



Gulf Research Center

Knowledge for All

Annual Report **2012**



www.grc.net

Jeddah Office

Gulf Research Center
19 Rayat Al-Itehad St.
P. O. Box 10501
Jeddah 21443
Kingdom of Saudi Arabia
Tel: +966 2 6518888
Fax: +966 2 653 0953

Geneva Office

Gulf Research Center
Foundation
49, Avenue Blanc
CH-1202 Geneva
Switzerland
Tel: +41 22 716 2730
Fax: +41 22 716 2739

Cambridge Office

Gulf Research Centre
Cambridge
Centre of Islamic Studies
University of Cambridge
Sidgwick Avenue
Cambridge CB3 9DA, UK
Tel: +44 1223 760758
Fax: +44 1223 335103

Tokyo Office

GRC Foundation Asia
Roppongi 4-4-3-33
Minato-ku
Tokyo, 106-0032
Japan
Tel: +81 3 6904 7121
Fax: +81 3 6904 7122

Dubai Office

Knowledge Corporation
187 Oud Metha Tower
303 Sheikh Rashid Road
P. O. Box 80942
Dubai, UAE
Tel: +971 4 324 0048
Fax: +971 4 324 2241

K n o w l e d g e f o r A l l

Contents

Chairman's Message	6
GRC Concept	7
GRC Research Program	8
GRC Ranks High in 2012 Think Tank Survey	11
Workshops & Conferences	12
GRC Participation, Presentations and Meetings	14
Publications 2010-2012	25
Cooperation Agreements	29
Accreditations	35
GRC Premium Members	36
Gulf Research Meeting Sponsors	39
GRC Staff Members	40
Gulf Research Center Foundation	42
GRC Foundation Council Members	43
Gulf Research Centre Cambridge	44
GRC Cambridge Trustees	45
GRC Foundation Asia	46
Gulf Studies at Ca' Foscari University	47
GRC Accomplishments 2000-2012	49
GRC in the News	62
New GCC-EU Project	63
Appreciation	64
A Decade of Distinguished Guests	69
Activities and Services	72
Balance Sheet	78
GRC Financial Overview 2000-2012	79



Chairman's Message

The year 2012 was another critical year for both the Gulf Research Center (GRC) and for the Gulf region as a whole given the numerous developments that took place. As far as GRC is concerned, I am pleased to be able to report that despite the difficulties regarding our location in the Gulf, we managed to hold many key events, contribute to the research agenda of the Gulf, and expand our reach with the establishment of a new office in Tokyo, Japan. Given the rising importance of East Asia to the Gulf's economic as well as strategic future, our office in Japan is meant to strengthen our partnerships with the countries of China, Japan and South Korea as well as deepen our understanding and research focus of the critical developments happening in these countries and the impact this has for the Gulf. The GRC has from the outset concentrated on the relationship between the Gulf and Asia, including holding workshops in all of our annual Gulf Research Meetings, and through our presence on the ground in Japan, we intend to expand our activities even further.

There were many key events in 2012 which are worth mentioning including the largest ever gathering during the Gulf Research Meeting in July with almost 500 participants and 19 workshops, the first annual Think Tank Security Forum held in Venice in May 2012 which brought together 30 of the leading strategic think tanks of the world to discuss the security agenda in the respective regions, as well as the re-convening of the Gstaad Middle East Roundtable after an absence of several years. All three events will also happen in 2013 and we look forward to each of them. Let me also alert everyone to the International Security Forum 2013 which will take place in April in Geneva, Switzerland where the GRC alongside the Geneva Center for Security Policy will be organizing the panel on Middle East Security Issues.

Another important milestone has been GRC's cooperation with King Abdulaziz University in Jeddah on a series of events and research projects with the intent to strengthen the capacity of the University on key research themes, including the main issues impacting the Kingdom of Saudi Arabia. We continue to firmly believe in the development of the institutions of education throughout the Gulf region, and the past year has once again underlined the role being played by the dynamic youth throughout the region. This is a tremendous opportunity to foster the skills and expertise of such a fantastic group of people and we should not miss the chance to make the most out of it.

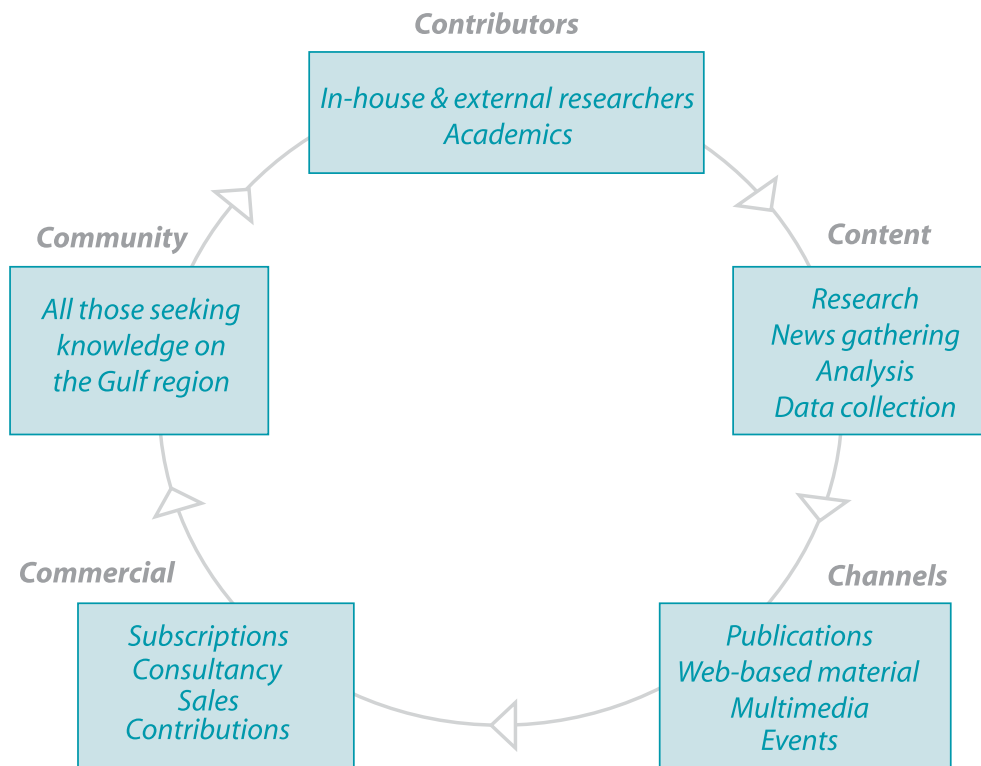
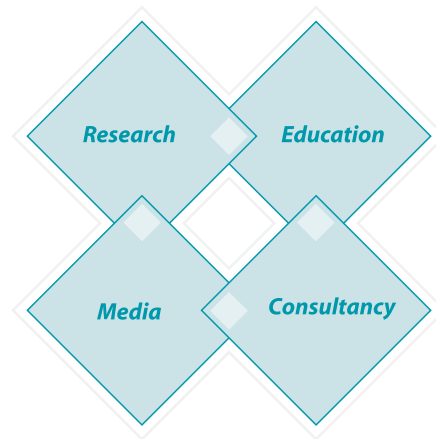
All of our other activities in terms of events, meeting participations, publications and other items are documented in this annual report and I hope you will take a few minutes to look these over. It remains of course a fact that our commitment to contribute to the intellectual and research capacity of the entire Gulf region would not be possible without the dedication of many people including the GRC staff located now in Jeddah, Geneva, Cambridge and Tokyo and the wide network in place whereby the GRC can draw on expertise from across the world. Let me assure everyone that I remain as committed as ever to the further development of the GRC and as such I look forward to our continued engagement and cooperation.

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.

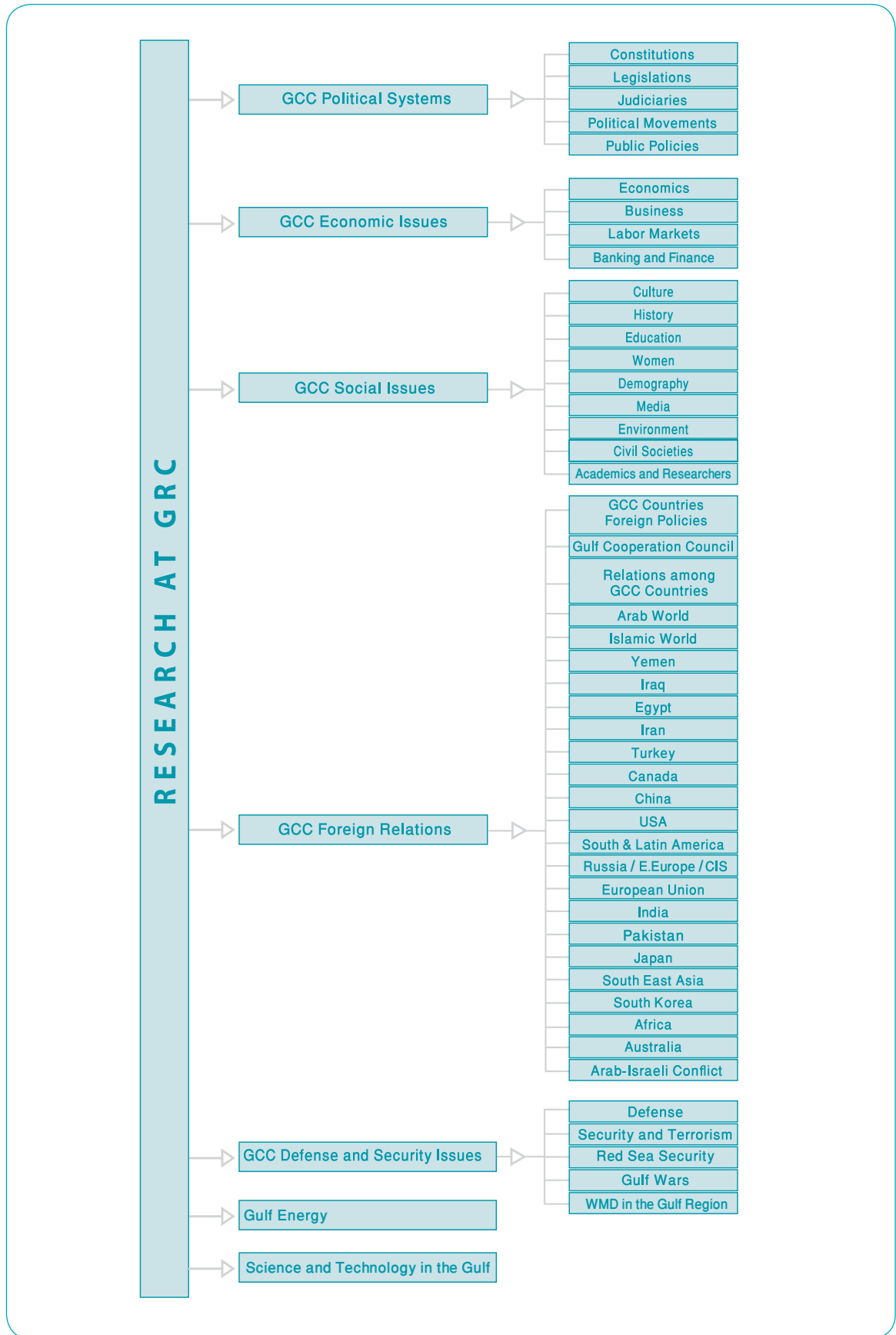


In addition to the existing research programs, the GRC also conducts specialized research projects that contribute to the overall research agenda of the organization.

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



GRC RESEARCH PROGRAM STRUCTURE



GRC Ranks High in 2012 Think Tank Survey

The Gulf Research Center (GRC) has maintained its position as the second leading think tank overall and first as an indigenous institution in the Middle East and North Africa region in the 2011 Global 'Go-To Think Tanks' survey released on January 18, 2012. The survey is prepared by the Think Tanks and Civil Societies Program of the University of Pennsylvania. The 2011 survey looked at 6,545 public policy organizations from 182 countries, including 329 organizations in the Middle East and North Africa.

The objective of the Global Think Tank Survey is to recognize the leading public policy think tanks and highlight the important contributions these organizations make to governmental decision-making and the development of civil society worldwide. The ranking is the result of a nomination process conducted by experts and peer institutions. Several criteria are considered including the rigor and relevance of research and analysis, the ability to produce new knowledge or policy alternatives, and efforts to contribute to positive change in their given region.

Given that the Gulf Research Center has experienced a challenging year, including the re-location from Dubai following the non-renewal of its license by the UAE authorities, the ranking underlines the strong commitment by the GRC to continue to play an important role in shaping the policy process of the Gulf region and the Middle East. In addition, the political, economic and social turmoil that has impacted the entire region over the past year highlights the need for independent and non-partisan scholarship from within the Gulf region.

Top Think Tanks in the Middle East and North Africa (MENA)
1. Carnegie Middle East Center – Lebanon
2. Gulf Research Center (GRC) – Saudi Arabia
3. Al-Ahram Center for Political and Strategic Studies – Egypt
4. Institute for National Security Studies (INSS) – Israel
5. Turkish Economic and Social Studies Foundation (TESEV) – Turkey
6. Center for Economics and Policy Studies (EDAM) – Turkey
7. Begin Sadat Center for Strategic Studies – Israel
8. Al Jazeera Centre for Studies – Qatar
9. Brookings Doha Center – Qatar
10. Centre des Etudes et Recherches en Sciences Sociales (CERSS) – Morocco
11. Center for Strategic Studies – Jordan
12. RAND-Qatar Policy Institute – Qatar
13. Jafee Center for Strategic Studies, Tel Aviv University – Israel
14. Association for Liberal Thinking – Turkey
15. Moshe Dayan Center for Middle Eastern and African Studies – Israel
16. Emirates Center for Strategic Studies and Research – United Arab Emirates
17. Center of Arab Women for Training and Research – Egypt
18. Egyptian Council for Foreign Affairs – Egypt
19. Kuwait Center for Strategic Studies – Kuwait
20. Arab Thought Forum – Jordan
21. Lebanese Center for Policy Studies (LCPS) – Lebanon
22. Issam Fares Center for Public Policy and International Affairs (IFI), American University of Beirut – Lebanon
23. Dubai Institute of Government – United Arab Emirates

Workshops & Conferences

The Gulf Research Meeting
July 11-14, 2012
Cambridge, UK



The 2012 Gulf Research Meeting, one of the largest meetings of scholars studying the issues and challenges facing the Gulf region, was held once again at the University of Cambridge, UK. The 2012 meeting brought together more than 500 leading academics, area specialists, policy practitioners and students held over three days in 19 workshops dedicated to various aspects of Gulf development. Maj. Gen. Abdullatif Rashid Al-Zayani, Secretary-General of the Gulf Cooperation Council (GCC), delivered the keynote address outlining the goals and policies of the GCC during a time of particular turmoil in the critical and strategic Gulf region. The Vice-Chancellor of the University of Cambridge, Prof. Sir Leszek Borysiewicz, highlighted the close relationship between the university and the GRC as well as the support provided by the University of Cambridge for the annual gathering. GRC Chairman Dr. Abdulaziz Sager, while thanking the gathering, underlined the importance of the GRM as a major event that brings together scholars specializing on the Gulf region. Earlier, in his opening remarks, Dr. Abdullah Baabood, the outgoing Director of the Gulf Research Centre Cambridge, highlighted the growth of the GRM over the years while Dr. Yasir Suleiman, Director of the Centre of Middle Eastern and Islamic Studies at the University of Cambridge, moderated the discussion during the opening session. For a complete listing of workshops and individual presentations during GRM, please visit www.grm.grc.net

Gstaad Middle East Roundtable
June 15-17, 2012
Gstaad, Switzerland

Bringing together regional, security, and policy experts in order to assess the current situation in the Middle East, the Gulf Research Center, the Geneva Center for Security Policy, and the Crown Center at Brandeis University hosted the 10th Gstaad Middle East Roundtable in Switzerland. During the meeting, an assessment of 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 were discussed. A summary of the proceedings has been published as part of the Geneva Papers of the GCSP. The Gstaad Middle East Roundtable will continue on an annual basis with the next conference scheduled for June 2013.



*Regional Developments in the Gulf Region:
Implications for Switzerland and Europe
June 15, 2012
Intercontinental Hotel, Geneva*



The Gulf Research Center Foundation, Geneva, organized an afternoon roundtable discussion on “Regional Developments in the Gulf Region: Implications for Switzerland and Europe” at the Intercontinental Hotel, Geneva. The event brought together more than 50 representatives from the Swiss private sector, international organizations based in Geneva, as well as non-governmental organizations and research institutes. Mr. Gilles Roudit, Regional Coordinator Middle East at the Federal Department of Foreign Affairs in Berne, provided an overview of Swiss-Gulf relations while Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, and Dr. Mustafa Alani, Director of Security and Defense Studies, GRC, provided their analysis on key political, economic and security-related issues in the Gulf.

*Think Tank Security Forum
May 28-29, 2012
Venice, Italy*



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 bringing together leading think tanks from throughout 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. The different views presented on key security threats and how to address them are being put together in a publication entitled the Global Security Agenda 2012. The second annual meeting will take place in 2013.

*Saudi Economy: Challenges and Opportunities
May 7-9, 2012
Jeddah, Saudi Arabia*



Globalization has demolished barriers and increased economic interdependence. This in turn has positive and negative consequences for national economies. The challenges facing the Saudi economy in an unpredictable international economic environment as well as the opportunities available to it were the focus of a conference titled “Saudi Economy: Challenges and Opportunities” organized by the King Abdulaziz University – represented by the Faculty of Economics and Administration – and the Gulf Research Center. Over a period of two intensive days, the events brought together leading scholars to discuss both the challenges and opportunities that the Saudi economy faces. The event was the first in a series of collaborative events between the GRC and King Abdulaziz University.

GRC Participation, Presentations and Meetings

December 19, 2012

Dr. Christian Koch, Director of the GRC Foundation, attended the Ordinary General Assembly of the Geneva Security Forum SA held in Geneva, Switzerland at the Palexpo offices. The meeting was presided over by its chairman, Daniel Stauffacher.

December 16-17, 2012

Dr. Oskar Ziemelis, Director of Cooperation, attended the Arab-Latin American Forum held in Abu Dhabi. The Forum, which was hosted by the United Arab Emirates University and the Global Foundation for Democracy and Development (FUNGLODE), focused on prospects for an enhanced Arab-Latin American partnership. The event brought together political, business and academic leaders from Latin America and the Arab world and produced the Abu Dhabi Declaration, which set forth the principles and concrete steps for moving forward the Arab-Latin American partnership in the most creative and beneficial way.

December 11-13, 2012

Dr. Mohamed Abdel Raouf, Research Fellow, GRC Environment Research Program, participated in the Global Environment Facility - NGO (GEF-NGO) Expanded Constituency Workshop for West Asia and North Africa, held in Antalya, Turkey. Discussions at the workshop focused on GEF projects in the region and updates of rules for applying for GEF projects.

GRC participated in the workshop in its current capacity as the regional focal point for the GEF-NGO Network for West Asia.

December 4, 2012

Dr. Christian Koch participated in the EU-GCC Workshop on Research and Innovation Cooperation in Brussels held by INCO-NET GCC with the support of the European Commission under the Seventh Research Framework Program.

Dr. Koch spoke at the meeting about strategic tracks for cooperation between EU and the GCC countries.

December 3, 2012

Noriko Suzuki, Director for Asia and Australia for the GRC Foundation in Japan, attended a workshop on Arabic Studies in Japanese and Arab universities. The workshop was organized and hosted by the Arab Islamic Institute in Tokyo



and Al-Imam Muhammad Ibn Saud Islamic University with the support of the Ministry of Higher Education, Saudi Arabia.

November 29, 2012

Dr. Christian Koch met with Prof. Dr. Christoph Stueckelberger, Executive Director and Founder of Globethics.net, and with Thomas Schoenberger, Program Director, to discuss closer cooperation. The meetings focused on plans for joint library resources and participation by Globethics in the Gulf Research Meeting.

November 28, 2012

The EU-GCC Clean Energy Network's GCC Renewable Energy Readiness meeting was held at the GCC Pavilion, Qatar National Convention Center, Doha. The meeting was co-organized with the Qatar Environment & Energy Research Institute of the Qatar Foundation on the sidelines of the UN Climate Change Conference (COP18) to highlight the importance of a recent initiative, the "GCC Renewable Energy Readiness Assessment Report," which is being developed with network partners across the GCC states.

The Gulf Research Center was represented at the meeting by Dr. Mohamed Abdel Raouf.

November 26-December 1, 2012

Dr. Mohamed Abdel Raouf participated in the UN Climate Change Conference (COP18) in Doha, Qatar. The Gulf Research Center was accredited to participate in COP18 as an observer organization from the West Asia region.

November 26-27, 2012

Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, presented a paper at the plenary session of the Annual Conference of the



Arab Thought Foundation (Thought 11) which was held in Dubai. Dr. Sager introduced his vision of the future of Arab cooperation in the economic field. He presented a paper in the session titled “Competition and Cooperation: Beyond the Borders of the Homeland” in which he pointed out the reality of Arab cooperation in the economic field and identified the reasons for the poor volume and value of trade exchange between Arab countries. Moreover, he discussed the history and value of the trade exchanges and indicated how to promote it. He also addressed the difficulties that face Arab trade exchanges in the post-Arab Spring scenario.

November 26-27, 2012

Dr. Mustafa Alani, Director of the Security and Defense Studies Department, participated as a speaker in the conference on "Regional Security and Steps toward Reducing WMD Risks in the Middle East" organized by the Center for Economics and Foreign Policy Studies (Edam), in Istanbul, Turkey.

November 21, 2012

Dr. Mohamed Abdel Raouf gave a lecture on “Green Economy” in Dubai, UAE. The lecture

was organized by the Emirates Environmental Group and hosted by the General Directorate of Residency and Foreigners Affairs in Dubai. It focused on the definition of “green economy” as well as its principles and challenges in the Arab world.

November 20, 2012

Dr. Christian Koch attended the European Think Tank Summit on “Think Tanks in a Time of Policy Paralysis: On the Sidelines, or Catalysts for Ideas



and Actions?” organized by the Think Tanks and Civil Societies Program of the University of Pennsylvania and held in Rome, Italy. As part of the meetings, which brought together more than 50 leading think tanks from Europe and beyond, Dr. Koch chaired the final session on recommendations and next steps.

November 19-20, 2012

Dr. Mohamed Abdel Raouf participated in the West Asia Civil Society and Stakeholders meetings of the UNEP-Regional Office for West Asia held in Dubai, UAE. The primary goal of the meeting was to prepare the West Asia Statement for the UNEP Governing Council Meeting that will take place in Nairobi in February 2013.

November 17-18, 2012

Dr. Christian Koch spoke on the panel “Regional and International Approaches to Stabilizing Gulf Security” at the 2012 Aspen European Strategy Forum on “The Greater Middle East and the Transatlantic Community” held in Berlin. On his panel, he delivered a paper on the role of regional security organizations with a focus on the GCC.

November 16, 2012

Dr. Christian Koch presented a paper on “The GCC States and the West: Challenges

of Arab Transitions” during the Transatlantic Security Symposium 2012 of the Istituto Affari Internazionali (IAI) held in Rome, Italy. The paper will be published as part of the conference proceedings under the general theme of “Potential and Challenges of EU-US Relations with the Gulf Cooperation Council.”

November 15, 2012

Noriko Suzuki attended a workshop on “The Gulf States and the Rebalancing of Global Power in an Age of Uncertainty” where she served as a panelist. This workshop was co-hosted by Waseda University and JIME (Institute of Energy



Economics, Japan). The discussion examined the GCC states’ changing position within a global order which itself is in a state of flux following the global economic crisis and the pressures of the Arab Spring.

November 13-14, 2012

Dr. Mustafa Alani participated as a speaker in the 23rd Oil and Money Conference held in London. He participated in the session on “The



Geopolitical Developments in the MENA Region.” Oil & Money, the energy industry’s premier conference, is co-hosted by Energy Intelligence and the International Herald Tribune.

November 14, 2012

Dr. Christian Koch engaged in a discussion over the Middle East and Gulf Affairs with the news desk editor of Le Monde Diplomatique Alain Gresh in Paris, France. In the evening, Dr. Koch participated in a podium discussion at the Academie Diplomatique Internationale moderated by Jean-Claude Cousseran, Secretary-General of the Academy. The event was organized by the Bertelsmann Foundation as part of their Europe and Middle East program.

November 13, 2012

Dr. Christian Koch took part in a panel discussion at the European Parliament with the participation



of MEP, Elmar Brok. The event focused on the current state of the Arab transformation and its impact for the EU.

Afterwards, Dr. Christian Koch held a meeting with the Ambassador of the GCC to the European Union, H.E. Amal Al-Hamad. They discussed the current state of relations between the EU and the GCC and the needs for further concrete measures to enhance mutual ties.

Dr. Christian Koch then participated in a discussion and roundtable with members of the Belgian government under the leadership of Marc Otte, Political Director at the Belgian Foreign Ministry.

November 12, 2012

Dr. Christian Koch participated in a panel discussion at the Bertelsmann Foundation in Berlin where he provided the Gulf perspective in the overall topic of “Europe, Turkey and the Arabellion after the US elections.” The event brought together more than 60 representatives of the German government, the diplomatic community in Berlin,



as well as members of the academic and think tank communities.

November 11-12, 2012

Dr. Oskar Ziemelis participated in the UAE-Swiss Research Day organized jointly with the Emirati-Swiss Friendship Forum 2012 in Abu Dhabi and Dubai. The Research Day event, organized by the École Polytechnique Fédérale de Lausanne and hosted by Zayed University, was devoted to the theme “Frontiers in Water, Energy and Sustainability.”

The Forum was an opportunity to review current water, energy and sustainability issues that are important to both the UAE and Switzerland. In his interactions at the Forum, Dr. Ziemelis highlighted GRC’s activities in the areas of environment and sustainable development as well as GRC’s upcoming GCC-Swiss Forum which will take place in September 2013.

November 3-6, 2012

Dr. Christian Koch attended the Strategic Studies Summit entitled “Forward Thinking” in Bangkok, Thailand organized by the Strategic Studies Network under the lead of the Near East and South Asia Center of the National Defense University, Washington. As part of the meeting, Dr. Koch chaired the working group on “Geopolitical Implications of Transitions in the Middle East and North Africa.” The working group aims to issue a white paper on its deliberations to the next summit meeting to be held in November 2013.

October 30, 2012

Dr. Abdulaziz Sager participated in a series of activities that took place at the National University of Singapore, including a meeting with Singapore Management University students in which he gave a talk on “Lessons in Life” and a workshop



co-hosted by the Middle East Institute of NUS and the SMU entitled “Wars & Sanctions in the Middle East: What's in it for Asia?”

October 22-23, 2012

Dr. Mustafa Alani participated as a speaker in the session on “Failing States and al-Qaeda” in the 2nd Berlin Foreign Policy Forum organized by the German Foreign Ministry and the Körber Foundation, Berlin, Germany.

October 20-21, 2012

Dr. Mohamed Abdel Raouf participated in the ‘Post Rio to Post-2015’ Conference which was organized by the stakeholders forum, Green Economy Coalition, UNEP and UN DESA at Pace University, New York. The conference addressed the main focus areas and outcomes of the Rio+20 conference, i.e., Green Economy, Sustainable Development Goals, Sustainable Consumption & Production and International Environmental Governance, as well as linkages with the Post-2015 environment agenda. Dr. Raouf represented GRC in the meeting in its current capacity as the Global Focal Point of the Science and Technology Major Group of UNEP.

October 12, 2012

Noriko Suzuki visited the Korea Institute for International Economic Policy (KIEP) in Seoul to have discussions with Dr. Wook Chae, President of KIEP and his team. The two sides



agreed to sign a revised MoU during the next visit of GRC Chairman Dr. Sager to Seoul, conduct further joint activities on promoting Gulf-Republic Korea economic ties as well as provide associated research and consultancy activities for South Korean and Japanese public and private organizations.

October 12, 2012

Noriko Suzuki visited the Korea Chambers of Commerce (KCCI) in Seoul in order to deliver the brief on investment-related matters between Saudi Arabia and Republic of Korea, on the occasion of the 50th anniversary of Saudi Arabia and Republic of Korea's diplomatic ties. KCCI agreed to host a seminar on GCC-



South Korea Economic and Energy relations and strengthen collaboration with the GRC.

October 6, 2012

A workshop on the role of middle powers and CUSP states was held in Venice with the support of the GRC Foundation. Prof. Matteo Legrenzi from the Ca' Foscari University attended on behalf of the GRFCF. Papers from the workshop organized jointly by Oxford University, the British Academy in Ankara, and Ca' Foscari University of Venice will be put together in a book to be published by Routledge.

October 2, 2012

Dr. Christian Koch held meetings in Berlin with Thorsten Benner, Associate Director of the Global Public Policy Institute (GPPI) to discuss aspects of mutual cooperation; with Thomas Birringer, Regional Director for the Middle East and Africa of the Konrad-Adenauer-Foundation, regarding common interests in EU-GCC relations and the role of civil society organizations in the Gulf region; and with Kai Gerlach of Gerlach Press on

publication issues related to the outcome of the 2012 Gulf Research Meeting.

September 30, 2012

Noriko Suzuki held a meeting with Satoru Nakamura, Associate Professor of Middle East Politics, Kobe University and Professor Hoshino of Osaka University. The three sides agreed to



collaborate further to enhance and promote Gulf-Japan ties and research.

September 26, 2012

Noriko Suzuki attended the Saudi Arabia National Day reception to enhance ties between GRC Asia and the Saudi Arabian Embassy and the Culture Office (which represents the Ministry of Higher Education of Saudi Arabia) as well as promote GRC's activities and visibility in Japan.

September 25, 2012

Dr. Abdulaziz Sager and Dr. Christian Koch held a roundtable discussion with representatives of the Swiss government in Bern, Switzerland, on the key recent developments in the Gulf region including the political environment, the state of the economy, as well as the situation in Yemen, Iran, Iraq and Syria. Attending from the Swiss side were Amb. Wolfgang Bruehlhart, Assistant State Secretary for the Middle East and North Africa Division in the Directorate of Political Affairs, Federal Department of Foreign Affairs (FDFA); Stephan Kellenberger, Deputy Regional Coordinator for Middle East; Francis Piccand, Head for Research and Analysis in the same directorate of the FDFA; Jean-Blaise Defago, Personal Advisor to the Head of the Federal Department of Defence, Civil Protection and Sport (DDPS); and Adrian Bless, Deputy Head of Division at the State Secretariat for Economic Affairs (SECO).

September 22-25, 2012

Dr. Abdulaziz Sager delivered a keynote address on “Economic and Political Trends and Developments in the Middle East” at the Stars Symposium for Leaders of the Next Generation held in Stein am Rhein. Dr. Sager also conducted a workshop on the same topic with participants at the meeting. The Stars Symposium brought together more than 100 business leaders and



executives representing companies worldwide. It is organized by the Stars Foundation with the support of UBS Wolfsberg.

September 24, 2012

Chairman of the Gulf Research Center Dr. Abdulaziz Sager held a colloquium with the Center for Security Studies at ETH Zurich where he spoke on “Perspectives on the Middle East” with a special reference to security issues and challenges. Dr. Roland Popp, Senior Researcher at the ETH, commented on the presentation while Dr. Oliver Thraenert, Head of the Think Tank at the CSS, moderated the discussion. Prior to the meeting, Dr. Sager also held discussions with



Prof. Dr. Andreas Wenger, Director of the CSS, on building cooperation. The CSS is a partner institution in the Think Tank Security Forum of the GRC. Dr. Koch, Director of the GRC Foundation in Geneva, was present during both sessions.

September 18, 2012

Dr. Mustafa Alani participated as a speaker in the first ‘NATO Defense College Senior Executive Regional Course,’ which was held in the Defense College HQ in Rome. The topic of his presentation was “Security & Threats: a View from NATO and the Regions.”

September 18, 2012

GRC Chairman Dr. Abdulaziz Sager spoke at the Third Dialogue of the Euro-Arab Center for Studies in Paris in collaboration with the Franco-Arab Chamber of Commerce. The meeting was held in Paris under the theme “The Arab World, Facing Domestic and International Challenges.” Dr. Sager spoke on the “Challenges facing the Gulf Cooperation Council and the Union Project.”

September 12, 2012

Noriko Suzuki held a meeting with Prof. Hoshino of the Osaka School of International Public Policy at Osaka University to discuss cooperation



with the GRC. The two sides agreed to sign a memorandum of understanding and to conduct joint activities related to promoting Gulf-Asia ties and research.

September 6, 2012

Dr. Christian Koch participated in the roundtable debate on “The EU and the Gulf after the Arab Spring: Strategic Partners?” organized by FRIDE, Madrid and the Brookings Doha Center in Doha, Qatar. The meeting was held in the framework of the EU Commission sponsored Global Re-ordering: Evolution through European Network project. Dr. Koch spoke in the third session on “The EU and the Gulf: Elements of a Strategic Partnership.”

September 5, 2012

Dr. Mustafa Alani participated in a one-day workshop entitled "Turkey and the Gulf: Dialogue in the Middle East." The workshop was organized by Derasat, Bahrain in collaboration with the Turkish Economic and Social Studies Foundation (TESEV), the Carnegie Middle East Center, and the Gulf Research Center (GRC). Given the unpredictable outcomes of the situation in Syria, continued sectarian violence in Iraq and Iran's isolationism, the Forum discussed an increasingly volatile regional outlook and also focused on identifying opportunities for increased cooperation and dialogue that might defuse tensions.

July 10, 2012

The GRC Foundation Council meeting held its annual meeting on the sidelines of the Gulf Research Meeting in Cambridge. Dr. Christian Koch, Director of the Foundation, presented his



report on the activities of the Foundation over the previous year as well as an outlook for the upcoming period until the summer of 2013. During the meeting, a new Foundation Council was voted into office following the end of the term of the original Council members. The GRCF would like to extend a warm thank you to all previous Council members for the tremendous contribution they have made to the Foundation's success.

The third board meeting of the Gulf Research



Centre Cambridge (GRCC) convened at Newnham College, University of Cambridge, to discuss the activities of the GRCC during the past year and provide an outlook for the next year. During the meeting, Dr. Baabood announced his stepping back from the post as Director. Dr. Oskar Ziemelis currently serves as Interim Director.

June 29, 2012

Dr. Mustafa Alani participated as a speaker in a workshop titled "Perceptions and Realities of Turkey's Role in a Changing Arab World" organized by the Turkish Economic and Social Studies Foundation (TESEV) and Carnegie Middle East Center-Beirut. The workshop was held in Beirut, Lebanon.

June 13-22, 2012

Dr. Mohamed Abdel Raouf participated in the United Nations Conference on Sustainable Development (Rio+20) held in the city of Rio de Janeiro, Brazil, as well as in a number of events prior to it, including Sustainable Development Learning Programs, Side Events at Rio and Sustainable Development Dialogue Days. Dr. Raouf represented the science and technology



community in a number of plenaries and also spoke about green economy in the Major Groups press conference on behalf of the UNEP Scientific and Technological Community Major Group.

June 1-2, 2012

Dr. Mustafa Alani participated as a speaker in the "VII LNCV International Workshop on the Iraqi Situation" organized by the Landau Network-Centro Volta in Como, Italy. The workshop focused on "Iraq in the post-2011 Middle East."

May 21-23, 2012

Dr. Abdulaziz Sager, GRC Chairman, spoke at the conference “Impact and Challenges for the Middle East and North Africa One Year on from the Arab Transitions” organized by Wilton Park in partnership with the NATO Defense College. Dr. Sager’s presentation was entitled “A New Balance of Power inside the Gulf Cooperation Council (GCC)?”

May 14-16, 2012

Dr. Abdulaziz Sager participated in the 14th Kronberg Talks of the Bertelsmann Foundation entitled “Europe, Turkey and the Mediterranean – Fostering Cooperation and Strengthening Relations” held in Istanbul, Turkey.

April 12-14, 2012

Dr. Abdulaziz Sager participated and presented a paper on the panel “The Middle East and Gulf Perspective” at the workshop titled “Turkey’s New Global Activism” organized by the Center for International Studies, Massachusetts Institute of Technology, in collaboration with Friedrich-Ebert-Stiftung Turkey, in Istanbul.

April 10, 2012

Dr. Abdulaziz Sager participated in the one-day workshop entitled “Iraq’s Emerging Foreign Policy in Regional and International Context” organized by the Carnegie Middle East Center in collaboration with the Turkish think tank, TESEV, in Istanbul.

April 2-4, 2012

Dr. Mohamed Abdel Raouf participated as an invited speaker in the conference on “Green



Economy: Which Perspectives for the MENA Region?” organized by Friedrich-Ebert-Stiftung in

Tunis, Tunisia. Dr. Raouf’s presentation focused on the recommendations of the Rio+20 Arab Regional Preparatory Meeting held in Cairo in October 2011.

March 29-30, 2012

Dr. Abdulaziz Sager participated in the conference titled “The Arab Spring One Year After: Challenges, Prospects and Strategies for Change” organized by the European Policy Center, Brussels. He chaired the session on “Economic Performance: Managing the Transformation to Open and Fair Market Economies.”

March 28-31, 2012

Dr. Mustafa Alani participated in the “2nd Regional Security Conference” organized by the Strategic Research and Studies Center of the Lebanese Armed Forces, in Beirut.

March 26-27, 2012

Dr. Oskar Ziemelis and Dr. Mohamed Abdel Raouf participated in the conference on “Policies for Sustainable Energy and Green Jobs in the MENA Region” organized by the Sustainable Energy Programme – Middle East & North Africa



of the Friedrich-Ebert-Stiftung. The conference took place at Dead Sea, Jordan and addressed the potential of renewable energy in the MENA region, with specific focus on policies needed to develop renewable energy sources and create green jobs. A new book entitled “Renewable Energy in the GCC Countries – Resources, Potential, and Prospects” published by GRC with the support of the Friedrich-Ebert-Stiftung, was presented at the conference.

March 26, 2012

Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, spoke at the UNCTAD XIII Policy Dialogue "Redefining the Role of the Government in Tomorrow's International Trade"



held at the Palais des Nations in Geneva. Dr. Sager focused specifically on the challenge of export diversification from a Gulf perspective arguing that the GCC states benefit from globalization while the issue of employment generation through the creation of small and medium businesses continues to be a challenge.

March 23-24, 2012

Dr. Mustafa Alani participated as a speaker in the ninth session of the Körber Dialogue Middle East held in Berlin.

March 22, 2012

As part of the Gulf Research Center Foundation's collaboration with Ca' Foscari University of Venice and the Italian Naval Staff College, Fred Wehrey, senior policy analyst of RAND Corporation, gave a presentation on "US Policy toward the Arab Gulf States: Balancing Reform and Security" to an audience comprising Ca' Foscari students, as well as Italian, Belgian and Swedish Navy officers.

March 21-22, 2012

Dr. Mustafa Alani participated as a speaker in the workshop on "Nuclear Non-proliferation in the Gulf" organized by the British American Security Information Council (BASIC) in association with the UK FCO and Qatar Foreign Ministry. The workshop was hosted by Georgetown University, Doha.

March 19, 2012

Dr. Mustafa Alani participated as a speaker in the NATO Defense College "Regional Cooperation

Course" held in Rome. He spoke on "Aspects of Strategic Issues: Contemporary International Security Challenges."

March 4, 2012

GRC Chairman Dr. Abdulaziz Sager participated in a panel discussion at the Jeddah Economic Forum (JEF) 2012. Dr. Sager analyzed the steps necessary to achieve further integration between



the GCC countries so as to enable them to play a more effective role in the international political and economic arena.

February 27, 2012

Nael Shehadeh, Associate Researcher at the Gulf Research Center Foundation, attended a meeting with the President of the UN General Assembly for Non-Governmental Organizations held in Geneva. The GRCF has a special consultative status in the Economic and Social Council of the UN.

February 26-28, 2012

Dr. Mohamed Abdel Raouf gave a presentation titled "Environmental Status, Challenges and Governance in the Arab World" at a symposium



on "Environmental Problems in the Arab World: Meeting Challenges of Sustainable Development," organized by Sultan Qaboos University and the Association of Arab Universities in Muscat, Oman.

February 24, 2012

Dr. Abdulaziz Sager attended an informal round table with Finnish facilitator Jaakko Laajava organized by the Geneva Center for Security Policy in preparation for the 2012 Middle East Conference on a Nuclear Free Zone.

February 20-21, 2012

Dr. Abdulaziz Sager attended the Brookings Doha Energy Forum 2012 in Doha, Qatar. The theme of the conference was “At the Energy Fault-Line: What Shifts in Global Economics and Local Politics Mean for Middle East Suppliers and their Customers.”

February 17-22, 2012

Dr. Mohamed Abdel Raouf participated in the United Nations Environment Program's (UNEP) 13th Global Major Groups and Stakeholders Forum (GMGSF-13) and the 12th special session



of the Governing Council/Global Ministerial Environment Forum (GC/GMEF), in Nairobi, Kenya. He delivered a presentation entitled “Making a Green Economy Happen.” The GRC participated in its current capacity as the Global Focal Point of the Science and Technology Major Group.

February 13-14, 2012

Dr. Mohamed Abdel Raouf participated in the Civil Society Organization meeting for West Asia organized by the Global Environment Facility (GEF) NGO Network in Amman, Jordan. The meeting was the first for the GEF NGO Network in West Asia and North Africa.

February 3, 2012

GRC Chairman Dr. Abdulaziz Sager attended the 48th Munich Security Conference, one of

the premier meetings of decision- and policy makers on current and global security issues. In addition to focusing on the Euro-Atlantic Security Community, the rise of Asia and the issue of energy security, this year's event also placed emphasis on the regional and global implications of the recent developments in the Middle East. Among the key attendees were the US Secretary of Defense, the US Secretary of State, the Secretary-General of NATO, as well as numerous heads of state and ministers.

February 3, 2012

Dr. Christian Koch gave an interview to Dukascopy TV, part of Dukascopy Swiss Forex and Marketplace. In the interview, he provided perspectives on the political turmoil in the Middle East and the issue of Iran and economic sanctions.

February 2, 2012

Dr. Christian Koch participated in the fourth meeting of the Academic Peace Orchestra Middle East Project held in Barcelona, Spain on the topic of “How to Make the Envisaged Middle East Conference (MEC) 2012 in View of Recent Regional Events Happen, Successful and Sustainable.” Dr. Koch gave a presentation in the Arab Spring working group on the situation in the Gulf region. He also spoke about the Gulf Weapons of Mass Destruction Free Zone Project that the GRC launched back in December 2004.

January 31, 2012

Florian Weisweiler and Nael Shehadeh of the Gulf Research Center Foundation attended a lecture by Dr. Andreas Höfert, chief economist at UBS, on the state of international financial markets and potential investment strategies in these economically difficult times. The meeting mainly discussed the state of the world economy and potential worries in the short to medium term in the Eurozone economies.

January 18-20, 2012

Dr Abdullah Baabood, Director, Gulf Research Centre Cambridge, gave a talk at the opening session titled “Scene setter: Identifying the Main Issues” at a conference on “Future Trends and

Challenges for the Middle East and North Africa: towards 2030” at Wilton Park, UK.

January 17-19, 2012

Dr. Oskar Ziemelis participated in the 2nd Annual Conference of the EU-GCC Clean Energy Network which was held in Abu Dhabi, UAE, on the sidelines of the World Future Energy Summit 2012. Sessions were devoted to: Carbon Capture and Storage; the 3rd Sustainable Biofuels Workshop; Renewable Energy Sources; Clean Natural Gas & Related Technologies; Energy Efficiency & Demand Side Management; as well as Electricity Interconnections & Market Integration.

January 10, 2012

Dr. Christian Koch attended the 2012 Aspen European Strategy Forum in Berlin, Germany on “Sustainable Strategies for Afghanistan and the Region after 2014.” He spoke in the panel on “Implications of Regional Political Rivalries for Afghanistan and Pakistan” on the need to better engage the Arab Gulf States and particularly Saudi Arabia when it comes to promoting a regional solution to the issue of stability in Afghanistan after coalition withdrawal.

January 9-10, 2012

Dr. Abdulaziz Sager participated in a two-day symposium on “The New Changes in the Arab World.” The symposium was organized in Riyadh by the King Faisal Center for Research and Islamic Studies (KFCRIS) and Carnegie Endowment for International Peace. Dr. Sager chaired a



session on “The US and the New Changes in the Arab World” along with CEIP President Jessica Mathews, Vice-President Dr. Thomas Carothers, and Dr. Marwan Muasher, Vice-President for Studies and Director of the Middle East Program at Carnegie.

January 9, 2012

Dr Abdullah Baabood gave a talk on “GCC Integration and the Proposed GCC Union” at the Reading Saloon, in Muscat, Oman.



GRM 2013

The Gulf Research Center Cambridge has established an annual Gulf Research Meeting (GRM) to enhance knowledge and research about the Gulf region. GRM brings together specialists, policy practitioners, and aspiring academics to discuss and debate the key challenges and changes facing the countries of the region

Inquiries:

Please contact: grm2013@grc.net



Gulf Research Centre Cambridge
Knowledge for All

Please visit our website for details on the workshops and how to apply:
<http://grm.grc.net>

Publications 2010-2012

The Gulf Region: Economic Development and Diversification

The four volumes in this major research collection, published in July 2012, address the key economic issues which affect the future development and diversification of the member states of the Gulf Cooperation Council (GCC), namely Bahrain, Kuwait, Oman Qatar, Saudi Arabia and UAE. The four volumes 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 Center

The books bring together state-of-the-art analysis by some 40 international scholars who participated in a major joint initiative by the EU and the GCC, the al-Jisr project on EU-GCC Public Diplomacy and Outreach headed by the Gulf Research Center and supported by the European Commission.

Renewable Energy in the GCC Countries: Resources, Potential, and Prospects

Imen Jeridi Bacheleir

The aim of this book is to help identify the potential role that renewable energy sources (RES) can play in the future energy mix of the GCC countries; it looks closely at the major past and present renewable energy initiatives and policies, as well as industrial and research capabilities in the region, with a specific focus on solar and wind energy technologies. In doing so, this study examines the drivers and requirements for the deployment of these energy sources and their possible integration into sectors as different as electricity generation, water desalination, or green building. Illustrated by a wealth of practical cases and studies, and aspiring to be used as a reference book, this study aims to help researchers comprehend the overall capabilities and achievements of the GCC countries in the renewable energy field, so that perspectives on the region's strategic energy issues are objective and sustainable models are encouraged.



Key Issue Facing the Saudi Ruling House

Dr. Abdulaziz O. Sager

The analysis looks at the recent leadership changes that have taken place at the Saudi Ministry of Interior and also addresses Saudi succession issues.

Excerpt: The removal of the Kingdom's Interior Minister after only five months in office is a point of concern for many observers of the Saudi political scene. The sudden move surprised many Saudis both at home and abroad who see it as part of a worrying phenomenon among the Kingdom's top leadership during the past two years that has already claimed the positions of a number of senior members of the ruling house of al-Saud. Whatever the motivations or reasons and avoiding any speculation, the sudden dismissal of a senior Prince from the key post of Interior Minister cannot be justified by the usual official justifications of ill health, private circumstance, or by an expressed personal desire for retirement.



Iran's Domestic Political and Economic Challenges

Dr. Sara Bazoobandi

Following the controversial presidential election in 2009, the political and economic environment in Iran has become increasingly complex. The divide between the conservative and reformist camps has increased, and disagreements have surfaced between Supreme Leader Ayatollah Khomeini and President Ahmadinejad on a number of occasions. In the short run, a major political challenge will come in June 2013 when the country chooses a new president. On the economic front, sanctions have severely impacted the economy, and people's dissatisfaction has been growing because of rising inflation and unemployment. The divisions among the ruling elite have made it difficult for the government to tackle the economic challenges. This paper analyzes some of the key political and economic events in Iran and tries to outline the emerging scenario in the country.



South Korea-GCC Economic Relations: An Overview

Mohammed Turki Al-Sudairi

South Korea and the GCC countries have a multi-faceted and interdependent economic relationship that can be traced back at least to the early 70s. The economic take-off experienced by both sides since then has allowed a new synergy to emerge, mostly based on the twin pillars of energy and technology transfer. South Korea is the GCC's fifth most important trading partner. In the context of South Korea's growing importance to the economic well-being of the Gulf, as well as its unprecedented involvement in non-traditional ventures such as the nuclear energy projects in both the UAE and Saudi Arabia, this paper presents an overview of South Korea-GCC economic relations. It analyzes the different aspects of the relationship from a macro perspective examining both its energy and non-energy dimensions. It provides an insight into the scope and intensity of South Korea-GCC linkages and how they have evolved as a whole.



Iran and the Arab Spring: Ascendancy Frustrated

Dr. Shahram Chubin

Since 1990, the Middle East has gained importance geopolitically while the center of gravity of the region has shifted from the Levant to the Gulf. Among the key players in the region is the Islamic Republic of Iran whose revolutionary behavior and ambitious, if ambiguous, nuclear program have added to its neighbors' anxieties about its goals. However, in the wake of the Arab Spring, Iran has found its influence waning. A new GRC paper points out that widespread regional instability has not been conducive to the extension of Iran's power or influence. It adds that Tehran now faces a less tractable regional environment with allies weakened and adversaries emboldened.

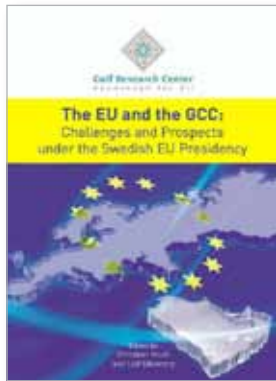


Sino-Saudi Relations: An Economic History

Mohammed Turki Al-Sudairi

Given that economic ties between Saudi Arabia and China have grown considerably in the last two decades with energy at the heart of the relationship, this new GRC Paper takes an in-depth look at Sino-Saudi economic relations starting from the late 1980s onwards. In addition to examining the oil and petrochemical partnerships spearheaded by Aramco and SABIC, the paper also includes wider issues such as the role played by Saudi corporate investors and Chinese companies operating in the Kingdom in cultivating this relationship. In addition, the paper highlights some of the comparative advantages and difficulties latent in the various sectors through which this engagement unfolds.





*The EU and the GCC:
Challenges and Prospects under the Swedish EU
Presidency*



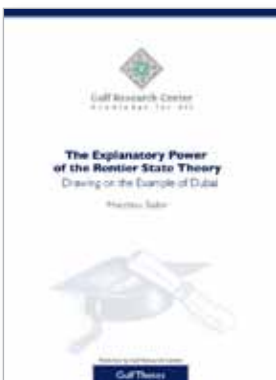
*Policy-Making in the European Union
(The New European Union Series)*



*A Neighborhood Policy for the
Gulf Cooperation Council*



Gulf Monitor (Issue No.15)



*The Explanatory Power of the Rentier State Theory
Drawing on the Example of Dubai*



*Knowledge Creation and Diffusion:
The Role of UAE Universities*



Political Reform in the GCC and its Implications for EU Policy (February 2010)



The Gulf takes charge in the MENA region (April 2010)



The EU-GCC Partnership: Security and Policy Challenges (May 2010)



Jeddah Economic Forum 2010 (background papers)



The Gulf and European Energy Supply Security (background papers)






Gulf-Africa Investment Conference 2010: Fostering Economic Relations (background papers)

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:

 <p>Center for Pakistan & Gulf Studies (CPGS) <i>A non-partisan organization established to undertake research and consultancy to enhance understanding between Pakistan and the Gulf countries</i></p>	 <p>Faculty of Economics and Administration King Abdulaziz University <i>First faculty established at King Abdulaziz University, a highly esteemed university in Saudi Arabia</i></p>
 <p>Mapungubwe Institute for Strategic Reflection (MISTRA) <i>An institute that combines research, strategic reflection and intellectual discourse to engage the strategic issues facing South Africa</i></p>	 <p>Osaka School of International Public Policy at Osaka University (OSIPP) <i>Founded to conduct research into issues and policies that transcend national, cultural and any other kinds of boundaries</i></p>
 <p>The Bahrain Center for Strategic, International and Energy Studies (DERASAT) <i>A think tank dedicated to encouraging the use of research and dialogue to inform policy makers and interest groups</i></p>	 <p>The Africa Institute of South Africa (AISA) <i>An independent, non-profit research organization that focuses on development and governance issues through empirical research</i></p>
 <p>Ca'Foscari University Foundation, Venice <i>A leading Italian university offering teaching and research activities in economics, languages, sciences and humanities</i></p>	 <p>Republic of Mozambique</p>
 <p>Emirates Environmental Group (EEG) <i>A voluntary, non-government organization based in Dubai, UAE, devoted to protecting the environment in UAE</i></p>	 <p>Arabia CSR Network <i>Facilitates the establishment of business and financial links between the Arab countries and Germany</i></p>



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



New way, New value

Sojitz Research Institute

A think tank and business consulting organization



VIAMES

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

**ST•GALLEN
FOUNDATION**

for International Studies

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)

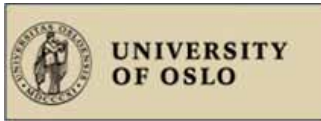
International unit of the Witten Institute for Family Business at Witten/Herdecke University in Germany dedicated to family business research in the Arab region and German-speaking Europe



**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 committed 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*



**Instituto de
Relaciones
Internacionales**
**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



JIME Center, The Institute of Energy Economics, Japan

JIME IEE Japan
Private research center in Japan focussing on the Middle East



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



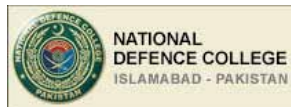
Young Arab Leaders
A network of Arab men and women eager to trigger change in the world around them



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 (GIZ) GmbH
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 SRRS, 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-Universität 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

 <p>Friedrich-Ebert-Stiftung <i>Private cultural non-profit institution committed to the ideas and basic values of social democracy</i></p>	 <p>Birzeit University <i>Among the foremost tertiary educational institutes in Palestine</i></p>
 <p>International Development Law Organization <i>Intergovernmental organization dedicated to promoting the rule of law and good governance in developing countries</i></p>	 <p>The Environmental Center for Arab Towns (ECAT) <i>Dubai-based scientific research institute dealing with issues concerning natural resources and sustainable development of Arab cities</i></p>
 <p>The National Institute for Research Advancement <i>Japanese research institution</i></p>	

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.



GRC Premium Members



Dubai Economic Council



Council of The European Union



The Executive Office



ROYAL NORWEGIAN EMBASSY
Royal Norwegian Embassy



Mitsubishi Corporation



New way, New value
Sojitz Corporation



Edward W Kelley & Partners



THE BOSTON CONSULTING GROUP
The Boston Consulting Group



BP



Emirates NBD



Deutsche Bank



Dubai Investments



UBS



JBIC
JBIC



McKinsey & Company



Bain & Company



Shell



National Commercial Bank



Boeing



























Halliburton


























Nestlé Middle East








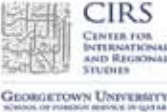








FedEx Express

 <p>Dubai Aluminium</p>	 <p>Go Telecom</p>
 <p>Laing O'Rourke</p>	 <p>Bayer</p>
 <p>Omni Advisory Group</p>	 <p>Luzi</p>
 <p>Federal National Council</p>	 <p>The Economist Group</p>
 <p>German Business Council - Dubai</p>	 <p>Jeddah Chamber of Commerce and Industry</p>
 <p>FGCC</p>	 <p>German Business Council Abu Dhabi</p>
 <p>The Consulate General of Singapore</p>	 <p>Embassy of the Kingdom of the Netherlands</p>
 <p>Consulate General of Switzerland</p>	 <p>Embassy of The Kingdom of Sweden</p>
 <p>Consulate General of Japan</p>	 <p>Consulate General of France</p>
 <p>Norway</p>	 <p>Consulate General of Angola</p>
 <p>DEIK</p>	 <p>Energy Intelligence</p>
 <p>Atheeb Group</p>	 <p>Electronia</p>

 <p>Basamh Group</p>	 <p>Budget - United International Transportation Company</p>
 <p>Tecom</p>	 <p>ERNST & YOUNG</p>
 <p>Exxon Mobil</p>	 <p>Oliver Wyman</p>
 <p>Bennett Jones LLP</p>	 <p>Saudi Research and Marketing Group</p>
 <p>Siemens</p>	 <p>Qatar Financial Authority</p>
 <p>E.ON</p>	 <p>Saudi Arabian Marketing and Agencies Company LTD</p>
 <p>Gulf News</p>	 <p>King Abdullah University of Science and Technology</p>
 <p>Saudi Basic Industries Corporation</p>	 <p>Mohamed O.A. Alamoudi G.C</p>
 <p>Xenel</p>	 <p>Saudi BinLadin Group</p>
 <p>Munich Reinsurance Company</p>	 <p>Arabnews</p>
 <p>Al Arabiya</p>	 <p>University of Cambridge</p>
 <p>Daman</p>	 <p>Al-Nahla Group of Companies</p>

Gulf Research Meeting Sponsors

 <p>Al Diyar</p>	 <p>ARAB FUND FOR ECONOMIC & SOCIAL DEVELOPMENT</p> <p>Arab Fund for Economic and Social Development</p>
 <p>Bank Dhofar</p>	 <p>Bank Muscat</p>
 <p>Dallah Albaraka</p>	 <p>DERASAT – Bahrain Center for Strategic, International and Energy Studies</p>
 <p>Emaar Properties PJSC</p>	 <p>Georgetown University School of Foreign Service in Qatar</p>
 <p>KAB HOLDING KAB Holding</p>	 <p>London School of Economics and Political Science – Kuwait Research Programme</p>
 <p>Kuwait Foundation for the Advancement of Sciences</p>	 <p>Khaled Juffali Company</p>
 <p>The Kuwait Program at Sciences Po</p>	 <p>Silatech</p>

GRC Staff Members



Dr. Abdulaziz Sager
Chairman



Dr. Mustafa Alani
Senior Advisor and Director
Security & Defense Studies



Dr. Christian Koch
Director
GRC Foundation
Geneva



Prof. Giacomo Luciani
Senior Consultant
GRC Foundation
Geneva



Dr. Abdullah Baabood
Director
GRC Cambridge



Dr. Oskar Ziemelis
Director of Cooperation



Javaid Iqbal
Vice President
Knowledge Corporation



Noriko Suzuki
Director
GRC Foundation Asia



Prof. Hasanain Tawfiq
Senior Advisor



Imco Brouwer
Program Advisor
Gulf Labor Markets & Migration Program
GRC Foundation
Geneva



Dr. Matteo Legrenzi
GRC Venice



Dr. Mohamed Abdel Raouf
Research Fellow
Environment Research Program



Imen Jeridi Bachellerie
Researcher
Gulf Science & Technology Program



Jamal Hammam
Publishing Manager
GRC Jeddah



Nael Shehadeh
Associate Researcher
GRC Foundation
Geneva



Naafia Mattoo
Research Assistant
Gulf Science & Technology Program



Samir Kandil
Assistant General Manager
GRC Jeddah



Florian Weisweiler
Business Development Manager
GRC Foundation
Geneva



Bander Althaqil
Administration Manager
GRC Riyadh



Ahmed Salah Ahmed
Administration Manager
GRC Jeddah



Radhika Menon
Editorial Manager - English



Sanya Kapasi
Administration Manager



Salih Kourdi
Chairman's Office Manager



Bhuvanewari Kannan
Manager - Office of the Chairman



Abdullah Al Mansouri
Public Relations Officer



Eng. Ahmed Sh. Aldaraji
Project Manager
GRC Jeddah



Mamdouh Al-Kenani
Research Assistant
GRC Jeddah



Mourad Reda
Project Manager
Knowledge Corporation
Jeddah



Ayman Al Barasneh
Web Content Manager



Faleh Al Enezy
Editor In-charge
Araa Magazine



Murad Musfer
Creative Manager



Vasim Ahmed Sheikh
Chief Accountant



Madaliso Mauluka-Savage
Program Coordinator
GRC Foundation
Geneva



Sameeh H. Sohbi
Project Coordinator
Knowledge Corporation

Gulf Research Center Foundation

The GRC Foundation 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.



Gulf Research Center Foundation
Knowledge for All



Dr. Christian Koch
Director
GRC Foundation

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.

At the end of 2012, the GRCF finalized arrangements for moving into its new office space at the Maison de la Paix which is currently being constructed in Geneva. The completion of the building is expected in the spring of 2014, followed by the move into the new premises soon thereafter. With its new location, GRCF intends to open a Gulf Documentation Center as well as strengthen opportunities in Executive Learning Programs with other Geneva-based organizations.

The objectives of the GRC Foundation are to:

- 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:
 - Facilitate access of Gulf students to some of the top international schools.
 - Encourage teaching and research on the Gulf on the part of leading international scholars and academics.
 - Support the development and sustainability of GRC by attracting funding from the Gulf as well as elsewhere in the world.

Term of the First GRC Foundation Council Ends

The GRC Foundation extends a warm thank you to all Council members whose term in office ended in July 2012 for the tremendous contribution they have made to the Foundation's success. They include Prof. Saleh Almani, Prof. Baqer Alnajjar, Dr. Fatima Al-Shamsi, Prof. Abdullah Alshayehji, Dr. Farid el Khazen, Prof. Bahgat Korany, Prof. Timothy Niblock, Dr. Marina Ottaway, Prof. Yezid Sayigh, Dr. Adnan Shihab-Eldin, Amb. Fred Tanner, and Amb. Theodor Winkler.

GRC Foundation Council Members



Dr. Abdulaziz Sager
Founder and Chairman
GRC Foundation



Dr. Mustafa Alani
Senior Advisor and Director
Security & Defense Studies
Gulf Research Center



Prof. Timothy Niblock
Professor
Arab Gulf Studies
University of Exeter
United Kingdom



Prof. Saleh Almani
Professor and Dean of College of
Law and Political Science
King Saud University
Saudi Arabia



Dr. Marina Ottaway
Director
Middle East Program
Carnegie Endowment for International
Peace
USA



Prof. Baqer Salman Alnajjar
Professor of Sociology
Department of Social Sciences
University of Bahrain
Bahrain



Mr. Ahmed Sager
Founding Member, GRCF
Saudi Arabia



Dr. Fatima Al-Shamsi
Secretary-General
UAE University
UAE



Prof. Yezid Sayigh
Senior Associate
Carnegie Middle East Center
Beirut
Lebanon



Prof. Abdullah Alshayji
Professor
International Relations and US Politics
Head of American Studies Unit
Kuwait University
State of Kuwait



Dr. Adnan Shihab-Eldin
Director General
Kuwait Foundation for the
Advancement of Sciences
Kuwait



Dr. Farid el Khazen
Professor
American University Beirut
Lebanon



Amb. Fred Tanner
Director
Geneva Centre for Security Policy
Switzerland



Prof. Bahgat Korany
Professor of International Relations and
Political Economy and Director, AUC Forum,
American University in Cairo, Egypt



Amb. Theodor H. Winkler
Director
Geneva Centre for the Democratic Control of the
Armed Forces
Switzerland

Gulf Research Centre Cambridge



*Dr. Abdullah Baabood
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 Board of Trustees of GRC Cambridge expresses its sincere gratitude to Dr. Abdullah Baabood for his service as Director of GRC Cambridge from its founding in 2009 to 2012. Dr. Baabood left GRC Cambridge in 2012 in order to establish and direct a new Gulf Studies Programme at the College of Arts and Sciences, Qatar University. The work of GRC Cambridge continues with Dr. Oskar Ziemelis as Interim Director.



GRC Cambridge Trustees



Dr. Abdulaziz Sager
Founder and Chairman
GRC Cambridge



Dr. Mustafa Alani
Senior Advisor and Director
Security & Defense Studies
Gulf Research Center



Prof. Giacomo Luciani
Senior Consultant
GRC Foundation
Geneva, Switzerland



Sir Richard Dearlove
Master, Pembroke College
University of Cambridge
UK



Prof. Timothy Niblock
Professor
Arab Gulf Studies
University of Exeter
UK



Dr. Christian Koch
Director
GRC Foundation
Geneva, Switzerland



Prof. Yasir Suleiman
Professor
Modern Arabic Studies
University of Cambridge
UK



Amb. Stuart Laing
Master, Corpus Christi College
University of Cambridge
UK



Prof. Charles Tripp
Professor
Politics of the Middle East
University of London
UK

GRC Foundation Asia



Noriko Suzuki
Director
GRC Foundation Asia

During 2012, the Gulf Research Center Foundation opened an office in Tokyo, Japan, in order to strengthen partnerships with research and academic organizations in China, Japan, the Republic of Korea and Australia. This move also reflects the importance of East Asia to the Gulf's economic and strategic interests. GRCF

Tokyo will facilitate the holding of workshops and other activities relating to Gulf-East Asia and Gulf-Australia relations. Noriko Suzuki heads the office as Director for Asia and Australia



**Gulf Research Center
Foundation Asia**
Knowledge for All

The GRC Foundation's Tokyo office focuses on three key objectives:

- Develop and promote closer relationships and mutual understanding, at both a governmental and private level, between the Gulf and East Asia regions. The Foundation, for example, has signed a Memorandum of Understanding for cooperation with the Osaka School of International Public Policy (OSIPP) at Osaka University, which will facilitate cooperation on relevant public policy issues.
- 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 survey and analyze the key aspects of Gulf-Asia relations. Joint forums and seminars bringing together participants from both the Gulf and Asia are also planned 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, including with IEEJ (Institute of Energy Economics, Japan) and KIEP (Korea Institute for International Economic Policy).

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 Studies at Ca' Foscari University



Università
Ca' Foscari
Venezia

In May 2011, the Gulf Research Center Foundation and the Fondazione Università 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 a 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.

At Ca' Foscari University, the program will seek to fulfil the following objectives:

- Hold and organize workshops on the Gulf, Middle East and IR leading to publication in books and/or journal special issues.
- Organize a visiting speaker series and mini courses on IR, Gulf and Middle East topics by international scholars.
- Exchange agreements with universities and think tanks leading to student and faculty mobility, joint speaker series and joint courses.
- Organize panels at international conferences such as GRM Cambridge, MESA, ISA, Exeter Gulf Conference and BRISMES.



THE 2013 GULF RESEARCH MEETING

UNIVERSITY OF CAMBRIDGE, JULY 2-5, 2013



GRM 2013

The Gulf Research Center Cambridge has established an annual Gulf Research Meeting (GRM) to enhance knowledge and research about the Gulf region. GRM brings together specialists, policy practitioners, and aspiring academics to discuss and debate the key challenges and changes facing the countries of the region

Inquiries:

Please contact:
grm2013@grc.net

Workshops

- Boundaries and Territory in the Gulf Region
- Educational Challenges in the GCC in the 21st Century
- GCC Relations with Post-War Iraq: A Strategic Perspective
- Gulf Cities as Interfaces
- Saudi Arabia and the Arab Uprisings: National, Regional, and Global Responses
- Sustainable Development Challenges in the GCC
- The GCC States-Turkey Relations: Opportunities and Challenges
- The Gulf and Asia Political Relations and Strategic Options in a Developing Scenario (China, India, South Korea and Japan)
- The Relationship between the Gulf Countries and Latin America: The Role of Non-State Actors
- The Rentier State at 25: Dismissed, Revised, Upheld?



Gulf Research Centre Cambridge
Knowledge for All

Please visit our website for details on the workshops and how to apply:

<http://grm.grc.net>

GRC Accomplishments 2000-2012

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 anticipated 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.



- 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 research 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

WORLD TRADE
ORGANIZATION



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 (GWMDZFZ)
- 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 190 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

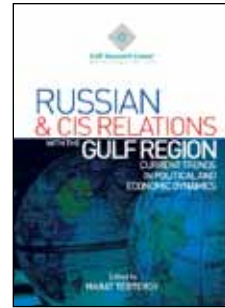
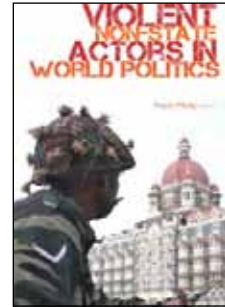
Edited volumes completed recently include:

- 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 2000-2012 period: 200
- 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.gulfinthemedial.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.
- 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



Gulf Research Centre Cambridge
Knowledge for All



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.

- 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

- 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.

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.
- 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.

GRC Chairman Dr. Abdulaziz Sager on Al Jazeera Arabic analyzing the events of 2012

December 31, 2012



New GCC-EU Project

In December 2011, the GRC was awarded a new project entitled "Promoting Deeper EU-GCC Relations" following a call for proposals from the European Commission. The project is a follow-up to the previous Al-Jisr Project on EU-GCC Public Diplomacy and Outreach which ran from July 2008 until October 2010. The new project has two components: training sessions to raise awareness about the institutions and policies of the European Union among sectors of the GCC society; and workshops to highlight critical areas of cooperation with the aim to produce policy recommendations that can be considered by policy officials for implementation in an effort to further strengthen relations. Both these components are supported by activities such as translations, publications, and the further development of a website as a platform for displaying project outcome.

The first training session for GCC academics took place in September 2012 and included nationals from all six GCC member states. The week-long program included lectures on different aspects of



the European Union as well as field visits and meetings with the European External Action Service (EEAS), the European Parliament, Directorates of the European Commission as well as other think tanks working with the EU. A discussion was also held with the GCC ambassadors accredited to the EU.

In 2013, numerous workshops on issues such as political and foreign relations, cooperation in clean energy matters and higher education will be held. A second training session for young students from the GCC states will also take place. The project concludes on December 31, 2013.



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 ١٤٢١-٣-٥هـ والمتضمنة تهنئتنا على نجاح منتدى جدة الاقتصادي العاشر والذي عقد في المدة من ٢٩/٢ - ٢/٣/١٤٢١ هـ، وإننا إذ 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 ماي 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)، وننتي على جهودكم الكبيرة، في رهد 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 الآخر 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: ٢٠/٦/٢٠٠٦م



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 أوغلي

”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 الأعداد الجيد له، وحسن الاستقبال والضيافة التي لقيها الضيوف من المشاركين 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

A Decade of Distinguished Guests



October 23, 2003

Prof. Nobert Walter, Chief Economist, Deutsche Bank

March 1, 2004

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



September 28, 2004

NATO Deputy Secretary-General, Mr. Alessandro Minuto Rizzo

December 13, 2004

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



January 11, 2005

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

February 22, 2005

Emirates Bank Chairman, HE Ahmed Humaid Al-Tayer



March 13, 2005

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

May 11, 2005

South African Foreign Minister, HE Dr. Nkosazana Dlamini Zuma



November 16, 2005

US Deputy Assistant Secretary of State, Mr. Scott Carpenter



November 21, 2005

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

April 1, 2006

HE President Farooq Leghari, Former President of Pakistan



May 27, 2006

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

October 11, 2006

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



January 23, 2007

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

February 8, 2007

Chief of the Naval Staff, Indian Navy, Admiral Sureesh Mehta



August 6, 2007

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

August 28, 2007

Prof. Ryoji Tateyama, Professor, National Defense Academy of Japan



February 13, 2008

HE Manuel Pineiro, Spanish Ambassador to the UAE

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



May 14, 2009

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

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 7, 2009

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

May 12, 2010

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



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.



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



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.

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

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 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

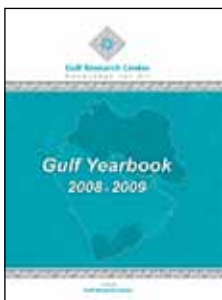
The GRC e-library contains thousands of bilingual (English/Arabic) full-text documents related to the Gulf region in different formats. This resource pool is updated regularly to ensure access to the very latest information. It includes:

- 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.



Research Papers

Peer-reviewed research papers and studies authored by specialists in Gulf issues – comprehensive in character, these are meant to open the door for more specialized Gulf studies.



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.



Gulf Monitor

The Gulf Monitor is a quarterly publication that seeks to provide a regional perspective on critical issues pertaining to the Gulf region. The publication contains articles on subjects that fall within the ambit of 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.



Gulf Research Center Premium Membership



The Gulf Research Center Premium Membership provides employees of member companies and organizations with unlimited access to the full array of our activities and services, including research, consultancy, media and conferences, as well as access to our global network. There are three principal ways for institutions with an interest in the Gulf region to become involved with us:

The Premium Membership (CHF 8,000):

- Privileged access to the GRC and the Gulf in the Media websites
- Access to all publications and analysis before they are distributed to the general public
- Invitations to all open events, with excellent networking and marketing opportunities
- Monthly Skype briefings on events shaping the GCC states and the wider Middle East
- Possibility to request face to face board level briefings (extra hourly charge)

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

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

A tax deductible donation to either the Gulf Research Center Foundation in Geneva or the Gulf Research Centre Cambridge.

For more information, please contact:

Mr. Florian Weisweiler (Business Development Manager) at fweisweiler@grc.net



Gulf Research Center
Knowledge for All

Balance Sheet

Particulars	2000-2001 (17months)	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 (Unaudited)	2012 (Unaudited)
Fixed Assets (Net) AED	61,753	2,697,922	2,255,386	1,778,359	1,330,481	805,085	382,766	243,119	128,812	57,819	47,858	20,776
Current Assets AED	45,744	1,026,197	876,016	2,660,812	1,415,413	1,629,096	1,324,615	1,864,353	1,628,500	1,869,577	1,135,167	618,000
Current Liabilities AED	(19,532)	(485,173)	(985,453)	(2,048,980)	(1,585,704)	(3,152,969)	(3,002,748)	(9,613,388)	(7,242,152)	(2,949,232)	(2,099,304)	(145,626)
Net Assets / (Liabilities) AED	87,965	3,238,946	2,145,949	2,390,191	1,160,190	(718,788)	(1,295,367)	(7,505,916)	(5,484,840)	(1,021,836)	(916,279)	493,150
P & L Account AED	2,541,800	8,175,506	17,848,487	33,403,617	52,615,832	72,601,198	90,792,166	107,800,963	123,987,969	139,367,022	148,171,153	160,180,558
Total Funding AED	2,629,765	11,414,452	19,994,436	35,793,808	53,776,022	71,882,410	89,496,799	100,295,047	118,503,129	138,345,186	147,254,875	160,673,708
Total Funding USD	715,582	3,105,973	5,440,663	9,739,812	14,632,931	19,559,839	24,352,870	27,291,169	32,245,749	37,644,948	40,069,354	43,720,737

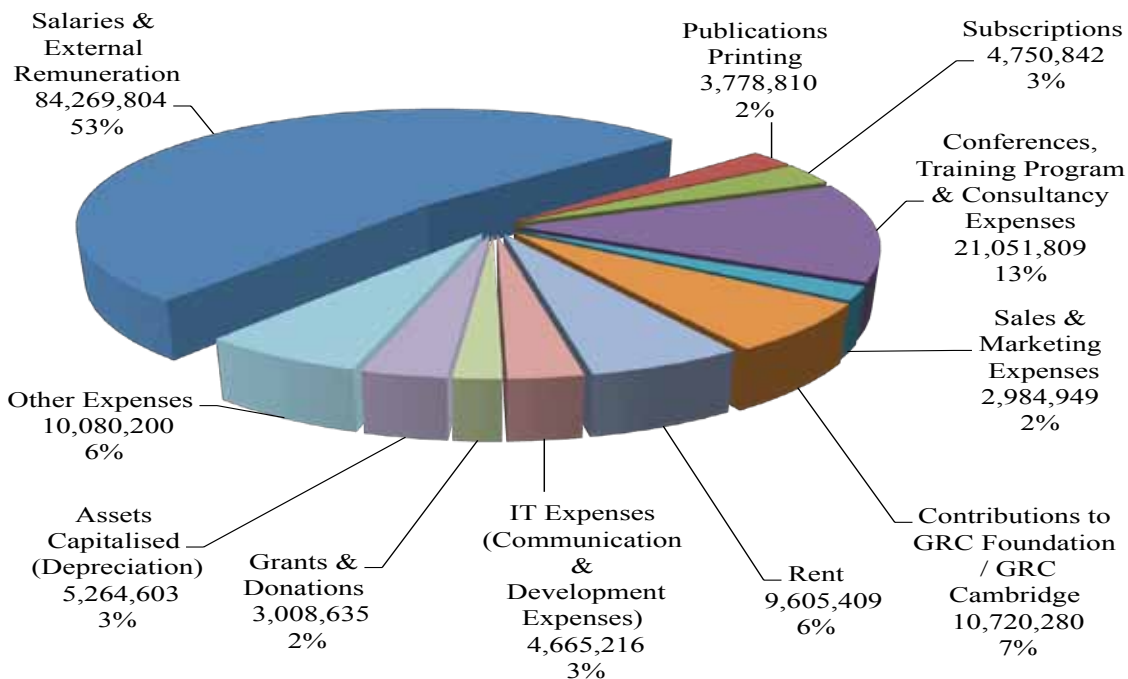
2011 and 2012 figures are subject to final audit

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

GRC Financial Overview 2000-2012

Particulars - Expenses	Total (AED)
Salaries & External Remuneration	84,269,804
Publications Printing	3,778,810
Subscriptions	4,750,842
Conferences, Training Programs & Consultancy Expenses	21,051,809
Sales & Marketing Expenses	2,984,949
Contributions to GRC Foundation/GRC Cambridge/KC	10,720,280
Rent	9,605,409
IT Expenses (Communication & Development Expenses)	4,665,216
Grants & Donations	3,008,635
Assets Capitalized (Depreciation)	5,264,603
Other Expenses	10,080,201
Total GRC Expenses 2000-2012	160,180,558

GRC EXPENSES 2000 - 2012



Particulars - Invested Capital and Revenues	Total (AED)
Capital invested in GRC by the Founder and Chairman	139,287,517
Total revenue generated	20,893,0421
Total Invested Capital and Revenues 2000-2012	160,180,558



Gulf Research Center
Knowledge for All

www.grc.net