



Gulf Research Center

Knowledge for All

Annual Report **2008**

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In the eight years since its inception, the Gulf Research Center (GRC) has emerged as an internationally acknowledged think tank in the Middle East. It is a veritable source of scholarly information and analysis on a range of issues relating to the current political, economic and security scenarios in the region. That role is also reflected in the expanding range of activities that the GRC is increasingly involved in.

In keeping with its growing profile, the GRC Foundation office was opened in Geneva in 2007, and since that time the foundation council has met twice a year to review current projects and discuss the expansion into new areas of research. There are also plans to open additional offices of the foundation in other countries, of which the first will be an office at Cambridge University in the UK which will start functioning in early 2009. This will be a major milestone that significantly enhances the GRC's academic profile and contributes to further increasing our institutional relations.

As important as GRC's institutional development has been the involvement of the GRC in internationally-funded research projects. In April 2008, the GRC was selected as the lead organization in a 10-member consortium on "GCC-EU Public Diplomacy and Outreach Activities." The so-called Al-Jisr project is a two-year project coordinated by the GRC and partly funded by the European Commission and will involve a combination of workshops, training sessions, a research project, and various public dissemination activities. Another important project taken up by the GRC is on Tribalism in Post-Saddam Iraq which is funded by the International Development Research Center in Canada. Furthermore, the Center received a project from the Jeddah Chamber of Commerce and Industry to produce a feasibility study on expanding the sustainable economic development of three regions, i.e., Rabigh, Al Qunfudah, and Al Leith in the Makkah Province of the Kingdom of Saudi Arabia.

Outside of its research work, the GRC once again hosted numerous important events during the year including its annual conference entitled "The Gulf Forum 2008: Gulf Security - Views and Options" in Riyadh, Saudi Arabia. That was the starting block for a variety of events all through the year that focused on the various security and economic issues that face the Gulf today. As part of its effort to foster institutional relations among like-minded organizations, the GRC continued its cooperation with the Henry L. Stimson

Center of Washington, D.C. in their multi-year project on *Regional Voices: Transnational Challenges*. This included a workshop on Maritime Security and the Indian Ocean held in Dubai in October 2008 and participation in a workshop held in Washington, D.C. in late November 2008. The GRC also cooperated with the Stimson Center to host a discussion on the National Intelligence Council's Working Draft Report titled "Global Trends 2025." Other important workshops were the "Gulf-East Asia" roundtable with Durham University, a focus on Gulf-India relations in collaboration with the Nixon Center in Washington, D.C., and a conference held at the GRC by the US Naval Postgraduate School with the support of the Defense Threat Reduction Agency – as part of a Track Two Dialogue – to examine the different issues related to the US-Pakistan Strategic Partnership.

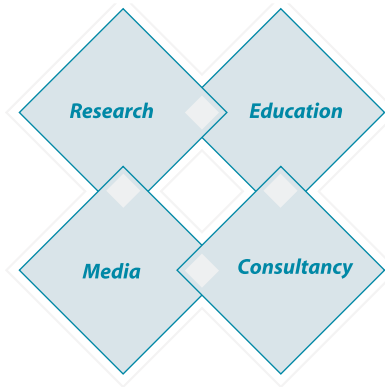
The rising profile of the GRC was in evidence when it became a key Strategic Partner of the Singapore Energy Market Authority and the Singaporean Energy Studies Institute in organizing the Singapore Energy Conference. GRC also participated in the Annual Conference of the Middle East Studies Association where it organized a panel focusing on US-GCC relations. Earlier in the year, the GRC collaborated with UNCTAD on the occasion of the release of the "World Investment Report 2008" and a press conference was held at the Center.

Underscoring the importance of an independent, non-governmental think tank in the region, numerous government officials, legislators, academics and representatives of leading research organizations visited the GRC to interact with the directors and researchers and gain a better understanding of the issues affecting the development and the security of the Gulf region.

The GRC's many programs, including the executive learning and global leadership programs, and its growing international partnerships are outlined in this report. Besides, the report also lists the Center's participation in several noteworthy outside events. In the coming years, the GRC hopes to build on its core strengths of consultancy, research and analysis. While there is much to be proud of in terms of accomplishments so far, it is also a reminder of the importance of the work being done as well as the need to further improve our quality and deepen our capacity. Given the global financial crisis that began to show its wide reach at the end of 2008, the need for impartial and wide-ranging analysis is more critical than ever.

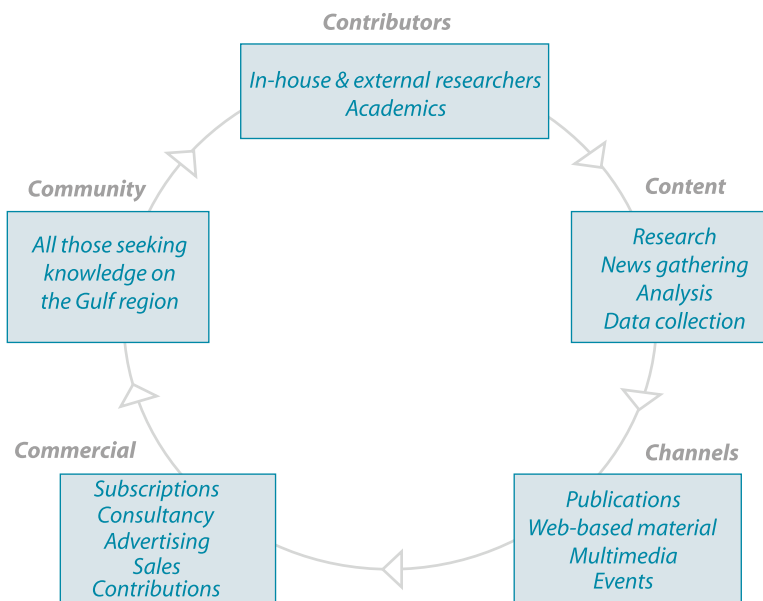
The GRC Concept

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



The GRC's operating 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.



The Gulf Research Center's main activity is the study of social sciences in the context of the geopolitical Gulf region.

The Center is particularly concerned with the international relations and politics of the Gulf Cooperation Council members. The GRC has identified more than 50 areas of critical research to address the current information deficit from a regional perspective. Each research program has a dedicated Web portal containing all the resources necessary for a sound understanding of the issues. Starting in 2006, the Center has focused more on in-house research and

ways of disseminating the same. As a result, a growing portion of the GRC's premier publication - Gulf Yearbook - is being written by its own team of researchers. The Center also issues a series of electronic commentaries and analyses and publishes the Gulf Monitor, a bi-monthly on events in the Gulf region.

The Center plans to initiate and implement specific research projects, culminating in special publications. Among the first few such efforts are books on 'armed non-state actors' and 'Gulf-Russia/CIS relations.'

Political Systems

Constitutions, Legislatures, Judiciaries, Executive Systems, Political and Social Movements, Civil Society and Human Rights

Foreign Relations

Gulf Cooperation Council, Iraq, Iran, European Union, United States, Canada, Confederation of Independent States (former Soviet Union), Africa, Asia and the broader Middle East

Economic Issues

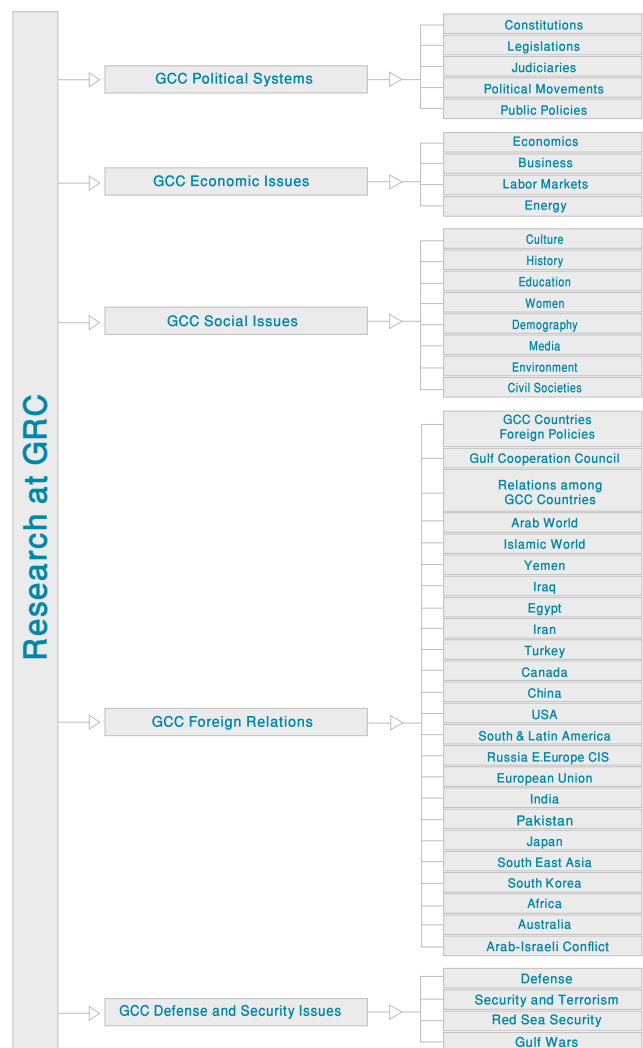
Macroeconomics, Labor Markets, Banking and Finance, Business and Commerce

Social Issues

Education, Women, Media, History, Civil Society, Academics and Environment

Defense and Security

Weapons of Mass Destruction in the Gulf, Security and Terrorism, Gulf Wars, Defense, Red Sea Security



GRC Accomplishments 2000-2008

Dissemination and Outreach Activities

- Over 20 major international conferences and forums
- Over 50 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 500 regional and international conferences, workshops and meetings throughout the world

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 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
- Orientation and training programs for school and university students - local and international;

about 600 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

Project Work

Selected projects include work with:

- European Commission
- NATO
- United Nations Development Programme (UNDP)
- International Development Research Centre (IDRC), Canada
- World Economic Forum
- World Trade Organization
- Jeddah Chamber of Commerce and Industry
- Japanese Institute of Energy Economics (JIME)

Partnerships

- Broad-based international network with more than 60 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

- Multinational corporate members, including Boeing, Deutsche Bank, JBIC, UBS, McKinsey & Company, Shell, NCB, Halliburton, FedEx, Nestle, Sojitz, Bayer and Economist Group
- A wide variety of government institutions

Recognition

- Ranked the number 4 Think Tank in the Middle East and North Africa in the "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
- Accredited to the Governing Council of the United Nations Environmental Program (UNEP)
- Accredited to the Global Environment Facility (GEF) of the World Bank
- 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 (GW MDFZ)
- 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

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 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 of the NATO Review from English into Arabic for NATO

Publications

- Publication of about 130 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
- Publication of quarterly research newsletters looking at current issues in the primary research areas: Gulf-EU, Gulf-Asia, Security & Terrorism, Economics and Environment
- 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 a 400-500 page annual yearbook summarizing analysis results in the main GRC research areas and addressing specifically developments 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, 53 issues of Araa have been published. Araa is available in digital form

Edited Volumes

Edited volumes under preparation:

- “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 – 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 60 interns at its Dubai office
- Visiting scholar and researcher program for university and other institute research staff as well as those working on advanced degrees. GRC has hosted over 20 visiting scholars and researchers
- Hosting of Fulbright scholars

Staff

- Cumulative full time staff during the 2000-2008 period: 185
- Current total staff level: 76
- Current associated external contributors to research efforts: 40

Websites and Electronic Information Dissemination

- A very rich research website (www.grc.ae) 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.gulfinthemediacom.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.

Media Presence

- Regular appearances on television and radio including, among others: CNN, BBC World Service, Al-Arabiyya 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.

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 Foundation

- The GRC Foundation was established as a non-profit, non-governmental organization in 2007 in Geneva, under Swiss foundation law
- The GRC Foundation’s activities include: conducting scholarly research on political, economic, environment, social and security issues as they relate to the Gulf region, collaborating with research institutions

throughout the world in order to advance Gulf-related research, promoting the publication and dissemination of relevant information, promoting and facilitating communication and dialog, and promoting academic education programs and initiatives relevant to the countries of the Gulf region

GRC Cambridge

- GRC Cambridge, which is planned for 2009, will be the UK office of the GRC Foundation located at Cambridge University
- GRC Cambridge will help to further the goals of the GRC Foundation and one of its prime functions will be to organize the Gulf Research Meeting, which will bring together researchers from around the world to address and disseminate Gulf-related research

The 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.

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.

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 between the citizens of the Gulf region and throughout the world
- 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.
 - Offer a vehicle for transparent and professional administration of donations from various sources in the Gulf or major international companies operating in the Gulf.

Mr. Abdulaziz Sager
Founder and Chairman, GRC
Foundation



Dr. Mustafa Alani
Senior Advisor and
Research Program Director
Security & Terrorism Studies
Gulf Research Center
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Prof. Saleh Almani
Professor and
Dean of Administrative Sciences
King Saud University
Saudi Arabia



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



Dr. Fatima Al-Shamsi
Secretary-General
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Prof. Abdullah Alshayji
Professor
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Prof. Philippe Burrin
Director
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Dr. Farid Khazen
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Prof. Timothy Niblock
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Senior Advisor and Consultant
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Ambassador Fred Tanner
Director
Geneva Center for Security Policy
Switzerland



Ambassador Theodor Winkler
Director
Geneva Center for the Democratic Control of
the Armed Forces
Switzerland



Prof. Giacomo Luciani
GRC Foundation Director



December 16, 2008

Dr. Eckart Woertz gave a lecture about the “Impact of the Global Financial Crisis on the GCC Countries” at the German Business Council in Abu Dhabi.

December 12, 2008

Dr. Christian Koch gave a presentation entitled “The Peninsula’s States and the Iranian Nuclear Ambitions” at a one-day conference organized by the Policy Planning Staff of the French Ministry of Foreign and European Affairs and the Institut Français des Relations Internationales (IFRI) on “The Arabian Peninsula in 2008: States and Threats.”

December 11, 2008

Dr. Koch held a meeting in Brussels with Dr. Axel Goethals, CEO, and Dr. Dick Gupwell, Secretary-General of the European Institute for Asian Studies, in the context of the EIAS’s participation in the Al-Jisr project for GCC-EU Public Diplomacy and Outreach Activities.

December 10, 2008

The GRC led a delegation from the GCC states for a one-day visit of “High-Level Opinion Leaders from the Gulf Region” to the headquarters of the North Atlantic Treaty Organization (NATO). The GCC delegation comprised delegates from Oman, Bahrain, and Saudi Arabia. The delegation was treated to a variety of presentations and discussions including on “NATO’s transformation and the Outreach to the Mediterranean, the Middle East and the Broader Middle East Region” by Mr. Nicola de Santis, Head of the Mediterranean Dialogue and Istanbul Cooperation Initiative Countries Section in the Public Diplomacy Division of NATO; on NATO’s Military Cooperation under the Istanbul Cooperation Initiative (ICI) with Colonel Michele Crescenzi, Head, Mediterranean Dialogue and Istanbul Cooperation Initiative Section, NATO International Military Staff. A final session was held with H.E. Ambassador Claudio Bisogniero, NATO Deputy Secretary-General.

December 8, 2008

Dr. Koch, Director of International Studies, met

with Sabine Taufman, Gulf States Section at the German Federal Foreign Ministry as well as with Dr. Markus Ederer, Head of the Policy Planning Staff, and Susanne Riegraf of the Policy Planning Staff at the Ministry in Berlin to discuss the planned Gulf-Europe Strategy Forum as well as developments related to the GCC-EU Friendship Fund for the FATA region in which the GRC was involved via an international conference held at the end of May 2008 in conjunction with the World Security Network.

December 1-2, 2008

Prof. Giacomo Luciani, Director of the Gulf Research Center Foundation in Geneva, participated in the Annual Symposium of the Japanese Institute of Middle Eastern Economies (JIME) of the Institute of Energy Economics of Japan, which took place in Tokyo. JIME and GRC have had a longstanding and fruitful cooperation over several years. Prof. Luciani presented a paper on “Energy and Global Environment: the GCC vs. Barack Obama.”

November 25, 2008

As part of its cooperation with the Henry L. Stimson Center in the project entitled “Regional Voices: Transnational Challenges,” GRC participated in a one-day workshop in Washington, D.C. which was subtitled “A Conversation with Experts from the Middle East, South Asia and Southeast Asia.” The various sessions included discussions on political stability and conflict, international rivers, the political economy of forests and minerals, climate change, and a focus on the Indian Ocean Region. More than 50 specialists participated in the meeting.

November 22 to 25, 2008

The GRC organized a panel discussion as part of the 42nd Annual meeting of the Middle East Studies Association at the Marriott Wardman Hotel in Washington, D.C. The annual MESA meeting brings together over 2,000 scholars working on the Middle East across a variety of academic disciplines. The GRC panel entitled “The Gulf and US Foreign Policy” was chaired by Prof. Fred Lawson of Mills College and included presentations by Dr. Matteo Legrenzi of the University of Ottawa

on “NATO/ICI-GCC Relations”; by Dr. Mustafa Alani, Director for Security and Terrorism Studies at the GRC, on “The GCC Security Environment and the Requirements for Future US Policy”; by Dr. Christian Koch, Director of International Studies at the GRC, on “The Changing International Relations of the Gulf and the Implications for the new US Administration”; and by Prof. Giacomo Luciani, Director of the Gulf Research Center Foundation in Geneva, Switzerland, on “The GCC and Energy Policies in Europe and the USA.” In conjunction with the meeting, the GRC also organized a book stand at the accompanying MESA book fair.

November 24, 2008

Dr. Mustafa Alani and Dr. Christian Koch held a meeting with Rear Admiral Harold Bernsen (USN, Ret), former Commander of all US Naval Forces in the Gulf and currently Chairman of the Board of the National Council on US-Arab Relations, and Dr. James Winship, Vice-President of the Council's Programs at the NCUSAR offices in Washington. The discussion focused on possible areas of cooperation including joint programs and events.

- Dr. Alani and Dr. Koch participated in a briefing session of the National Intelligence Council regarding the 2025 NIC's Global Outlook report. The session was held at the Henry L. Stimson Center in Washington D.C. and included participants from Southeast Asia, South Asia and the Middle East.

- Dr. Woertz delivered a lecture on “Food Security in the GCC Countries” at a conference on GCC food security at the Federation of GCC Chambers in Muscat.

November 23, 2008

Dr. Woertz gave a lecture about “The Impact of the Global Financial Crisis on GCC Countries” at the Swiss Business Hub, GCC Regional Meeting.

November 21, 2008

Dr. Woertz delivered a talk on “The Gulf as an

Area of Neglect in Contemporary Middle Eastern Studies” as part of the Orientkolloquium lecture series of the Friedrich-Alexander University of Erlangen-Nuremberg (FAU).

November 17-18, 2008

GRC Chairman Abdulaziz Sager gave a talk on “Iran and the Arab World – Possible Challenges and Potential Cooperation” at a conference on Arab-European Perspectives on Arab-Iran relations and Gulf security in Cairo organized by the Friedrich Ebert Foundation in conjunction with the League of Arab States.

November 13-16, 2008

GRC Chairman Abdulaziz Sager gave a talk at the Fikr 7 Conference of the Arab Thought Foundation in Cairo on “Social Justice, Culture & Civil Society's Responsibility.”

November 12-13, 2008

GRC Chairman Abdulaziz Sager participated in GRC-Nixon Center's Gulf-India workshop in Dubai.

November 1, 2008

GRC Chairman Abdulaziz Sager participated in the GCC Secretary General's Meeting in Riyadh.

October 27-29, 2008

GRC participated in the International Forum on Biosecurity, in Amman, Jordan.

October 26, 2008

Dr. Woertz gave a lecture about “The Impact of the Global Financial Crisis on GCC Countries” at the German Business Council in Dubai.

October 21, 2008

Dr. Alani gave a presentation on “Analyzing the Region's Terrorist Attacks on Critical Energy Infrastructure” at the Security for Infrastructure workshop in Abu Dhabi.

- GRC Chairman Abdulaziz Sager gave a talk at Avenir Suisse, a leading independent business-supported think tank in Zurich, on “The Strategic Significance of the Gulf Region and its Impact on



Swiss-Gulf Relations.” The talk focused on the impact of development in the Gulf region from the political, security, economic and social perspectives and touched upon such issues as record-high oil prices, Iran’s nuclear program, continued instability in Iraq, threat of terrorism, the role of Islam, and the current global financial crisis.

October 16-18, 2008

GRC Chairman Abdulaziz Sager, Dr. Christian Koch, Director of International Studies, and Prof. Giacomo Luciani, Director of the GRC Foundation, attended the fourth edition of the Eurogolfe Forum 2008 entitled “Europe, the Gulf and the Mediterranean: Reviving Common Legacies, Mapping Our New Region” in Venice, Italy. The forum, which brought together over 200 specialists, academics and policy officials dealing with relations between Europe and the Gulf Region, featured numerous plenary and workshop sessions focused on such issues as energy challenges, the role of sovereign wealth funds, cooperation in education, the Gulf media industry, GCC national security strategies and the role of domestic political reforms in the Gulf. The GRC Chairman participated in a panel on “The Dynamics of Iranian Regional Policy.”

October 8, 2008

Dr. Woertz delivered a lecture on “Economic Issues Facing Oil and the Impact on the Global Economy” at the Centaur Investment Summit in Dubai.

September 15, 2008

Dr. Alani, Director of Security and Terrorism Department, participated in the Regional Network Directors Meeting organized in Geneva by the National Defense University (NDU), Washington, D.C.

September 12-14, 2008

Dr. Alani participated in the IISS Annual Conference “The Global Strategic Review” held in Geneva.

September 10-11, 2008

Dr. Alani participated in the meeting of the ‘Counter-Terrorism Working Group’ of the National Defense University (NDU), Washington, D.C. held in Geneva.

September 5-6, 2008

Dr. Mohamed Raouf participated in the Stimson Center and The Energy and Resources Institute (TERI) Expert Consultation Meeting on Climate Change and Water in New Delhi. The workshop sought to gain an insight into how climate change affects water resources in the Middle East, South Asia and South East Asia, and research, policy and social responses to the problem.

July 28-29, 2008

Dr. Raouf participated in the Stimson Center and Center for Strategic and International Studies (Jakarta) workshop on Natural Resources. The workshop attempted to understand what knowledgeable people in the Middle East, South Asia and South East Asia think about the transboundary and nontraditional security impacts of the development and management (or lack thereof) of natural resources in their regions.

July 21, 2008

Dr. Woertz gave a presentation about the Gulf Research Center and Gulf studies at the Daimler Research and Development Institute in Berlin. At the roundtable that followed, challenges of the Gulf region and possible areas of cooperation were discussed.

July 4-5, 2008

GRC Chairman Abdulaziz Sager participated in the Korber Foundation Dialogue in Berlin.

July 1-2, 2008

Dr. Alani participated in the first “Gulf Naval Commanders Conference” held in Abu Dhabi on

July 1 and 2. The conference was attended by commanders of all the GCC naval forces.

June 24-25, 2008

Dr. Raouf participated in the first Annual Meeting of the Global Humanitarian Forum (GHF) in Geneva and took part in the discussion sessions on Climate Change and Water and International Food Crisis. The event was attended by experts from around the world, as well as many politicians such as Javier Solana, High Representative for the Foreign and Security Policy, European Union and Secretary General, Council of the European Union. GHF was founded by Kofi Annan, the seventh Secretary-General of the United Nations.



June 20-23, 2008

The GRC, the Geneva Center for Security Policy (GCSP), the RAND Corporation and the Crown Center for Middle East Studies at Brandeis University held their annual meeting in Gstaad, Switzerland, to analyze and take stock of the strategic situation in the Middle East region. The 2008 conference focused on the various geopolitical and regional dynamics including the emergence of the Arab Gulf States as significant factors in regional relations; the changing priorities vis-à-vis the Middle East of external actors such as Europe, Asia and Russia; the evolving priorities of the United States as it deals with the continuing challenges of Afghanistan, Iraq, Iran, and the Arab-Israeli conflict; the economic consequences of the rising price of oil; and the broader transition taking place with the rise of non-state actors, the erosion of state power and the emergence of sub-regional dynamics. GRC Chairman Abdulaziz Sager spoke on Iran and the Gulf.

June 19-20, 2008

A seminar on "Middle East Security and WMD Non-proliferation/Disarmament" organized by EU Institute for Security Studies was held in Paris at Cité de l'Architecture et du Patrimoine. GRC Chairman Abdulaziz Sager spoke on "Proliferation

Challenges in the Middle East" at the 1st plenary session of the seminar.

June 10-12, 2008



The GRC was one of the sponsor institutes as well as a participant in the "2008 Monterey Proliferation Seminar" organized by the US Naval Postgraduate School, Monterey, California under the title "Global Perspectives of the Proliferation Landscape: An Assessment of Tools and Policy Problems."

May 28-29, 2008

GRC Chairman Abdulaziz Sager, Dr. Koch and Faryal Leghari participated in the Berlin Round Table Conference organized by the World Security Network that was aimed at developing a joint EU-GCC Development Fund for Pakistan's Federally Administered Tribal Areas (FATA). Such an initiative, it was felt, was an urgent requirement considering the importance of the FATA region for the stability of Afghanistan and Pakistan.

May 28, 2008

Dr. Koch chaired a session on "The European Union as a partner of the Middle East" at a conference organized by the Near and Middle East Association in Berlin, Germany.

May 26-27, 2008

Dr. Raouf gave a presentation on "Water Policy in GCC Countries: Current Status and Recent Initiatives" and was a panelist for the discussion on "Demonstrating a Sustainable Water Management Plan to Address the Water Scarcity Issue in the Middle East" at the Middle East Waste and Water Congress organized by Marcus Evan in Dubai.

May 26, 2008

Dr. Woertz gave a lecture about "Commodity Markets and the Gulf" at the Terrapinn Commodities Investments Week MENA in Dubai.

May 21, 2008

Dr. Woertz participated in a roundtable discussion on sovereign wealth funds from the Gulf and their investments in Germany. The roundtable was held in Dubai and comprised German and Emirati participants. The German delegation was headed by Minister of Finance Peer Steinbrück.

May 11–12, 2008

Dr. Alani participated in the “Diplomats and the Media” workshop organized by the Omani Diplomatic Institute in Muscat.

May 9-11, 2008

Dr. Koch attended the Tswalu Dialogue organized by the Brenthurst Foundation and held in South Africa and gave a presentation on “What Have We Learned from Conflict Resolution in the Middle East?”

May 8, 2008

Dr. Woertz delivered a lecture on “GCC Economic Integration” at the Dubai School of Government.

May 7-8, 2008

Dr. Alani participated in the “Arab Reform Initiative Annual Conference” organized by the Arab Reform Initiative (ARI) in Alexandria, Egypt.

May 7, 2008

Dr. Woertz participated in the Citigroup investors’ conference on the sidelines of the annual meeting of the Asian Development Bank in Madrid.

May 6-8, 2008

Dr. Koch delivered a talk on “A GCC Perspective on the Istanbul Cooperation Initiative” at a conference of the NATO Defense College in Rome, Italy.

May 6-7, 2008

Dr. Raouf gave a presentation titled “Assessment of the Media Role in Environmental Issues in UAE” at the Environmental Thinking Forum organized by the Federal Environment Agency and hosted by the Emirates Center for Strategic Studies and Research (ECSSR).

May 4-5, 2008

GRC Chairman Abdulaziz Sager was a speaker at

a workshop on Saudi-British Relations organized by the Center for European Studies of the Institute of Diplomatic Studies, in Riyadh, Saudi Arabia.

April 28-29, 2008

The GRC participated in the first conference on “Water Policy and Associated Technological Challenges in Arid Dynamic Environments: The Special Case of Arabian Gulf Countries, Bridging the Gap between Water Science and Policymaking” organized by the University of Texas Center for International Energy and Environmental Policy in collaboration with Schlumberger Water Services and hosted by American University of Kuwait.

April 23-25, 2008

At a conference on Nato-Bahrain Relations and the Istanbul Cooperation Initiative, held at Ritz Carlton, Bahrain, GRC Chairman Abdulaziz Sager was a speaker on Nato-Gulf relations in the framework of the Istanbul Cooperation Initiative.

April 23, 2008

The GRC participated in a workshop entitled “Challenges 2009” and in the Swiss Ambassador’s Award Ceremony organized by the Swiss Embassy at Shangri La, Abu Dhabi. The GRC Chairman spoke on “Political and Economic Challenges 2009.”

April 19-20, 2008

The GRC participated in a workshop entitled “Current Situation in Iraq” organized by the Diplomatic Institute, Riyadh and Oxford Research Group UK.

April 15, 2008

Dr. Raouf participated in the conference on “Carbon Emissions Trading in the Gulf Region” organized by Ecosecurities company at the Dubai Creek Golf and Yacht club.

April 1–3, 2008

Dr. Alan participated in the workshop on “Armaments and Security in the Middle East as Reflected in the SIPRI Yearbook” organized jointly by Stockholm International Peace Research Institute (SIPRI), the Swedish Institute in Alexandria, and Arab Thought Forum (Jordan) and held in Amman, Jordan.

March 25, 2008

Dr. Raouf delivered a lecture on “Environmental Accounting and Costing: Concept and Case Study” at the American University of Sharjah.

March 17, 2008

Dr. Woertz participated in a panel discussion on “The State of Middle East Equity Capital Markets” at the 3rd Middle East IPO Summit in Abu Dhabi.

March 7-9, 2008

GRC Chairman Abdulaziz Sager participated in the Investors’ Conference organized by Abraaj Capital, Dubai and gave a talk entitled “Looking into the Crystal Ball.”

March 6, 2008

Dr. Woertz gave a lecture on “The Economic Importance and Political Stability of the Gulf Region” at the Federal College for Security Studies in Berlin.

February 25–28, 2008

The GRC participated in “Riyadh Meeting 2008” on “Avenues for Dialogue: Driving Discourse toward Peaceful Goals” organized by the Ministry of Interior, Kingdom of Saudi Arabia.

February 26, 2008

Dr. Raouf gave a presentation titled “Climate Change and Clean Development Mechanism in the Gulf Region” as part of events organized by School of Science at the American University of Sharjah on the occasion of Environmental Day 2008.

February 24, 2008

Dr. Koch participated in the planning meeting of the Dubai School of Government and the Social Science Research Council and spoke on the topic “The Transformation of Higher Education and Social Science Research in Asia: The Gulf Region and Beyond.”

February 20, 2008

GRC Chairman Abdulaziz Sager gave a presentation on “The Gulf and Africa: Searching for Greater Complementarity” at the IMD Business Forum entitled “Managing Your Brand: Opportunities for Africa and Middle Eastern Enterprises” held in Johannesburg, South Africa.

Mr. Sager specifically addressed the potential role of South Africa as an investment hub for Gulf investors who are interested in Africa at large and laid focus on the mining, tourism and construction industries.

February 19-20, 2008

Dr. Christian Koch, Director of International Studies at the GRC, gave three lectures during a visit to Japan on the invitation of the Institute for Cross-Cultural Studies at Kobe University. He spoke on “The Future of International Relations in the Gulf Region with a Look at the Implications for Japan and Asia” at the Foreign Press Center in Tokyo at an event sponsored by the Middle East Research Institute of Japan.

February 14-15, 2008

Dr. Alani participated in the Indian Ocean Naval Symposium Seminar 2008 on “Contemporary Transnational Challenges – International Maritime Connectivities” organized by the Indian Navy and National Maritime Foundation in New Delhi.

February 10-15, 2008

The GRC co-organized and participated in the conference “Mountains of the World - Ecology, Conservation and Sustainable Development,” held in Muscat, Sultanate of Oman. The event was organized by the Center for Environmental Studies and Research (CESAR) at Sultan Qaboos University in association with the Ministry of Regional Municipalities, Environment and Water Resources (MRMEWR).

February 3, 2008

GRC Chairman Abdulaziz Sager participated in a meeting organized by Shell, Doha and spoke on “Outlining the Challenges Faced by the GCC States.”

January 28, 2008

GRC Chairman Abdulaziz Sager participated in and spoke at the NATO Conference, Doha.

January 17-19, 2008

GRC Chairman Abdulaziz Sager participated in the 11th Kronberg Talks Conference, Kronberg.

US-Pakistan Strategic Partnership: A Track-Two Dialogue for Long-Term Security Cooperation December 15-16, 2008

Gulf Research Center, Dubai

The Gulf Research Center (GRC) hosted a conference titled “US-Pakistan Strategic Partnership: A Track-Two Dialogue for Long-Term Security Cooperation” on December 15-16, 2008. The conference was organized by the Center for Contemporary Conflict at the US Naval Postgraduate School with support from the Defense Threat Reduction Agency and was the fourth in an ongoing series of Track Two dialogues between the United States and Pakistan. The project brings together key US and Pakistani policymakers, academics, and regional security and military experts for an in-depth examination of the US-Pakistan strategic partnership.

US-GCC Relations and the Requirements of a New Strategic Approach

November 22-25, 2008

Washington, D.C.

The election of a new President in the United States in November 2008 could profoundly impact the nature and direction of the US-GCC relationship. Given the stated national interest that the US has assigned to the security and stability of the Gulf region, the choices and decisions that are made in Washington are profoundly linked to the overall development of security relations among the Gulf littoral states. A GRC Panel was part of the Annual Conference of the Middle East Studies Association (MESA) which focused on “US-GCC Relations and the Requirements of a New Strategic Approach.”

Gulf-India Relations

November 12-13, 2008

Gulf Research Center, Dubai

The GRC in cooperation with the Nixon Center of Washington, D.C. held a workshop on the subject of “Gulf-India relations.” As both India and the GCC countries are experiencing strong economic development, the traditional trade and business ties are now also being supplemented with a more comprehensive approach that includes political as well as security aspects. The purpose of the workshop was to explore the dynamics that define Gulf-India ties and to analyze the perspectives that are presenting themselves for both sides.

Toward a Sustainable Management of Renewable Natural Resources in Arid Lands 2 (Arabic)

November 9-13, 2008

Syria

The earth’s finite natural resources and the environment are under tremendous pressure today. Human activities are taking their toll and governments across the globe are fast realizing the need to stem this tide, introduce corrective policies and pursue a path of sustainable development. These issues were in focus at an Executive Learning Program that the GRC conducted in November in cooperation with the Arab Center for the Study of Arid Zones and Drylands, Damascus.



Singapore Energy Conference (SEC)

November 4-5, 2008

Singapore

With Asia currently accounting for about 30 percent of the world’s oil demand - touted to increase a great deal more during the next two decades - cooperation between the biggest producers and consumers of

oil is set to go forward. The fact that the Gulf countries have called for prioritizing economic cooperation with Asian countries and adopted a 'Look East' policy is evidence of the growing camaraderie. The GRC was a key Strategic Partner of Singapore's Energy Market Authority (EMA) and the Singapore's Energy Studies Institute (ESI) in organizing the Singapore Energy Conference.

Cluster-based Industrial and Economic Growth for Sustainable Development: A Feasibility Study for Rabigh, Al Qunfudha, and Al Leith Regions in the Makkah Province
November 2, 2008

Jeddah, Saudi Arabia

Fahir Abuateeq, Dr. Eckart Woertz and Nathan Hodson of GRC gave a briefing at the Jeddah Chamber of Commerce and Industry (JCCI) about an ongoing consultancy project on sustainable development and cluster based industrialization in the governorates of Al Rabigh, Al Leith and Al Qunfudha. The workshop was attended by dignitaries and executives from the three regions and from institutions in Jeddah such as ministries and government agencies.

East Asia-Gulf Workshop

October 22-23, 2008

Gulf Research Center, Dubai



With relations between the Gulf region and East Asia expanding, the GRC in cooperation with Durham University and with the support of the Center for the Advanced Study of the Arab World (CASAW) organized a workshop to examine more in-depth some specific aspects of the ties that are shaping current policy debates.

GRC Foundation Council Meeting

October 19-20, 2008

Lausanne, Switzerland

The third meeting of the GRC Foundation Council discussed the relationship between the Foundation and GRC in Dubai as well as the opening of a Foundation office in Cambridge, England. Current projects were reviewed and Council members were briefed on upcoming GRC events. In-depth discussions took place to identify future research areas for the GRC Foundation within a structure that would assure sustainability.



Global Trends 2025: A Transformed World (Discussion of National Intelligence Council's Working Draft Report)

October 9, 2008

Gulf Research Center, Dubai

The GRC in cooperation with the Henry L. Stimson Center of Washington, D.C., held a half-day workshop to discuss the draft report of the National Intelligence Council entitled Global Trends 2025: A Transformed World. The meeting included an introduction explaining the scope and context of the Global Trends 2025 report followed by a discussion of the overall approach, major trends and scenarios. The meeting then opened for a general discussion on specific issues of interest

addressed in the report including the rise of emerging players, a new transnational agenda, terrorism and conflict, the question of whether the international community would be up to the challenges that a shifting world presents, and the role of the United States in a new multi-polar environment.



Regional Voices – Transnational Challenges: Maritime Issues

October 7-8, 2008

Gulf Research Center, Dubai

As part of the cooperation between the Gulf Research Center and the Henry L. Stimson Center, the GRC participated in the Stimson Center's project entitled Regional Voices: Transnational Challenges. This project seeks to gain understanding of emerging transnational challenges in the region stretching from the Horn of Africa to the Straits of Malacca and how best states, societies and international organizations can cope with them. The topics discussed range from transnational ideological movements, terrorism, transnational crime and political culture to natural resource exploitation, pandemic diseases, climate and other environmental issues.



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World Investment Report 2008: Transnational Corporations and the Infrastructure Challenge

September 24, 2008

Gulf Research Center, Dubai

The GRC and UNCTAD held a press conference on the occasion of the release of UNCTAD's "World Investment Report 2008: Transnational Corporations and the Infrastructure Challenge."

EU-GCC Al Jisr Project: 1st Steering Committee Meeting

August 26, 2008

Dr. Saad Al-Ammar from the Institute for Diplomatic Studies in Riyadh; Dr. Haila Al-Mekaimi from Kuwait University; Prof. Giacomo Luciani from the Gulf Research Center Foundation in Geneva; Dr. Christian Koch from the Gulf Research Center; Dr. Christian-Peter Hanelt from the Bertelsmann Stiftung in Guetersloh; Dr. Michael Bauer of the Center for Applied Policy Research, Munich; Dr. Selen Guerin from the Center for European Policy Studies in Brussels; and Ana Echague and Edward Burke from FRIDE in Madrid attended the first Steering Committee Meeting of the Al Jisr Project in Geneva. Al-Jisr is a two-year project, coordinated by the GRC and partly funded by the European Commission, which aims at furthering EU-GCC relations. The meeting laid out the road map of the project which will be implemented in cooperation with 10 European and Gulf partner institutes.



The EU and the GCC: Challenges and Prospects under the French Presidency of the EU May 21, 2008

Paris, France

Organized in cooperation with Sciences-Po and the Policy Planning Staff of the French Foreign Affairs Ministry, the objective of this meeting was to closely analyze and promote topics that are of current mutual interest to the EU and the GCC. The meeting was important because the institutional relations between Europe and the Gulf region are growing both in their scope and intensity.

Russian-Iranian Security Links and Possible Consequences of a Military Attack on Iran April 30, 2008

Gulf Research Center, Dubai

Ingmar Oldberg of the Swedish Defense Research Agency made two presentations that discussed Russia-Iranian security links as well as related aspects. The first presentation focused on political and economic as well as military-economic relations between Russia and Iran. In addition, it addressed the Iranian nuclear issue as well as potential areas of conflict. The second presentation discussed the possible local and global consequences of a military attack on Iran.

GCC Bond Markets – Roadmap for Market Development

March 9, 2008

Gulf Research Center, Dubai



Bond markets, an indispensable means of financing and an important asset class, are relatively underdeveloped in the GCC countries. Much is left to be done in terms of government benchmarks, market makers, investor base and regulatory frameworks, although the number of issues and issue sizes increased considerably until the recent subprime crisis. The roundtable discussion debated current issues relating to nascent GCC bond markets.

India as a Strategic Factor in 21st Century Geopolitics

March 5, 2008

Gulf Research Center, Dubai

India, one of Asia's vibrant democratic states, is poised at a great moment of her history. India's soft power advantage especially her huge service-oriented human resources are increasingly reshaping her destiny in the global political economy. Simultaneously, India's hard power posturing by acquiring nuclear weapons is gradually increasing her stake in global power configuration. In this context, foreign affairs commentator and former Indian diplomat Ranjit Gupta delivered a talk on "India as a Strategic Factor in 21st Century Geopolitics?"



Globalization and the Changing National Security State

February 12, 2008

Gulf Research Center, Dubai



In a lecture at the GRC, Prof. T.V. Paul from the McGill University, Canada, addressed the fate of national security states in light of globalization. The nature of economic globalization was analyzed and the effect of globalization on national security states and relations between such states was discussed. It was concluded that there is little evidence that globalization has trans-

formed national security states significantly. They still constitute the primary form of organization and are the principal means of interaction. Some global effects and entities were noted but the current situation is that national security states are alive and well.

Challenges in Sustaining Economic Expansion in the GCC: Possible Gains from Closer Relations with Asia

January 30, 2008

Gulf Research Center, Dubai

A workshop that focused on Gulf-Asia relations was held in cooperation with Kobe University's Research Institute of Economics and Business Administration (RIEB), Japan. Dr. Woertz gave a presentation on GCC Long Term Economic Outlook and Challenges

**The Gulf Forum 2008: Gulf Security - Views and Options**

January 8-9, 2008

Riyadh, Saudi Arabia



Gulf security is a global and no longer simply a regional issue. Given current and anticipated political, economic as well as strategic trends, the relevance and importance of Gulf security to the international community is not about to change. In fact, day-to-day events continue to underline the continued volatility of the region and its far-reaching impact. The situation

of almost complete disarray in Iraq and the escalating tensions over the Iranian nuclear program are just the two most obvious examples. Overall, events in the first decade of the 21st century have contributed to a further deterioration of the regional security scene. The GRC annual conference focused on the various aspects of security issues that face the Gulf today.

December 23, 2008

GRC Chairman Abdulaziz Sager received Mr. Narendra S. Sisodia, Director-General of the Institute for Defense Studies and Analyses (IDSA), who visited GRC to sign a MoU to establish academic ties and discuss issues of mutual interest. IDSA is a premier strategic and security studies think tank of India.

December 17, 2008



GRC Chairman Abdulaziz Sager received a number of African ambassadors to the UAE. The representatives from Algeria, Angola, Djibouti, Egypt, Mozambique, Senegal, Somalia, South Africa, Swaziland and Tunisia discussed the progress made in the organization of the first-ever Gulf and Africa Strategy Forum 2009.

December 16, 2008

Dr. Christian Koch met with Dr. Ashok Kumar, the acting Director-General of the Indian Council for World Affairs. The two discussed issues of mutual interest including possible collaboration on workshops and other events.

November 25, 2008

GRC was visited by a group of 30 students from Raffles Junior College of Singapore as part of the college's Middle East programme, an enrichment programme that explores the socio-politics and economics of the region. The students were briefed about GRC and the research work that it is carrying out, including economic, political, security and environmental issues related to the Gulf region.



November 10, 2008

- Linda Koch Lorimer, Vice-President and Secretary of Yale University, and David Schiffman, Digital Strategist in the Office of the Vice President and Secretary of Yale University, visited the GRC to discuss possible collaboration between Yale University and the GRC. Discussions focused on cooperation in the areas of publication dissemination, Arabic-English as well as English-Arabic translations and executive training programs.

- Dr. Christian Koch, Director of International Studies, met with Prof. Dr. Cilja Harders of the Center for Middle Eastern Politics at the Free University of Berlin to discuss closer cooperation including the possibility of exchange programs for doctoral and master's level students. The GRC already has a cooperation agreement with the Free University of Berlin.

- Dr. John Duke Anthony, President of the National Council on US-Arab Relations, and Pat Mancino, Vice-President and Director of Development at NCUSAR, visited the Gulf Research Center where they met with GRC's Chairman, Abdulaziz Sager, Dr. Mustafa Alani, Senior Advisor and Director of



Security and Terrorism Studies, and Dr. Christian Koch, Director of International Studies. In addition to discussing the outcome of the US presidential election and its possible impact on the Gulf region, the discussion also focused on cooperation and the possibility of engaging in the NCUSAR's Congressional Briefing series in Washington, D.C.

November 9, 2008

- GRC Chairman Abdulaziz Sager received Philip Erzinger, Chief Executive Officer of the St. Gallen Foundation, to discuss both issues of mutual interest and the GRC's assistance in the holding of the 39th annual St. Gallen symposium scheduled for May 2009.



- Dr. Robin Niblett, Director of Chatham House, visited the GRC to discuss current developments as well as possible collaboration between Chatham House and the Gulf Research Center. Among the three core research areas that Chatham focuses on are Energy, Environment and Resource Governance; International Economics; and Regional and Security Studies. Both sides also discussed the possibility of organizing joint events on topical Gulf regional issues.

November 6, 2008

A delegation of the young executives program of the German Ministry of Economy visited GRC. They were briefed by Dr. Christian Koch, Director of International Studies, and Dr. Eckart Woertz, Program Manager Economics, about the impact of the global financial crisis on the GCC countries and the challenges these countries faced in the international political system.



November 2, 2008



A delegation from the Fraser Institute, an independent think tank headquartered in Vancouver, Canada and publisher of the Economic Freedom in the Arab World Annual Report, visited the GRC to discuss regional development in the Gulf region. Following a short introduction by the GRC Chairman about the center's activities and objectives, the meeting proceeded to a wide-ranging and interactive discussion on political, security and economic issues.

October 28, 2008

Jean François-Poncet, President of the Foreign Affairs Commission of the French Senate in Paris and former Minister of Foreign Affairs, visited the GRC to discuss current developments in the region. He was accompanied by Senator Madame Cerisier ben Guiga, Frederic Mauro, Advisor to the Committee on Foreign Affairs, Defense and Armed Forces, and French Consul-General Nada Yafi.



September 10, 2008

GRC Chairman Abdulaziz Sager had a meeting with the Secretary-General of the Organization of the Islamic Conference, Prof. Dr. H.C.Mult Ekmedleddin Ihsanoglu, in Jeddah.



August 21, 2008



The Ambassador of South Africa to the United Arab Emirates, Yacoob Abba Omar, and the Consul General of South Africa in Dubai, Agnes Nyamande-Pitso, visited the GRC. They were briefed on the activities of the center as well as the current issues in the region. Cooperation towards the organization of the first Gulf-Africa Strategy Forum was also discussed.

June 26, 2008

- Oliver Klaus, Assistant Managing Editor for Middle East, Dow Jones Newswire, visited the GRC to discuss regional political and economic developments.

- Vice Adm. Kevin J. Cosgriff, Commander, US Naval Forces Central Command and Commander of the US Fifth Fleet, and his team of advisers paid a courtesy visit to the GRC.



June 25, 2008

Prof. Christopher P. Manfredi, Dean of the Faculty of Arts at McGill University, Canada, visited the GRC to discuss further collaboration in line with the MoU between McGill University and the GRC.

June 23, 2008



A group of graduate-level students mostly from the American University in Washington, D.C., currently participating in a seminar at the American University of Sharjah (AUS) visited the GRC. They were briefed on the Center's activities as well as the political and security developments in the Gulf. The students were led by Prof. Isa Blumi, Assistant Professor of

History at Georgia State University and a Visiting Professor of International Studies at AUS.

June 11, 2008

James Stone, Regional Policy Coordinator, Middle East and North Africa, of Foreign Affairs and International Trade, Canada, visited the GRC to discuss current developments. He was accompanied by Cindie-Eve Bourassa Braun, Second Secretary, Embassy of Canada, Abu Dhabi.

June 10, 2008

Roger Tondeur, President of MCI Group, Sumaira Isaacs, Managing Director of MCI Group Middle East, and Ajay Bhojwani, Director of MCI, Abu Dhabi, visited the GRC to discuss parallel activities and possible areas of collaboration.

June 9, 2008

- Amir Pasic, Associate Dean, Development and Alumni Relations at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, Washington, D.C. came to the GRC to focus on common areas of interest including internships for SAIS students.
- Dr. Andreas Schild, Director General, International Center for Integrated Mountain Development (ICIMOD) in Kathamandu, Nepal visited the GRC to discuss possible cooperation on environmental issues.

May 29, 2008

Mashair Ahmed Alamin and Rihad Hussain Shabo from the Society Studies Center in Khartoum, Sudan, visited the GRC. Talks about potential cooperation between the two institutions in the areas of training and research were initiated. The meeting was especially relevant as the GRC has launched a GCC-Africa research program and is organizing the Gulf-Africa Strategy Forum in Cape Town in February 2009.

May 22, 2008

A group from Macquarie Capital Securities and other Australian fund managers visited the GRC for a briefing about GCC economies.

May 20, 2008

Nader Habib, Henry J. Leir Professor of Economics of the Middle East at Brandeis University in Massachusetts, visited the GRC to discuss future joint projects.

May 15, 2008

Fifteen final year students from the Department of Political Science at UAE University in Al Ain visited the GRC and received a comprehensive briefing on international politics.



May 15, 2008



GRC received two guests from the Sultan Haji Hassanal Bolkiah Institute of Defense and Strategic Studies in Brunei Darussalam – Hamzah Sulaiman, Director, and Capt. Erwan Haji Ibrahim, Scholarship and Training Officer. Possible avenues of future cooperation were discussed.

May 8, 2008

Mvuleni Geoffrey Qhena, Chief Executive Officer of the Industrial Development Corporation of South Africa, visited the GRC. Information on different investment opportunities in the Gulf and Africa was exchanged. Also, talks were initiated on further cooperation between the two institutions.

April 29, 2008

Dr. Ewald Boehlke and Gerhard Mattrisch of the Daimler Society & Technology Research Group in Berlin visited the GRC to discuss issues of GCC transport and social developments.

April 27 to 29, 2008

Amb. Cheong Yip Seng, Ambassador-designate of the Republic of Singapore to Qatar; Dilip Nair, Consul-General of the Republic of Singapore, Dubai, UAE; and Stephen Lim, Assistant Director, Middle East, North Africa and Central Asia Directorate, Ministry of Foreign Affairs, Singapore visited the GRC.

April 24, 2008

As part of a Business Study Mission to the Gulf region, a group of 30-plus students from the School of Social Sciences division of the Singapore Management University (SMU) visited the GRC. They were briefed about political, economic and security developments in the Gulf region. The delegation was led by Dr. Caroline Yeoh, Associate Professor of the Lee Kong Chian School of Business of SMU, and included two representatives from Raffles Junior College.



April 23, 2008

Dr. Jürgen Brücker, Associate Dean for International Relations and CEMS Academic Director of the University of St. Gallen, Switzerland held discussions on the prospects for cooperation between the University of St. Gallen and GRC in terms of academic programs and Gulf student participation.

April 21, 2008



Wendy Luhabe, Chairman of the International Marketing Council and the Industrial Development Corporation in South Africa and Chancellor of the University of Johannesburg, visited the GRC. Opportunities for long-term cooperation were discussed particularly in regard to the Gulf-Africa Strategy Forum being organized by GRC in Cape Town in February 2009.

April 16, 2008

Thomas Hazard, Director, National Capital Region of the Naval Postgraduate School (NPS) in Monterey, California, and Walter Christman, Liaison for the US Department of Defense, discussed possibilities for collaboration between the GRC and the NPS during a visit to the Center.

April 14, 2008

Dr. Adel M. Abdel Kader, Regional Coordinator, Division of Early Warning and Assessment, UNEP-West Asia office, visited the GRC to discuss possible cooperation in environmental activities, especially relating to the UNEP potential GEO Gulf Region Environmental Assessment research project.



April 13, 2008

A delegation from the China Institute of Contemporary International Relations (CICIR) visited GRC. The delegation consisted of Cui Liru (President), Li Xin, (Deputy Director/Department of International Exchanges), Dr. Yuan Peng, (Research Professor/Director Institute of American Studies), Li Rong (Research Professor/Director Institute of Asian and African Studies) and Tian

Wenlin, Ph.D. (Associate Research Fellow). The discussion focused on China-GCC relations especially with regard to oil supplies from the region and possible implications of China's enhanced presence in the MENA region. The delegation recognized the "limited capabilities" of China's engagement in the region and stressed the interdependence of its relations with the US. CICIR's representatives stressed the Chinese "model of mutual cooperation" in Middle Eastern affairs. The Chinese delegation shared its keen interest in the future of the "Dubai Model," the region's nuclear future and on perspectives of renewable energy in the Gulf. The free trade agreement (FTA) negotiation process between China and the GCC was also discussed. The fruitful exchange also envisaged enhanced cooperation between GRC and CICIR in the future.



April 8, 2008



Sergey Krasnogor, Consul-General of Russia in Dubai, and Professor Vladimir Naumkin, Deputy Director of Moscow State University, visited the GRC. They were briefed about relations between the GCC states and Russia, as well as the current Gulf security situation. Possible future

cooperation between GRC and the Moscow State University was discussed.

March 27, 2008

Dr. Eckart Woertz, Program Manager Economics at GRC, briefed a delegation of the Committee on Transport, Building and Urban Affairs of the German Parliament about the GCC transport sector. The delegation was headed by the Chairman of the Committee Dr. Klaus W. Lippold. Dieter Kaden, Chairman and CEO of the German Air Navigation Services, was also present.



March 19, 2008

- Dr. Eckart Woertz, Program Manager Economics, GRC briefed a German delegation, including Dr. Günther Beckstein, the Bavarian Minister-President, Emilia Müller, Bavarian Minister of Economy, and Dr. Peter Göpfrich, Official Delegate of the German Commerce and Industry in Dubai, on contemporary economic issues in the Gulf.

- On the occasion of the visit of Dr. Thomas Goppel, State Minister for Science, Research and the Arts in the Free state of Bavaria, Germany, the GRC and the University of Erlangen-Nürnberg signed a Memorandum of Understanding in the area of scientific cooperation and joint research projects. The MoU was signed by Prof. Dr. Karl-Dieter Gröske, Rector of the University of Erlangen-Nürnberg and Abdulaziz Sager, GRC Chairman. This agreement will allow the GRC and the University of Erlangen-Nürnberg to cooperate on event organization as well as staff and student exchange. In addition to Dr. Goppel and Prof. Dr. Gröske, the delegation also included Dr. Hartmut



Wurzbacher, director of research, planning in higher education and international affairs department in the Bavarian Ministry; Prof. Dr. Alf C. Zimmer, President of the University of Regensburg; Prof. Dr. Marion Schick, President of the University of Applied Sciences, Munich; Prof. Dr. Reinhold Baumstark, General Director of Art Collection of the State of Bavaria; Prof. Dr. Heidrun Stoeger, Chair for School Education at the Universität Regensburg, School Research and School Development; and Thomas Boehm, Director of the

German Academic Exchange Service in the UAE (DAAD).

March 2, 2008

Heinz Dürr - Chairman of the Supervisory Board - Dürr AG, Stuttgart, Dürr Systems GmbH, Stuttgart, ADC Krone Deutschland, Berlin visited the GRC.

February 25, 2008

Muna Ahmad Ali, Environment Specialist in Dubai Aluminum Company (Dubal), visited the GRC to discuss future cooperation in environmental activities, training and research.

February 20, 2008

• Senator Jon Kyl (R-Arizona), Representative Jane Harman (D-California) and Dr. Sidney Harman, Executive Chairman of Harman International Industries, Inc. paid a courtesy visit to the GRC. The delegation was accompanied by US Consul-General Paul Sutphin.



• Helen Siu, Professor at Yale University and Founder, Hong Kong Institute for the Humanities and Social Sciences, visited GRC and discussed avenues of possible cooperation.

February 13, 2008

• Manuel Pineiro, Spanish Ambassador to the UAE, visited the GRC and discussed areas of possible cooperation.



• Talmiz Ahmad, Indian Ambassador to the UAE, visited the GRC.

February 12, 2008

Vice Admiral Kevin J. Cosgriff, Commander, US Naval Forces Central Command, Commander, US 5th Fleet and Commander, Combined Maritime Forces visited the GRC.

January 23, 2008

Dr. Jan Thiele from the Hamburg City Senate visited the GRC.

Bregje van Baaren is a Master's (Honors Program European Policy) student at the University of Amsterdam, the Netherlands and is working on GCC-EU relations. She also writes for the *EurOman* magazine and *Oman Observer* in Oman.



Jan Lachenmayer is a consortial partner of Systemic Excellence Group, a Berlin-based think tank, where he has worked as a consultant and researcher since 2006. In Dubai, he conducted an explorative study by interviewing 20 managers, directors, and experts from different sectors as well as the government. His findings led to two publications: "Lens on Dubai's Society: Fragile or Postmodern? – A Socio-Cultural Impact Analysis" and "Dubai: How to Build the Babylonian Tower Properly – Cross-Cultural Complex Project Management in Practice." His stint in the GRC was as part of a larger research project involving Humboldt-Viadrina School of Governance (Berlin, Germany), Viadrina University (Frankfurt Oder, Germany), and SEgroup granted by the Federal Foreign Office and the Institute for Foreign Cultural Relations (Stuttgart, Germany).



Kjetil Selvik is Associate Professor at the Department of Cultural Studies and Oriental Languages at the University of Oslo, Norway, and Researcher at the Fafo Institute of Applied International Studies. He earned his Ph.D. in political science from L'Institut d'Etudes Politiques in Paris in 2004 with the thesis "Théocratie et capitalisme: Les entrepreneurs industriels de la République islamique d'Iran". His current research explores sociological, ideological and institutional dimensions of elite integration in Iran and Kuwait.

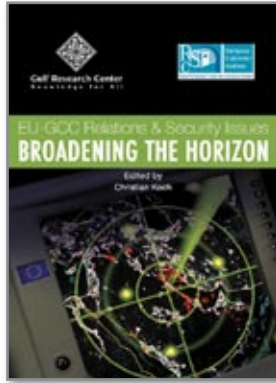


M. Fauzi Abu Hussain is a Ph.D. student at the Institute of Middle Eastern and Islamic Studies of Durham University. During his internship at GRC, he researched the potential of Malaysia's trade with GCC countries.

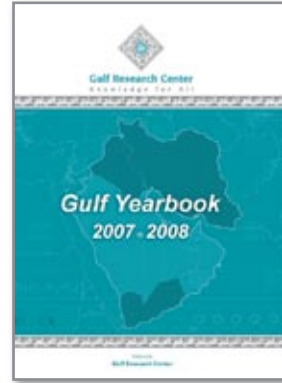
Sachi Sakanashi is Senior Researcher, Iran/Iraq Group at the JIME-IEEJ (Institute of Energy Economics, Japan). She specializes in Iranian Politics and its implications for Japan. During her stay at the GRC, she researched Iran-GCC relations focusing both on the cooperation and rivalry aspects. She was able to deepen her knowledge about various issues related to the Gulf region through her interactions with experts, researchers and analysts based in Dubai and at the GRC.



EU-GCC Relations and Security Issues: Broadening the Horizon



Gulf Yearbook 2007-2008



Performance of the Arabic Book Translation Industry in Selected Arab Countries



Gulf-Pakistan Strategic Relations



Economic Instruments as an Environmental Policy Tool: The Case of GCC Countries



Fifty Key Thinkers in International Relations



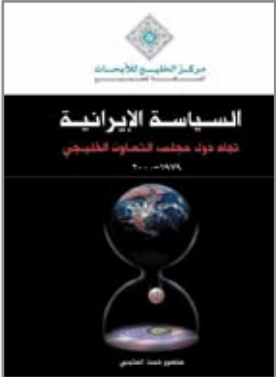
*GCC Environmental Action
Origin, Challenges and
Prospects*



*Fostering EU-Italy-GCC
Cooperation: The Political,
Economic and Energy
Dimensions*



*The Iranian Foreign Policy
Towards GCC Countries
(1979-2000)*



*International Relations: The Key
Concepts*



*The GCC States
in a Changing World*



Security & Terrorism Bulletin



GRC Newsletter



GRC Environment Research Bulletin



GRC Economic Research Bulletin



Gulf Monitor



GCC-EU Research Bulletin



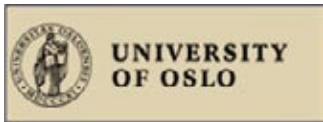
Gulf-Asia Research Bulletin



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 support each other in the areas of research, policy facilitation and implementation of long-term conditions for peace, security and sustainable development. In partnering institutions of interest, we hope 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 that the GRC either has a formal cooperation agreement with or entered into a working relationship in mutually agreed areas.



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



Fraunhofer Gesellschaft

Largest organization for applied research in Europe



GOIC

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



Dubai School of Government

A research and teaching institution committed to the advancement of good governance in the Arab world



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



Institut d’Études Politiques de Paris (Paris Institute of Political Studies)

Grand Établissement and University in France



Council of Saudi Chambers

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



Institute of International Relations of the National University of La Plata

The most important national university in Argentina



Kobe University

A leading national university in Japan



Asbar Centre for Studies, Research & Communication

Center for strategic studies and social research



King Faisal Center for Research and Islamic Studies

Educational and intellectual arm of King Faisal Philanthropic Foundation



Near East and Middle East Association

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



S. Rajaratnam School of International Studies

Part of Nanyang Technological University, Singapore



JIME IEE Japan

Private research center in Japan focussing on the Middle East



Shanghai Institute for International Studies

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



Bahrain Centre for Studies and Research

Center for strategic and scientific research



Institute of Diplomatic Studies

Dedicated to the training of Saudi diplomats



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



Arab Reform Initiative

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



Deutsche Gesellschaft für Technische Zusammenarbeit

Private international enterprise owned by German government



Hellenic Foundation for European and Foreign Policy

Independent, non-profit Greek institute that does policy-oriented research and training



The Finnish Institute of International Affairs

Independent research institute that functions in association with the Parliament of Finland



Free University of Berlin

Largest university in Berlin, focused on humanities and social sciences



Royal United Services Institute for Defence and Security Studies

RUSI is the leading forum in the UK for national and international defense and security



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



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



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"



American University of Sharjah
A coeducational higher educational institution in Sharjah



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



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



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



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



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



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



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



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



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



Istituto Affari Internazionali
Italian research institution for international affairs



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



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



Institute of Middle Eastern and Islamic Studies, Durham University

Part of the University of Durham, UK



International Institute for Strategic Studies

British research institute in the area of international affairs



Pädagogische Hochschule Zürich

The Zurich University of Teacher Education cooperates with other institutions of higher education and promotes the exchange of students, researchers and lecturers



International Institute for Management Development

Leading global business school



Friedrich-Alexander-Universität Erlangen-Nürnberg

One of Germany's largest universities



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



Birzeit University

Among the foremost tertiary educational institutes in Palestine



TRIBAL

One of UK's most experienced and innovative educational consultancies



International Development Law Organization

Intergovernmental organization dedicated to promoting the rule of law and good governance in developing countries



Federation of GCC Chambers

Seeks to enhance economic cooperation among the GCC countries



Friedrich-Ebert-Stiftung

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



Institute for Defence Studies and Analyses

One of the premier strategic and security studies think tanks in India



The National Institute for Research Advancement

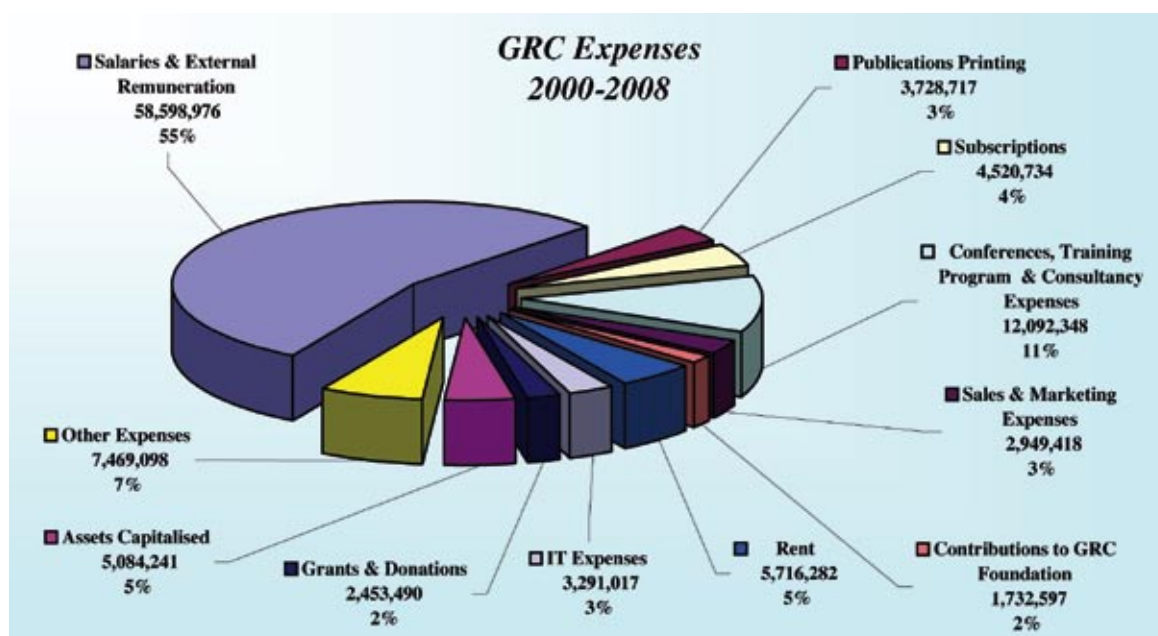
Japanese research institution

Particulars		2000-2001 (17 months)	2002	2003	2004	2005	2006	2007	2008 (Unaudited)
Fixed Assets - Net (AED)		61,753	2,697,922	2,255,386	1,585,823	1,330,481	805,085	382,766	306,295
Current Assets (AED)		45,744	1,026,197	876,016	2,831,854	1,415,413	1,575,472	1,324,615	2,362,904
Current Liabilities (AED)		(19,532)	(485,173)	(985,453)	(1,663,030)	(1,585,704)	(3,099,342)	(3,002,748)	(6,902,167)
Total Assets - Liabilities (AED)		87,965	3,238,946	2,145,949	2,754,647	1,160,190	(718,785)	(1,295,367)	(4,232,969)
P&L Account (AED)		2,541,800	8,163,850	17,762,649	32,701,263	50,555,163	68,177,763	83,844,472	94,620,888
Current Account (AED)			11,656	67,667	104,554	92,710	118,509	197,688	208,049
Total Funding	(AED)	2,629,765	11,414,452	19,976,265	35,560,464	51,808,063	67,577,487	82,746,793	90,595,968
	(USD)	714,610	3,101,753	5,428,333	9,663,170	14,078,278	18,363,448	22,485,542	24,618,470

2008 figures are subject to final audit

The entire funding for GRC is provided from its Founder & Chairman Mr. Abdulaziz O. Sager's account, which is held with Saudi American Bank (SAMBA) in Saudi Arabia and transferred to the GRC account with Emirates Bank International, Dubai.

Particulars - Expenses	Total (AED)
Salaries & External Remuneration	58,598,976
Publications Printing	3,728,717
Subscriptions	4,520,734
Conferences, Training Program & Consultancy Expenses	12,092,348
Sales & Marketing Expenses	2,949,418
Contributions to GRC Foundation	1,732,597
Rent	5,716,282
IT Expenses (Communication & Development Expenses)	3,291,017
Grants & Donations	2,453,490
Assets Capitalized (Depreciation)	5,084,241
Other Expenses	7,469,098
Total GRC Expenses 2000-2008	107,636,919



Particulars - Invested Capital and Revenues	Total (AED)
Capital invested in GRC by Founder and Chairman	91,495,332
Total revenue generated	9,118,360
Total Invested Capital and Revenues	100,613,692



Federal National Council
Federal National Council



Jeddah Chamber of Commerce and Industry



JBIC
JBIC



UBS



McKinsey & Company



National Commercial Bank



Shell



Boeing



Halliburton



Fedex Express



Sojitz Corporation



Dubai Aluminium



Bayer



The Economist Group



Nestle Middle East



Deutsche Bank



Gulf Research Center
K n o w l e d g e f o r A l l

Gulf Research Center Premium Membership

The GRC's Premium Membership is designed for companies and organizations that wish to improve their understanding of key regional and international issues in fields including Politics, Security and Terrorism, the Environment, Economics and Energy. It is a source of indispensable information that analyzes the Gulf region objectively, provided by specialists who live and work in the region. Members can add invaluable depth to their knowledge about the region and its challenges in the 21st Century. Each Premium Member may nominate two representatives who will each receive:

1. Full and privileged access to the members' area of the GRC website, including research program portals, resource materials, Gulf in the Media, alerts, expert opinions and breaking news.
2. Free admission to the GRC Annual Conference (excluding air tickets and accommodation).
3. Free participation in two corporate members' lectures or group briefings (GRC premium members may also request individualized face-to-face meetings with our specialists).
4. Priority to attend additional selected GRC events.
5. A full paper copy set of the latest GRC publications as they are published, including books, research and analysis papers, newsletters, research bulletins and Araa magazine.
6. 10% discount on purchases of additional paper copies of GRC publications and much, much more...

For more information on this unique offer, prices, and other membership packages tailored to suit individual needs, please contact Flo Weisweiler at 00971509780709 or email to fweisweiler@grc.ae.



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