individually or in cooperation with leading research centers. Each event brings together area specialists and tackles a specific issue with the aim of reaching a common understanding of the issue and coming up with a set of recommendations.

Gulf Papers

Reviewed bilingual occasional papers analyze, assess and build forecasts on the development of different issues in the GCC countries at the domestic, intra-GCC, GCC-Arab, regional or international levels from political, social, economic, and cultural perspectives. 'Gulf Papers' welcomes academic contributions in the form of research papers and studies in both Arabic and English by GCC and non-GCC scholars and experts in Gulf affairs.



Research Bulletins

The research bulletins are periodic publications that seek to provide a regional perspective on critical research issues pertaining to the Gulf region. The bulletins contain articles on subjects related to the Center's research programs, including Security, Gulf-Asia Relations, Gulf-European Union Relations, Gulf Economics, and Gulf Environment.

Araa Magazine

Araa is a monthly non-refereed online magazine that covers political, economic, social, defense and security issues in the GCC countries as well as Iraq, Iran and Yemen. It is an independent magazine that welcomes diverse opinions and adopts an analytical and objective approach when dealing with Gulf issues with all their current or potential ramifications for the region.

Balance Sheet

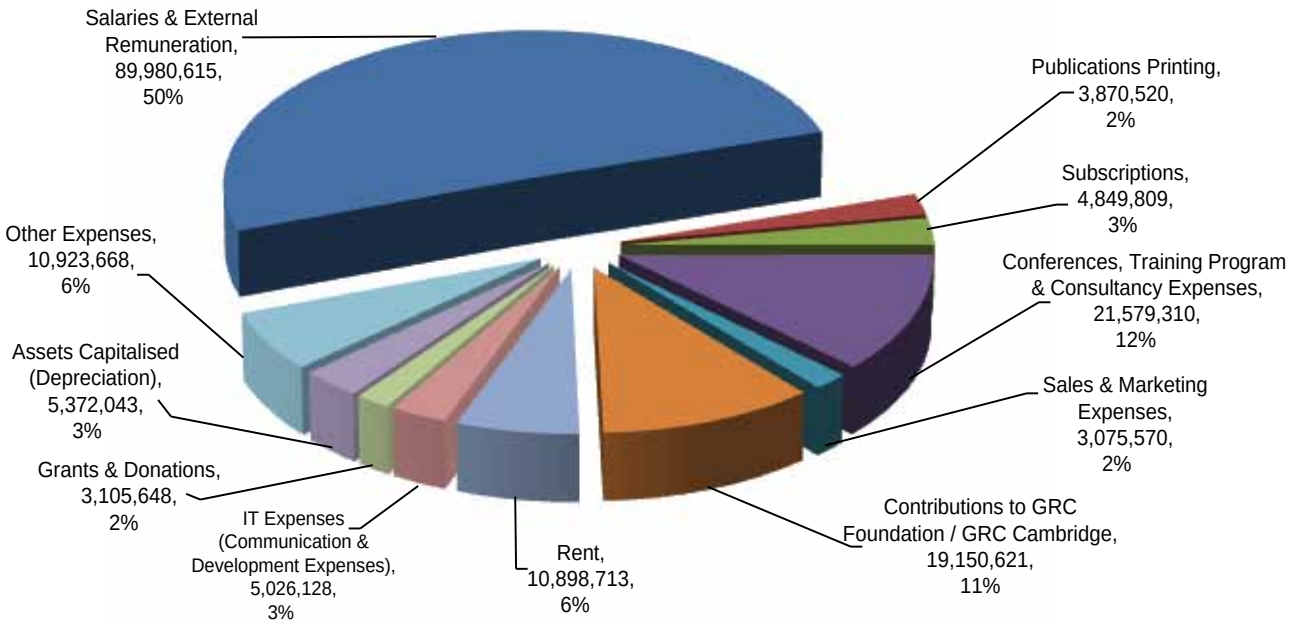
Particulars	2000-2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 (Unaudited)	2012 (Unaudited)	2013 (Unaudited)	2014 (Unaudited)
Fixed Assets (Net) SAR	2 815 995	2 301 414	1 814 652	1 357 634	821 515	390 578	248 081	131 441	58 999	48 835	21 200	332 022	337 380
Current Assets SAR	1 093 817	893 894	2 715 114	1 444 299	1 662 343	1 351 648	1 902 401	1 661 734	1 907 732	1 158 333	630 612	764 987	274 638
Current Liablilities SAR	(515 005)	(1 005 564)	(2 090 796)	(1 618 065)	(3 217 315)	(3 064 029)	(9 809 580)	(7 389 951)	(3 009 420)	(2 142 147)	(148 598)	(494 297)	(752 362)
Total Assets / (Liabilities) SAR	3 394 807	2 189 744	2 438 970	1 183 867	(733 457)	(1 321 803)	(7 659 098)	(5 596 776)	(1 042 690)	(934 978)	503 214	602 712	(140 345)
P & L Account - SAR	10 936 027	18 212 742	34 085 323	53 689 624	74 082 855	92 645 067	110 000 983	126 518 336	142 211 247	151 195 054	163 449 549	170 033 839	177 832 646
Total Fundings in SAR	14 330 834	20 402 486	36 524 294	54 873 492	73 349 398	91 323 264	102 341 885	120 921 560	141 168 557	150 260 076	163 952 764	170 636 552	174 692 302
Total Funding- USD	3 796 892	5 405 550	9 676 953	14 538 493	19 433 604	24 195 702	27 115 037	32 037 641	37 401 995	39 810 754	43 438 572	45 209 412	47 078 803

Funding for GRC is provided by its Founder & Chairman Dr. Abdulaziz O. Sager.

GRC Financial Overview 2000-2014

Particulars - Expenses	Total (SAR)
Salaries & External Remuneration	89,980,615
Publications Printing	3,870,520
Subscriptions	4,849,809
Conferences, Training Program & Consultancy Expenses	21,579,310
Sales & Marketing Expenses	3,075,570
Contributions to GRC Foundation / GRC Cambridge	19,150,621
Rent	10,898,713
IT Expenses (Communication & Development Expenses)	5,026,128
Grants & Donations	3,105,648
Assets Capitalised (Depreciation)	5,372,043
Other Expenses	10,923,668
Total GRC Expenses 2000-2014	**177,832,646**

GRC Expenses 2000-2014



Capital invested in GRC by the Founder / Chairman	Total (SAR)
Capital invested in GRC by the Founder / Chairman	153,451,990
Total revenue generated	24,380,656
Total Invested Capital and Revenues 2000-2014	**177,832,646**

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