



Gulf Research Center Foundation
Knowledge for All

Gulf Research Center Foundation

ACTIVITY
REPORT

to

2007
2017

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CHAIRMAN'S WELCOME



It is my great pleasure to present the ten-year activity report of the Gulf Research Center Foundation. When the idea was first conceived and then put into practice, there was little indication that the foundation would establish itself so quickly and that 10 years would pass by almost in a moment. Looking back, I am proud to say that the GRC Foundation has become a permanent feature of the Geneva-based think tank landscape being the only one that focuses on the strategic Gulf region and its implications worldwide. Geneva has become the base from which the foundation not only engages with all the institutions and international organizations located in Geneva and Switzerland from which it can also participate and contribute to the debate about the Gulf region throughout Europe.

Since its establishment, the GRC Foundation has undertaken numerous projects, organized and sponsored numerous events inside Switzerland and in other locations, and actively participated in numerous discussions and events in order to fulfill its mission and accomplish its objectives, which are to contribute to a better understanding of the Gulf region and promote the issues of peace and security. Given the continued volatility of our region, our tasks are more important and relevant than ever. We can only reach out to all our partner institutions and other individuals with an interest to the work that we do to help us in reaching our goals and supporting our activities. As such, I am looking forward to another decade of fascinating debate, in-depth analysis and inclusive events for the benefit of all those involved.

Abdulaziz O. Sager
Founder and Chairman



DIRECTOR'S FORWARD



The GRC Foundation was established as a non-profit, non-governmental organization 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 was 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.

As part of its work, the GRC Foundation has followed a number of objectives:

- Promote actively the creation and preservation of peace, security, stability and sustainable development in the Gulf region and all over the world
- Conduct 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 as well as participate in such events on a regular basis
- Promote the establishment of special academic programs in association with leading universities in order :
 - to facilitate access of Gulf students to some of the top international schools.
 - to 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.

With “Knowledge for All” as its motto, the GRCF strives to promote different aspects of development and facilitate reforms in the region in order to secure a better future for its citizens. To achieve this, the Foundation promotes communication, collaboration and dialogue with a particular focus on bringing together scholars specializing in Gulf affairs, both within and outside the region.

Since its establishment, the GRC Foundation can look back on a decade of success and achievement. The main activities of the foundation can be divided into research and events. On the research side, numerous projects have been carried out including with the European Commission on EU-GCC relations, with the United Nations Development Programme (UNDP) the and International Development Research Council (IDRC), Canada. In 2012, the GRCF, together with the Migration Policy Centre (MPC) of the European University Institute (EUI) in Florence, established the Gulf Labour Markets and Migration (GLMM) Programme, promoting better understanding and policies in these key domains for the Gulf and the countries of origin of the migrants.

In addition, the GRCF also acts to coordinate all Gulf Research Center research efforts. Here, one of the main focus of the GRCF's work is the changing geopolitics of the Middle East with a particularly focus on the foreign and security policies of the GCC states, Gulf security issues, and efforts to establish a regional security system. In this regard, the GRCF is an active participant in policy debates concerning the Gulf region throughout the world and engages with governments and the policy community at all levels.

As far as events are concerned and with its seat in international Geneva, the foundation actively participates in UN-sponsored events in addition to conducting its own programs. This includes the Think Tank Security Forum and the Gstaad Middle East Conference (together with the Geneva Center for Security Policy and the Crown Center, Brandeis University). In 2011, the GRC Foundation was awarded special consultative status with the Economic and Social Council of the United Nations. The GRCF is also part of the Think Tank Leader's Forum of the World Economic Forum and the Council of Council bringing together the leading think tank of the G20 countries.

Overall, it has been an active decade of activities and the GRC Foundation can only be thankful for all who have supported our work. A special thank you goes to the members of the GRC Foundation Council who through their commitment have allowed the foundation to achieve many of its objectives. Given the continued importance of the Gulf region, the work is more relevant than ever and the GRCF hopes to maintain its contribution to the debate also in the next decade.

Christian Koch
Director



ABOUT THE FOUNDATION



The GRC Foundation (GRCF) was established in 2007 in Geneva, Switzerland, under the Swiss Civil Code relating to foundations. It is by definition a non-profit institution and an umbrella organization under which research, training, and educational programs about the Gulf region are developed. The establishment of the GRC Foundation is an important step to facilitate

research on the Gulf, promote academic excellence both in and about the Gulf region, and ensure objective and comprehensive information and analysis about this vital part of the world.

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

- Promote actively the creation and preservation of peace, security, stability and sustainable development in the Gulf region and all over the world
- Conduct intensive scholarly research on the political, economic, environment, social, and security issues that define the Gulf strategic
- 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

The GRC Foundation Council held its twelfth annual meeting at the University of Cambridge, on August 1, 2017 on the sidelines of the 2017 Gulf Research Meeting. Dr. Christian Koch, GRCF Director, presented his report on the activities of the Foundation over the previous year and the Council members discussed plans and the outlook for the period until the summer of 2018.

A photograph of a meeting around a conference table with a teal overlay. The image shows several people seated around a long wooden table, engaged in a discussion. There are papers, water bottles, and coffee cups on the table. The scene is dimly lit, and the overall color scheme is dominated by teal and white. A large white graphic element, resembling a stylized 'C' or a torn paper effect, is overlaid on the right side of the image, containing the text.

GRC FOUNDATION **COUNCIL**

Each year, the GRC Foundation Council holds an annual meeting to review the past year's activities and discuss the plans and outlook for the upcoming year. As part of the meeting, the Foundation's director presents the activity report as well as the financial accounts. All items of business are thoroughly discussed and voted on with a final record of the meeting passed to the relevant Surveillance Authority of the Canton of Geneva.

The GRC Foundation Council has changed over the years in terms of its composition. The following individuals have served or continue to serve on the council:



Dr. Abdulaziz Sager

Founder and Chairman of the Foundation
Gulf Research Center
Saudi Arabia
2007-today



Dr. Mustafa Alani

Senior Advisor & Director - Security and
Defense Research Program
Gulf Research Center
Saudi Arabia
2007-today



Mr. Ahmed Sager

Gulf Research Center
Saudi Arabia
2007-today



Eng. Javaid Iqbal

V.P Knowledge Corporation
United Arab Emirates
2012-today



Amb. Daniel Stauffacher

Chairman
ICT4Peace Foundation
Switzerland
2012-today



Dr. Oskar Ziemelis

Director of Cooperation
Gulf Research Center
Saudi Arabia
2012-today



Prof. Saleh Al-Mani

Professor and Dean of Administrative Sciences
King Saud University
Saudi Arabia
2007-2012



Prof. Baqer Salman Al-Najjar

Professor of Sociology
University of Bahrain
Bahrain
2007-2012



Dr. Fatima Al-Shamsi

Secretary-General
UAE University
United Arab Emirates
2007-2012



Prof. Abdullah Al-Shayegi

Professor of International Relations & US
Politics
Kuwait University
Kuwait
2007-2012



Dr. Farid Khazen
Professor
American University Beirut
Lebanon
2007-2012



Prof. Bahgat Korany
The American University of Cairo
Egypt
2007-2012



Prof. Timothy Niblock
Professor of Arab Gulf Studies
University of Exeter
United Kingdom
2007-2012



Dr. Marina Ottaway
Director, Middle East Program
Carnegie Endowment for International Peace
United States of America
2007-2012



Dr. Rajendra K. Pachauri
Director-General
The Energy and Resources Institute
India
2007 – 2012



Prof. Ghassan Salame
Professor
Institut d'Etudes Politiques
France
2007 – 2012



Prof. Yezid Sayigh

Professor of Middle East Studies
King's College London
United Kingdom
2007-2012



Dr. Adnan Shihab-Eldin

Senior Advisor and Consultant
Austria
2007 – 2012



Dr. Fred Tanner

Director
Geneva Center for Security Policy
Switzerland
2007-2012



Amb. Theodor Winkler

Director
Geneva Center for the Democratic Control of
the Armed Forces
Switzerland
2007-2012



Prof. Philippe Burrin

Director
Graduate Institute of International and
Development Studies
Switzerland
2007 – 2011



Dr. Christian Koch

Director, International Studies
Gulf Research Center
United Arab Emirates
2007 – 2011



RESEARCH PROJECTS

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The words of Jeremiah



SECURE - Security of Energy Considering its Uncertainty, Risk and Economic Implications 2007-2011

The SECURE Project (Security of Energy Considering its Uncertainty, Risk and Economic Implications) was a multi-year research project funded by the European Commission under the Seventh Framework Programme with the scope of building a comprehensive framework that covers the issues related to security of supply inside and outside the EU. The Gulf Research Center Foundation was awarded participation with the focus on the oil dimension and responsible for all geopolitical issues related to energy security.

The SECURE project built a comprehensive framework that considered all the issues related to the topic of security of supply, including geopolitics, price formation and the economic and technical design of energy markets inside and outside the EU. Tools, methods and models were developed to measure and assess EU security of energy supply both outside the EU and inside the EU. The objective was to evaluate the vulnerability of the EU to the different risks which affect energy supplies in order to help optimize the Union's energy insecurity mitigation strategies, including infrastructure investment, demand side management and dialogue with producing countries.

SECURE developed energy security indicators for all the major energy sources in order to identify the risk factors and quantified the EU exposure to volume and price risks in the short and long terms, including impacts of severe accidents and terrorist threats. Costs and benefits (both measurable and perceived) of energy security were evaluated for different energy supply/demand scenarios to help policy makers provide the most appropriate institutional, political and industrial solutions. All major energy sources and technologies (oil, natural gas, coal, nuclear, renewables and electricity) were addressed from upstream to downstream with both a global and sectoral analysis studying in depth issues such as technical, economic/regulatory and geopolitical risks. The analysis also integrated demand as a key issue related to energy security.

The SECURE project had both a strong quantitative and qualitative component and in the end not only provided a comprehensive methodological and quantitative framework to measure energy security of supply, but it also proposed policy recommendations on how to improve energy security taking into account costs, benefits and risks of various policy choices. The GRC Foundation

was especially involved in the analysis of all geopolitical aspects; it also led the task on oil and plays a major role in the task on gas.

The SECURE team was composed of a consortium of 15 partners with a diversified expertise and background. The consortium included the Observatoire Méditerranéen de l'Énergie, the Fondazione Eni Enrico Mattei, Ramboll Oil & Gas, the Lithuanian Energy Institute, the Fraunhofer Institute for System and Innovation Research, the Joint Research

Centre, the Technische Universität Dresden, the Paul Scherrer Institut, RSE S.p.A. (RSE-Ricerca sul Sistema Energetico S.p.A.), the Energy Research Institute of Russian Academy of Sciences, The University of Bath, the Centre for European Policy Studies, the Vienna University of Technology, Energy Economics Group and the Centre National de la Recherche Scientifique. More information about the project including the project results can be found under:

<http://www.feem-project.net/secure/>

The Political Role of Tribes: An Analysis of Tribalism, Islamism and Gender in Iraq, Yemen and Jordan. A Case Study – 2008-2010

The Gulf Research Center Foundation carried out the Iraq-focused segment of the project entitled “Politics of Tribalism in post-Saddam Iraq.” The objective of the project was manifold. It aimed 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 a well-known fact, only limited research had been undertaken with reference to the dynamics of such influence.

The project consisted of various components which addressed the question of political pluralism, the role of the civil society organizations and the relationship between the state and the society, where the society is divided within itself:

1. Research was conducted on the social composition of tribes and their evolution throughout the last decades with a focus on the following questions:

- What are they?
- How do they actually weigh on the political life of the country?
- Do they currently operate with or without the state?
- Can they become national political players or do they only operate locally?

2. Research was also carried out on the relationship between tribes and the various forms of Islamism operative in Iraq.

3. The role of women in tribes in both Sunni and Shiite areas was explored.

4. The evolution of tribal authority and subordination over generations was analyzed.

5. The interaction between tribal and ethnic identities in a multiethnic region was studied.

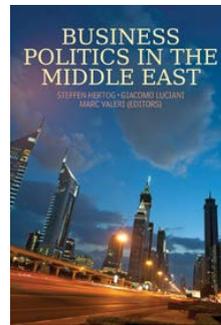
The project was funded by the International Development Research Centre (IDRC), Canada and concluded with an international conference on tribalism.

The Role of the Private Sector in Promoting Economic and Political Reform Project – 2008-2010

The Gulf Research Center Foundation (GRCF) and the Arab Reform Initiative implemented a two-year research project entitled “The Role of the Private Sector in Promoting Economic and Political Reform,” to explore ways in which the Arab business community can contribute to the progress and modernization of the region.

The project involved original research 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 was undertaken in two parts: the first evaluated the private sector capa-

bilities and degree of dependence on government spending or protection; the second addressed the actual and potential role of the private sector in promoting economic and political reform.



A series of workshops took place within the framework of this project and a book titled “Business Politics in the Middle East” (eds. Steffen Hertog and Giacomo Luciani and Marc Valeri) was published by Hurst Publishers in 2014.



POLINARES - POLIcy for NATural RESources - 2010-2012

The POLINARES project examined how tension and conflict in access to oil, gas and mineral resources may undermine future global peace and economic development, and explored new modes of behaviour which promote an appropriate balance between competition and collaboration. The project set out to take a global view of challenges, rather than focus on those specifically relating to the EU. This approach was justified by the increasing interdependence of the world's nations in the context of energy and minerals. A problem facing one party has the potential to affect other parties, however distant. Likewise the proposed solutions were directed at those choices which are collaborative, because the scale and nature of the challenges are such that unilateral solutions are unlikely to be effective in the long-run. Specific proposals were made as to how the EU can participate in the formulation and implementation of policy proposals. The project identified the main global challenges relating to competition for access to oil, gas and mineral resources and it proposed new approaches to collaborative solu-

tions for the various policy actors, including the EU.

To achieve these policy objectives, POLINARES was directed at meeting the following research objectives:

- To develop a better understanding of how global interactions and interdependencies relating to oil, gas and minerals have been changing and are likely to change, how they relate to the development trajectories of different parts of the world, and what their implications are for global economic, social, institutional and security relations;
- To identify principles which can underpin the development of new policies, new policy-making processes, and new networking systems which, in turn, can assist in promoting an appropriate balance between competition and collaboration with respect to access to oil, gas and minerals in a manner which minimises conflict and promotes sustainable economic development.



EU-GCC Clean Energy Network Project - 2010-2013

This project consisted of four main components. First to 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. Second, to operate and develop the activities of the network including capacity building events and joint research activities. Third, to disseminate information and advice for an increased knowledge among GCC on EU policies in the area of clean energy and the promotion of joint demonstration projects being mutually implemented in this area. Fourth, to set-up a sustainability strategy for the established network to continue legally and financially.

The principal activities of the project included the following:

April 1, 2010. The Gulf Research Center held an informative meeting about the “EU-GCC Clean Energy Network” project that has been awarded by the European Commission to a consortium led by the Institute of Communications and Computer Systems of the National Technical University of Athens

(ICCS-NTUA) and includes the Gulf Research Center / Gulf Research Center Foundation. The meeting took place in the offices of the Gulf Research Center in Dubai. Prof. Giacomo Luciani, who is the Team Leader in the implementation of the EU-GCC Clean Energy Network project addressed project objectives and content as well as the ultimate benefits of establishing the Clean Energy Network. The project aims at strengthening energy cooperation between the European Union (EU) and the Gulf Cooperation Council countries (GCC). A permanent network of institutions from the EU and the GCC countries will be established to act as a catalyst and coordination entity, in order to provide a practical instrument for the development of cooperation activities among various stakeholders in the EU and GCC countries on clean energy and related policy and technology aspects. The project and the eventual Clean Energy Network will address clean energy issues in the following areas: Renewable Energy Sources; Energy Demand Management and Energy Efficiency; Clean Natural Gas and related Clean Technologies; Electricity Interconnection

and Market Integration; and Carbon Capture and Storage.

November 30 – December 1, 2010. A delegation from GRC participated in the 1st Meeting of the Discussion Groups (DG) of the EU-GCC Clean Energy Network project. Dr. Oskar Ziemelis, Dr. Mohamed A. Raouf, Eng. Imen Jeridi and Ms. Franziska Beringer took part in the DG workshops focusing on: Renewable Energy Sources; Energy Efficiency and Demand Side Management; and Carbon Capture and Storage (CCS). Dr. Mohamed A. Raouf gave a presentation on ‘CCS and Climate Change’ whereas Eng. Imen Jeridi addressed the ‘Prospects for a Renewable Energy Transition in the GCC Countries’. The workshops took place in the Grand Hyatt Hotel, Dubai, UAE and attracted more than 75 EU and GCC clean energy stakeholders.

January 18, 2011. Dr. Oskar Ziemelis, GRC Director of Cooperation, and Eng. Imen Jeridi, Researcher in the Science and Technology in the Gulf program of GRC participated in the 1st Plenary Meeting of the EU-GCC Clean Energy Network which was held on January 18, 2011, in Abu Dhabi – United Arab Emirates, in the margin of the World Future Energy Summit. During the Meeting, distinguished clean energy actors and experts, including representatives from the European Commission and the GCC authorities, presented the results and outcomes achieved so far, since the recent creation of the EU-GCC Clean Energy Network, and ex-

changed views and information on avenues of EU-GCC clean energy co-operation. The Plenary Meeting was followed by a training seminar on solar resource assessment organized by the EU-GCC Clean Energy Network on January 19, 2011 at the Higher Colleges of Technology - Abu Dhabi Men’s College.

May 11-12, 2011. The 2nd Discussion Groups’ Meeting of the EU-GCC Clean Energy Network took place in Brussels, Belgium. Based on conclusions drawn from the 1st Discussion Groups’ Meeting and the 1st Plenary Meeting of the Network, the 2nd Discussion Groups’ Meeting focused on achieving concrete results and on discussing specific cooperation initiatives within the five discussion groups: Renewable Energy Sources; Energy Demand Side Management & Energy Efficiency; Clean Natural Gas & Related Technologies; Electricity Interconnections & Market Integration; and Carbon Capture & Storage. The meeting aimed at taking solid steps for the maturing of cooperation ideas within each discussion group. In addition to the technical sessions, a technical site visit was organized to the CORESO Company which is a Regional Coordination Service Center that monitors and works to improve the security of electricity supply for Western Europe through services of coordination and forecasting relating to electricity transmission.

November 23-24, 2011. The 3rd Meeting of the Discussion Groups of the EU-GCC Clean Energy Network project was held in

Athens, Greece with the goal of furthering clean energy cooperation and highlighting prospects and opportunities for both EU and GCC stakeholders. The technical sessions addressed: Energy Demand Side Management and Energy Efficiency; Electricity Interconnections and Market Integration; and Other Clean Energy Technologies. The technical sessions were followed by technical site visits to: 1) the Centre for Renewable Energy Sources and Saving (CRESES), which is the Greek national entity for the promotion of renewable energy sources, rational use of energy and energy conservation and 2) the Lavrion Technological and Cultural Park (LTCP).

January 17-19, 2012. The 2nd Annual Conference of the EU-GCC Clean Energy Network was held in Abu Dhabi, United Arab Emirates, on the sidelines of the World Future Energy Summit 2012. The conference was opened by HE Luigi Narbonne, Ambassador of the Delegation of the European Union to Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. 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. In addition to the technical sessions, various scenarios were presented and discussed relating to the long-term sustainability of the EU-GCC Clean Energy Network. The plenary sessions were fol-

lowed by four training workshops covering: Wind Resource Assessment, Concentrated Solar Thermal Power Plants, Solar Resource Assessment and Carbon Capture & Storage organized by the EU-GCC Clean Energy Network. A technical site visit to Masdar Institute at Masdar City in Abu Dhabi was also arranged. Masdar City is an emerging global clean technology cluster that focuses on teaching, research, development and implementation.

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 in Doha. The meeting was co-organized with the Qatar Environment & Energy Research Institute of the Qatar Foundation as a side event at the UN Climate Change Conference (COP18) to highlight the importance of a recent initiative, the "GCC Renewable Energy Readiness Assessment Report", which was being developed with network partners across the GCC states. The Gulf Research Center Foundation, as one of the consortium members in the European Commission-funded "EU-GCC Clean Energy Network Project" was represented at the meeting by Dr. Mohamed Abdel Raouf, Research Fellow, Environmental Research Program.

January 16-17, 2013. The 3rd Annual Conference of the EU-GCC Clean Energy Network Project entitled "EU-GCC Energy Cooperation Conference 2013: Success Stories, Prospects and Challenges", took place in Abu

Dhabi, UAE, as a side event of the World Future Energy Summit 2013. The conference was organized in cooperation with Masdar Institute and SHARAKA, a project with the goal of enhancing understanding and cooperation in EU-GCC relations.

June 10, 2013. The EU-GCC Clean Energy Network Partners Meeting, took place in Kuwait. The goal of the meeting was to discuss

the EU-GCC Clean Energy Network sustainability strategy taking into account current conditions, as well as ongoing and expected developments. Discussions focused on ideas and suggestions towards strengthening the main axes of the sustainability strategy, namely, the value of the Network, membership expansion strategy, communication and visibility aspects, operational mechanism and resources, as well as partners' commitments.





INFOCORE: the Role of Media in Violent Conflicts - 2011-2015

The Gulf Research Center Foundation was selected as part of an Associated Stakeholder Network in the framework of the INFOCORE project. INFOCORE was an international collaborative research project aiming to investigate the role of media in the emergence or prevention, the escalation or de-escalation, the management, resolution and reconciliation of violent conflict. It was composed of nine leading research institutions from seven countries providing the knowledge of leading experts in all social sciences. INFOCORE's focus on conflict coverage mainly concentrated on three conflict areas: the Middle East, the West Balkans, and the African Great Lakes area. By analysing the dynamics of these conflicts' news content over time, INFOCORE assessed the roles of media for shaping conflict perceptions and responses to on-going conflicts.

The INFOCORE project received funding from the European Union's Seventh Framework Programme for Research, Technological Development and Demonstration. It invited the collaboration by interested researchers and practitioners during and beyond the project duration. INFOCORE's findings and selected data will be accessible to all public, under the website <http://www.infocore.eu>.

The role of the Gulf Research Center in this project was as an element of the INFOCORE dissemination network. GRC disseminated information to its networks about the topic of coverage of conflicts in media by alerting our followers on INFOCORE's findings and publications which can be of interest for them.



INCONET-GCC2 - 2014-2017

INCONET-GCC2 was a three year project sponsored by the European Commission -Directorate General for Research and Innovation- with a view to establish a “Science, Technology and Innovation International Cooperation Network between European Union and the Arab Gulf Countries aiming at bi-regional coordination towards HORIZON2020.” The GRC Foundation was one of the 20 international institutional partners from the EU and GCC regions who formed the consortium members participating in this project.

It was the follow-up of the results of previous cooperation activities with the Arab Gulf Countries (INCONET-GCC - 1st phase) as it focused on selected societal challenges of mutual interest identified during the previous collaboration. INCONET-GCC 2 explored how to achieve win-win collaboration across national, multidisciplinary and cross-sector approaches, while also realizing and underpinning new-path-breaking kinds of capacity-building and organizing clustering activities around the selected research priorities: smart cities, smart energy & eHealth.

The overall goals of this project were to support institutional bi-regional policy dialog in Science, Technology and Innovation; strengthen bi-regional cooperation between research and innovation actors, especially in the context of the upcoming Horizon 2020 program and monitor progress in bi-regional Science, Technology and Innovation cooperation.

The project aimed to accomplish its broader objectives through practical steps that have specific objectives, including:

- Implementing a series of analyses feeding the policy dialogue and increasing its efficiency; monitoring INCONET-GCC2’s own activities, with particular emphasis on their sustainability; and implementing coherent dissemination activities in order to increase visibility, impact and awareness;
- Building best practices for the future in order to promote and optimize joint research through clustering activities within the selected societal challenges areas (Diabetes and Smart Cities) and organizing relevant thematic work-

shops in these areas to stimulate EU-GCC coordination towards joint HORIZON2020 proposals;

- Enhancing capacity building through: the facilitation of researcher mobility, summer schools, the support of existing National Contact Points and their expansion in order to cover the selected societal challenges, and the organization of information days and brokerage events in all the GCC countries;
- Roadmapping potential future research activities and providing recommendations to the European Commission and the national regulatory and funding authorities of the GCC countries.

The project included the following primary activities involving the Gulf Research Center Foundation:

February 11, 2014. Dr. Oskar Ziemelis, GRC Director of Cooperation represented the GRC Foundation at the kick-off meeting of the INCONET-GCC2 project at the Higher Colleges of Technology Abu Dhabi Men's College. The kick-off meeting brought together the 20 consortium members participating in this EU-GCC project whose full title is "Science, Technology and Innovation International Cooperation Network between EU and the Arab Gulf Countries Aiming at Bi-regional Coordination towards HORIZON2020." The meeting allowed the consortium members to discuss project manage-

ment, logistics, communications and best practice issues related to the project.



October 14-15, 2014. The GRC Foundation was represented by Dr. Oskar Ziemelis at the INCONET-GCC2 project conference entitled: "Smart Cities for Sustainable Development: European and GCC Perspectives" which was hosted by Masdar Institute in Abu Dhabi. The first day of the event focused on Smart Cities and Sustainable Urban Development while the second day saw the launch of the EU's Horizon 2020 research funding program in the UAE, with a special emphasis on Smart Cities.

March 16-17, 2015. Dr. Oskar Ziemelis, represented the GRC Foundation at the consortium meeting of the INCONET-GCC2 project which took place in Bahrain. The meeting was hosted by the eGovernment Authority of the Kingdom of Bahrain on the sidelines of the Bahrain International eGovernment Forum 2015 at the Bahrain International Circuit. The consortium meeting brought together the 20 consortium members participating in this EU-GCC project to discuss the project status. The consortium members also participated in the session on "Best Practices and Success Stories

of EU Funded Projects” that took place on 17 March 2015 as part of the Bahrain International eGovernment Forum 2015.



September 7-10, 2015. Dr. Oskar Ziemelis and Sanya Kapasi represented the GRC Foundation at the Smart Cities Innovation Summer School, which took place as part of the INCONET-GCC2 project in Volos, Greece. The summer school, entitled: “Collective Awareness Platforms for Smart Cities Development” was hosted by the University of Thessaly and brought together 25 researchers and experts interested in Smart Cities from the GCC and the EU. As part of the researcher mobility task in the INCONET-GCC2 project, the GRC Foundation organized a call for joint GCC-EU projects in the area of Smart Cities to stimulate researcher mobility between the GCC and the EU. Eight researchers from the GCC countries proposed joint projects and received researcher mobility grants from the project to participate in the Smart Cities Innovation Summer School.



December 6-8, 2015. The INCONET-GCC2 International Conference entitled: Collaboration for Innovation - Linking GCC and EU took place in Muscat, Oman. This international conference organized by the INCONET-GCC 2 consortium gathered around 100 representatives from all over the world. The first day, was dedicated to on-site visits to local Technology Parks, Incubators and Research Organizations. The second and third days presented the state of EU-GCC cooperation, collaboration opportunities and benefits as well as barriers to overcome, with a focus on Energy and Healthcare as well as Smart Cities, which had been identified as sectors of mutual interest and benefit between the EU and GCC countries.



April 17–19, 2016. Dr. Oskar Ziemelis, Sanya Kapasi and Imen Jeridi Bachellerie represented the GRC Foundation at the 2nd Innovation Summer School, which took place in Doha, Qatar. The summer school, entitled: “Health Research and Innovation: The Development of Personalized Healthcare to Address Chronic Non-communicable Diseases (NCD)” was hosted by Qatar University and brought together 25 researchers and

experts interested in Healthcare from the GCC and the EU. As part of the researcher mobility task in the INCONET-GCC2 project, the GRC Foundation organized a second call for joint GCC-EU projects in the area of Healthcare to stimulate researcher mobility between the GCC and the EU. Interested researchers from the GCC countries proposed joint projects on societal challenges in the health innovation field, focusing specifically on the development and use of personalized healthcare for chronic non-communicable diseases.



November 29-30, 2016. The GRC Foundation was represented at the final INCONET-GCC2 International Conference entitled “EU-GCC Research & Innovation Cooperation: The Way Forward” by Dr. Oskar Ziemelis, Sanya Kapasi and Imen Jeridi Bachelierie. The event took place in Brussels and brought together a wide variety of stakeholders to discuss the results of the INCONET-GCC2 project. The sessions covered the following issues:

- EU-GCC Research and Innovation (R&I) cooperation: A roadmap for the future;

- Enhancing R&I policy dialogue;
- R&I capacity building in the GCC countries;
- Increasing R&I cooperation opportunities in the fields of Energy/Smart Cities & Health: Building on existing EU Networks;
- Increasing R&I cooperation opportunities in the fields of Energy/Smart Cities & Health: Linking research and business community.

Dr. Ziemelis discussed project results relating to researcher mobility in a presentation entitled “EU-GCC Researcher Mobility Opportunities” as part of the R&I capacity building session. Following the conference, a full project consortium meeting took place on 30 November 2017 to discuss activities during the final two months of the project.





Gulf Labour Markets and Migration (GLMM) – 2013-2017

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

Key elements of the GLMM programme include:

- Taking a comprehensive view, including demographic, economic, legal, social, political, and administrative aspects of labour markets, migration and population;
- Collecting all relevant data and documents, first and foremost those produced in the countries of the GCC and also in the countries of origin;
- Conducting sound academic research and contributing to the development of the field of inquiry;

- Presenting policy analyses, representing and respecting all view points;
- Distributing the results to the widest range of actors in user-friendly formats;
- Engaging in dialogues with all stakeholders;
- Providing high quality academic and operational training in order to reinforce the capacities for producing migration-related data and analyses in the GCC;
- Contributing to the development of a network of researchers in which GCC nationals and nationals from the countries of origin are strongly represented.

Prof. Philippe Fargues (MPC/EUI) and Prof. Nasra Shah (Kuwait University) are the scientific directors of the Programme and Mr. Imco Brouwer (GRCF) acts as its executive director. They jointly established GLMM. Prof. Fargues and Prof. Shah have each more than three decades of experience with data and analyses on population, labour, and migration in Europe, North America, Arab countries including the Gulf, and other parts of the world. Prof. Fargues has extensively researched population and migration in the

Middle East since the late 1970s; he has published more than 150 scientific titles (see here) and has directed the Center for Migration and Refugee Studies (CMRS) at the American University in Cairo (2007-2009) and founded and directed the MPC.

Prof. Shah teaches at Kuwait University since 1988, has more than 100 scientific articles and several books to her credit (see here) and has designed and implemented multiple research projects (including many surveys) on Kuwait and other GCC countries. Professors Fargues and Shah have been working closely together on migration in the GCC since 2010. Mr. Imco Brouwer has been affiliated with the GRC since 2009, assisting in the setting up of the Gulf Research Meeting (GRM, 2009-2011) and establishing and managing the GLMM programme. Over the past two decades, he has worked with universities, research centres, foundations and non-governmental organizations, focusing on international migration, democratization, human rights, and higher education in the Middle East.



Imco Brouwer



Nasra Shah



Philippe Fargues

GLMM produces an array of publications addressing all major issues in different formats. By the end of June 2017, it had published one edited volume, more than 30 papers, approx. 375 legal documents and 700 demographic and economic tables – all freely downloadable in pdf and excel.

In the period March 2013 - June 2017 GLMM had:

- Collected and analysed the most relevant data and documents of the GCC countries concerning population and migration and included them in a publicly accessible database. They are organised two parts, a demographic-economic module and a legal module, respectively with hundreds of tables and documents.
- Done extensive research on the demographic, economic, and legal aspects of migration to the GCC.
- Started and continuously updated a daily service collecting articles on migration published in the English language Gulf press (ended 31 August 2017).
- Organised multiple events: including workshops at GRM, academic panels as well as a policymaker meetings.

- It published a volume on *Skilful Survivals: Irregular Migration to the Gulf* (May 2017 – 341 pp) and dozens of papers capturing key aspects and developments of GCC.
- Launched a website (<http://gulfmigration.eu/>) in the autumn of 2013 from which it is possible to (besides printing) download tables and documents. The website receives more than 5,000 visits a month with significant numbers of visitors based in the GCC or in the countries of origin of migrants.
- Established a network of researchers, data producers, and other stakeholders in the Gulf countries, countries of origin of Gulf migrants, and elsewhere.

For the period 2016-2018, GLMM developed a strategic project entitled “Developing a Knowledge Base on Migration to the GCC States”, defining precise goals, objectives and activities aiming at consolidating and expanding the Programme.

GLMM has obtained several grants from Gulf and international organisations.

- Developing a Knowledge Base on Migration to the GCC States: Assessing Migrants’ Living and Working Con-

ditions in Qatar and the UAE. A joint project with the European University Institute (EUI, Florence). Funded by the International Migration Initiative (IMI) of the Open Society Foundations (OSF) and the Swiss Agency for Development Cooperation (SDC) (until November 2018);

- Fertility of Qatari and Other GCC Nationals in a Context of High Dependency on Foreign Labour: An Innovative Approach for Policy Making on Family Building. A joint project with the Social and Economic Survey Research Institute (SESRI) at Qatar University and the European University Institute (EUI, Florence). Funded by the Qatar National Research Fund (QNRF) - National Priority Research Programme (NPRP) (until the end of 2019).

At the end of June 2017, a third grant was entering the final negotiation stage: UNDP Kuwait, in cooperation with the Kuwaiti Supreme Council for Planning and Development (SCPD) and the Womens’ Research and Studies Programme (WRSC) at Kuwait University. The project would focus on the determinants of fertility of Kuwait women and their impact for policy making. GLMM relies also on the institutional resources of GRC and MPC/EUI.



Publications released in the framework of the GLMM project:**Maysa Zahra**

“Kuwait’s Legal Framework of Migration” and “Saudi Arabia’s Legal Framework of Migration”

January 9th, 2014

**Nasra M. Shah**

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

May 12th, 2014,

**Ray Jureidini**

“Arab Gulf States: Recruitment of Asian Workers”

June 23rd, 2014

**Bina Fernandez**

“Essential yet Invisible: Migrant Domestic Workers in the GCC”

June 24th, 2014

**Steffen Hertog**

“Arab Gulf States: An Assessment of Nationalisation Policies”

June 30th, 2014

**Arwa Aulaqi**

“Saudi Arabian Investor Class Visas: An Overview”

July 1st, 2014



Maysa Zahra

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

July 14, 2014



Françoise De Bel-Air

“Demography, Migration, and Labour Market in Qatar”

August 26th, 2014,



Andrew M. Gardner

“Ethnography, Anthropology and Migration to the Arabian Peninsula: Themes from an Ethnographic Research Trajectory”

December 18th, 2014,



Maysa Zahra

“Bahrain’s Legal Framework of Migration”

January 21st, 2015



Hend Alsheikh

“Current Progress in the Nationalisation Programmes in Saudi Arabia”

January 27th, 2015



Françoise De Bel-Air,

“The Socio-Political Background and Stakes of ‘Saudizing’ the Workforce in Saudi Arabia: the Nitaqat Policy”

February 26th, 2015



Ganesh K. Seshan

“Evaluating Financial Literacy Training for Migrant Workers in the Gulf”

March 3rd, 2015



Maysa Zahra

“United Arab Emirates’ Legal Framework of Migration”

April 8th, 2015,



Françoise De Bel-Air

“Demography, Migration, and the Labour Market in Bahrain”

May 19th, 2015,



Françoise De Bel-Air

“Demography, Migration, and the Labour Market in the UAE”

June 24th, 2015



Maysa Zahra

“Oman’s Legal Framework of Migration”

July 15th, 2015,



Françoise De Bel-Air

“Demography, Migration, and the Labour Market in Oman”

September 22nd, 2015,



Philippe Fargues, Françoise De Bel-Air and Nasra M. Shah

“Addressing Irregular Migration in the Gulf States”

October 27th, 2015,



Maysa Zahra

“The Legal Framework of the Sponsorship Systems of the Gulf Cooperation Council Countries: A Comparative Examination”

November 12th, 2015



Françoise De Bel-Air

“A Note on Syrian Refugees in the Gulf: Attempting to Assess Data and Policies” November 24th, 2015



Françoise De Bel-Air

“A Note on Syrian Refugees in the Gulf: Attempting to Assess Data and Policies” November 24th, 2015



Froilan Tuccat Malit and George S. Naufal

“Taxing Remittances: Consequences for Migrant Labour Populations in the GCC Countries”

March 15th, 2016



Maysa Zahra

“Qatar’s Legal Framework of Migration”

April 23rd, 2016



COLLABORATIONS



Università
Ca'Foscari
Venezia

Universita Ca'Foscari, Venezia, Italy

The GRCF signed an agreement in May 2011 with the Fondazione Università Ca'Foscari Venezia (Ca'Foscari University Foundation, Venice) to promote study and research on the member states of the Gulf Cooperation Council. GRCF contributed to this initiative financially over a period of four years with the creation of a position held by Prof. Matteo Legrenzi at the Ca' Foscari University to carry out study and research on the member states of the Gulf Cooperation Council (GCC).

Over the course of the program, numerous events were held. This included:

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 Weherey, 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 16-17, 2013: A meeting of the Strategic Studies Network coordinated by the Near East South Asia Center for Strategic Studies

was held in Venice. GRCF Chairman Dr. Abdulaziz Sager and GRCF Director Dr. Christian Koch attended the meeting alongside Prof. Matteo Legrenzi. With the participation of various experts, a perspective agreement was drafted to resolve the current dispute with Iran over its nuclear program. Participants expressed their hope that the draft agreement will help both technical experts and decision makers to reach an actual agreement that would lead to a peaceful resolution of the dispute and a safer and more prosperous Gulf. The exercise proved highly useful in terms of clarifying the concrete difficulties faced by negotiators in Istanbul and Kazakhstan.

March 18, 2013: The program co-sponsored a meeting on "Transnational Communism as a System of International Relations." The meeting saw the participation of renowned expert and author of "Comrades! A History of World Communism" Prof. Robert Service of Oxford University, Professor Silvio Pons of the University of Rome Tor Vergata, and Prof. Alberto Masoero of Ca' Foscari University of Venice. The meeting was introduced by the Ambassador of the Republic of Korea to Italy Kim Young-Seok who discussed the impact of Communism on the

Korean peninsula and the current strategic situation in North-East Asia.

March 21, 2013: The program and the Italian Navy Staff College co-organized a workshop on “Mediterranean Equilibria” bringing together scholars, diplomats and military personnel from Italy and other NATO and Middle Eastern countries. The focus throughout the day was on energy security and the security aspects that link the Mediterranean and the Gulf in what is known in Italian strategic doctrine as the “Greater Mediterranean Security Complex.” Among the participants were the Director General for the Middle East and North Africa of the Italian Foreign Ministry, Ambassador Minister Plenipotentiary Mauro Conciatori, and Dr. Nathalie Tocci, Deputy Director of the Istituto Affari Internazionali in Rome.

March 25, 2013: Marc Lynch, Associate Professor at George Washington University and Director of the Project on Middle East Political Science (POMEPS) and Lorenzo Cremonesi, Middle East correspondent of “Corriere della Sera” discussed the theme “What Is Left of the Arab Spring?” in front of a packed audience at the Ca’ Foscari University of Venice.

April 22, 2013: Professor Gilles Kepel gave a lecture in Venice as part of the prestigious series of Ca’ Foscari International Lectures. Professor Matteo Legrenzi who heads the GRC program@Ca’ Foscari University of Venice was the discussant. Professor Kepel

talked about his latest book “Passion Arabe” for the first time outside France.

June 1, 2013: Prof. Legrenzi gave a lecture entitled “Creating International Higher Education Hubs: The Gulf Experiences and Comparative Implications” at the Jeju Forum for Peace and Prosperity in the Republic of Korea. The forum was opened by the Foreign Minister of the Republic of Korea and three former prime ministers of Malaysia, Japan and the Republic of Korea. Prof. Legrenzi analyzed the different outcomes of the internationalization of higher education in the six countries of the GCC.

June 3-5, 2013: Professor Matteo Legrenzi who heads the GRC program@Ca Foscari University of Venice gave a lecture on “Creating International Higher Education Hubs: The Gulf Experiences and Comparative Implications” at the Jeju Forum for Peace and Prosperity in the Republic of Korea. The forum was opened by the Foreign Minister of the Republic of Korea and three former prime ministers of Malaysia, Japan and the Republic of Korea. Professor Legrenzi analyzed the different outcomes of the internationalization of higher education in the GCC countries.

October 6, 2013: A workshop jointly organized by Oxford University, the British Academy in Ankara and Ca’ Foscari University of Venice was held on in Venice with the support of the GRC Foundation. The workshop examined the role of middle powers

and CUSP states in the international system. Papers delivered at the conference were later published in a book put out by Routledge.



February 10, 2014: The Ca Foscari University in Venice hosted a lecture on “Environment and Geo-Strategy: The Shape of Future Conflicts, the Roots of a New Peace” delivered by Grammenos Mastrojeni, Minister

Counselor in Italian Ministry of Foreign Affairs. Prof. Matteo Legrenzi, Associate Professor of International Relations and Gulf Studies at Ca Foscari University, served as a discussant.

March 9, 2014: A workshop titled “Visions of Gulf Security” was organized by the program in collaboration with the George Washington University and Georgetown University School of Foreign Service in Doha to consider in depth the new security challenges experienced by the Gulf. It brought together scholars from the United States, Europe and the Gulf. Three panels were held over the course of the day on: GCC and Iran’s Nuclear Program; Islamist Movements and Sectarianism; and Transnational and Human Security Issues.

GRC Foundation Asia – 2012-2014



The GRC Foundation operated a branch office in Tokyo, Japan from 2012 to 2014, which was known as GRC Foundation Asia. Noriko Suzuki acted as the Director of GRC Foundation Asia, which had three key objectives:

- Develop and promote closer relationships and mutual understanding, at both governmental and private levels, between the Gulf and East Asia regions.
- Develop and facilitate academic research relating to the Gulf - East Asia regions and disseminate the results of this research through workshops, conferences and publications. A Gulf-Asia Bulletin was published to analyze the key aspects of Gulf-Asia relations. Joint forums and seminars bringing together participants from both the Gulf and Asia were held to discuss issues of current focus as well as longer term policy-related issues.
- Advisory assistance was provided 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.

GRCF Asia made a significant contribution to better understanding the interaction be-

tween the two dynamic and rapidly growing regions of Asia and the Gulf.

The GRC Foundation Asia organized a significant visit by the Gulf Research Center to South Korea and Japan that included workshops, seminars, and meetings with government officials, the academic and policy community as well as business and corporate leaders. The trip came in the wake of the establishment of the GRC Foundation office in Tokyo, Japan in September 2012 with the aim of focusing on the fast developing and wide-ranging relations between the Gulf region and East Asia. The initial focus of the GRC Foundation Asia was on the relations between the Gulf and Japan, South Korea and China, with a possible extension to include Australia at a later stage. The trip undertaken by GRC Chairman Dr. Abdulaziz Sager and Dr. Christian Koch, Director of the GRC Foundation, was meant to get a sense of the developments in the region, gain a better understanding of the thinking in East Asia about relations with the Gulf and of the important issues that are on people's minds, and to explore ways in which ties between the two sides could be strengthened and enhanced. On all these fronts, the trip provided important insights and assessments.

The trip came at a critical time just as North Korea was once again engaging in saber-rattling with announcements of potential missile

launches and threats against South Korea. While the statements coming from Pyongyang received a lot of attention in the Western media, and especially in the United States (US Secretary of State John Kerry paid visits to both South Korea and Japan at the time that the GRC team was present in those countries), the attitudes in both Seoul and Tokyo were more nuanced. While there was palpable concern about the potential for direct security implications due to the North Korean actions, in particular tied to the reported inexperience and/or adventurism of the North Korean leader Kim Yon-un, there was also the reminder that one had heard many of these same threats before and therefore current developments should not be blown out of proportion. In many of our meetings, this was the common assessment provided.

In the discussions, parallels were drawn between the North Korean situation and the situation in the Gulf in relation to Iran with an emphasis that Tehran was watching developments closely and seeing how the international community was reacting given the wider implications this situation has for the non-proliferation regime. Japan's position was highlighted during a seminar that the GRC conducted with the Japan Institute for International Affairs (JIIA), which included a wider discussion on the so-called US 'pivot' to Asia and the subsequent outlook for the security situation in the Asia-Pacific region. From the GCC perspective, the concern was raised that while the US has stated that it would not allow Iran to attain a nuclear capability, there are increased doubts

about their actual willingness to prevent this from happening. In light of the North Korean situation and the China factor, the concern is that the US will seek an understanding with Iran at the expense of the GCC. For Japan, which is largely welcoming of the announced US strategy shift, this means engaging the US in a way whereby the strategic pendulum in the Asian region does not swing too far in one direction or the other. A certain balance is required that produces a win-win situation for the Gulf region, East Asia, and the United States.

Given time limitations, only one day was available to visit South Korea but even that short visit underlined the relevance of South Korea for the Gulf region. A joint economic forum organized by the GRC and the Korean Chambers of Commerce and Industry (KCCI) was attended by more than 120 participants representing different sectors of the South Korean corporate world. The forum featured presentations by Dr. Sager, Dr. Koch and Ms. Noriko Suzuki on aspects of developments in the Gulf region, GCC integration, and the GCC investment climate. Many of the subsequent questions raised concerned basic issues like setting up businesses in the GCC states including, for example, the role of agency laws. Other points mentioned were opportunities for South Korean companies in the Gulf's energy sector and how those opportunities could be best realized. Given the rising importance and role of South Korea in the GCC's economic development with total trade now reaching more than \$100 billion, the ties between the two sides are beginning

to take on a strategic dimension. The session highlighted this direction but also underlined that more points of contact and further discussions were needed to build the GCC-South Korean relationship. Prior to the forum, the GRC team met with Dong-Geun Lee, Executive Vice Chairman of the KCCI; Seho Kim, Executive Director for International Affairs; and Lee Kang Min, Head of the Euro-American & Afro Middle East Team at KCCI.



GRC-JIIA Seminar on «U.S. Re-Pivoting to EastAsia and the Outlook of the Security Situation in Asia-Pacific and the Middle East» April 16, 2013

In Japan, a key component of the trip was numerous meetings with representatives of the Japanese private sector, given the close business relations that already exist with the Gulf region. Also evident was the rising concern in Japan on energy-related matters following the Fukushima nuclear power plant disaster in March 2011. Two main areas of concern crystallized out of the many discussions held including the inability of Japan at this stage to determine its future energy mix and the situation in Iran and the impact this has on oil imports from that country. As Japan reassesses how to secure its energy fu-

ture, the share of nuclear power in its energy mix is also currently undergoing a thorough investigation. This is expected to result in new regulatory and safety standards that will then determine the role of nuclear power in Japan's energy future and the emphasis that needs to be placed on imported oil as well as renewable energy sources.

For the Gulf, there are several implications. With the future of nuclear power currently on hold, Japan is in need of increased oil imports. The GCC has stepped in to meet this demand as well as the shortfall caused by decreased imports from Iran as a result of sanctions. For the GCC's own development and diversification plans, the Japanese experience with both nuclear power, especially given its emphasis on the safety and regulatory aspects, and renewable energy technologies, offers a valuable input when it comes to lessening the reliance on hydrocarbons. It was thus emphasized in the meetings that these areas hold a lot of potential for future Japan-GCC cooperation.

Other topics that were raised in many of the discussions included the situation in Iran, Iraq, and Syria; the potential and expected role of China in the Gulf region; the future purchasing power potential of the GCC populations; the impact of the revolution in shale gas and its impact on the Gulf as well as an assessment of various investment opportunities in sectors such as infrastructure and transport. A number of meetings with the Japanese corporate sector also took place. Outside of the corporate sector, the visit of Japanese Prime

Minister Shinzo Abe to Saudi Arabia in May 2013 was an important part of the discussions, with the GRC having meetings with the Prime Minister's office and with senior members of the Japanese government including Tomohiko Taniguchi, Counsellor in the Cabinet Secretariat, and Yuriko Koike, Member of the House of Representatives in Japan and the former Minister of Defense. These discussions focused on the role that Japan could play in regional Gulf affairs beyond traditional trade and energy ties in order to elevate the Japan-GCC relationship to a higher strategic level. From the Japanese side, it was repeatedly emphasized that the new government of Prime Minister Abe was thinking along those strategic lines and this offered a good opportunity to have more comprehensive discussions in this regard.



GRC Chairman Dr. Sager and Yuriko Koike, Member of the House of Representatives in Japan and the former Minister of Defense

This was also mentioned in a dinner discussion hosted by Amb. Yukio Satoh, Vice-Chairman of the Japan Institute on International Affairs. Furthermore, as part of an effort to explain developments in the Gulf and wider Middle

East, Dr. Sager gave a wide-ranging interview to the Japanese television channel NHK and its senior commentator Nabuhisa Degawa.

Another issue that GRC focused on during the course of the trip to East Asia was the strengthening of institutional relations with key partners in order to promote cooperation and pursue a common research agenda. In this context, several meetings were held including with:

- The Institute for International Economic Studies (IIES) and its chairman, Katsuhiko Nakagawa; Sumio Ohtsuji, Vice-President and Director for Research and Planning; Yasushi Kashi, Senior Economist, and Motoaki Tanabe, Senior Economist
- The Japan Institute of International Affairs and its Deputy Director General Hideki Asari; Seiichiro Takagi, Senior Associate Fellow; and Mari Nukii, Research Fellow
- The Sasakawa Peace Foundation -- Yuji Takagi, President, and Akira Matsunaga, Deputy Director of the Sasakawa Middle East Islam Fund
- The Institute of Energy Economics, Japan (JIME) -- Masakazu Toyoda, Chairman and CEO; Koichiro Tanaka, Managing Director; and Akiko Yoshioka, Researcher
- The Komatsu Research and Advisory Group -- Keiichiro Komatsu, Principal, and Kiyoshi Yoshimitsu, Senior Advisor.



GRC-JIIA Seminar on «U.S. Re-Pivoting to EastAsia and the Outlook of the Security Situation in Asia-Pacific and the Middle East» April 16, 2013

A Memorandum of Understanding was renewed with the Institute of Energy Economics, Japan to include aspects of joint events and research. It is the GRC's intention to maintain close relations with all these institutions in order to contribute to a more extensive analysis of the issues defining GCC-Japan relations. The GRC also recently published a new version of its Gulf-Asia Research Bulletin with special focus on the ties between the Gulf and Japan.



The GRC and JIME following the signing of the MoU

On the final day of the trip, a research seminar was held with the Osaka School of International Public Policy (OSIPP) of Osaka University. The Dean of the School, Professor Toshiya Hoshino, opened the seminar with a presentation on Japanese perspectives of regional security. Presentations by Dr. Abdulaziz Sager, Dr. Koch, and Ms. Suzuki of the GRC followed. About 40 participants attended the seminar with questions during the discussion period focusing on the role of Japan in Gulf regional security matters, the competition between China, South Korea and Japan for investment opportunities in the GCC states, and the impact of shale gas on economic diversification plans in the Gulf region. Following the seminar, the GRC and the OSIPP signed a Memorandum of Understanding with the intention to hold future joint events and to support Osaka University in strengthening its capacity to conduct research on the Gulf region. In addition to Prof. Hoshino, numerous professors from the university as well as representatives from the Osaka International House Foundation attended the seminar.



Dr. Sager speaking at Osaka University

Overall, the trip underlined the need for more extensive ties with Japanese counterparts across all main sectors including government, business, the academic community and the media. One direct result of this engagement was the commitment of the Gulf

Research Center to hold a larger GCC-Japan conference in Tokyo in the spring of 2014 that would focus on the key issues of energy, economics and trade, foreign policy, and security issues.

EVENTS



Gstaad Middle East Roundtable



Once a year since 2003, the Gulf Research Center (GRC), the Geneva Center for Security Policy (GCSP), the RAND Corporation and the Crown Center for Middle East Studies at Brandeis University gathered in Gstaad, Switzerland, bringing together regional, security and policy experts to analyze and take stock of the strategic situation of the Middle East Region. The conference followed a traditional course of focusing on the changes and trends

in the broader Middle Eastern security environment including looking at the regional and geopolitical dynamics; the Arab-Israeli conflict; the situation pertaining to Iraq and Iran's nuclear program; the changing priorities vis-à-vis the Middle East from external actors such as Europe, Asia and Russia the evolving priorities of the United States; the economic consequences as a result 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. The summaries of the proceedings were published as part of the Geneva Papers of the GCSP.

July 1-3, 2007: The 8th annual Middle East conference sponsored by the Geneva Center for Security Policy (GCSP), the RAND Corporation, the Crown Center for Middle East Studies at Brandeis University and the Gulf Research Center (GRC) took place in Gstaad. The conference followed its traditional course of focusing on the changes and trends in the broader Middle Eastern security environment including looking at the regional and geopolitical dynamics, the Arab-Israeli conflict as well as the situation pertaining to Iraq and Iran nuclear program. The conference is unique as it reflects the views from the US, Europe, the Middle East region itself thereby providing a comprehensive assessment of the Middle East in 2007.



June 20-23, 2008: THE 9th Middle East annual conference was organised by GCSP, RAND, Crown Center and GRC. The Conference proceedings were published in a volume put together by GCSP and available on their website: <http://www.gcsp.ch/News-Knowledge/Publications/Middle-East-Perspectives>



June 15-17, 2012: The 10th Annual Conference on the Middle East was held on 15-17 June 2012. It was hosted by the Geneva Centre for Security Policy (GCSP), the Gulf Research Center, and the Crown Center at Brandeis University and brought together 24 renowned regional, security, and policy experts in order to assess the overall situation in the Middle East. The meeting focused on seven major themes ranging from an overall assessment of the geopolitical and regional dynamics at play to the current state and implications of the Arab Revolutions to the more specific issues of the situation in the Levant, Turkey, the Gulf region, and Israel and Palestine. The roundtable concluded with a discussion on the implications of the US election for the Middle East and its consequences for US foreign policy.

Conference proceedings were published by GCSP and are available on their website: <http://www.gcsp.ch/News-Knowledge/Publications/10th-GCSP-Crown-Center-GRC-Annual-Conference-The-Middle-East-Change-and-Upheaval-2012>



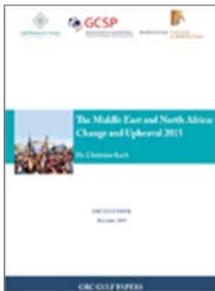
June 29– July 1, 2013: The 11th Annual Conference organized jointly by GCSP, the Crown Centre for Middle East Studies at Brandeis University and GRC aimed to take stock of developments in the Middle East over the previous year and bring about a greater understanding of the complex problems faced by a perplexingly disordered region. The primary focus of the discussion was on the Arab revolutions, their overall significance and outlook as well as their impact in the region with a specific emphasis on Syria, Egypt, Lebanon, and Jordan. In addition, Iran's domestic politics and its international security implications; the GCC states and their place in the broader Middle East; as well as Israeli-Palestinian relations also featured prominently. The meeting opened by looking at the broader geopolitical and regional dynamics and concluded with a session considering policy implications in relation to present regional political dynamics.



Conference proceedings were published by GCSP and are available on their website: <http://www.gcsp.ch/News-Knowledge/Publications/11th-GCSP-Crown-Center-GRC-Annual-Conference-The-Middle-East-Change-and-Upheaval-2013>

June 20-22, 2014: The Gulf Research Center, in partnership with the Geneva Centre for Security Policy (GCSP) and the Crown Center at Brandeis University, hosted the 12th Annual Conference on the Middle East in Gstaad, Switzerland entitled “The Middle East: Change and Upheaval 2014”. The conference brought together about 25 renowned regional, security, and policy experts in order to assess the current situation in the Middle East and North Africa. During the meeting, participants discussed the Arab Revolutions, the overall geopolitical and regional dynamics as it pertains to the Levant, Turkey, the Arab-Israeli issue, and the situation in Iraq, Iran, and the Gulf region. There was a session on the current nuclear negotiations with Iran and what it means for the wider region and its relations with outside powers.

A policy brief summarizing the discussions has been released by GCSP and is available on their website: <http://www.gcsp.ch/News-Knowledge/Publications/12th-GCSP-Crown-Center-GRC-Annual-Conference-The-Middle-East-and-North-Africa-Change-and-Upheaval-2014>



June 12-14, 2015: The Gulf Research Center, the Geneva Center for Security Policy and the Crown Center for Middle East Studies at Brandeis University convened in Gstaad for their annual discussions on developments in the Middle Eastern region. Bringing together renowned regional, security, and policy experts in order to assess the overall situation in the Middle East, the meeting focused on the changing strategic landscape and the geopolitical and regional dynamics at play, an assessment of the state and implications of the Arab Revolutions, as well as an in-depth look at the situation in the Levant, Turkey, North Africa, the Gulf region and Israel and Palestine. The meeting underlined that the Middle East was undergoing fundamental shifts and transitions including a move from state centric approaches to non-state issues and from a national to a transnational focus. With vacuums appearing in many place, the question of who or what will fill the vacuum is of central importance.

In December 2015 a paper by Christian Koch, based on the 2015 meeting, and called “The Middle East and North Africa: Change and Upheaval 2015” was published.

Think Tank Security Forum

Beginning in 2012, the GRCF initiated a series called the Think Tank Security Forum (TTSF) to create a platform for key think tanks in the world that focus on security issues to exchange

knowledge, staff and best practices as well as to cooperate in order to propagate high-quality research. Within the platform, there is a commitment of each institute to exchange resources and ideas in order to develop to come up with an authoritative security agenda for today's ever-changing global landscape



Three meetings of the TTSF have been held so far. In May 2012, the meeting was held in Venice, Italy in cooperation with the Italian Navy Staff College and the Ca'Foscari University. 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 were subsequently put together in a publication entitled the Global Security Agenda 2012.

In June 2014, the second meeting was held in Geneva. This includes plenary sessions on the changing global geopolitics, migration, and energy security and its corresponding challenges. A third meeting was also held in Geneva in June 2015. In addition to participants outlining what they see as the most pressing security challenges from their own regional perspective, a core theme of the meeting focused on "Extremism, Violent Non-State Actors and State Strategies: Outlook and Direction.



Arab Geopolitics from Turmoil towards Balances, Stability and Regional Order, October 5-6, 2017, Rome, Italy

The NATO Defense College Foundation in cooperation with the Gulf Research Center Foundation, the NATO Science for Peace and Security Programme, the NATO Defense College and the NATO Political Affairs and Security Policy Division.

The conference was structured into three panels: The first tried to follow the dynamics of state disintegration and re-integration against the background of disruptive non-state actors. The second panel considered the sustainable economics in the area. The third panel intended to reflect on the evolution of the main external actors in a context of cooperative security and concentrates on the interaction of regional aspirations which influence the regional geo-political dynamics together with the evolution of politics. NATO's security is deeply affected by the stability situation in the Middle East and North Africa, which has deteriorated significantly across the whole region. It was important to facilitate an in-depth evaluation of the Alliance's opportunities to clarify strategic directions, carry out much needed outreach towards new partners, set up concrete initiatives and give added substance to co-operative security with partners of the Region.

The conference aimed at a high-quality added-value interaction; anticipating relevant strategic developments and drew clear indications also for NATO's activities in the area and future programmes.

Arab geopolitics in turmoil: Perceptions, unknowns and policies, February 25-26, 2016, Rome, Italy

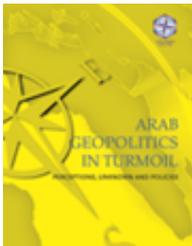


In a conference organized by the NATO Defense College Foundation in cooperation with the Gulf Research Center Foundation, the NATO Science for Peace and Security Programme, the NATO Defense College and the University of Jordan, the focus was on the changing geopolitical situation in the Arab World. The Arab revolutions, the present turmoil together with the US-Iranian peace overtures, have changed in a significant way the strategic landscape of regional security even in countries where no political upheaval was experienced. In addition non-state actors increase significantly the risk of disintegration of countries in the area, while regional hegemonic competitions complicate an already volatile situation. In this difficult context, there is a clear need to understand how external powers interests can be reconciled also through a web of partnerships and co-operative security arrangements and to be able to better analyze the perceptions and consequences of this changing environment. This is seen as the key to overcome short-term political turmoil as well as diplomatic disarray and craft effective policies guaranteeing the security and sovereignty of all countries of the area. The NATO Defense College Foundation and the Gulf Research Center

Foundation thus attempted to better understand the roots of this geopolitical uproar, to put together different views on different priorities and to explore possible future outcomes.



The conference was structured into four panels in two distinct and intertwining sets: one on soft strategic factors and on hard security. The first panel took a look at non-state actors and disintegration risks while the second tried to imagine different scenarios for the twin issue of pluralism and democracy in the area. The third session gauged the different societies as enduring mainsprings for change while the fourth and final panel looked at the possibilities of reconciling regional hegemonies. The presentations were collected in a publication which is available under: <http://www.natofoundation.org/wp-content/uploads/2016/07/NDCF-Arab-Geopolitics-Feb-2016.pdf>



A publication called “Arab Geopolitics in Turmoil: Perceptions, Unknowns and Policies” and based on the meeting was released in 2016 by the NATO Defence College Foundation.

Promoting a Concept of Security and Cooperation in the Gulf Region, December 17, 2014, Berlin

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



The Bertelsmann Stiftung and the GRC have continued their work on this issue since then with Christian Koch and Christian-Peter Hanelt issuing a policy brief entitled “A Gulf Conference for Security and Cooperation Could Bring Peace and Greater Security to the Middle East” on July 12, 2015.

Human Rights in Saudi Arabia: Perspectives and Development, March 18, 2014, Geneva



The Gulf Research Center Foundation held a roundtable entitled “Human Rights in Saudi Arabia: Perspectives and Development” at the Geneva Press Club in Geneva. The event was organized in the preamble of the Saudi Arabia Universal Periodic Review (UPR) taking place in the framework of the 25th session of the United Nations Human Rights Council. In his opening remarks, Dr. Abdulaziz Sager, Chairman of the

Gulf Research Center Foundation, stated that the combination of necessary political will and increased domestic involvement is leading the way forward in terms of human rights implementation in Saudi Arabia. Together with the UPR review process, the roundtable itself should be seen as an effort to encourage further debate on the subject but also to provide a perspective from Saudi Arabia on many of the aspects of human rights that are dominating the current discussion.

The roundtable featured statements by Ilham Aldakheel, CEO of IMD Management (Education Consultancy and Training Firm), Dr. Ahmad Al-Fahaid, Deputy Minister of Labor for International Affairs and Tamader Yousef Mogbel Al-Rammah, Princess Noura University, Riyadh. The presentations itself focused on the role of women, initiatives on the protection of the child and issues related to the labour market within the context of human rights. Following the presentations, there was an open discussion with questions and answers involving the audience.

GCC-Germany Business and Investment Forum, March 11-13, 2014, Berlin

The GCC-Germany Business and Investment Forum organized by the Gulf Research Center Foundation and the German-Arab Chamber of Commerce and Industry brought together 400 high-ranking decision-makers from Germany and the GCC region to exchange ideas about potential business initiatives, strengthen existing business networks and establish new contacts. The event identified the multi-faceted opportunities of bilateral business relations between Germany and the GCC countries. Specific emphasis was given to such critical areas as logistics, construction, energy and water, finance, healthcare and education.



In their welcome remarks, Olaf Hoffman, Vice Chairman of the Arab-German Chambers of Commerce (Ghorfa) and Dr. Abdulaziz Sager, Chairman of the Gulf Research Center Foundation, highlighted the importance of the GCC-Germany Forum to foster a stronger and deeper relationship between the two sides. With the GCC states involved in a wide-ranging transformation process that includes tremendous economic opportunities, the time is right to build on the foundation that already exists.

GCC-Swiss Forum, September 3-4, 2013, Geneva



With close to 200 participants from the GCC States and Switzerland, the GCC-Swiss Forum took place on September 3rd and 4th in Geneva, Switzerland. This event served to identify the multi-faceted opportunities as well as address the status quo of the bilateral relations between Switzerland and the countries of the strategically important Arabian Gulf region. In addition to formulating a concrete set of policy recommendations that can promote and advance the diverse and growing ties between the two sides, the event served as an excellent networking opportunity between respective government and business representatives. The Forum brought together high-level repre-

representatives from both Switzerland and the Gulf region including numerous ministers, representatives from respective chambers of commerce as well as GCC and Swiss business leaders.



In his keynote address, HRH Prince Abdulaziz bin Abdullah Al-Saud, the Vice-Minister for Foreign Affairs of the Kingdom of Saudi Arabia stated that while the states of the Gulf region are currently facing challenges which require careful political and economic planning, the principles of the free economy do allow the GCC states to build a strong base for prosperity and be part of the global economy. HRH

argued that both sides should undertake attempts to enhance the relationship and seek new ways of cooperation.



The opening panel with H.E. Dr. Abdul Latif Bin Rashid Al-Zayani, the Secretary-General of the Gulf Cooperation Council (GCC), and H.E. Yves Rossier, State Secretary in the Federal Department of Foreign Affairs of Switzerland suggested closer relations at the political level and bridge-building exercises between the GCC and Switzerland that can have an impact in terms of the reduction of violence and the

lessening of armed conflict. The GCC Secretariat and the Swiss Foreign Ministry held meetings on the sidelines of the Forum to discuss the overall status of relations including seeing the Free Trade Agreement between the GCC States and the member states of the European Free Trade Area (EFTA) including Switzerland being fully implemented.



Following the opening panels, the forum moved on to discuss overall economic relations, banking and insurance, health and tourism. In the panel of GCC-Swiss economic relations, H.E. Dr. Abdul Aziz Aluwaisheq of the GCC praised the work of the GCC and EFTA in stimulating growth through the signing of a Free Trade Agreement. Dr Alu-

waisheq highlighted areas for future cooperation, a position which was vindicated by Erwin Bollinger, Deputy Head, Bilateral Economic Relations at SECO, Switzerland. Mr. Bollinger emphasized that diversifying trade between the two blocs is the way forward and the ratification of the FTA should be made a priority. H.E. Abdulrahim Hasan Naqi, the Secretary General of the Federation of GCC Chambers praised the position of GCC-based banks in Switzerland while arguing that the private sector could do more to foster growth in Education and Research in the Gulf. Iris Welton, Chief Executive Officer of BaselArea put forward a highly convincing argument for the Basel Area and its potential for cooperation with GCC nations. The dynamic nature of the Basel Area will no doubt appeal to a number of companies hoping to enter the Swiss and wider European markets. The conclusions of the panel were that trade is increasing but more can and will be done to bring the relationship closer. The ratification of the FTA will be a big step in increasing the volume of trade between the blocs and investment in education will facilitate closer future relations.



The third panel featured a discussion on banking and risk management relations. The dependence on oil for the GCC economies was a major issue raised by the moderator of this panel, Gabriela Lippe-Holst, Chairperson of the Board of Directors of Acqupart Holding AG and Acqufin AG. She praised the investments being made to alleviate this issue. Urs Stirnimann, Managing Partner at Swiss ILC

Management Services in the UAE provided an overview of the increased activity of the GCC financial sector and the development of financial sectors in countries not normally associated with banking. Roger Ammoun from Credit Suisse praised the innovation of the young gulf population and extolled the benefits of producing customised and sensitive investment packages for Gulf-based clients. Abdulmohsin Al Omran, Founder and Chief Executive Officer of The Family Office in the Kingdom of Bahrain put forward the argument that the GCC is maturing and investments in knowledge and cash will pay great dividends. Dr. Kurt Karl, Chief Economist at Swiss RE advised the panel and audience of the appeal of the GCC for re-insurance companies. The low penetration rate, rapid population growth, and compulsory insurance were identified as the key drivers for insurance companies. The panel concluded that the main challenges facing GCC-Swiss Banking and Risk Management Relations are transparency and regulation.



The sector of healthcare represents an important component of economic and business relations between the GCC States and Switzerland. Gregor Frei, Managing Director at SwissHealth began by identifying the differences in healthcare between the GCC and Switzerland centered around the number of hospitals and hospital beds per capita. He also identified that Switzerland spends 50% more than the combined GCC

on healthcare, which may lead to problems as diseases such as Diabetes become more prevalent in the coming years. Mohamed Ezz Eldin of Novartis Middle East identified the medical sector as an important part of a growing economy in the GCC countries. Research and Development and pharmaceuticals were raised as major areas of employment and importance. Prof. Tawfik Khoja, Director General of the Executive Board of the Health Minister's Council at the GCC argued that the healthcare system in the GCC countries has experienced little stability and that the government currently pays 75% of the healthcare costs of the population. He argued that the private sector should also share some responsibility for this. He also made the relevant point that it is impossible to implement a cut and paste solution from the west into the GCC. Instead, the solution will come about from strong leadership in the GCC. Janet Voûte, Global Head of Public Affairs at Nestlé was the final speaker in this panel. She highlighted the need for investment in nutrition and health sciences arguing that prevention must become a key emphasis on companies dealing with health and food issues. This is also something that GCC companies and governments must focus on.



The fifth panel on GCC-Swiss Tourism relations, moderated by Olivier Vershelde of Lausanne Hospitality Consulting SA, showed that the service, tourism, and hospitality industry are hugely important in both the Swiss and GCC markets. Federico Sommaruga, Director of Emerging Markets & Special Projects at Switzerland Tourism outlined the importance of tourism in Switzerland, the attractiveness of the

GCC market for Switzerland and finally the mission of Switzerland Tourism in the Gulf market. He stated that the tourism sector in Switzerland has 20 million visitors per year that represent 70 million overnight stays. The total annual turnover for tourism sector is 30 billion Swiss francs and employs 245,000 people which corresponds to 3% of the population. Switzerland

has always maintained a close relationship with guests or visitors from the GCC. The success of the Swiss tourism sector is greatly due to the positive image of the country including its political stability, high level of science and research, high level of protection of the environment, its natural beauty, its quality education system both public & private, and its high standards in hospital and medical services. In 2012, the Gulf Countries ranked 12th in terms of total overnight volume, 8th in terms of turnover and 1st in terms of daily expenditure (CHF 500).



Andre Mack, Director, Lausanne Hospitality Consulting, École hôtelière de Lausanne started off by stressing the fact that the Swiss hospitality industry has become a benchmark for the rest of the world. This is mainly due to the practical application of knowledge throughout the hospitality study programs, the international mindset as well as the thorough understanding of service excellence principles. Using the Ecole hôtelière

de Lausanne as an example, Mr. Mack demonstrated the importance of a mutual beneficial relationship or synergy between the hospitality industry and educational institutions. Education in this field should be motivated by the industry's needs and supported by that same industry. Given that the hospitality industry in the GCC countries has seen tremendous growth over the past decade with many new projects still to come, there will logically be an urgent need to have educated staff at all levels to fill up these new positions. In this case, the pool of available expatriates will not be sufficient and there will be a high demand of locally educated professionals. This is where the relationship with Switzerland can be beneficial as experts from Swiss institutions can transfer their knowledge and collaborate with the GCC to create new programs in hospitality education. On a final note, it is important that all future efforts in regards to hospitality education are based on Swiss service principles while respecting local customs and including the local culture.



The second day of the GCC-Swiss Forum featured panels on education, young business leaders, and energy issues. Education and its importance was a common theme amongst all of the panels of the GCC-Swiss Forum. Dr. Hischam El-Agamy, Executive Director at the International Institute for Management Development (IMD) and the moderator of the Education Panel, stated

that education is at the heart of everything and argued that the conclusions of the GCC-Swiss forum have vindicated this statement. H.E. Dr. Ali A. Al-Karni, Director General of the Arab Bureau of Education for the Gulf States (ABEGS) outlined the future trends of education in the GCC. He argued that the quality of education in the GCC is increasing and that it is becoming more accessible. In this context, cooperation with Swiss institutions will help the GCC education system grow whilst avoiding costly mistakes made in other nations. He also stated that education will be the key in diversifying the GCC economies during periods of an uncertain future.



Dr. Haifa Jamal Al-Lail, President of Effat University in the Kingdom of Saudi Arabia gave a passionate speech on the progress of education for women in Saudi Arabia. She identified a number of challenges still facing education such as the social norms requiring the support of a guardian, and the fact that many women marry early and do not get to finish their studies. Dr. Al-Lail, however, believes that education can be

adapted around these challenges and education can progress in a sensitive manner. Dr. Franco Vigliotti, Dean of the EPFL Middle East highlighted the importance of embracing emerging technology in the GCC and in investing in research and development. He described the virtuous cycle which results from this and how it will assist in diversifying the economy. Christian Watts, Regional Director IMEA at Switzerland Global Enterprise described the value that can be found in vocational training and how it needs to be given a higher status than is currently afforded to it. He used the Swiss example where 70% of students go into vocational rather than higher education. Governments need to focus on how this 70% can contribute to the economy.



As the moderator of the panel of Young Business Leaders, Dr. Lama Al Sulaiman, Deputy Chairwoman of the Jeddah Chamber of Commerce & Industry, described the challenges facing young entrepreneurs in the GCC. She argued that quite often they are lacking the practical skills required to be successful which is often the result of the failure by Small and Medium Enterprises (SMEs) to gain momentum and growth and as

such create a competitive atmosphere for young entrepreneurs to thrive. Dr. Joerg S. Hofstetter, Assistant Professor of Management and Chair of Logistics Management at the University

of St. Gallen highlighted the problems facing many companies who outsource their work. The main problem discussed was the pressures facing the supply chain and supply chain management. Supply chain management has become a core function in the business world and for businesses to be sustainable they need to maintain a well-trained team in this position. Souad M. Al Hosani, President of Nexus Business Services\Nexus Agencies discussed the practical challenges facing a young business leader including in setting up her own business. She also extolled the importance of building a reliable network of contacts.



In the final panel of the Forum on Industry and Energy Relations, moderated by Dr. Naji Abi-Aad of the American University of Beirut, H.E. Abdulaziz bin Hamad Al-Ageel, Secretary-General of the Gulf Organization for Industrial Consulting (GOIC) identified a number of areas of investment, specifically in non-ferrous metals and processed food and supported his argument with statistical analysis. One of

his conclusions was the point that both the GCC and Switzerland can benefit from cooperation between small and medium sized enterprises. He further identified the “missing sectors” (such as pharmaceutical and construction industries) where Swiss companies can fill the gap and benefit from the many advantages in building industrial units and plants in the GCC region. H.E. Abbas Ali Al-Naqi, Secretary-General of the Organization of Arab Petroleum Exporting Countries (OAPEC), pointed out that the GCC nations will remain the main supplier of hydrocarbons for the foreseeable future and as such they will continue to maintain its role in stabilising oil prices. At the same time, he argued for the importance of Switzerland and the rest of the consuming countries in securing petroleum demand in the same way oil and gas providers are securing supply. Mr. Al-Naqi also stated that the climate change is an issue of concern for OAPEC and that discourse is required to find an acceptable solution.



Rene Bautz, Chief Executive Officer of Gaznat S.A., Geneva, described the value of the hydrocarbon resources in the CIS and Middle East. He pointed out that the requirement for gas will increase in Europe in the near future and the GCC nations are well placed to supply this. In Switzerland, nuclear energy will be phased out in the future and greater investment will be placed in

hydroelectric power and also in increasing energy efficiency. Valerie Ducrot, Manager of the Gas Centre at the United Nations Economic Commission for Europe (UNECE) extolled the virtues of investing in human capital. The average age of an energy worker in the GCC states is over 51 years old. This aging workforce raises the potential of future problems for the energy industry and brings back the theme of education to the core of the discussion in this panel. The lack of specialized staff for the energy industry is certainly becoming an acute problem for both the producers and the consumers. The panel went on to discuss the future in energy security for Switzerland and how developments such as the Shale Gas Revolution will affect the GCC states.

International Security Forum, April 22-24, 2013, Geneva



The Gulf Research Center Foundation together with the 10th International Security Forum hosted a panel discussion on “Security Implications of the Arab Spring” as part of the 10th International Security Forum held in Geneva, Switzerland. Dr. Christian Koch, Director of the GRC Foundation, chaired the panel discussion with presentations from Prof. Bahgat Korany of the American University on Cairo; Prof. Mohammed-Mahmoud Ould Mohamedou, Head of the Regional Capacity Development Program at GCSP; and Dr. Mustafa Alani, Senior Advisor and Director of the Security and Defense Research Program at the GRC. The panel pursued three main questions – what security issues have been raised by the ‘Arab Spring’; how are these challenges playing out in the region and how are they being addressed by the different actors; and what are the implications in this changing security scene for the region’s international partners. The presentations were followed by a lively debate and a question and answer.

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

The GRC Foundation organized a roundtable discussion on “Regional Developments in the Gulf Region: Implications for Switzerland and Europe” in Geneva. The event brought togeth-



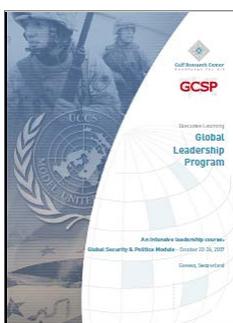
er more than 50 representatives from the Swiss private sector, international organizations based in Geneva, as well as non-governmental organizations and research institutes. Mr. Gilles Roduit, Regional Coordinator Middle East at the Federal Department of Foreign Affairs in Berne, provided an overview of Swiss-Gulf relations while Dr. Abdulaziz Sager, Chairman of the Gulf Research Center Foundation 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.

Global Leadership Program 2007, October 22-26, 2007, Geneva, Switzerland



from the public and private sector.

The Gulf Research Center's Global Leadership Program aimed to improve the leadership skills and knowledge of mid-level professionals concerned with crucial global issues. This included both the governmental and the private sector. Sensitive topics on issues such as security, economics, and politics were discussed in interactions between leading scholars in those respective fields, as well as senior officials

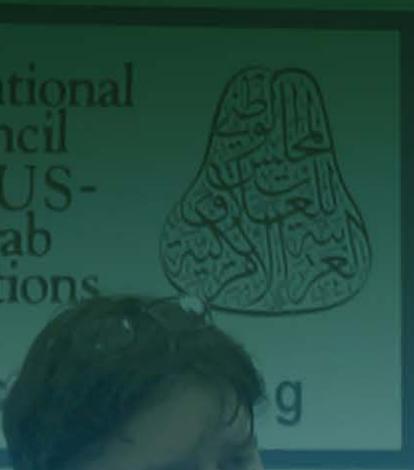


The October 2007 module of the Global Leadership Program focused specifically on security aspects from a practical perspective. Presentations were given on such topics as intelligence and security cooperation, the global security risk agenda, understanding the global terrorist threat, counter-terrorism measures, cyber-terrorism and cyber-war, terrorist recruitment and financing, using technology to counter security threats, terrorism involving weapons of mass destruction, critical infrastructure protection, border security the global security risk agenda, crowd management, special events security, understanding the global terrorist threat, cyber-terrorism and cyber-war, using technology to counter security threats, protection of oil installations, electronic crimes, and transport security/traffic control

Nuclear Power Generation for Oil and Gas Producing Countries, July 4-6, 2007, Geneva, Switzerland



The GRCF in cooperation with the International Atomic Energy Agency and the Geneva Center for Security Policy, organized an Executive Learning Program on “Nuclear Power Generation for Oil and Gas Producing Countries”. The event was held within the framework of GCC countries manifesting renewed interest in actively participating in the development of nuclear energy for peaceful purposes. This was confirmed by the decision of the GCC Summit in Riyadh to launch a joint nuclear research program. This program provided high-ranking government officials and personnel of key departments in the GCC countries the opportunity to improve their information background and understanding of nuclear issues. Respective lectures were delivered by leading international experts in the field of nuclear energy, who covered various aspects, including specialized themes such as ‘Nuclear Technology for Power Generation,’ ‘Oil, Gas and Nuclear Energy: Friends or Foes?’ ‘Waste treatment and Disposal,’ ‘Geopolitical Considerations of Nuclear Power Development,’ ‘Legal Aspects and Regulation of Nuclear Power,’ among others.



PARTICIPATIONS

 **2007****January 24-25, 2007**

Prof. Giacomo Luciani spoke at two workshops at the World Economic Forum in Davos, Switzerland – “Democracy Beyond Elections: The Future of the Western Model” and “The Future Series: Building the Skills of the Future.” He also participated in “The GCC Countries and the World: Scenarios to 2025” workshop.

May 31-June 2, 2007

The GRCF attended the Advisory Board meeting of the Geneva Center for the Democratic Control of Armed Forces

June 6-8, 2007

Prof. Giacomo Luciani presented papers entitled “Russian Resource Nationalism and European Energy Security” and “The Future of the GCC” at the 18th Montreux Energy Roundtable which was held under the theme of “Resource Nationalism Meets Global Demand” in Switzerland.

June 20-21, 2007

Prof. Luciani presented a paper on “Laying the Groundwork for Security: Arab Islamic Renaissance Initiative” at the Geneva Security Forum in Switzerland.

 **2008****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 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. Dr. Sager spoke in the panel on “The Dynamics of Iranian Regional Policy.”

October 21, 2008

GRC Chairman Abdulaziz Sager gave a talk at Avenir Suisse 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.

 **2009****September 22-23, 2009**

Prof. Luciani participated in the Global Security Challenges workshop organized at the US Embassy in Geneva.

November 10, 2009

Prof. Luciani participated in a breakfast seminar on “Gulf Perspectives on Climate Change” organized by the Kuwait Programme on Development, Governance and Globalisation in the Gulf States at the London School of Economics (LSE), UK

November 13, 2009

Prof. Giacomo Luciani, Director of the GRC Foundation, and Dr. Eckart Woertz, Senior Economics Researcher at the GRC participated in a conference on “The State of Saudi Arabia” at Princeton University. Prof. Luciani gave a presentation on Oil Price Regimes while Dr. Woertz delivered a talk on “Food Security Strategies of Saudi Arabia.”

 **2011****October 6 – 7, 2011**

Dr. Christian Koch, Director of the GRC Foundation attended the 2011 EuroMeSCo Annual Conference in Barcelona, Spain entitled “A New Mediterranean Political Landscape: The Arab Spring and Euro-Mediterranean Relations.” Within the framework of the meeting, Dr. Koch served as discussant in Panel 2 on “Revolutions, Reforms and Repression: The Diverging Paths of the Arab Spring” chaired by Andre Bassols, Director-General of IEMed, Spain.

October 18, 2011

The Swiss think-tank Avenir Suisse held its fall conference on October 18, 2011 in Zurich, Switzerland. As part of the program, Dr. Koch, Director of the GRC Foundation in Geneva gave a talk and participated in a panel discussion on the Arab Spring, providing a perspective

from the Arab Gulf countries. Other members of the panel included Naguib Sawiris from Egypt, Ribal Al-Assad of the Organization for Democracy and Freedom in Syria and Amb. Livia Leu Agosti, Ambassador of Switzerland in Iran. The session was moderated by Amine Tazi-Riffi of McKinsey and Company.

November 18, 2011

Dr. Christian Koch, Director of the Gulf Research Center Foundation participated in a day-long session on the “Implications on the Arab Spring” at the Swiss Federal Department of Foreign Affairs in Berne, Switzerland. In addition to speaking on the question of whether the Arab Gulf Monarchies are a zone of exclusion when it comes to the political development occurring in the Middle East, the meetings focused also on the broader policy implication for Europe and Switzerland in particular. The meeting was part of an active engagement of the GRC Foundation with Swiss institutions and counterparts. It was attended by more than 30 representatives of different Swiss federal department dealing with the Middle East.

November 28 to December 1, 2011

Dr. Christian Koch, Director of the Gulf Research Center Foundation attended the Plenary Meeting of the Regional Network of Security Study Centers sponsored by the Near East and South Asia Center of the National Defense University and held in Istanbul, Turkey, from November 28 to December 1, 2011. In addition to the plenary sessions, Dr. Koch also continued his work as a member of the energy security working group. The working groups are expected to deliver its report and proceedings at the next meeting scheduled for May 2012.

2012

January 10, 2012

Dr. Christian Koch, Director of the Gulf Research Center Foundation, attended the 2012 Aspen European Strategy Forum in Berlin, Germany on “Sustainable Strategies for Afghanistan and the Region after 2014.” As part of his participation, 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 inclusive solution to the issue of stability in Afghanistan after coalition withdrawal.

January 31, 2012

Florian Weisweiler and Naël Shehadeh of the Gulf Research Center Foundation were invited to join a lecture by Dr. Andreas Höfert, chief economist at UBS, on the state of international financial markets and potential investment strategies in such a troubled time. The conference

mainly discussed the state of the world economy and potential worries in the short to medium term in the Eurozone economies. Advice was given to avoid sovereign bonds of highly indebted countries, particularly in the EU. Focus was given on safer bond buying, avoiding investing in currencies in the time being, and if shares buying was needed, to only focus on shares of very large companies in telecommunication and pharmaceutical industries. It was touched upon by Dr. Höfert that the current situation with Iran and the aftermath of the Arab Spring has pushed it higher and maintained the elevated price of the oil barrel to above the hundred dollar mark. It was then assumed that without these two unstable factors the price of the barrel would have maintained a value of around 80 dollar/barre.

February 2, 2012

Dr. Christian Koch, Director of the GRC Foundation, 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.” The overall project is undertaken by the Peace Research Institute Frankfurt and the Friedrich-Ebert-Foundation, Germany. Three specific working groups convened at the Barcelona meeting focusing on a.) religious fundamentalism as a negative condition for the MEC; b.) Iran and assessing its foreign policy and military programs; and c.) The ‘Arab Spring’, its impact on the region and on the MEC. Dr. Koch gave a presentation in the Arab Spring working group on the situation in the Gulf region. He also spoke about the Gulf of Weapons of Mass Destruction Free Zone Project that the GRC launched back in December 2004. More information on the Academic Peace Orchestra Project including relevant policy briefs from previous meetings can be found under: www.hsfk.de

February 3, 2012

Dr. Christian Koch Director of the Gulf Research Center Foundation, 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 27, 2012

Naël Shehadeh, Associate Researcher at the Gulf Research Center Foundation, attended a meeting at the UN in Geneva on Feb. 27 with the President of the UN General Assembly for Non-Governmental Organizations. H.E. Mr. Nassir Abdulaziz Al-Nasser from Qatar outlined his plan to give a ‘voice’ to NGOs following concerns that real ‘partnerships’ between the civil society community and the UN was still lacking. During the session, the need to put

priority on human rights rather than political outcome was stressed although the President referred to the fact that consensus was still needed at a political level before enabling a human rights dimension to the equation. The GRCF participated in the meeting as part of its special consultative status in the Economic and Social Council of the UN.

March 26-27, 2012

The GRC Chairman, Dr. Abdulaziz Sager participated in the UNCTAD Policy Dialogue “Redefining the Role of the Government in Tomorrow’s International Trade” held at the UN Building (Palais des Nations). The event was opened by the Secretary-General of UNCTAD while Dr. Sager spoke on “Export Diversification: Perspectives from the Gulf Region.”

September 6, 2012

Dr. Christian Koch, Director of the GRC Foundation Geneva 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 on September 6. The meeting was held in the framework of the EU Commission sponsored GR: EEN (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 24, 2012



The Chairman of the Gulf Research Center Foundation, Dr. Abdulaziz Sager participated in 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

Thränert, Head of the Think Tank at the CSS moderated the discussion. Prior to the meeting, Dr. Sager held discussions with Prof. Dr. Andreas Wenger, Director of the CSS on cooperation and upcoming collaboration. The CSS is a partner institution in the Think Tank Security Forum of the GRCF. Dr. Koch, Director of the GRC Foundation in Geneva was present at both sessions.

September 25, 2012

Dr. Abdulaziz Sager and Dr. Christian Koch held a roundtable discussion with representatives of the Swiss government in Bern, Switzerland, on September 25, 2012 focusing on the key recent developments in the Gulf region including the political environment, the state

of the economy, as well as the situations in Yemen, Iran, Iraq and Syria. Attending from the Swiss side were Amb. Wolfgang Bruelhart, 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).

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.

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 GRCF. 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 20-21, 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. Dr. Koch further 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 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.

November 11-12, 2012

Dr. Oskar Ziemelis, GRC Director of Cooperation 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.

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 Arab Spring after the US elections.” The event brought together more than 60 representatives of the German government, the diplomatic community in Berlin, and the academics and think tank representatives.

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. Dr. Koch further 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 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. He also 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 15, 2012

Noriko Suzuki, Director for Asia and Australia for the GRC Foundation in Japan attended a workshop of “The Gulf States and the Rebalancing of Global Power in an Age of Uncertainty” as a

panelist. This workshop was co-hosted by Waseda University and JIME (Center Institute of Energy and Economic Japan). The key note speaker was Dr. Kristian Coates-Ulrichsen of the London School of Economics. The discussion examined the Gulf Cooperation Council (GCC) states' changing position within a global order itself in a state of flux following the global financial and economic crisis and a regional order facing the participatory pressures of the Arab Spring.

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 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.



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 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.

2013

January 24, 2013

GRCF Chairman Dr. Abdulaziz Sager spoke at a briefing organized by the Swiss bank UBS in Zürich, Switzerland on the “Latest Political and Economic Challenges and Opportunities in the Middle East.” This is part of a regular series of briefings that UBS organizes on important developments with relevance for Switzerland.

April 10–17, 2013



GRCF Chairman Dr. Abdulaziz Sager and GRCF Director Dr. Christian Koch undertook a trip to South Korea and Japan that included workshops, seminars, and meetings with government officials, the academic and policy community as well as business and corporate leaders. The trip came in the wake of the

expansion of the GRCF which resulted in the establishment of the GRC Foundation office in Tokyo, Japan in September 2012 with the aim of focusing on the fast developing wide-ranging relations between the Gulf region and East Asia. Events included a joint economic forum organized with the Korean Chambers of Commerce and Industry (KCCI) attended by more than 120 participants, roundtable discussions with the Institute for International Economic Studies (IIES), the Japan Institute of International Affairs, and the Institute of Energy Economics, Japan (JIME) as well as a research seminar held with the Osaka School of International Public Policy (OSIPP) of Osaka University.

May 7, 2013



Dr. Christian Koch accompanied a group of decision-makers from Saudi Arabia, who attended a day-long meeting at the NATO Headquarters where they were briefed by senior NATO officials. The visit was organized by GRC under its long-standing ties with NATO.

May 10, 2013



Dr. Christian Koch, Director of the GRC Foundation, visited the Università Cattolica del Sacro Cuore in Milan, Italy where he met with members of the Faculty of Political and Social Sciences and delivered a lecture to students on the impact of current developments in the Arab world on the GCC states and its relevance for EU-GCC relations.

June 16-18, 2013

Dr. Christian Koch, Director of the GRC Foundation, attended the second “Strategic Dialogue for a Renewed US-Gulf Partnership” organized by the Atlantic Council and the Istituto Affari Internazionali (IAI) in Rome, Italy. Dr. Koch spoke in the session on “A Joint Gulf-EU-US Strategy toward the Arab Transitions: Challenges and Opportunities.”

October 2, 2013

Dr. Christian Koch served as a discussant in the 10th “State of Europe” Roundtable organized by Friends of Europe in Brussels, Belgium. The meeting’s theme was “Tough Choices for a Troubled Europe.” European Council President Herman Van Rompuy participated in the meeting.

October 3, 2013

Dr. Christian Koch held a talk within the framework of the European Peace and Security Lecture Series (EPSS) at the Institute for European Studies at Vesalius College on the subject of “The Gulf Region and Global Affairs: Challenges, Changes and Opportunities”. The lectures offer perspectives from senior academics and policy-makers from the EU, NATO and UN on the most pressing

issues in peace and security.

October 4, 2013

Dr. Christian Koch held meetings at the European External Action Service with Claude Veron-Reville, Head of Sector for Gulf Countries, and Benoit Chapas, International Relations Officer responsible for the GCC countries.

November 21, 2013

The Chairman of the Gulf Research Center Foundation Dr. Abdulaziz Sager gave a presentation on “The political development in the Gulf region and the implications for the international trade and economics with the EU and Switzerland” to the board of the Swiss Business Association Saudi Arabia in Zurich, Switzerland. After the presentation, he engaged in a wide-ranging discussion with the members present at the meeting.

November 4, 2013

Dr. Christian Koch attended the international conference on “External Actors in the EU’s Southern Neighborhood in Times of Uncertainty and Volatility” held at the College of Europe,



Natolin campus in Warsaw, Poland. He chaired the panel on the policies of the GCC countries, China and Russia in the Maghreb and Mashreq. The event brought together 50 participants. A related paper to the event written by Tobias Schumacher and Irene Fernandez Molina on “EU and GCC Countries’ Foreign Policies and the Mediterranean Neighborhood – Towards Synergetic

Cooperation?” is available through the GRC website.

November 12, 2013

Dr. Christian Koch, Director of the Gulf Research Foundation, Geneva, attended the final conference of the “Sharaka” project dedicated to “EU-GCC Relations: Learning from the Past, Looking at the Future” held in Muscat, Sultanate of Oman. The conference focused on cooperation in areas such as energy, environment and climate change; transport and maritime security; media and communications; higher education and scientific research; finance and investments; as well as economic and trade cooperation. Dr. Koch spoke in the final panel on “Opportunities and Challenges for EU-GCC Cooperation.”

December 11-13, 2013



Dr. Abdulaziz Sager, Chairman of the Gulf Research Center, and Dr. Christian Koch, Director of the GRC Foundation attended the MENA Summit of the Think Tank and Civil Societies Program held in Istanbul, titled “Increasing the Effectiveness of Think Tanks in the Middle East and North Africa: Key Opportunities

for Institutional Growth.”

2014

January 23 and 24, 2014

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

January 31-February 2, 2014

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

February 23-25, 2014



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

April 3, 2014

Dr. Christian Koch, Director of the Gulf Research Center Foundation, gave a lecture on “Gulf Security” to the NRCC Regional Cooperation Course at the NATO Defence College in Rome, Italy. The course brings together more than 30 officers mostly from the Middle East and North Africa within the framework of both the NATO’s Mediterranean Dialogue (MD) and the Istanbul Cooperation Initiative (ICI).

May 19, 2014



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

May 20, 2014

Dr. Christian Koch took part in the “Review 2014” conference of the German Foreign Office and the Koerber Stiftung held in Berlin, Germany. The event was opened by the German Foreign Minister Franz-Walter Steinmeier and focused on both the external and internal views of the status of German foreign policy, its expectations, and its continued development.

July 7, 2014

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

July 15, 2014

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

September 4, 2014

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

- Elisabeth Tison, Head of Division, Human Rights Strategy and Policy Implementation, European External Action Service and Antonis Alexandridis, Policy Officer, Human Rights Policy Guidelines and Multilateral Cooperation, European External Action Service;
- Laure Alteirac, Office of Michelle Alliot-Marie, Member of the European Parliament;
- Patrice Lenormand, Deputy Head of Unit, Governance, Democracy, Gender, Human Rights, Directorate General for Development and Cooperation, EuropeAid, European Commission;
- John O'Rourke, Head of Division, Arabian Peninsula, Iran and Iraq, European External Action Service;
- H.E. Amal al-Hamad, Ambassador of the Gulf Cooperation Council to the European Union.

September 5, 2014

Dr. Christian Koch, Director of the Gulf Research Center Foundation, held meetings in Brussels with the following people:

- Mychelle Rieu, Human Rights Advisor to Mr. Stavros Lambrinidis, EU Special Representative for Human Rights;
- Benoit Chapas, GCC countries and Yemen, European External Action Service (EEAS), and Fedja Zlobec, International Relations Officer, GCC, EEAS;
- Antonis Alexandridis, Policy Officer, Human Rights Policy Guidelines and Multilateral Cooperation, EEAS;
- Joachim Koops, Dean, Vesalius College, Brussels;
- Julianna Huszar-Dekany, Office of Mr. Andras Gyurk, Member of the European Parliament;

- Prof. Erwan Lannon, Ghent University, Belgium;
- Amb. Adam Kulach, Head of EU Delegation, Riyadh

October 10, 2014

Dr. Christian Koch, Director of the Gulf Research Center Foundation, gave a lecture on “Regional Security: Gulf and Iran” to the NRCC Regional Cooperation Course at the NATO Defence College in Rome, Italy. The course brings together more than 30 officers mostly from the Middle East and North Africa within the framework of both the NATO’s Mediterranean Dialogue (MD) and the Istanbul Cooperation Initiative (ICI).

October 13-14, 2014

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

October 30, 2014

Dr. Abdulaziz Sager, Chairman of the Gulf Research Center and Dr. Christian Koch, Director of the Gulf Research Center Foundation held a roundtable discussion in the US Department of State, Bureau of Intelligence and Research (INR) with country desk officers, Deputy Assistant Secretaries, and others that cover the Arabian Peninsula. The discussion focused on recent developments and the perspective from the GCC countries. This was followed by a discussion with the Directorate for Strategic Plans & Policy (J-5), Deputy Directorate Middle East (DDME), Gulf Cooperation Division (GCD) at the Pentagon in Washington, D.C. and a dinner organized by Judith Kipper, Director of Middle East Programs, and Member, Board of Directors, Institute of World Affairs.

October 31, 2014

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

November 25-26, 2014

Dr. Christian Koch attended the conference titled “Shifts and Changes in the World System and Its Impact on the Middle East (Gulf Region)” held in Doha, Qatar. The event was organized by



the Strategic Studies Center (SSC) of the Qatari Armed Forces and the Geneva Center for Security Policy and addressed foreseeable shifts in global geopolitics and their implications for the Middle East, notably the security dimensions of political transitions in the region. The Minister of Defense of Qatar H.E. Major General Hamad bin Ali Al Attiyah opened the conference.

December 4-6, 2014

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

2015

January 12, 2015

Dr. Christian Koch participated in a lecture-discussion with Prof Dr. Ahmet Davutoglu, Prime Minister of the Republic of Turkey, organized in Berlin by Koerber Stiftung. The discussion focused on current Turkish foreign policy and included references to the Syrian crisis and Turkish membership in the EU.

February 6, 2015

Dr. Christian Koch participated in the lecture of Iraqi Prime Minister Haidar Al-Abadi held in Berlin. The Prime Minister presented an overview of developments in Iraq suggesting a number of internal reforms and the need for continued international engagement with the Republic of Iraq. He also stated that Germany should support Iraq in terms of intelligence cooperation, supply of hi-tech equipment in the fight against extremism, and specialized training in dealing with Improvised Explosive Devices (IEDs).

March 17, 2015

Dr. Christian Koch gave a talk on “The Middle East: Outlook and Trends” at the meeting of the Arab-Swiss Network on Winterthur, Switzerland. Dr. Koch focused on four themes in his presentation: the need to “unpack” the Middle East by focusing on the specificities of each country;

the fact that the current future of the region is up for grabs with fundamental transformation occurring; the “Gulf moment” in regional affairs with the Arab Gulf states a leading political and economic factors; and the need to focus on youth and education as the main dynamic of change. The event brought together about 70 representatives of Swiss political and economic institutions.

March 30, 2015

Dr. Christian Koch gave a lecture on “The Role of the Gulf States in Regional Security” at the NATO Defence College in Rome. In his talk, Dr. Koch provided an overview of the Gulf Cooperation Council (GCC) and its contribution to regional stability and security, assessed the links between economic factors and international instability, and highlighted the political, energy-related and foreign relations challenges faced by the GCC states. Following the presentations, there was a spirited question and answer session with participants.

April 15, 2015

Dr. Christian Koch participated in the seminar “Syria, Iraq and the Rise of ISIS – The aftermath of post 9/11 ‘war on terrorism’ and prospects for political stability in the region” organized by the Institute for Global Studies and held in Rome, Italy. The seminar brought 30 specialists from various European institutions to consider the impact of current developments. Dr. Koch provided a perspective from the GCC states in the debate.

April 29, 2015

Dr. Christian Koch participated in the tenth anniversary conference of the Carnegie Middle East Center in Beirut, Lebanon. The event was held under the title of “Political Transformations in the Middle East and North Africa” and featured more than 50 participants. Dr. Koch spoke on the panel entitled “Security and Conflict in the Middle East” where he gave an overview of the roles of the GCC states with regard to current developments.

May 10-12, 2015



Dr. Christian Koch and Dr. Abdulaziz Sager took part in the annual conference of the Council of Councils meeting held in Washington, D.C. from May 10 to 12, 2015. The Council of Councils comprises twenty-six major international policy institutes and aims to facilitate dialogue on global governance and multilateral cooperation. Abdulaziz Sager, Chairman of the Gulf Research Center, underlined the importance of a think tank from Saudi Arabia and one presenting the views from the Gulf region being part of this important network.

May 12, 2015



With much of the attention focused on the meetings taking place between the GCC states and the United States, the GRCF participated in the event of the National Council on U.S.-Arab Relations in Washington entitled “After a Nuclear Agreement: Whither Arab-Iranian and U.S.-GCC Relations?”. In his presentation, Dr. Christian Koch highlighted the security developments in the Gulf region and the implications for both GCC-Iran and GCC-US relations.

May 26, 2015

Dr. Christian Koch participated in the Expert Conference “The Arab Gulf States’ Engagement in Egypt and Tunisia – Rationale and Implications” organized by the German Council on Foreign Relations (DGAP) in Berlin, Germany. The event discussed the specific strategies and interests guiding the foreign policies of three Gulf countries – Saudi Arabia, Qatar, and the United Arab Emirates – to shed more light on major sectors and fields of involvement in Egypt and Tunisia. The discussion followed the conclusion of a project conducted by the DGAP with the findings and conclusions to be released.

September 2, 2015

Dr. Christian Koch, Director of the GRC Foundation, held meetings with the following people in Brussels:

- Amb. Amal Al-Hamad, Ambassador of the Gulf Cooperation Council in Brussels
- Dario Cristiani of the Institute for European Studies, Vrije University, Brussels
- Merete Bilde and Benoit Chapas, European External Action Service (EEAS)
- Amb. Martin Fleischer, Vice-President for Regional Security; Kawa Hassan, Director, Middle East and North Africa Program; and Wael Abdul-Shafi, Program Coordinator, East-West Institute, Brussels.

September 3-4, 2015

Dr. Christian Koch participated in a two-day track II coordination meeting on Syria focused on regional interests in Brussels, Belgium. The event was sponsored by the European Institute of Peace, Search for Common Ground and the Norwegian Peacebuilding Resource Center (NOREF).

September 8, 2015

Dr. Christian Koch met with Adnan Tabatabaei, CEO of the Center for Applied Research in Partnership with the Orient (CARPO). They discussed the current situation in the Gulf region and explored mechanisms of cooperation between the two institutions.

September 10-11, 2015

Dr. Christian Koch participated and spoke at the Tiergarten Conference 2015 of the Friedrich-Ebert-Foundation in Berlin, Germany. The conference was held under the theme of “Disarmament, Arms Control and Non-Proliferation in a Period of Global Upheaval.” Dr. Koch spoke in the working session on “The Iranian nuclear deal and its regional and global implications” focusing on the perspectives of the Arab Gulf states, their concerns and the overall consequences for the way forward.

September 18, 2015

Dr. Christian Koch participated in the panel discussion on “Geopolitical Power Shifts in the Middle East” hosted by the German Council on Foreign Relations (DGAP) in collaboration with FRIDE, Madrid. The event focused on the changing positions of Turkey, Saudi Arabia, and Iran in the context of the current developments in the region and their consequences.

September 27-29, 2015

Dr. Christian Koch participated in the conference on “The Kingdom of Saudi Arabia: Sharing Insights on Europe’s Key Partner in the Middle East” organized by the Konrad-Adenauer-Foundation and held at the KAS Conference Centre “Villa La Collina” in Cadenabbia, Italy. The event brought together 30 specialists with session on Saudi Arabia’s Domestic, Economic and Foreign Policy, the role of Islam and gender issues. Dr. Koch spoke on the outlook of the kingdom’s economy in light of declining oil prices. A wrap-up session on the future of Saudi-European relations was also held.

October 18, 2015

Dr. Christian Koch participated and spoke at the conference of the Frankfurt Peace Academy on “Regional Order, Arms Control, and Disarmament in the Middle East/Gulf.” The event is organized by the Peace Research Institute, Frankfurt, the Friedrich-Ebert-Foundation and the Academic Peace Orchestra Middle East. Dr. Koch spoke on “Saudi Arabia’s New Regional Policy: The ‘Salman Doctrine’ and its Implications.”

October 20, 2015

Dr. Christian Koch gave a briefing to the Southern Mediterranean Working Group of the Foreign Affairs Committee of the European Parliament on the “Perceptions of the Gulf on the Iranian Role in the Region.” The briefing took place in front of several members of the European Parliament.

October 21-22, 2015

Dr. Christian Koch participated in the dialogue meeting organized by the Center for Applied Research in Partnership with the Orient (CARPO) and the East-West Institute on “Iranian-Saudi Perspectives in ISIS: Exploring Root Causes of ISIS and Strategies to Defeat and Prevent the Emergence of Extremist Organization. Dr. Koch chaired the session entitled “Ideology, Propaganda and Messaging: what is the ideological fundament of the ISIS mindset?” The meeting took place in Brussels.

November 2, 2015

Dr. Christian Koch, Director of the GRC Foundation, gave a lecture and presentation to participants of the NATO Regional Cooperation course at the NATO Defence College in Rome, Italy. The lecture focused on “The GCC States and the security of the Gulf region.”

November 4-5, 2015

Dr. Christian Koch, Director of the GRC Foundation participated in the Wolfsberg Conference entitled “The World in Turmoil – Challenges and Opportunities for Business Leaders and Investors” held in Ermatingen, Switzerland. The Wolfsberg Conference brought together 80 leading personalities from the world of business, finance and politics.

November 10, 2015

Dr. Christian Koch participated in the 5th Berlin Foreign Policy Forum organized by the Körber Foundation in Berlin, Germany. German Foreign Minister Franz-Walter Steinmeier gave the keynote address while subsequent panels focused on Russia and Europe, The Future of the Middle East, China’s Growing Military Threat, and Europe and the Refugees. In one of the breakout session on Iran’s Regional Policy, Dr. Koch gave a perspective from the Arab Gulf States about Iran’s regional role.

November 27, 2015

Dr. Christian Koch presented his GRC Policy Paper on “A Gulf Conference for Security Cooperation could bring Peace and Greater Security to the Middle East” to the Tawila Middle East Roundtable in Berlin, Germany. Tawila brings together a variety of individuals with an interest in topical Middle East issues. Following the presentation, there was an extensive discussion about the idea of collective security in the Gulf region as well as current development particularly in the relationship between Iran and the GCC states.

November 30, 2015

Dr. Christian Koch participated in the international symposium entitled “On the Road to a Foreign Policy of Societies – the Strategic Dialogue between Foreign Office and Foundations” held at the German Foreign Office in Berlin. German Foreign Minister Frank-Walter Steinmeier gave the opening address in which he highlighted the important role of foundations and NGOs in the overall policy process. Proper governance, an active private sector, and a vibrant civil society were highlighted as the three components of a viable and sustainable society. The conference dealt with topics such as creating multi-sectoral networks, regional solutions for regional problems, culture and scientific research in a time of crisis, and foreign policy as a public good. The conference was attended by nearly 200 representatives from foundations, non-governmental organizations, and think tanks.

December 3, 2015

Dr. Christian Koch, Director of the Gulf Research Center Foundation, spoke at a meeting organized by the European Parliament’s Delegation for relations with the Arab Peninsula on the topic “Regional impact of the Iran nuclear deal”. When Iran and the P5+1 signed on July 14 in Vienna the joint comprehensive plan of action to resolve the Iranian nuclear issue, Dr. Koch pointed out that the GCC foreign ministers welcomed the agreement stating that once implemented, the deal would contribute to the region’s security. He also stressed, however, that there are some fundamental reservations in the Gulf region about the deal itself, which are related to the actual implementation that the GCC states believe will still prove to be difficult. Additional information about the presentation can be found under: http://www.gulfinthemedial.com/index.php?id=769371&news_type=Top&lang=en

December 8, 2015

Dr. Christian Koch, Director of the Gulf Research Center Foundation, was interviewed by Swiss Radio on the situation in the GCC states and the GCC Summit meeting in Riyadh. The entire interview in German can be found under the following link: <http://www.srf.ch/sendungen/tagesgesprach/christian-koch-zum-gipfel-des-golf-kooperation-sates-in-riad>

 **2016****January 7-8, 2016**

Dr. Christian Koch participated in the workshop on “Middle Eastern Geopolitics and the EU’s Global Strategy Review” held by the European Council on Foreign Relations in London. The meeting brought together a number of EU policy officials and experts from throughout

Europe to discuss current developments in the Middle East and how these should feature in the new EU Global Strategy Review document to be released later in 2016.

January 21, 2016

Dr. Christian Koch held meetings with the following persons during a visit to Abu Dhabi: Hassan Al-Omari, Head of Studies Unit, Emirates Policy Center; Mariam Al Mahmoud Executive Education Director; Noura Al Mazrouie - Professor, Academic Department; Phil Dufty Director of Research; Richard Burchill, Director of Research and Engagement at TRENDS Research and Advisory and Analysis and Stephen Lee Keck Academic Director of the Emirates Diplomatic Academy.

February 25-26, 2016



The NATO Defense College Foundation in cooperation with the Gulf Research Center Foundation, the NATO Science for Peace and Security Program, the NATO Defense College, and the University of Jordan organized a conference titled “Arab Geopolitics in

Turmoil: Perceptions, Unknowns and Policies”. A publication from the event was posted on the websites of the Gulf Research Center and the NATO Defense College Foundation (<http://www.ndc-foundation.org>).

March 3-4, 2016

Dr. Christian Koch, Director of the GRC Foundation, participated in a workshop on “Iran-EU Relations in the aftermath of the Nuclear Deal” organized by the Centre for European Policy Studies (CEPS, Brussels), the HH Sheikh Nasser al-Mohammad al-Sabah Program of Durham University, and the Near East South Asia Center for Strategic Studies (Washington, DC). The event brought together policy officials from the EU and specialists on the topic. Sessions focused on the status of political and economic reform in Iran, EU-Iran energy cooperation, the regional security environment, as well as EU and US strategies towards Iran. Dr. Koch spoke at length in the regional security session on perspectives from the GCC states and the implications for a possible regional security architecture.

March 11, 2016

Dr. Christian Koch gave a lecture at the NATO Defence College on “The GCC States and the Security of the Gulf Region” to the NATO’s Regional Cooperation Course 15 comprising 30 military officers from NATO countries and NATO partner countries. Dr. Koch provided an

overview of the political, economic and security-related developments impacting the GCC countries and how recent events had influenced GCC policies.

March 16, 2016

Dr. Christian Koch participated in a roundtable discussion on German Gulf policy and Germany-GCC relations as part of a study visit by three GCC academics to Berlin. Dr. Koch joined Sarah Hartmann and Sebastian Sons of the German Council on Foreign Relations (DGAP) and members of the Konrad-Adenauer-Foundation to discuss German policies in the Gulf, the role of think tanks in German politics, and how to improve relations between the GCC states and Germany

April 19, 2016

Dr. Christian Koch, Director of the Gulf Research Center Foundation, participated in the “Poland-EU-GCC Economic Forum” held at the Ministry of Development in Warsaw, Poland and organized by the Center for Social and Economic Research (CASE), the Polish Institute for International Affairs, Lewiatan, the Centre for International Initiatives, and Invest in Poland. Dr. Koch spoke in the first panel on EU-GCC Investment Cooperation. The event brought together nearly 100 participants representing Polish companies, government and the civil society sector.

April 20, 2016

Dr. Christian Koch participated in the discussion on the release of the Eighth Annual Arab Youth Survey entitled “Inside the Hearts and Minds of Arab Youth” and held at the German Council on Foreign Relations in Berlin. The Arab Youth Survey 2016 explored attitudes among Arab youth in 16 countries in the Middle East and North Africa based on 3,500 face-to-face interviews. Sunil John, CEO of ASDA’A Burson-Marsteller that published the survey, presented the findings following by an overall discussion on the survey’s results.

April 27-28, 2016

Dr. Christian Koch participated in the workshop on “Iranian-Saudi Perspectives on the Refugee Crisis: Regional Support for the Departure Contexts Iraq, Syria, Afghanistan and Yemen,” held in Bonn, Germany and organized by the East-West Institute and the Center for Applied Policy Research with the Orient (CARPO). Dr. Koch chaired the panel on “Regional Support for the Stabilization for Afghanistan” and spoke on the Panel entitled “Regional Support for Conflict-Resolution in Yemen.” The event brought together 25 participants from Saudi Arabia, Iran and Europe.

May 19, 2016

Dr. Christian Koch, Director of the GRC Foundation in Geneva, participated as an expert in the Geneva Center for Security Policy's Leadership in International Security Course, a course designed to increase the conceptual and leadership skills of high-performing professionals, who seek to address the world's most pressing security challenges. Participants in the course prepared a 10-year strategic analysis report on "UAE version 2026: Towards a stable MENA" in their role as a Special Strategic Planning Unit for the President of the UAE with Dr. Koch evaluating their report and presentation and participating in a discussion about the report itself. Dr. Koch also took part in a panel discussion entitled "Oil Addiction: Saudi Arabia" organized by the MENA Initiative of the Graduate Institute of International and Development Studies (HEI) in Geneva. The event brought together students from the Graduate Institute to engage in a wide-ranging discussion on the political and economic dimensions of the oil debate in Saudi Arabia. Prof. Giacomo Luciani, a trustee of the Gulf Research Center Cambridge, also participated in the debate.

May 20, 2016

Dr. Christian Koch met with H.E. Dr. Awwad Alawwad, Ambassador of the Kingdom of Saudi Arabia to Germany, in Berlin. In their meeting, they discussed the status of relations between Germany and Saudi Arabia as well cooperation between the Embassy and the Gulf Research Center. Dr. Koch informed the Ambassador of the activities of the GRC and provided an overview of the GRC's objectives and future plans.

May 24, 2016

Dr. Christian Koch gave a lecture to the 17th New Issues in Security Course (NISC) held at the Geneva Center for Security Policy on "The Gulf States and Iran: What Future?". The presentation was part of a focus on "State Building and Transition in the Middle East and North Africa" held in the course which featured 24 participants. The lecture was followed by an open discussion and question and answer period.

May 25, 2016

Dr. Christian Koch participated in a discussion with Dr. Saad Bin Tiflah Al-Ajmi, former Kuwaiti Minister of Information, at the Konrad-Adenauer-Foundation in Berlin, Germany. Dr. Al-Ajmi spoke about "Secularism or Failure – The Future of the Middle East" with Dr. Koch providing some comments followed by a general discussion. The event was sponsored by the German-Arab Friendship Society.

May 26, 2016

Dr. Christian Koch spoke on the “Gulf States and Syria” at the international conference “How to Save Lives: The Concept of the Responsibility to Protect between desire and reality” sponsored by the Konrad-Adenauer-Foundation and held in Berlin, Germany. The discussion took place within the panel on “5 Years of Civil war in Syria: Chances, Limits and Recommendations for a Political Solution” and featured, in addition to the perspective from the Arab Gulf States, those of Turkey and Germany. A discussion session followed the presentation under the participation of more than 50 participants.

June 28, 2016

Dr. Christian Koch participated in the Book Talk on Arab Geopolitics in Turmoil held at NATO Headquarters on the invitation of Amb. Sorin Ducaru, Assistant Secretary General for NATO’s Emerging Security Challenges Division. The book launch is a result of the conference that the Gulf Research Center Foundation held with the NATO Defence College Foundation in February 2016 in Rome. In addition to Dr. Koch’s remarks, Nicola de Santis, Head of the Middle East and North Africa Division at NATO’s Political Affairs and Security Policy Division and Prof. Alessandro Politi, Director of the NATO Defence College Foundation also spoke. The discussion was moderated by Dr. Deniz Beten of NATO’s Science for Peace and Security Division. The book with the individual contributions to the February conference is available on the GRC and the NATO Defence College Foundation website for a free download.

July 6-7, 2016

Dr. Christian Koch, Director of the GRC Foundation, took part in workshop held by the Center for Preventive Action of the Council on Foreign Relations on “What do about the Saudi-Iranian Rivalry,” held at the Tufts European Center in Tailloires, France. The workshop brought together 20 participants to discuss understanding the sources and dynamics of the Saudi-Iranian Rivalry, Assessing the Risks of current and emerging concerns, the role of the United States and Europe in managing the rivalry, and how to forestall future developments.

September 13, 2016

Dr. Christian Koch held meetings with Dr. Bjorn Hinrichs, Director of the German-Arab Friendship Group in Berlin, and with Dr. Gunter Mulack, Director of the German Orient Institut to discuss cooperation and issues of common interest. He also held a meeting with Jeremias Kettner of Hofgreffe Consulting during which they discussed German-Qatari relations and the role of foreign economic investment.

September 22, 2016

Dr. Christian Koch gave a full day of presentations to the Senior Course 129, course members from Modular Short Course 2, as well as the Committee Seminar Group at the NATO Defence College in Rome, Italy on the subject of “Regional Organizations and their impact on Global Security: The Case of the Gulf Cooperation Council (GCC).” The Senior Course is comprised of more than 60 military and government officials from NATO member countries, the Partnership for Peace Programme, the Mediterranean Dialogue and the Istanbul Cooperation Initiative. The main focus of the various presentations included to provide a general overview of the regional integration processes and their contribution to peace and security in the Greater Middle East; to examine the foreign, defense and security policies of the GCC as well as the key security-related issues affecting the organization; to identify the main sources of current and future instability in the region, and address the geo-strategic importance of GCC for regional and global security; and to assess the GCC’s relations and co-operation with key external actors, including NATO, in responding to emerging risks to security and stability in the regions, as well as the consequences for the Alliance. The discussions took place in the forms of a lecture, question and answers sessions and smaller group discussions.

September 27, 2016

Dr. Christian Koch, Director of the GRC Foundation, participated in a private discussion with Maj. General Ahmed Assiri, Official Spokesman of the Saudi-led Coalition Forces in Yemen and Special Advisor to the Minister of Defense of the Kingdom of Saudi Arabia held in the offices of the Körber Foundation in Berlin, Germany. The discussion included several members of the German Parliament and the German Foreign Office. Dr. Koch also attended the National Day Celebration of the Kingdom of Saudi Arabia in the evening at a reception hosted by the Saudi Ambassador to Germany, H.E. Dr. Awwad S. Alawwad.

October 19, 2016

Dr. Christian Koch met with Adnan Tabatabaei, CEO of the Center for Applied Research in Partnership with the Orient (CARPO), to discuss cooperation and potential projects. He also participated in a discussion with Dr. Ralf Brauskiepe, Parliamentary State Secretary in the German Federal Ministry of Defense, on “Germany’s Military-Security Engagement with the Middle East” held at the German-Arab Friendship Society.

October 26, 2016

Dr. Christian Koch participated and spoke in the conference on “Iranian-Saudi Perspectives on the Post-Oil Economy” held in Leuven, Belgium on October 26 and 27, 2016. The meeting

was organized by the Center for Applied Research in Partnership with the Orient (CARPO) and the East-West Institute (EWI) and brought together a number of experts including from Saudi Arabia and Iran.

October 30 - November 1, 2016

COUNCIL OF COUNCILS



As a member of the Council of Councils <http://www.cfr.org/councilofcouncils> the Gulf Research Center (GRC) participated in the 9th Regional Conference held in Berlin, Germany. The conference was held under the theme of “Regional Security in a Turbulent World” and featured discussions on European Regional Security, Migration Challenges, Terrorism, US Elections, Implication of BREXIT for the EU and the World, and Populism as a Challenge for Political Stability and Globalization. In addition to taking part in the meeting, Dr. Christian Koch, Director of the Gulf Research Center Foundation, Geneva also spoke in the session on “Migration as a Challenge for Regional Security.” Dr. Koch and Dr. Abdulaziz Sager, Chairman of the GRC, provided short written policy documents to the conference. The Council of Councils brings together leading foreign policy institutes from around the world in a common conversation on issues of global governance and multilateral cooperation. It draws on the best thinking from around the world to find common ground on shared threats, build support for innovative ideas, and introduce remedies into the public debate and policymaking processes of member countries. Members of the Council of Councils include leading institutions from twenty-five countries, roughly tracking the composition of the Group of Twenty (G20).

November 12 -14, 2016



Dr. Mustafa Alani, Senior Advisor and Program Director for Defense and Security Studies and Dr. Christian Koch, Director of the GRC Foundation participated in the 3rd Abu Dhabi Strategic debate organized by the Emirates Policy Center (EPC) in cooperation with the UAE Ministry of Foreign Affairs and the Washington-based Atlantic Council.

The meeting addressed issues confronting the Gulf amidst a changing international order; US foreign policy under a new administration; terrorism in the wake of the recent attacks across the world; regional security cooperation in the Middle East; and innovation and cyber security.

November 20-22, 2016

Dr. Abdulaziz Sager, Chairman of the GRC and Dr. Christian Koch, Director of the GRC Foundation spoke and participated in the 9th Edition of the World Policy Conference held in Doha, State of Qatar. Dr. Sager spoke in the opening plenary session of the future of the Middle East.

December 1 and 2, 2016

Dr. Christian Koch participated in the T20 Germany Kick-Off Conference entitled “Cohesion in Diversity: Accompanying the German G20 Presidency” organized by the German Development Institute (DIE) and the Kiel Institute for the World Economy (IfW) in Berlin. The meeting hosted all the think tank from the G20 countries in an effort to discuss issues of sustainability and global governance.

December 3 -5, 2016



Dr. Abdulaziz Sager, Chairman of the GRC and Dr. Christian Koch, Director of the GRC Foundation both attended the third annual Gulf Studies Forum held by the Arab Center for Research and Policy Studies in Doha, Qatar. Dr. Sager spoke on the panel of “Regional Security: Questions and Challenges” with a paper on “Gulf-Turkey Relations” while Dr. Koch spoke on

the panel of “GCC Relations with the Great Powers” with a paper entitled “Gulf-Europe Relations: Changing Dynamics”. The conference brought together more than 100 participants from throughout the Gulf region, the Middle East and beyond.

December 13, 2016

Dr. Christian Koch, Director of the Gulf Research Center Foundation, attended the reception to celebrate the Qatar National Day held in Berlin, Germany. Qatar’s Ambassador to Germany H.E. Abdulrahman Al-Khulaifi spoke at the event highlighting the importance of Qatar-German relations.



2017

January 12, 2017

Dr. Christian Koch participated in a conference call organized by the Bertelsmann Foundation in Washington on the topic of “Middle East Policy and Transatlantic Cooperation in a New American Presidency.” The call featured short presentations by Dr. Koch, Amb. James Jeffrey of the Washington Institute and Christian-Peter Hanelt of the Bertelsmann Foundation in

Germany. In total, more than 130 people listened to the call which included a question and answer session with listeners. A complete audio recording will soon be available.

March 9, 2017

Dr. Christian Koch, Director of the GRC Foundation in Geneva, participated in the expert roundtable on “The Kingdom under Pressure: Saudi Arabia’s External and Internal Challenges,” organized by the German Council on Foreign Relations (Deutsche Gesellschaft für Auswärtige Politik – DGAP) together with the Friedrich-Naumann Foundation and held in Berlin, Germany. The event brought together about 20 experts to discuss the current domestic and foreign policy challenges faced by the Kingdom of Saudi Arabia.

March 16, 2017

Dr. Christian Koch, Director of the Gulf Research Center Foundation, gave a full day of presentations to Senior Course members at the NATO Defence College in Rome, Italy on the subject of “Regional Organizations and their impact on Global Security: The Case of the Gulf Cooperation Council (GCC).” The Senior Course is comprised of more than 50 military and government officials from NATO member countries. The focus of the presentations was on the regional integration process in the Gulf region and examined the foreign, defense and security policies of the GCC as well as the key security-related issues affecting the both the organization and the broader region.

April 18-20, 2017

Dr. Christian Koch participated in the event entitled “Saudi and Iranian Perspectives on Environmental Challenges” held the Center for Applied Policy Research on the Orient (CARPO) and the East-West Institute in Bonn, Germany. The event brought together 25 participants. Dr. Koch spoke on the panels “Political, Economic and Security Implications of Environmental Challenges” and “Exploring the need and prospect for Regional Cooperation” as well as chairing the session entitled “Environmental Challenges at the National Level.”

April 24, 2017

Dr. Koch engaged in the “Incidents at Sea Meeting” sponsored by Search for Common Ground and the East-West Institute held in Geneva, Switzerland. The meeting explored the possibility of maritime security measures being considered for the Gulf region and brought together numerous experts on naval operation and regional security.

May 1-12, 2017

During a trip to Washington D.C., GRC Foundation Chairman Dr. Abdulaziz Sager, GRC Director Dr. Christian Koch and GRC Senior Advisor Dr. Mustafa Alani held numerous meetings

and participated in a series of events on issue related to the Gulf region. This included a panel discussion held at the Woodrow Wilson Center for International Scholars on “Change and Consequences: Is Saudi Arabia at the Dawn of a New Era?”; a discussion with the Directorate for Strategic Plans & Policy (J-5), Deputy Directorate Middle East (DDME), Gulf Cooperation Division (GCD), The Pentagon; a roundtable discussion in the US Department of State, Bureau of Intel and Research (INR) with country desk officers, Deputy Assistant Secretaries, and others that cover the Arabian Peninsula; participation in the 2017 Annual Conference of the Council of Councils of the Council of Foreign Relations; speaking engagement at an all-day workshop on “Saudi Arabia Transforming” organized by the Arab Gulf States Institute in Washington (AGSIW); and two workshop on Yemen held with the National Council on US-Arab Relations and the Near-East and South Asia Center of the National Defense University.

May 18, 2017

Dr. Christian Koch participated in an expert-level discussion on “Yemen: Perspectives for Peace and Stability in a Fragmented Country” with H.E. Ahmed Obaid Mubarak Bin-Dagher and organized by the Friedrich-Ebert-Foundation in Berlin. The closed-door invitation only event was attended by 20 high-level officials and included an intensive exchange of views about the current developments in Yemen.

May 28-29, 2017

Dr. Christian Koch participated in the Think 20 Summit on “Global Solutions” held in Berlin as part of the G20 presidency of Germany. The event brought together hundreds of experts from leading think tanks to provide policy recommendation on a variety of fields pertaining to global issues

June 7, 2017

Dr. Christian Koch participated in a discussion with H.E. Adel Al-Jubair, Foreign Minister of the Kingdom of Saudi Arabia held at the Konrad-Adenauer Foundation in Berlin. The minister spoke on the topic of “Foreign Policy Challenges for a country in transition.” Following his talk, a wide-ranging discussion took place.

June 21, 2017

Dr. Christian Koch participated in a forum on Qatar organized by the Near and Middle East Forum (NUMOV) in Berlin, Germany.

June 22, 2017

Dr. Christian Koch spoke with the Frankfurter Allgemeine Zeitung about the recent developments in Saudi Arabia and the events related to the crisis with Qatar. Excerpts can be

found under: http://www.faz.net/aktuell/politik/ausland/saudi-arabien-wird-muhammad-bin-salman-zu-stabilitaet-fuehren-15071277.html?printPagedArticle=true#pageIndex_2

July 17, 2017



Dr. Koch took part in a workshop on the issue of “Yemen: Finding a Way Forward” at the Middle East Institute Office in Washington D.C., organised by The Gulf Research Center (GRC) in collaboration with the Middle East Institute. The event came at a time while prospects for ending the Yemen conflict face persisting political and security challenges and the dire humanitarian situation in Yemen persevered despite international aid pledges. The workshop attempted to shed light on the status of the political process and negotiations to settle the conflict, on the humanitarian situation inside the country and to discuss a forward-looking development agenda to be implemented both while the conflict continued and once a resolution to the crisis would be found.

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November 10-11, 2017



Dr. Christian Koch gave a lecture to the Reserve Association of the German Federal Armed Forces during workshop led in Darmstadt, Germany on the topic of “Saudi Arabia as a Regional Power.” On the second day of the meeting, he then participated in a panel discussion with the other workshop speakers on topics related to the security issues in the Middle East and its impact on

German and European foreign policy.

November 17-18, 2017

As part of the 18th Mühlheimer Near East talks organized by the Konrad-Adenauer-Foundation and held at the Wolfsburg in Mühlheim a.d.R. in Germany, Dr. Christian Koch have a presentation on “Saudi Arabia’s Role in the Development of Security and Stability in the Gulf Region.” The event was attended by more than 60 representatives and was held under the general theme of “Saudi Arabia – A country in Transition”.

November 21, 2017

Dr. Christian Koch gave a lecture to the NATO Regional Security Course 18 held at the NATO Defense College in Rome, Italy on the subject of “The Security Environment in the



Gulf” highlighting the many changes to the security discourse in the Gulf region over the past few years. Following the presentation, Dr. Koch engaged in a question and answer session which also included a presentation by course members on how NATO can improve its role in the Gulf region.

November 29, 2017

Dr. Christian Koch, Director of the GRC Foundation, spoke at a breakfast discussion in the Qatar crisis at the Konrad-Adenauer Foundation in Berlin, Germany focusing on the dynamics that led to the current escalation of tensions between Qatar and its Arab neighbors. Key question considered during the debate were the reasons behind the crisis and what are its implications for regional security, cooperation and development. There was also a focus on consequences for Germany and Europe and their respective policy options in dealing with the involved Gulf countries and institutions such as the Gulf Cooperation Council (GCC). Dr. Koch was joined in the debate by Ibrahim Fraihat of the Doha Institute for Graduate Studies.

December 4-5, 2017

Dr. Koch participated in the annual Berlin Foreign Policy Forum organized by the Körber Foundation in Berlin, Germany. The meeting was opened by German Foreign Minister Sigmar Gabriel and featured discussions on the future of the European Project, European Defense and Security Policy, a discussion on the prospects of a Westphalia-like peace approach to the issues confronting the Middle East, and a debate about the implications of the North Korean crisis. The event brought together more than 150 experts and policy practitioners.

GRCF STAFF



Gulf Research Center Foundation
Knowledge for All

GRCF Directors



Prof. Giacomo Luciani
Director
July 2007-December 2010



Dr. Oskar Ziemelis
Interim Director
December 2010- September 2011



Dr. Christian Koch
Director
September 2011-today

Other staff



Sabrina Neffah Jacquat
November 2008- July 2010



Rachida Amsaghrou
November 2008 – October 2011



Laurence Mortier
January 2010 – June 2010



François-Loïc Henry
September 2010 – December 2010



Florian Weissweiler
September 2011-November 2013



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