

Chatham House Annual Review 2011–12

Navigating the new geopolitics

New power dynamics
Security challenges
Economic interdependencies
Resources futures
Law and governance



CHATHAM HOUSE

Chatham House has been the home of the Royal Institute of International Affairs for ninety years. Our mission is to be a world-leading source of independent analysis, informed debate and influential ideas on how to build a prosperous and secure world for all.

Contents

[Introduction](#)

2–3 [2011–12 Review](#)

[About us](#)

4–7 [What we do at Chatham House](#)

[Africa](#) | [Asia](#) | [MENA](#) | [Russia](#) | [US](#)

8–13 **New power dynamics**

[Asia](#) | [Cyber](#) | [Energy](#) | [Health](#) | [Nuclear](#)

14–19 **Security challenges**

[Europe](#) | [Finance](#) | [G20](#) | [MENA](#)

20–25 **Economic interdependencies**

[Energy](#) | [Food](#) | [Minerals](#)

26–29 **Resources futures**

[Africa](#) | [Climate](#) | [Human Rights](#) | [Logging](#)

30–35 **Law and governance**

36 [Honorary Treasurer's Report](#)

37 [Financial Headlines](#)

38 [Patron, Presidents and Council](#)

39 [Panel of Senior Advisers and individual supporters](#)

40–43 [Financial Support](#)

44–46 [Staff and Associate Fellows](#)

47 [Contact](#)

2011–12 Review

Chairman's Statement

I am especially pleased to report, in my final statement as Chairman, that Chatham House has enjoyed another year of growth and achievement. This Review presents some of the highlights and reports on our financial position, which shows a net surplus of 5 per cent of turnover.

My past nine years as Chairman have been among the most gratifying of my entire professional career. Chatham House is a marvellous institution with high ideals, a proud heritage and exceptionally talented people. Looking back, I am struck by how much the institute has changed over the past decade. The gradual transformation of our physical space culminated in the opening of our state-of-the-art conference centre, the Joseph Gaggero Hall, in 2008. Under the directorship of Robin Niblett and his predecessor, Victor Bulmer-Thomas, corporate membership has grown by 78%, individual membership by 55%, and staff numbers by 52%.

Our research income, mostly won through competitive processes, has grown from £1.7m in 2001–02 to £5m in 2011–12. Our total income last year was £9.4m, compared with £4.3m in 2001–02. As a non-profit institute without government subsidy or a large endowment, earning the continued support of members, donors and foundations is vital to achieving our goals.

The financial metrics are but one reflection of the journey we have taken to expand and deepen our research, sharpen our policy focus and professionalize our financial and administrative functions. We have also built a new model of collaboration across our research teams so that they can better analyse and find solutions to the world's most pressing problems, as illustrated in this Review. This ability to pool expertise and work across areas of study has become one of Chatham House's most distinctive attributes.


Sharing our output and spreading our influence globally remains a key priority. This year we have invested in the library and our IT support, upgraded our website, adding multimedia functions and new content, especially in the members area, and relaunched our magazine *The World Today* to general acclaim.

'Chatham House was voted the world's top non-US think-tank for the fourth year running'

One of the issues that Council grapples with is how to measure our success or the extent to which our global policy work has made a difference. While all such measures are imperfect, we were pleased that in the University of Pennsylvania's survey of think-tanks, the only one of its kind, Chatham House was voted the world's top non-US think-tank for the fourth year running. In the global ranking, including the much larger US think-tanks, we came second, up from eighth in the first survey four years ago. These rankings are based on a poll of our peers in which over 5,300 academic and other research-based organizations around the world are nominated.

Such achievements result from the combined efforts of staff, senior management, Council, members and supporters. I would like to thank all of you, and in particular to pay tribute to three of my colleagues on Council who also are stepping down this year: Andrew Fraser, Divya Seshamani and Andrew Walter. I know that, like me, they will continue to watch developments at the institute with great interest and pride.

Finally, I would like to welcome Stuart Popham as the new Chairman. Stuart is an ideal choice with his international legal background as the former Senior Partner of Clifford Chance, and his wide-ranging knowledge of both corporate and policy circles. As a previous Council member he also knows Chatham House well and is committed to working with the Director and staff to take the institute to new levels of achievement. If my experience is any guide, I am sure that he will also enjoy himself immensely along the way.



Dr DeAnne Julius CBE



Director's Statement

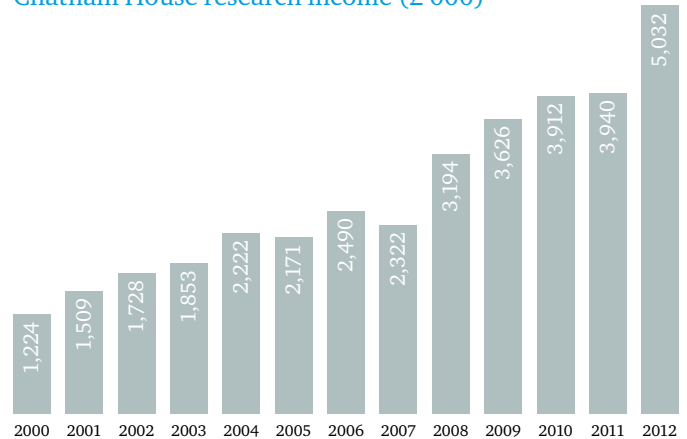
This has been a dramatic year internationally: the immediate and deepening euro crisis and the fallout from the Arab uprisings have dominated the attention of policy-makers even as the rise of the emerging economies continues to change the underlying structure of international relations. This year's Annual Review outlines Chatham House's most notable recent contributions to our understanding of these and other significant developments, the debates we have hosted and the policy responses that we have offered.

For example, over the past twelve months, we have analysed the continuing drivers of the economic crisis in Europe as well as the EU's and G20's efforts to respond to this and other hangovers from the global financial crisis of 2008–09. Our research teams have worked proactively in the Middle East and North Africa, hosting workshops and undertaking field research from Egypt to Yemen in order to understand how newly empowered political constituencies will affect the process of change across the region. We have issued major reports on developments in Somalia and the Horn of Africa; the implications of Russia's presidential election; the need to prepare better for future 'high-impact, low-probability' events such as the Icelandic ash cloud; ways to respond to the growing cyber security risk; and how to strengthen the EU's External Action Service.

Reflecting the growing size and scope of the institute's research, we have reorganized our research structure. With the appointment of Patricia Lewis to a new post as Research Director for International Security, we now operate four research departments: Area Studies and International Law; Energy, Environment and Resources; International Economics; and International Security. We are working to integrate, where appropriate, analysis from these four areas to help governments and others tackle the full range of emerging global challenges to international prosperity and security.

In addition, Chatham House members enjoyed another year of stimulating meetings and debates at the institute; speakers included King Abdullah II of Jordan, Shirin Ebadi, William Hague, Christine Lagarde, Herman Van Rompuy, Wolfgang Schäuble, Muhammad Yunus

Chatham House research income (£'000)



and a series of African leaders, including Joyce Banda, President of Malawi, and Yoweri Museveni, President of Uganda. Members also chose well in their selection of Aung San Suu Kyi as the winner of the 2011 Chatham House Prize. Former US Secretary of State Madeleine Albright accepted the prize on her behalf in November. Following her victory in the parliamentary by-election in Burma, Aung San Suu Kyi participated in a private roundtable at Chatham House in June during her visit to London.

As ever, the institute owes its success to four principal constituencies: the full-time staff and our large network of Associate Fellows; the many funders of our research and other activities; our Council and Senior Advisers; and our members and individual donors, whose ongoing support and engagement are a principal guarantee of the institute's independence.

As this is DeAnne Julius's last year as chairman of Council, I would like to express my deep appreciation for her guidance, advice and insights, which have been instrumental to the growth in the institute's profile and impact over the past nine years. Chatham House staff and members owe her a debt of gratitude for her inspiring and thoughtful leadership of Council and we wish her every success for the future.

Dr Robin Niblett

'We are working to integrate research across the institute to help governments and others tackle emerging global challenges'

What we do at Chatham House

Origins

Chatham House has been the home of the Royal Institute of International Affairs for ninety years. In 1919 British and American delegates to the Paris Peace Conference, appalled by the waste of human life caused by the First World War, conceived the idea of an Anglo-American institute of foreign affairs to study international problems.

In the event, the British Institute of International Affairs was founded in London in July 1920 and the American delegates established the Council on Foreign Relations separately in New York. The institute received its Royal Charter in 1926 and became the Royal Institute of International Affairs. Since 1923 the institute has been based at Chatham House and is now more commonly known by this name. Chatham House, the home of three former British Prime Ministers, is located in historic St James's Square close to key government departments in the heart of London.

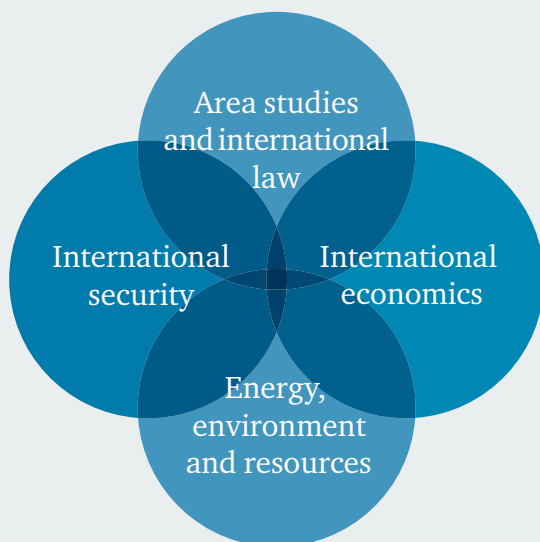
Mission

Chatham House is a world-leading source of independent analysis, informed debate and influential ideas on how to build a prosperous and secure world for all.

The institute:

- engages governments, the private sector, civil society and its members in open debates and confidential discussions about significant developments in international affairs;
- produces independent and rigorous analysis of critical global, regional and country-specific challenges and opportunities;
- offers new ideas to decision-makers and -shapers on how these could best be tackled from the near to the long term.

What we do



Independent analysis

- Our Reports, Briefing Papers, Programme Papers, books and other research output provide independent and in-depth analysis.
- *International Affairs*, a leading journal of international relations, is published six times a year.
- *The World Today*, the institute's magazine, was relaunched in 2012 to better reflect Chatham House's international expertise and network.
- The Chatham House website received more than a million individual visits for the first time last year.
- The institute received over 1,500 citations in major international media outlets during 2011–12.

Right: UK Chancellor George Osborne and IMF Managing Director Christine Lagarde discussing the challenges facing the global economy in September.

Far right: King Abdullah of Jordan speaking at an expert roundtable in November.

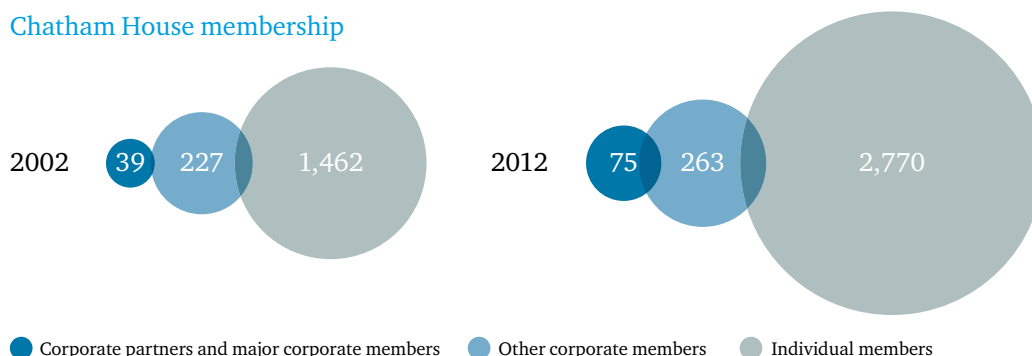


Members

Ever since our founding in 1920, Chatham House has relied on its members to support its mission, especially its role as a platform for informed debate on the most pressing issues in international affairs. Members are drawn from the worlds of business, diplomacy, academia, politics, the media and civil society. They play an essential role in questioning and challenging world leaders and other speakers when they visit Chatham House. While the majority are UK-based, overseas members (based in 75 countries) form an increasingly significant proportion of the total.

The financial support from members, through their annual subscriptions and donations to the Annual Fund and other initiatives, is a vital source of discretionary revenue for the institute that is central to sustaining its independence. The Chatham House Council is composed of members of the institute, elected annually for a three-year term. The Council may co-opt a small number of additional members each year.

Chatham House membership



Informed debate

- Around 100 events for members and some 20 major one- or two-day conferences last year enabled world leaders and experts to exchange ideas.
- Research programmes hosted a further 200 workshops, seminars and briefings on a range of policy questions.
- Experts frequently provide evidence to government officials and legislators in Beijing, Brussels, Delhi, London, Washington and other capitals.
- Regular briefings for corporate partners and members allow them to interact with invited speakers under the Chatham House Rule.

New policy ideas

- A number of research projects culminate in Chatham House Reports which make recommendations for tackling a range of key policy challenges.
- These recommendations are frequently developed iteratively with leading policy-makers, giving them a stake in the ideas.
- Experts provide briefings with their ideas to government officials and legislators in relevant capitals around the world.
- Chatham House was ranked the top non-US think-tank for the fourth year in a row and second in the world behind only the Brookings Institution in a comprehensive international survey by the University of Pennsylvania released in January 2012.

About us

Right: President of Malawi Joyce Banda in June 2012 speaking about her country's policy and priorities in a globalized world.

Far right: Chatham House President John Major giving the Whitehead Lecture on 'America, Britain and Europe: An Evolving Relationship' in November.



Each year Chatham House hosts around 100 public events for members, 20 one- or two-day conferences and numerous private workshops and roundtable discussions.

'Chatham House has not only become one of Europe's, but one of the world's leading policy institutes over the last decade. I am honoured to have the opportunity to take on the challenging role of leading the institute to the next level of its development'

Stuart Popham, Chairman Designate

2011

July

Annual Chatham House-YouGov Survey
Interactive website for survey testing British thinking about the country's place in the world allows users to explore the data through charts and tables.



Aug

Chatham House podcast launched
Our short, regular podcast provides the latest research and insights from across Chatham House.



Sep

Economics of the Arab Spring Conference
The conference sought to assess the economic causes and consequences of the political uprisings in the Middle East and North Africa in 2011.



Oct

Distinguished Visiting Fellow appointed
Dr Michael Williams joined the institute as its first Distinguished Visiting Fellow, having previously served as UN Under Secretary-General, Middle East.



Nov

Istanbul Roundtable
Opinion leaders met to discuss problems and opportunities arising from events earlier in the year in the Middle East and North Africa.



Dec

Stuart Popham elected Chairman Designate
Stuart Popham will take over from Dr DeAnne Julius as Chairman of the Chatham House Council in July 2012.



Former US Secretary of State Madeleine Albright accepting the Chatham House Prize on behalf of winner Aung San Suu Kyi, at an award ceremony and dinner at the Banqueting House in London in December.



Above: Aung San Suu Kyi, Burmese democracy campaigner, was voted winner of the 2011 Chatham House Prize by members. She recorded a video message accepting the award and discussing reform in Burma.

Right: Aung San Suu Kyi speaking about responsible investment at Chatham House during her visit to Europe in June 2012.



2012

Jan

William Hague presents the Chatham House Prize to Aung San Suu Kyi
As the first UK Foreign Secretary to visit Burma in over 50 years, William Hague was able to formally present Aung San Suu Kyi with the Chatham House Prize.



Feb

The World Today magazine is relaunched
The magazine, under its new editor, Alan Philps, now better reflects Chatham House's international expertise and network.



Mar

International Security becomes a fourth research department
Patricia Lewis' appointment leads to an expansion in the range of international security topics addressed by the institute.



Apr

New York Roundtable
Faced with the ongoing fallout from the financial crisis, this International Roundtable discussed changes in the global economic order.



May

Special Issue of International Affairs on Rio+20
The issue focused on environmental sustainability and, looking ahead to the Rio+20 conference in June 2012, discussed the politics of climate change.



June

Visiting Fellows
Launch of Annual Fund for Julius Fellowships in International Economics is part of a wider ambition to host more international researchers.



New power dynamics



The rise of new powers has been accompanied increasingly with the rise of more vocal and activist popular movements. Imminent and recent changes in political leadership have been a key theme, including in Russia, Burma (Myanmar), China and the United States, as well as the rise of African states as global actors. Chatham House has complemented its work on the dynamics of traditional state power with a greater focus on grassroots and civil society dynamics, including analysis of the rise of new voices in the Arab world, populist parties in Europe, Chinese public opinion and international web-based campaigns.

China: political change and international engagement

In the first year of a major three-year project funded by the European Union and launched at an event in Brussels in October, the Europe China Research and Advice Network (ECRAN) commissioned nine long papers by experts across the EU on topics including the Chinese economy, leadership change and social unrest. Over 45 short papers by experts from over 15 EU member states were also commissioned, and ECRAN convened expert meetings in Belgium, the Czech Republic, Germany, Ireland and Poland. Its work has been distributed among key decision-makers within the External Action Service of the EU and the 27 member states, and it now has an expert network of over 170 leading figures.

In early 2012, Chatham House also completed another three years of the European Commission's Seventh Framework Programme on 'Chinese Views of the EU'. The project examined views and attitudes among the Chinese public and elites on Europe and the European Union, and the challenges and opportunities facing EU support of Chinese civil society. Over the year the programme has produced articles and reports, and held meetings on topics including the role of Chinese soft power and China's leadership transition. Dr Kerry Brown, Head of the Asia Programme, also completed his latest book examining the life and political career of Hu Jintao, published in 2012 by the World Scientific Publishing Company.





Far left: Turkish President Abdullah Gül delivers a keynote speech at the Chatham House International Roundtable in Istanbul in November.

Left: Associate Fellows Andrew Wood and Lilia Shevtsova speak to journalists in February following the launch of the Chatham House Report *Putin Again: Implications for Russia and the West*.

Putin Again

The year to March ended with confirmation of a virtual certainty – Vladimir Putin regained the Russian presidency, having retained primary decision-making responsibility during the past four years after he vacated the role. But the path to the presidential election in March 2012 was considerably more tumultuous than he or anyone else expected as the Kremlin's complacent hold on power was challenged by unprecedented large-scale popular protests. The beginning of the end, said some.

Chatham House analysed these developments through two major Russia-focused outputs. The January 2012 issue of *International Affairs* carried articles on Russia's high politics and on its foreign and economic policy which concluded that the inability of the system to change was the most serious threat to its existence. Coinciding with the presidential elections, a Chatham House Report entitled *Putin Again: Implications for Russia and the West* corroborated this conclusion. It urged Western policy-makers to be more honest and forthright in their dealings with Russia, and to hold the country to its word on the human rights and international conventions it has signed up to but frequently defies.

Far left: European Commission President José Manuel Barroso and European Council President Herman Van Rompuy speaking with Chinese Vice Premier Li Keqiang as part of the China–EU summit in February.

Below: The tumultuous events surrounding the Russian presidential election in March reflected the potential problems and implications of 'Putin Again.'



Right: Tawakkol Karman, Nobel Prize Laureate 2011, founder of Women Journalists Without Chains, discussing 'A Democratic Future for Yemen' in December.



Middle: Yoweri Museveni, President of Uganda, speaking at a private roundtable discussing 'Stability, Growth and Cooperation: Uganda in 2012 and its role in Regional Stability' in February.



Prospects for real change in Burma

The award of the 2011 Chatham House Prize to Aung San Suu Kyi coincided with dramatic political changes within Burma. The political liberalization in the country has raised a host of policy questions for the West about how to expedite the reform process and make these changes irreversible. While many in the West have suggested that the sanctions policy coerced the regime to reform, many of Burma's neighbours have claimed the reverse, arguing that the process stemmed from their 'constructive engagement' with the regime. In the absence of substantive evidence, Chatham House published a paper entitled 'Burma: Time for Change' setting out the possible causes of the decision to introduce reforms, and the challenges that the reform process is likely to face.

Above: A Burmese monk and his son by the river in Rangoon in Burma (Myanmar) ahead of the parliamentary elections in March following the release of Aung San Suu Kyi from house arrest.

Right: An Egyptian woman walks past posters of presidential candidates in Cairo in April 2012 as campaigning for the landmark presidential election officially begins.

Above right: The opening ceremony of the Second Africa-India Forum Summit in Addis Ababa in 2011. India's long and growing engagement with African countries, particularly through trade and investment, reflects a trend of increased international focus on and interest in Africa, particularly among emerging powers.

New voices in the Arab world

The events of the Arab Spring underlined the growing importance of voices that exist outside the formal political arena. Civil society and unaffiliated protest groups played a prominent role in ousting unrepresentative regimes, winning broad public support for their visions of a more equitable political future. As the regional situation evolves, the MENA Programme continues to place inclusion and the role of emerging political actors at the heart of its research output.

Projects have directly engaged a range of groups across the region, through workshops in Egypt, Jordan, Morocco, Tunisia and the Gulf – as part of our Egypt Dialogue, Gulf Future Trends and, in conjunction with the British Council, Young Arab Analysts International (YAANI) projects. The Egypt Dialogue encourages greater political inclusion by drawing previously suppressed voices into international policy discussions. Gulf Future Trends examines social, political and economic trends across the Gulf Cooperation Council states, with a particular focus on bringing new-generation voices to the table. Finally, YAANI engages in developing a network of young North African policy analysts with the potential to make a significant contribution to their domestic policy debates.

Programme Manager Kate Nevens is midway through a research fellowship supported by the Eranda Foundation analysing the complex relationships between foreign donors and youth activists in Egypt and Yemen. Under a Director's Research Initiative Fund project, Programme Head Claire Spencer is linking policy initiatives in North Africa towards youth unemployment and growth in a forward-looking strategic review of EU-Mediterranean relations.





Left: Newspaper columnist Yasmin Alibhai-Brown and Head of the European Commission Representation in the UK Jonathan Scheele speaking in September at the launch of the Report *Understanding and Countering the Rise of Populist Extremism in Europe*.



African states as emerging global actors

Since its inception 10 years ago the Africa Programme has been central in highlighting the growing importance of African states as economic and political actors. Until recently Western business and political elites remained generally unaware of the value of engaging with African states – seeing them merely as passive recipients of humanitarian concern or as sources of terrorism, uncontrolled migration and corruption. Yet as many of the 49 states in sub-Saharan Africa have begun to reform their political and economic systems, ambitious emerging powers have been quick to recognize the opportunities opening up across the continent – which has enjoyed some of the highest economic growth rates in the world in recent years.

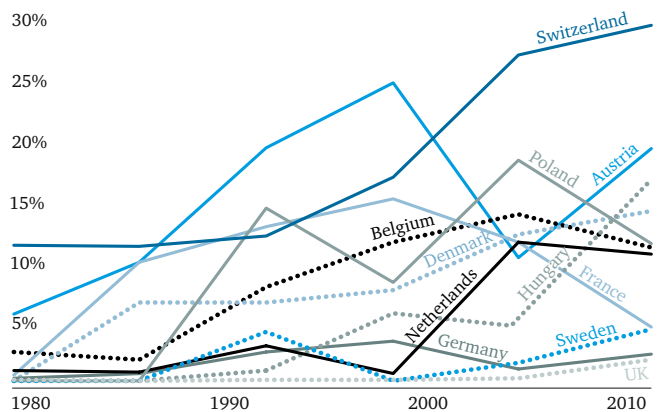
The influential report by Assistant Programme Head Tom Cargill, *Our Common Strategic Interests: Africa's Role in the Post-G8 World* (2010), highlighted this growing lag in Western perceptions in the face of renewed interest from China, Brazil, India and others. Following on from this study, the Africa Programme is now examining more closely the African engagement of middle-ranking emerging powers such as Turkey, Iran and South Korea, asking how sustainable their interest in Africa is, what drives it, and whether lessons can be drawn for more effective engagement in the future.

European populism

A year-long project examining the rise of populist extremist parties in Europe culminated in a Chatham House Report by Associate Fellow Dr Matthew Goodwin. Published in September, *Right Response: Understanding and Countering Populist Extremism in Europe* examines what is causing citizens across Europe to shift support behind these parties and recommends how mainstream political parties can respond to the challenge. It argues that politicians and policy-makers need to rethink radically their current approach to populist extremism, root their responses in the evidence and address the actual anxieties of far-right voters. Research for the report included workshops in London, Berlin, Sofia and Stockholm, engaging analysts, researchers and politicians from across Europe and exploring different regional case studies.

Dr Goodwin has continued to contribute to the national and European debate, on this topic, and over the next year his work will examine the effectiveness of response strategies of mainstream parties and civil society in a range of European states.

Support for radical right-wing parties in Europe (1980–2010)



Note: Parties include Austria: FPÖ; Belgium: Vlaams Blok/Belang, Front National; Denmark: Fremskridtsparti, Dansk Folkeparti; France: Front National, Mouvement National Républicain; Germany: Republikaner, DVU, NPD; Hungary: MIEP, MNS; Italy: MSI/AN, LN; Netherlands: Center Party, Centrum Democrats, List Pim Fortuyn; Poland: KPN, ZChN; LPR, Samoobrona; Sweden: ND, Sverigedemokraterna, Nationaldemokraterna; Switzerland: AP, SD, SVP-UDC, Lega dei Ticinesi; United Kingdom: BNP, NF.

Sources: Individual PEP results and M. Minkenberg (2008), *The Radical Right in Europe: An Overview* (Gütersloh: Verlag Bertelsmann Stiftung).

Figure reproduced from *Right Response: Understanding and Countering Populist Extremism in Europe*, Chatham House, 2011.



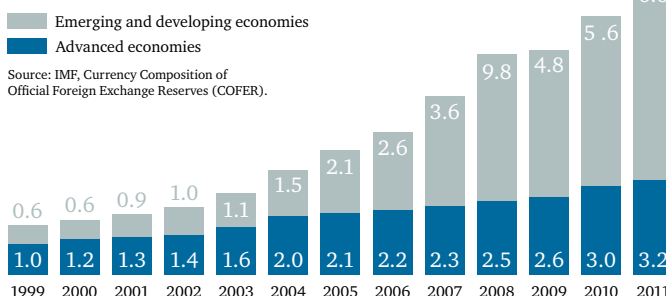
The US in the Asia-Pacific region

High deficits and growing debt have created a defence dilemma for the United States that is hard to resolve: how to bridge the gap between the imperative for lower defence spending and the ongoing need to adapt to tomorrow's security challenges. A central part of any response will be ensuring that the US has an alliance structure that reflects the principal threats to its security over the next two decades. A 2012 report in this area by Senior Fellow Xenia Dormandy entitled *Prepared for Future Threats? US Defence Partnerships in the Asia-Pacific Region*, has addressed two key questions: are America's defence alliances and partnerships in that region adequate to address future challenges there; and, given the current austerity, are they the most efficient way to address them?

Drawing on desk research, extensive interviews in the region, and a one-day workshop, the study concludes that, while the US is capable of addressing traditional threats to peace and security, its arrangements are not designed to deal with the growing non-traditional security challenges (for example climate change, cyber and space security, pandemics, and water and food security). The intention is to develop further this line of work by conducting a study that considers similar questions from the perspective of the Asia-Pacific nations.



Shifting balance of foreign-exchange reserves from advanced to emerging economies (US\$trillions)



New actors

The April/May 2012 edition of *The World Today* discussed one of the transforming aspects of the new vox populi – the web-based campaigns that are mobilizing millions through tech-savvy marketing techniques. Andrew Marshall analysed the rise of the dot-orgs and evaluated their impact, from MoveOn's origins on the campaign to impeach President Bill Clinton, to petitions organized by Avaaz and 38 Degrees on Syria and Rupert Murdoch respectively. Dave Clemente addressed the political fallout of a government attempting to silence debate and dissent by switching off the internet.

Starting with the February/March edition, the frequency, appearance and content of the magazine have all been changed. Instead of being published eleven times a year, there are now six substantial issues in a redesigned format, each with at least 52 pages of reportage by experienced journalists, interviews with prominent foreign policy actors and regular features.



Left: US Assistant Secretary of State for East Asian and Pacific Affairs Kurt Campbell and Chatham House Director Robin Niblett pictured after the event 'The United States' Pivot to Asia-Pacific,' in February.

Left: Residents playing cards under a sign that reads, 'Harmony in Dongcheng district, built by you and me together' during a visit by US Secretary of State Hillary Clinton to Beijing in November.

People

New power dynamics



James Nixey

James Nixey is Manager and Research Fellow, Russia and Eurasia Programme. His main areas of expertise are Russian and Central Asian foreign policy and the politics of the South Caucasus. His latest paper, *The Long Goodbye: Waning Russian Influence in the South Caucasus and Central Asia*, was published in June 2012.

James co-authored the Chatham House Report *Putin Again: Implications for Russia and the West*, published just ahead of the presidential election in early 2012. He spoke at the launch event for the January 2012 issue of *International Affairs* at the Carnegie Moscow Center. During the past year he has also developed and managed the Robert Bosch Fellowship which enables Chatham House to host Visiting Fellows from among the countries of the Eastern Partnership and Russia.



Xenia Dormandy

Xenia Dormandy is the head and senior fellow of Chatham House's Programme on the United States' International Role, launched in April 2011. She previously spent four years in the US Government at the National Security Council, State Department and Vice President's Office working on South Asia, non-proliferation and homeland security. She has also worked in academia at Harvard Kennedy School's Belfer Center, in the non-profit world and in the private sector.

Under her stewardship, the US Programme looks at the changes taking place within, and misperceptions of, the United States among other issues. With regard to US foreign policy, it has focused on two main regions: Europe and Asia.

Xenia is the author of the report on US defence alliances in the Asia-Pacific region, and leading a series of Election Notes on US foreign policy, as well as writing on America's relations with the UK and within NATO.



Jane Kinninmont

Jane Kinninmont has been Senior Research Fellow on the Middle East and North Africa Programme since 2011. She was previously an Editor/Economist with the Economist Intelligence Unit and then Associate Director for the Middle East and North Africa with The Economist Group, directing a briefing service for businesses operating in the region.

Jane's publications over the last year include a report on *Bahrain: Beyond the Impasse*, published in June 2012, and a briefing paper, *'Bread, Dignity and Social Justice': The Political Economy of Egypt's Transition* in April 2012. She has also written for the *Financial Times*, *Guardian*, *The Economist*, and *ForeignPolicy.com*, among others.

Over the coming year, Jane will lead a project on future trends in the Gulf Cooperation Council countries, as well as researching the impact of the political changes in the Arab world on the region's economic development, while continuing to travel extensively across the Middle East.



Further reading:

- *A Diplomatic Entrepreneur: Making the Most of the European External Action Service*, Staffan Hemra, Thomas Raines and Richard Whitman
- *Turkey and the Middle East: Internal Confidence, External Assertiveness*, Fadi Hakura
- *Prepared for Future Threats? US Defence Partnerships in the Asia-Pacific Region*, Xenia Dormandy

Security challenges



New security challenges continue to grow in importance, especially in cyberspace, threats to global health and the ongoing dangers posed by drugs and organized crime. Chatham House approaches international security from a broad perspective, bringing together thinking in these areas with more traditional security concerns – whether in the areas of nuclear technology, ensuring reliable energy supplies or managing the Western troop draw-down in Afghanistan.

Drugs and organized crime

There is growing recognition that existing policies to address the harms associated with drugs and organized crime are failing. A new project run by the International Security research department at Chatham House provides a forum for constructive and informed discussion on this complex challenge.

Through research, publications, events and senior-level engagement this project aims to identify innovative and evidence-based approaches to combat drug crime and its effects and to inform international policy as it evolves. Supported by an Independent Advisory Panel, the project will highlight the significance of drugs and organized crime for both domestic and international security agendas that have until recently been dominated by the growing threats of international terrorism and cyber security.

A roundtable event in March 2012 gathered senior experts and officials from across the field. A second roundtable discussion, with contributions by former Mexican Attorney-General Eduardo Medina-Mora Icaza, Colombian Ambassador to the UK Mauricio Rodríguez and Ethan Nadelmann from the Drug Policy Alliance, was held in April 2012 to address policy developments following the Summit of the Americas, during which Colombian President Juan Manuel Santos called for a global taskforce to reassess current drug policies. An event in July brought together around 70 people to assess approaches, and the work is reinforced by additional smaller meetings and engagement.

From left to right: Customs officers having seized more than 450 kilos of cocaine from a container bound for Lisbon in the port of Buenos Aires, following a major anti-drug operation. The shipment was valued at US\$25 million, demonstrating the scale of the security challenge posed by the drug trade.

Anti-war demonstrators making themselves heard outside a speech by US President Barack Obama during which he urged Iran to seek a diplomatic solution to the nuclear stand-off.

US President Barack Obama uses binoculars to look at North Korea from an observation post in the Demilitarized Zone following the 2012 Nuclear Security Summit in Seoul. The Summit discussed issues including preventing nuclear terrorism and recurrence of the meltdown of nuclear power plants, and minimizing nuclear material across the world.





Far left: Associate Fellow Ali Ansari being interviewed in St James's Square about Iran by Amy Kellogg for Fox News.

Middle: Israeli Deputy Minister for Foreign Affairs Daniel Ayalon discussing 'Israel in a Changing Strategic Environment'.

Left: David Miliband MP, UK Foreign Secretary (2007–10) and Senator George Mitchell, US Special Envoy for Middle East Peace (2009–11), discussing the future of the region.

A zone free of WMD in the Middle East

Against all the odds, the Russian Federation, the United Kingdom, the United States and the UN Secretary General are making progress towards establishing a zone free of weapons of mass destruction (WMD) in the Middle East. A conference scheduled for December 2012 in Helsinki aims to invite all Middle East states – including Israel, Iran and all Arab states – to discuss the prospects and ways forward on the establishment of a Middle East zone free of nuclear weapons and all other WMD, 'on the basis of arrangements freely arrived at by the states of the region', and with the full support and engagement of the nuclear-weapon states.

Under the stewardship of new International Security Research Director Dr Patricia Lewis, who is a leading expert in this area, Chatham House is working collaboratively to create substantive content for the participants of the 2012 conference and any follow-on process. This work includes developing a code of conduct on best practices in bio-risk management with experts from the region, building regional scientific capacity in technical fields such as molecular diagnostics for regional infectious disease detection, and verification methodologies.

Nuclear security

The nuclear security governance system is undergoing major upheaval. Concerns over safety since the Chernobyl and Fukushima reactor disasters have led to shut-down decisions in Germany and Japan and given other countries pause for thought. However, concerns about climate change and energy security are stimulating nuclear power production programmes globally.

The spread of nuclear technology and capabilities will have far-reaching security implications and a number of international efforts are under way to manage this process without creating new risks to international and regional security. By taking a creative approach that integrates regional and global politics, science and technology, Chatham House is addressing the full range of governance issues arising from the spread of nuclear technology, including nuclear weapons disarmament and non-proliferation, nuclear security, safety, nuclear cyber security and fissile materials protection.





Macroeconomics and health

In December 2011, the Centre on Global Health Security at Chatham House held a major conference to mark the tenth anniversary of the publication of the report of the WHO Commission on Macroeconomics and Health. The event, chaired by Professor Jeffrey Sachs, used the original recommendations as a vehicle for considering what countries and donors need to do in the changed circumstances of today. The central thesis of the report, published in 2001, was that investing in health is good for economic development. The principal recommendation therefore called for a very large increase in funding for health by low-income countries themselves, supported by a massive leap in development assistance, to scale up their existing health services and provide access for all to essential health interventions. Since 2001 there has indeed been a rapid expansion both in development assistance and in spending on health by low-income countries, although by no means on the scale recommended by the Commission.

The global economic climate today is, of course, vastly different from a decade ago. And the balance of economic power is changing. While the developed countries are mired in economic difficulties, the rapidly

growing economies of Asia and Latin America are also where most poor people in need of healthcare live. In these circumstances, the ways in which healthcare is funded and the sustainability of funding mechanisms need urgently to be re-examined – along with the viability of current models of development assistance.

To pursue these ideas, Chatham House has now established two high-level working groups comprising some of the leading actors in the field of global health, including participants from major international organizations, health ministries and world-leading academic institutions. The groups are focusing on the role of the World Health Organization in relation to the many new global health institutions established in the last decade, and on sustainable financing mechanisms and the need for improved relationships between funders and recipients. Their objectives are to identify sustainable methods for improving global health security and access to healthcare, and to influence international and national policy-makers both directly through participation in the process and indirectly through the dissemination of a series of working papers and reports.

From left to right: A child being administered polio drops by a health worker at a door-to-door initiative on the outskirts of New Delhi. In February India was removed from the list of countries where polio is considered endemic.

View of the coal-fired power station at the centre of an environmental protest in China's Guangdong province.

Afghan children and German soldiers pictured in Kunduz province at a time when Germany was the third largest supplier of troops to the NATO mission after the US and UK.



Far left: Michael Chertoff, former US Secretary of Homeland Security, discussing 'Current and Future Security Threats Ten Years After 9/11' in September.

Left: BBC Newsnight's Mark Urban and former MI6 Chief Sir John Scarlett discussing 'Security and Intelligence Challenges' in October.

Right: Fawzia Koofi MP from Afghanistan discussing in February how the withdrawal of International Forces will affect Afghanistan.

Far right: Hina Rabbani Khar, Pakistan's Minister for Foreign Affairs, speaking in February about 'Pakistan in a Changing Regional and Global Environment'.



Securing sustainable energy supply

The twin imperatives of meeting consumption demand and development expectations for a rapidly rising global population, and attempting to stabilize the climate present a massive challenge for policy, diplomacy and investment.

The energy sector is facing a generational security challenge. To meet growing demand at an affordable cost, supply would need to grow rapidly in some regions, while at the same time tackling climate change concerns and expanding access to modern energy services. In the last few years, oil prices have remained high and volatile despite the global economic crisis, while rapid expansion of shale gas has dramatically altered the outlook for US energy independence and is reverberating through international gas markets. Despite climate and environmental concerns, coal remains the fastest-growing fossil fuel owing to its increased use in Asia. Meanwhile, in the wake of the Fukushima crisis, nuclear energy is under review by international governments, and scaling up safety measures because of heightened concerns is set to increase costs. The search for new energy supplies is taking exploration to sensitive and difficult locations, posing new environmental and political risks. Despite these uncertainties some renewable energy sources are growing rapidly, as a result of falling prices and increased efficiencies.

Against this backdrop of uncertainty and flux, the Energy, Environment and Resources department is working with both producer and consumer countries, considering the policy frameworks required to facilitate the necessary investment, shift to a sustainable long-term pathway and implement effective risk governance. The role of innovation in bringing down the costs of this transition is a key area of the department's research.



Afghanistan and Pakistan

Western interest in Afghanistan has started to refocus on the issue of 'transition'. Under current plans, 2014 will see a marked draw-down in Western troop levels, as well as a new president, in Afghanistan. Chatham House has held workshops in London and Istanbul examining how Afghanistan can successfully engage with its regional neighbours, both politically and economically. Chatham House also hosted the London launch of the Asia Foundation's annual survey of the Afghan people, a key guide to public opinion within the country.

As US relations with Pakistan deteriorated during 2011–12, Chatham House experts contributed to debates in London, Brussels, Washington and Berlin on how the vital bilateral relationship could be reconstructed. The Pakistani foreign minister, Hina Rabbani Khar, spoke at Chatham House on Pakistan's foreign policy, and Xenia Dormandy argued in the *Washington Quarterly* that the United States should deepen its engagement with Pakistan's middle class.





Left: Chinese anti-terrorism police undergo a drill in Suining, in southwest China's Sichuan province. The Chinese military has set up its own cyber warfare team and according to the state press it has developed its first online war game, aimed at improving combat skills and battle awareness in preparation for a potential cyber attack.

Below: 'Cloud Factory' staff based in Kathmandu, Nepal providing services over the internet.

Cyber security

Chatham House is continuing to expand its research on cyber security. In November the institute assisted the UK Foreign & Commonwealth Office with the organization of the London Conference on Cyberspace, which brought together governments and decision-makers from around the world, and is engaged in preparatory work for the follow-up conference to be held in Budapest in late 2012. In collaboration with the Norwegian Institute of International Affairs, the relationship between cyber security and critical infrastructure is being examined, in an effort to more accurately define and prioritize the truly critical elements of physical and logical infrastructure. Work with NATO on the forthcoming National Cyber Security Framework Manual will provide guidance to member states and partner nations on the improvement of cyber defence policy-making processes. A Chatham House conference on cyber security planned for spring 2013 will consider the international political and commercial risks and opportunities inherent in cyberspace.



Left: US Vice President Joe Biden (by video conference) and UK Foreign Secretary William Hague pictured speaking in November at the London Conference on Cyberspace hosted by the UK Foreign Office with support from Chatham House and the International Chamber of Commerce.

People Security challenges



Patricia Lewis

Dr Patricia Lewis joined Chatham House as Research Director for International Security in spring 2012. She was previously Deputy Director and Scientist-in-Residence at the James Martin Center for Nonproliferation Studies, Monterey Institute of International Studies, Director of the UN Institute for Disarmament Research (UNIDIR) in Geneva and Director of VERTIC in London.

Patricia has recently authored a number of articles on a Nuclear-Weapon-Free Zone in the Middle East and on examining the validity of nuclear deterrence, published in a widely-circulated report for the Swiss government.

As Research Director Patricia is developing new areas of research that include innovative thinking in international security; security beyond the state; international security governance; science, technology and international security; and cyber security.



Gareth Price

Dr Gareth Price is Senior Research Fellow with the Asia Programme at Chatham House, leading work on South Asia. He also sits on the Asia Task Force of UKTI. He previously worked at the Economist Intelligence Unit, focusing on India, Pakistan and Afghanistan.

His 2011 Chatham House Report *For the Global Good: India's Developing International Role* examined India's emerging approach towards the provision of global public goods. This stemmed from his ongoing research into how Western countries can deepen their ties with India. Among other publications, he contributed to *Reconnecting Britain and India: Ideas for an Enhanced Partnership*, edited by Jo Johnson MP, and to the *Europa Yearbook 2012*.

In addition to Western engagement with India, he is currently researching the question of regional engagement, both in relation to Afghanistan and on the issue of water within South Asia.



Charles Clift

Dr Charles Clift has been a Senior Research Consultant at the Centre on Global Health Security since 2010. Previously he had pursued a career as an economist at the UK Department for International Development, specializing recently in the relationship between intellectual property rights and access to medicines.

His initial work at Chatham House addressed an intractable controversy in the World Health Organization regarding its role in the fight against harmful medicines – variously described as counterfeit, falsified or substandard. Through expert discussions under the Chatham House Rule and using the leverage of a briefing paper on the subject, Charles was able to break a log-jam in WHO negotiations by proposing a way through an impasse caused by a lack of prior agreement on terminology. During 2011, he led work that followed up on the tenth anniversary of the establishment of a WHO Commission on macroeconomics and health.

Charles is also currently Chair of the Medicines Patent Pool, a Geneva-based foundation, which seeks to promote more affordable access to drugs to treat HIV/AIDS, and the development of new fixed-dose combinations suitable for use in developing countries.



Further reading:

- *Climate Change and Health: Policy Priorities and Perspectives*, Anthony J McMichael
- *Cyber Security and the UK's Critical National Infrastructure*, Paul Cornish, David Livingstone, Dave Clemente and Claire Yorke
- *Responding to Migration from Complex Humanitarian Emergencies: Lessons Learned from Libya*, Khalid Koser

Economic interdependencies

Continuing economic instability around the world has underscored the extent of international interdependence. Chatham House has examined this phenomenon through its research on the fallout from the euro crisis, attempts to improve policy coordination through the G20, and the linkages between economic change and political reform after the Arab Spring and in the Horn of Africa. Specific projects have also considered the growth of financial centres in Greater China, the role of gold in the international monetary system and the need to prepare better for high-impact, low-probability events.



The G20 and global economic governance

In the context of the emergence of new economic powers and the G20, and an increasingly integrated world economy, the International Economics research department at Chatham House has worked to foster the development of an ambitious framework for international cooperation on economic policy. The results of this work were presented in a special issue of the *Oxford Review of Economic Policy* (OxREP) ('Managing Complexity: Global Economic Interdependencies and International Policy Coordination'), co-edited by International Economics Research Director Dr Paola Subacchi together with Professor David Vines and Dr Christopher Adam of Oxford University.

A briefing paper entitled *Legitimacy vs Effectiveness for the G20: A Dynamic Approach to Global Economic Governance*, by Paola Subacchi and Chatham House Associate Fellow Stephen Pickford, highlighted the need for better management of international interdependencies and reform of global economic governance. The paper argues that, in the long run, improving the representativeness of the G20 is a necessary step in optimizing its function as a legitimate and effective forum for global economic governance in the 21st century. However, more immediately, the G20 should aim to achieve greater transparency and accountability, including by establishing an independent audit mechanism for commitments and playing a leading role in the reform of international financial institutions.

Above: The G20 Finance Ministers and Central Bank Governors meeting in April 2012 at the IMF Headquarters in Washington, DC.

Right: Protestors carry a banner through the streets of Nice, ahead of the arrival of the world's top economic leaders for the G20 Summit in Cannes in November. The leaders were to debate current issues surrounding the global financial system, in the hope of fending off a global recession and finding an answer to the eurozone crisis.



Right: German Finance Minister Wolfgang Schäuble speaking at Chatham House in October on how to achieve sustainable European growth through fiscal consolidation and financial market regulation.



Far right: Paola Subacchi, Research Director for International Economics, launching the Chatham House Report on *Shifting Capital* in Hong Kong in May 2012.



Gold in the international monetary system

Against the backdrop of presidential primaries in the United States and a record high price for gold, the role of gold in the international monetary system was in the public spotlight throughout 2011. The Chatham House Gold Taskforce, comprising academics and financiers, was brought together to assess whether gold could have a role in the post-crisis international monetary system. Following a year of wide-ranging consultations with policy-makers, economists and members of the business community, the Taskforce's final report was launched in February. *Gold in the International Monetary System* concluded that there is little room for gold to play a more formal role than it currently does.

Below: A man searching for gold in drains at the gold market in Rawalpindi, Pakistan in August. The price of gold hit a record high above US\$1,863 an ounce in Asia as demand for the safe-haven investment rose on resurgent worries about a possible new recession for the global economy.



Right: An investor reads a newspaper in front of a screen showing prices of shares (red for price rising) at a stock brokerage house in Huaibei city, in east China's Anhui province.



International financial centres

As the centre of gravity for the global economy continues its shift towards the emerging markets, a Chatham House Report published in May 2012 concluded a project assessing the future prospects for financial centres in emerging markets. *Shifting Capital: The Rise of Financial Centres in Greater China* builds on previous work on financial centres in the Gulf (*The Gulf Region: A New Hub of Global Financial Power?*) and Japan (*The Outlook for Tokyo: New Opportunities or Long-Term Decline for Japan's Financial Sector?*).

Focusing on four cities in the Greater China region – Hong Kong, Shanghai, Shenzhen and Taipei – the latest report points out that the development trajectory of the four financial centres is closely connected with China's ongoing domestic financial reform as well as the renminbi internationalization strategy. More broadly, the rise of these centres is indicative of China's increasing global financial power. Alberta Molajoni, one of the authors of this report, was the first Visiting Researcher to take up a position in the International Economics research department as a result of its partnership with Università Cattolica del Sacro Cuore in Milan.

Stephen King, HSBC Group Chief Economist, and Stephanie Flanders, BBC Economics Editor, taking part in a Chatham House debate, 'Is a Two-Speed Europe Sustainable in the Long Term?' in October.



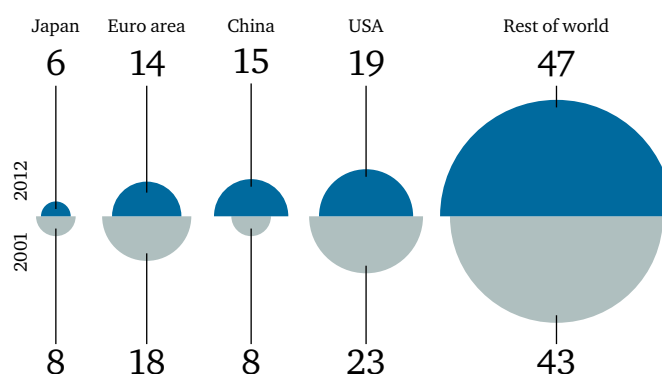
International competitiveness and growth

Europe's sovereign debt crisis continues to threaten the political basis of the European Monetary Union and any further integration in Europe. The International Economics team at Chatham House has examined the future of the single currency by highlighting the short- and long-term challenges it faces. The Briefing Paper *Broken Forever? Addressing Europe's Multiple Crises* and a publication for the Nomura Foundation, *The Euro on the Brink: 'Multiple' Crises and Complex Solutions*, both examined the chances of the euro surviving in its current form.

As the world's economic challenges become more acute, research is continuing on how markets and institutions maintain a competitive advantage. This includes analysis in partnership with the Centre for Competitive Advantage in the Global Economy (CAGE) at Warwick University. With trade integration and globalization providing opportunities for industries across the world, a series of papers on 'The World's Industrial

Transformation' has examined what will drive growth in key areas of global industry in the coming decade, with a final report scheduled for publication in early autumn 2012.

GDP based on purchasing-power-parity (PPP)
share of world total



From left to right: Clashes between police and protestors in February during a demonstration against new austerity measures in Athens.

People are transported from a highway ramp onto dry land in a flooded district of Bangkok in November, after the worst flooding in over 50 years. The floods highlighted the interdependence of supply chains as deliveries of electronic goods were delayed in Europe.

Members of the Tadawo Association, an NGO in Cairo, meet to discuss volunteer projects in the areas of health and social care.





Far left: Former US Treasury Secretary Larry Summers after speaking to a private roundtable at Chatham House on the impact of the eurozone crisis on the US economy.

Left: Dr Jens Weidmann, President of the Deutsche Bundesbank, and Stuart Popham, Chatham House Chairman Designate, pictured in March at an event on 'Rebalancing Europe'.

Preparing for 'black swans'

The frequency of high-impact, low-probability events in the last decade signals the emergence of a new 'normal' and the beginning of a crisis trend. Yet governments and businesses remain under-prepared, especially for worst-case scenarios. 'Slow-motion' crises such as water shortages, resource scarcity and the impact of climate change also present a range of new difficulties that will put added strain on the public and private sectors. In an increasingly connected global economy and society more people are (and will continue to be) affected by shocks, irrespective of whether 'high-impact events' actually become more frequent or not.

The Energy, Environment and Resources team conducted an analysis of the Eyjafjallajökull volcanic eruption in April 2010 to extract key lessons for enhancing preparedness and effectiveness in facing a variety of global threats. The project, supported by the Skoll Global Threats Fund, combined desk-based research with interviews, a stakeholder survey and systematic data analysis, and culminated in the Chatham House Report *Preparing for High-impact, Low-probability Events: Lessons from Eyjafjallajökull*. Outreach events took place in London, Geneva and Washington, and the report's findings were cited by leading news sources including Reuters, the *Financial Times*, *New York Times*, *Guardian* and *Huffington Post*.

Political economy after the Arab Spring

One of the Middle East and North Africa (MENA) Programme's aims is to encourage policy thinking that goes beyond a crisis-management approach to the Middle East, addressing the longer-term structural issues that generate political risks. Improving the region's economic development will be critical to the success of the transitions that are now under way. Yet economic issues need to be seen in their political context, from the political and social role that subsidies play in legitimizing the social contract to the use of corruption and patronage networks as tools of power.

In 2011, the MENA programme, in partnership with FTI Consulting, convened the first major international conference to assess the economic causes and consequences of the Arab uprisings. Three economic policy workshops were held in Cairo as part of the 'Egypt Dialogue' series, bringing a wide range of Egyptian voices to debate future economic policy, perceptions of international financial institutions, and ways of tackling corruption. A London-based roundtable on 'Education in Egypt' also brought CEOs, educators, analysts and policy-makers together to discuss how businesses, government and civil society could work together to strengthen Egypt's education system.



Right: Sean Doherty, Managing Director, Bain Capital (centre) in conversation with Lord Malloch-Brown, Chairman, EMEA and Jack B Dunn IV, President and Chief Executive Officer, both of FTI Consulting, at the New York Roundtable in April 2012.

Far right: Yao Yang, Director, China Centre for Economic Research; Simon Henry, CFO, Royal Dutch Shell; and B G Srinivas, Senior Vice President and Member of the Board, Infosys at the same event.



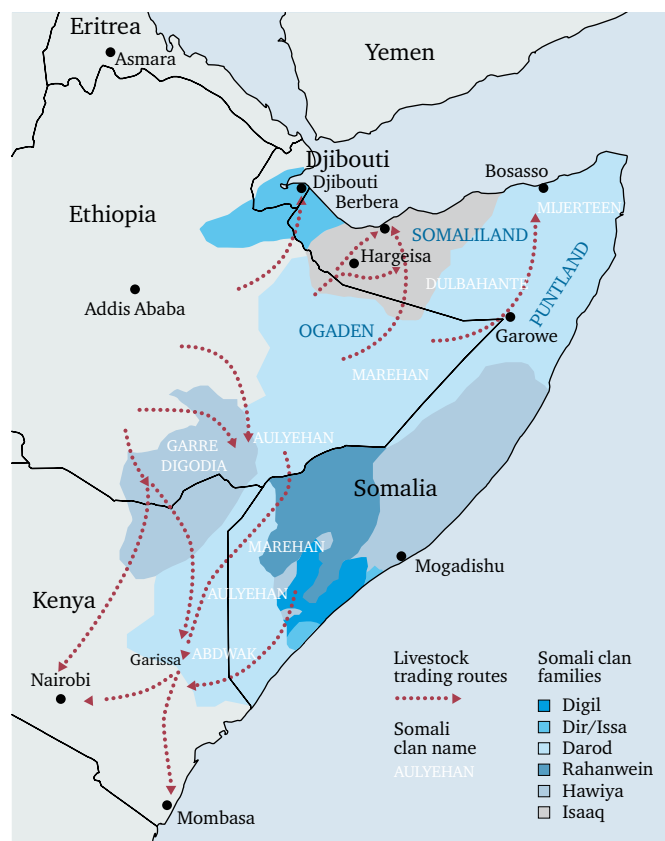
Economics and conflict in the Horn of Africa

In 2011 an influential report, *Hostage to Conflict: Prospects for Building Regional Economic Cooperation in the Horn of Africa*, by Sally Healy, explained how economic relationships in the Horn of Africa could be used to improve regional prospects.

A new phase of the project commenced in January, helping policy-makers improve the impact of decision-making bodies at local, national, regional and international levels as they address economic and political challenges in the Horn of Africa. Funded by a number of European foreign ministries, the project also closely watches and feeds into international engagement on Somalia, Sudan and other regional issues, including piracy.

Among a number of policy impacts, Horn of Africa work by the Africa Programme at Chatham House has contributed to better international political focus on the political processes in Sudan and Somalia, as well as to a more constructive engagement between the UK government and the UK-based Somali diaspora, which is now being emulated by other Western states with large Somali populations.

Livestock trading routes in the Horn of Africa



Source: Based on Food Security Assessment Unit/United Nations Development Programme map of livestock trading routes from the Atlas of Somalia, UN 2004, and United Nations Office for Coordination of Humanitarian Affairs/Data and Information Management Unit map of the Horn of Africa, 2007. The boundaries and names shown and designations used on this map do not imply endorsement or acceptance by Chatham House.



Left: Somali refugees herd goats through the IFO refugee camp, which makes up part of the giant Dadaab refugee settlement in Kenya, in July.

People

Economic interdependencies



Stephen Pickford

Stephen Pickford is an Associate Fellow with the International Economics research department. He is an expert in global economic governance and reform of the international monetary system, having previously worked at HM Treasury, where he held a number of posts before becoming Managing Director (International and Finance).

In March 2012 Stephen co-authored the paper *Broken Forever? Addressing Europe's Multiple Crises* with Paola Subacchi, Research Director, International Economics. The paper argues that reforms are needed to help the periphery countries live with the euro. It also says that the incentives for correcting imbalances need strengthening, and that, in order to create an effective model for growth within the euro area the burden needs to be shared more equitably between deficit and surplus countries.

Stephen has also been the UK's member of the boards of the IMF and World Bank.



Felix Preston

Felix Preston is a Research Fellow in the Energy, Environment and Resources research department. His research focuses on low carbon development, including the role of technology and resource efficiency.

Since 2005, he has been involved in projects in China on climate change and low carbon development, including leading work at Chatham House on low carbon zones, and recently as a Coordinator for a Task Force on Low Carbon Industrialization Strategy in China. His current projects are on energy intensity in the Middle East and climate-resilient development in Africa.

Felix recently published a Chatham House briefing paper on the 'circular economy'. He is also a GEO Fellow and a contributing author to the *Global Environment Outlook 5* report, published by the United Nations Environment Programme in June 2012.



Further reading:

- *'Bread, Dignity and Social Justice': The Political Economy of Egypt's Transition*, Jane Kinninmont
- *Gold and the International Monetary System*, Chatham House Gold Taskforce
- *Mapping the World's Changing Industrial Landscape*, Donald Hepburn

Resources futures

Pressures on resources – oil and gas, metals, water and food – have continued to increase in spite of the tough economic environment. The rise of new powers and accompanying growth of middle classes around the world ensure resource stress will intensify in the years and even decades to come. Chatham House is undertaking a major stream of work identifying potential future flashpoints for resource security and offering practical responses. Other projects focus on translating early warning into early action to avert food crises, rethinking the idea of the circular economy, and assessing the impacts of Saudi Arabia’s rising domestic fuel use.

Below: A boy drinks water from a tap in Koidu, capital of the diamond-rich Kono district in eastern Sierra Leone.

Far right: A man seeks cover as Sri Lankan riot police unleash water cannon onto demonstrators in Colombo, in February. Sri Lanka’s Marxist JVP party took to the streets against rising living costs, after the government raised prices of fuel by 35 per cent.

Managing resources futures

The world is entering a period of intensified resource stress with the potential for accelerated environmental degradation, high and volatile prices, greater risks of supply shortages and disruptions, as well as intensified political tensions over control and access to resources.

The Managing Resources Futures project, now at the end of its first year, analyses emerging resource stresses, their interaction with environmental stresses, and strategies and solutions which may help address them, taking into account specific political-economic pressures. Drawing on the expertise of the entire Energy, Environment and Resources team in climate, energy, food and metals, a major report, to be published in the autumn, critically assesses elements of continuity and change in the global political economy and maps the global responses so far to resource insecurity by governments and businesses alike. It identifies the critical uncertainties that must be navigated and outlines the potential future flashpoints for resource security, offering practical strategies to respond to such challenges.

Along with undertaking key stakeholder workshops throughout the year, the research team has developed a global database on the production and the bilateral trade flows of natural resources. The first of its kind, this database closes crucial gaps in the available information on natural resources, which will enable researchers and practitioners to navigate the fast-changing international resource dependencies, their political and economic implications, and the future threats and sustainability challenges that flow from them. This project is undertaken with the support of Fondation Hoffmann.





Far left: Yvo de Boer, former Executive Secretary of the United Nations Framework Convention on Climate Change, speaking at the Chatham House event, 'An International Climate Treaty: Is it Worth Fighting for?' in February.

Left: Research Director for Energy, Environment and Resources Bernice Lee pictured with Minister Marco Farani discussing Brazil's Global Development Agenda in October.

Food security: translating early warnings into early action

The 2011 Somalia famine should not have been a surprise: for an entire year, early-warning systems were flagging the impending disaster with increasing urgency. Had the international community responded sooner, famine could have been averted and thousands of lives saved. This is the most recent example of a recurrent failure in the humanitarian system to grasp the opportunity provided by increasingly accurate and reliable famine early-warning systems.

Led by Senior Research Fellow Rob Bailey, Chatham House is conducting a study to identify the constraints upon early action and propose ways of overcoming them. Research so far indicates the problems are multiple and

complex. There are a host of issues relating to the way in which early-warning information is presented and communicated to decision-makers; the ways in which humanitarian agencies organize themselves, individually and collectively; the informal institutions, such as incentive structures and accountability frameworks, under which decision-making takes place; and the political dynamics within affected countries and donor countries. Of these, it is the institutional and political factors that present the most fundamental obstacles. Unless these are addressed, other failures are inevitable. The research findings will be published in a series of papers over the next year.



Shaping the circular economy

With high and volatile resource prices, businesses and governments alike are concerned about maintaining competitiveness. There is an urgent need to find new business practices that make sense in a resource-constrained world. Today, most products are made, used and thrown away. But many of them could instead be repaired, reused or upgraded – often with large savings of energy, water and materials. Business models based on sharing and renting rather than full ownership can also help to reduce the resource intensity of the economy – and to create new growth opportunities.

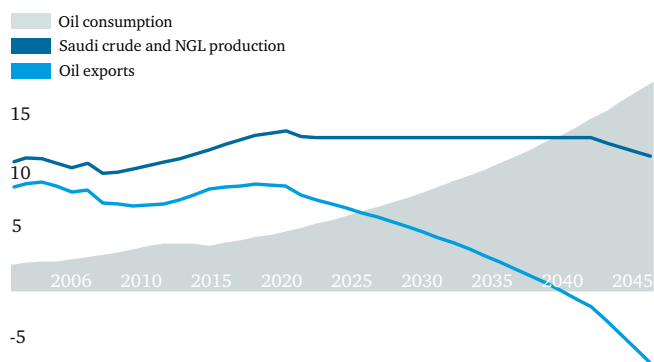
The idea of a ‘circular economy’ was first laid out by pioneering environmental thinkers in the 1970s. Innovation in information systems and manufacturing techniques combined with growing regulatory incentives and high resource prices have sparked renewed interest. Working with business leaders, policy-makers and academics, Chatham House is exploring what is happening on the circular economy in different countries; how widespread adoption of circular-economy practices could be achieved; and how governments can enable the private sector to make a step-change in resource efficiency. As part of this work a briefing paper by Felix Preston, *A Global Redesign? Shaping the Circular Economy*, was published in March.

Energy consumption in Saudi Arabia

Saudi Arabia exerts pivotal influence both as one of the largest suppliers of oil to the global market and as *de facto* spokesperson of oil- and gas-exporting countries’ interests in climate negotiations. Yet its international stance – like those of its neighbours in the Gulf – will increasingly be influenced by its own resource challenges concerning water, food and – perhaps paradoxically – energy. In 2011, Chatham House continued work on economic sustainability and energy transitions in energy-exporting states, with a focus on Saudi Arabia and other Gulf Cooperation Council (GCC) countries. In December, a report by Glada Lahn and Paul Stevens, *Burning Oil to Keep Cool: The Hidden Energy Crisis in Saudi Arabia*, examined the impacts of Saudi Arabia’s rapidly rising domestic fuel use. In January, the first workshop in a new project on reducing energy intensity in the GCC was held with the Saudi Energy Efficiency Center and other regional partners in Riyadh.



Saudi Arabia's oil balance on a business-as-usual trajectory (MBD)



NGL = natural gas liquids. MBD = millions of barrels per day
Source: Chatham House research 2010.

Far left: A worker recycles cardboard at a classification plant on the outskirts of San José, Costa Rica.

Left: Traffic passes the Kingdom Tower on King Fahad Road in Riyadh, Saudi Arabia.

People Resources futures



Rob Bailey

Rob Bailey is a Senior Research Fellow with the Energy, Environment and Resources research department, and leads Chatham House's research on food and environmental security.

He was previously head of Economic Justice at Oxfam GB, and worked in strategy consultancy for Oliver Wyman. His recent publications include *Growing a Better Future: Food Justice in a Resource Constrained World* and 'Who Will Feed the Next 2 Billion?', in *The World Today*, February/March 2012.

He is currently working on a variety of issues relating to food security and the environment, including low carbon zones in Africa, the responsiveness of the humanitarian system to slow-onset food crises, biofuels, and the new politics of food security. In early 2011, Rob was named one of 40 Under 40 International Development Leaders in London for his work on sustainable development.



Glada Lahn

Glada Lahn is Research Fellow for energy and development. She joined Chatham House in 2004 to work on a study of national oil companies. Her research has included a multilateral initiative which developed principles for good governance in the petroleum sector, and studies on Asian foreign resource investment and energy security. She was senior research fellow at the Gulf Centre for Strategic Studies in 2002–04 and has a background in Middle Eastern studies.

Her recent publications include the April 2012 Chatham House-Lloyd's Risk Insight Report *Arctic Opening: Opportunity and Risk in the High North*, with Charles Emmerson; *Escaping the Vicious Cycle of Poverty: Towards Universal Access to Energy*, with authors from the Centre for European Policy Studies and Ecologic; and *Burning Oil to Keep Cool: The Hidden Energy Crisis in Saudi Arabia*, with Paul Stevens.

Glada currently leads Chatham House's work on the GCC Energy Intensity project – a partnership with stakeholders in the Gulf, supporting strategies to save energy in the context of low fuel prices and energy-intensive development paths. She is also contributing to work on resources futures.



Further reading:

- *Burning Oil to Keep Cool: The Hidden Energy Crisis in Saudi Arabia*, Glada Lahn and Paul Stevens (published in Arabic and English)
- *Controlling Illegal Logging: Implementation of the EU Timber Regulation*, Jon Buckrell and Alison Hoare
- *The Arab Uprisings and the International Oil Markets*, Paul Stevens

Law and governance

Right: Libyan Prime Minister Abdurrahim El-Keib laying a wreath at the plaque for WPC Yvonne Fletcher in May 2012 with Chatham House in the background before coming to speak about re-establishing the state in Libya.

Middle: Amnesty International Secretary General Salil Shetty speaking in November at 'Human Rights and the Changing World', an event marking 50 years since the creation of Amnesty International.



The rise of emerging powers and the deepening of interdependence are together creating the demand for new forms of global governance and for binding international laws. The growing role of civil society and the transformative effect of open access to information are compounding this truth. Chatham House projects on international human rights and new legal approaches to dealing with the management of natural resources and climate change are harnessing ideas about how policy-makers can best respond. Other work is considering new approaches to governance through norms and regional agreements, including in the area of environmental policies, the law of the sea and challenges posed by security in outer space.

International law

In many areas of international relations, international law plays a determinative role, whether by resolving a dispute, mapping the way forward, defining the terms of a debate, or providing an institutional framework. The International Law Programme engages with other programmes and departments at Chatham House to work on issues of international relations in which the role or impact of international law has significance.

One example of this collaborative approach is a project supported by the Director's Research Innovation Fund that was launched in 2011, on China and the international human rights system. It draws on a multi-disciplinary team including from the Asia Programme. Among other things, it examines China's activity within international human rights institutions including the UN Human Rights Council and the UN committees that monitor compliance by states with human rights treaties, as well as China's contribution to other important aspects of the international human rights system such as treaty negotiations, human rights dialogues and relevant decision-making within the UN Security Council.

From left to right: A poster of a Syrian parliamentary election candidate in Homs' al-Hadara street in May 2012 at a point when unrest continued to sweep across the country with limited international engagement or UN presence.

Convicted war criminal and former Liberian President Charles Taylor speaking in April 2012 at the Special Court for Sierra Leone, based outside The Hague.





Left: Dr Shirin Ebadi, a former judge, human rights activist and founder of the Defenders of Human Rights Center in Iran. Dr Ebadi, who was awarded the 2003 Nobel Peace Prize for championing democracy and human rights, spoke at Chatham House in November about democracy and its characteristics.

International criminal law

Chatham House's work on international criminal law and, more specifically, on the International Criminal Court is of particular relevance to the Africa Programme since the current cases being dealt with by the Court concern offences committed in Africa. A briefing paper entitled *Immunity for International Crimes? Developments in the Law on Prosecuting Heads of State in Foreign Courts*, by Joanne Foakes, examined an alternative to prosecuting mass atrocities in international courts. The International Law Programme also provides input to discussion on transitional justice issues that have been of particular interest to the Middle East and North Africa Programme in the wake of the Arab Spring.

International law and security

International law is relevant to many of the issues addressed by international security research, such as the regulation of contemporary forms of armed conflict and the challenges posed by modern technologies such as those enabling cyber attacks. The International Law Programme has just completed a volume on *International Law and the Classification of Conflicts*, to be published by Oxford University Press in summer 2012. The book examines the current categorization of contemporary hostilities into law enforcement operations, international armed conflicts and non-international armed conflicts. Each category applies a different body of law within the framework of international humanitarian law and international human rights law. By analysing a number of recent conflicts in the Democratic Republic of Congo (DRC), Gaza, South Ossetia and Iraq the book considers legal and practical problems in applying the existing law and the resulting inconsistencies.





Environmental governance

The world is entering a period of intensified environmental stress, in the form of accelerated ecological degradation and greater risk of shortages and disruptions in energy and food supplies, as well as heightened political tensions over control of and access to resources. Environmental threats are bringing new geopolitical, economic and technological challenges to an already unstable world, raising important questions for the future of environmental governance.

Chatham House has continued to play an important role in addressing these challenges. In May, a special issue of *International Affairs* brought together leading academics to reflect on what International Relations scholarship can contribute to our understanding of the global politics of sustainability. Climate change remains a critical test of the international community's ability to meet agreed long-term environmental goals. The international climate meeting in Durban in November 2011 achieved something of a breakthrough: a roadmap

to a global legal agreement applicable to all parties, to be agreed no later than 2015. In the run-up to Durban, Chatham House's annual climate change conference focused on how national climate plans fit in with global frameworks.

Demonstrating the practical benefits of a low carbon growth model remains crucial for countries at all stages of development. Over the past two years, Research Director Bernice Lee has co-chaired a high level task force on China's low carbon industrialization strategy. Its report was presented to Premier Wen Jiabao at the annual meeting of the China Council for International Cooperation on Environment and Development in 2012. Chatham House is currently exploring the potential for 'low carbon zones' in Africa, focusing on the opportunities for trilateral cooperation in these zones between African countries, China and the EU.

From left to right: Tired delegates are seen working into the early hours of the morning during the informal plenary on the final day of negotiations of the COP17 Climate Change Conference at the International Convention Centre in Durban in December.

An Indonesian customs officer inspects illegal logs placed inside containers at Jakarta's Tanjung Priok port in September. Custom authorities foiled the shipment of eighteen containers of illegal logs valued at over US\$250,000 for export to China, Taiwan, Hong Kong and Singapore. The operation was part of a 'Green Customs Initiative' in support of the government's anti-illegal logging campaign to protect Indonesia's forests.

A man pictured separating crude oil from water in a boat at the Bodo waterways in Ogoniland, Nigeria. The UN has recently released a report saying that decades of oil spills in the region may require the biggest clean-up ever undertaken.





Far left: Roza Otunbayeva, who was Kyrgyzstan's Interim President following the 2010 uprising, pictured in May 2012 outside Chatham House where she spoke about the challenges of governance in transition during her time in office.

Left: The Panel at the event 'Milestones in International Criminal Justice', in association with Doughty Street Chambers, discussing the latest developments at the international courts and tribunals, in September.

Improving forest governance and tackling illegal logging

Over the last decade, there have been increasing efforts by both consumer and producer countries to tackle illegal logging and to improve forest governance. These efforts have been prompted by a growing awareness of the need to manage the world's remaining forests in a more rational way in the light of the declining resource base, a growing demand for forest resources, the role of forests in both mitigating against and adapting to climate change, and increasing competition for forest land for other uses such as agriculture and mining.

Chatham House has provided analytical support for a range of EU-driven initiatives on the control of illegal logging and the trade in illegal timber since 2000, including a number of groundbreaking elements, most notably a series of bilateral trade agreements linking good governance, market access and import controls on illegally produced wood products in the European Union and the United States. Funded by the UK's Department for International Development, its latest phase of work focuses on lessons learnt from ongoing efforts to tackle illegal logging and improve forest governance and the initiative on Reducing Emissions from Deforestation and Forest Degradation (REDD), particularly using the power of responsible trade.



Managing oil, environment, health and development

As new oil and gas fields are discovered and developed across Africa, the environmental and social impact of the industry is becoming of greater concern. In 2011 the European Parliament asked Chatham House to offer guidance on the nature of these impacts and how best the European Union should address them. The Africa and Energy, Environment and Resources teams collaborated to produce the resulting report, *The Effects of Oil Companies' Activities on the Environment, Health and Development in sub-Saharan Africa*. Focusing on Nigeria and Angola, the report offered a number of proposals for measures to ensure such investments are positive and sustainable. These included recommendations that the EU should integrate oil-related discussions more effectively into existing bilateral dialogues with other oil investors such as India and China, as well as with African producer countries.





Maritime choke points

The threat of disruption to key maritime choke points in the global energy transport system has become of increasing importance to strategic planners, energy companies and financial markets. The economic and political significance of maritime choke points to the global energy economy makes confidence in their security a key issue for international policy.

In response, Chatham House published *Maritime Choke Points in an Age of Insecurity*, a paper by Senior Research Fellows Charles Emmerson and Paul Stevens which explores the vulnerabilities associated with choke points and how they relate to the volatility of energy prices. It examines how international law and international governance frameworks apply in times of peace and war, and outlines a range of policy options – beyond the purely military – which could improve the resilience and integrity of the global energy transport system in general and maritime choke points in particular.



Outer space security

Almost every country has a stake in space-based technologies for environmental monitoring and communications, and many possess critical infrastructure such as receiving stations and imagery analysis platforms. Technological change, however, dominates the international security environment and there is an increasing prospect of destabilization through the weaponization of space. This could go well beyond the established military uses of space such as for guidance systems, targeting, communications and intelligence collection. For example, in recent years, China destroyed an old weather satellite using a ground-launched missile and the US shot down a low-orbit defunct spy satellite, using a missile launched from a warship in the Pacific.

Until recently there has been little or no progress on a proposed international agreement to prevent the weaponization of outer space. However, US Secretary of State Hillary Clinton announced in January 2012 that the US would now join efforts to develop an international code of conduct for outer space. This new move opens up a vital transatlantic conduit for discussion and potential action. Working collaboratively with partners, Chatham House is developing ideas aimed at creating a more secure environment for economic development in outer space.



Left: Elizabeth Donnelly of the Africa Programme with Meg Hillier MP and Chi Onwurah MP preparing for a discussion with HE Dr Mu'azu Babangida Aliyu, Governor of Niger State, state commissioners and officials in Minna, Nigeria, April 2012.

Far left: Ships in the Strait of Hormuz. Iran has responded to Western threats of an oil embargo by warning it will close the Strait, a choke point for maritime transportation.

Left: A North Korean soldier stands guard in front of a rocket at Tangachai space centre at the point when his country confirmed its intention to launch the rocket despite international condemnation.

People Law and governance



Elizabeth Wilmschurst

Elizabeth Wilmschurst is an Associate Fellow and has led work on international law at Chatham House since 2004. She is also a Visiting Professor at University College London. Elizabeth was previously Deputy Legal Adviser at the Foreign & Commonwealth Office and Legal Counsellor at the UK Mission to the UN.

Among the publications she has edited is a forthcoming book on *International Law and the Classification of Conflicts* (Chatham House/OUP) that provides a comprehensive overview of the legal issues involved in classifying conflicts as either international or non-international. The book includes case studies of recent conflicts such as those in DRC, Southern Lebanon and Colombia; it contains contributions by leading experts in the field of international humanitarian law.

Elizabeth convenes the regular International Law Discussion Group at Chatham House.



Elizabeth Donnelly

Elizabeth Donnelly typifies the emerging generation of policy researchers at Chatham House, combining increasingly influential expertise on the complex politics of Nigeria with administrative, management and fundraising responsibilities. Lizzy coordinates two UK All Party Parliamentary Groups – on Angola and Nigeria – and recently accompanied a parliamentary delegation of the latter to Lagos, Abuja and Minna.

Having grown up in Zambia and Ethiopia, Lizzy brings considerable first-hand experience of engaging with complex and challenging political contexts. During her time at Chatham House she has helped the Africa Programme grow to become the world's largest independent centre for policy research on Africa's increasingly influential international relations. Her current priority is to support deeper international policy capacity on Nigeria.

Her recent publications include *The Effects of Oil Companies' Activities on the Environment, Health and Development in sub-Saharan Africa* with Heike Baumüller, Alex Vines and Markus Weimer, for the European Parliament Committee on Development.



Further reading:

- *Arctic Opening: Opportunity and Risk in the High North*, Charles Emmerson and Glada Lahn
- *Immunity for International Crimes? Developments in the Law on Prosecuting Heads of State in Foreign Courts*, Joanne Foakes
- *Legitimacy vs Effectiveness for the G20: A Dynamic Approach to Global Economic Governance*, Paola Subacchi and Stephen Pickford



Chatham House posted another positive performance last year despite the challenging economic context. The overall net surplus for 2011–12 was £479,000, comprising a surplus on incoming resources of £538,000, less investment losses of £59,000. This was considerably higher than the previous year (£217,000) and mainly reflected the strong growth in research. Total net assets as at 31 March 2012, excluding the value of Chatham House itself, are now £9,871,000 compared with £9,392,000 as at 31 March 2011, an increase of 5%.

Membership subscriptions of £1,870,000 continued to grow, albeit at a slower pace than in recent years. The net surplus from conferences fell from £388,000 to £339,000, reflecting a reduction in the number held and the decision to hold a number of smaller roundtables in key locations to help promote Chatham House internationally. Income from publications rose by 47% in the year, helped by a one-off payment for the signing of a new publishing contract for the flagship publication *International Affairs*.

Following the decision in 2009–10 to diversify into non-cash investments such as corporate bonds, investment income increased by 22% over the previous year. Cash and short-term deposits, however, only earned an average of 1.7% during the year, reflecting the continuing historically low interest rates.

Fundraising and donations increased sharply, mainly owing to expansion of the William Pitt Group and another successful Annual Fund appeal. However, other income, of which the main element is funding for the Chatham House Prize event, was lower than in the previous year.

Expenditure on membership, meetings, the library, communications and publications increased by 11% to £1,783,000. This was due to increased staffing in membership events and investment in areas such as communications (particularly in audio-visual upgrades and the website), the relaunch of *The World Today* magazine and the completion of a significant part of the library restructuring and upgrading following a comprehensive review.

Support costs totalled £1,494,000, net of recharges to the research programmes. This was made up of a 5% increase in costs, mainly owing to increased depreciation and building maintenance costs, offset by an increase in recharges to research resulting from their significant expansion in the year.

Total research income of £5,032,000 increased by 28% over the previous year. This reflects the continued expansion of research capacity, in particular on the Middle East and North Africa, Asia and Global Health. The funds available for future research increased sharply during the year and now total £2,548,000 at 31 March 2012 as against £2,087,000 last year.

At year-end, Chatham House held stock market investments with a market value of £4,676,000, compared with £5,200,000 at 31 March 2011. This reduction mainly reflected the sale of the I-share FTSE 100 Tracker Fund holding in anticipation of further volatility in the world stock markets. The investment losses of £59,000 represent just over 1% of the value of investments and compare favourably with the average fall in stock markets of around 2.5% in the period. Cash, mainly in short-term deposits, increased during the year to £4,643,000, helped by an inflow from the positive operating performance and tight working capital management.

Given the solid financial performance in 2011–12, an amount of £150,000 has been allocated by Council to the New Initiatives Fund, for the Director to invest in key research areas to further the long-term growth of Chatham House.

To maintain this continuing growth, Chatham House is entering into a property lease for a term of 10 years, with a 3-year break clause and an annual rent of £178,000. Council considers that Chatham House has the financial capacity to undertake this important commitment for future growth and will continue with cautious management of the institute's financial resources.

A handwritten signature in dark ink, appearing to read 'Ed Smith'.

Ed Smith

	2012 (£'000s)	2011 (£'000s)	incr/decr
Total net assets at year-end*			
Investments	4,676	5,200	
Cash and short-term deposits	4,643	3,909	
Other assets (net)	552	283	
	9,871	9,392	
Income			
Research	5,032	3,940	28%
Membership subscriptions	1,870	1,849	1%
Conferences	980	1,103	-11%
Investment return	206	169	22%
Publications	716	486	47%
Fundraising and donations	545	284	92%
Other	108	276	-61%
	9,457	8,107	
Expenditure			
Research	5,001	4,042	24%
Conferences	641	715	-10%
Membership, meetings, library, communications and publications	1,783	1,613	11%
Support costs net of recharges to research	1,494	1,520	-2%
	8,919	7,890	
Operational net income	538	217	
Net investment (losses)/gains	(59)	127	
Net surplus for the year	479	344	
Net cash inflow for the year**	269	424	

*The Institute owns the freehold of Chatham House, the full value of which is not included in these figures

**Before purchase and sale of non-cash investments

The Financial Headlines are extracted from the full unqualified audited group accounts, a copy of which is available to members on the website at www.chathamhouse.org. Alternatively copies may be obtained from Rhona Moir, Executive Assistant to the Finance Director, on telephone number +44 (0)20 7957 5700 or email rmoir@chathamhouse.org. Copies will also be available at the Annual General Meeting.

Patron, Presidents and Council

at 30 June 2012

Right: New Chatham House
Co-President Baroness Scotland.

Far right: Chatham House Co-President
Lord Ashdown speaking at the Chatham
House Prize 2011.



Patron

Her Majesty The Queen

Presidents

Rt Hon Lord Ashdown of Norton-sub-Hamdon
GCMG KBE PC

Rt Hon Sir John Major KG, CH

Rt Hon Baroness Scotland QC

Council

Dr DeAnne Julius CBE
Chairman; Executive Committee; Finance Committee, Investment Committee
Independent Non-Executive Director of Deloitte (UK), Roche Holdings SA (Switzerland) and Jones Lang LaSalle (USA); former member of the Monetary Policy Committee of the Bank of England

Rt Hon Sir Roderic Lyne KCMG
Deputy Chairman, Executive Committee
Member of the Iraq Inquiry Committee; a Governor, Ditchley Foundation; Chairman of the Governors of Kingston University; and a Non-Executive Director of Petropavlovsk plc.

Ed Smith
Hon Treasurer (ex-officio); Executive Committee; Finance Committee; Investment Committee
Chairman, WWF-UK; Chairman, Student Loans Company; Partner, PricewaterhouseCoopers (retired)

Dr Mohammed Abdel-Haq
Businessman and Academic

Greg Baxter
Global Head of Mobile Strategy at Citi (New York); former Partner and UK Board member at Booz & Company

Andrew Fraser
CMG Executive Committee
Senior Adviser, Mitsubishi Corporation; former CEO of Invest UK

Ryan Gawn
Director, Stratagem International; former Director of Penn, Schoen & Berland

Martin Giles
US Technology Correspondent, *The Economist*

Sir Jeremy Greenstock
Chairman, UN Association in the UK; Chairman, Gatehouse Advisory Partners Ltd; UK Ambassador to the UN (1998–2003)

Sir Richard Lambert
Independent Director of the Foreign and Commonwealth Office; Chancellor, University of Warwick; Director-General, CBI (2006–11)

Dr John Llewellyn
Investment Committee
Partner, Llewellyn Consulting; former Senior Economic Policy Adviser, Lehman Brothers

Bronwen Maddox
Editor and Chief Executive, Prospect Publishing; Chief Foreign Commentator, *The Times* (2006–10)

Peter Montagnon
Senior Investment Adviser, Financial Reporting Council

Alastair Newton
Senior Political Analyst, Nomura International plc

Stuart Popham
Finance Committee
Vice Chairman EMEA Banking, Citigroup; former Senior Partner, Clifford Chance LLP

Divya Seshamani
Managing Partner, Greensphere Capital LLP

Stuart Sinclair
Finance Committee
Non-Executive Director, Platinum Bank, Pru-Health, Chairman of an IFC-backed bank (Ukraine)

Xan Smiley
Middle East and North Africa editor, *The Economist*

Seth Thomas
Finance Committee
Student, MPP – Blavatnik School of Government, Oxford; Welsh Government Advisory Panel on Financial & Professional Services

Dr Andrew Walter
Executive Committee
Reader in International Political Economy, London School of Economics

Robert Woodthorpe Browne
Chairman International Relations Committee, Liberal Democrats; Treasurer, Liberal International; CEO Robert Browne and Partners Limited

Caroline Wyatt
BBC Defence Correspondent

Secretary to Council: Paul Curtin
Council meetings are customarily also attended by the Director and the Secretary to Council.

Panel of Senior Advisers and individual supporters at 30 June 2012

Right: Lord Browne in conversation with
Shumeet Banerji and Dame Judith Mayhew
Jonas at the Chatham House Prize 2011.



Panel of Senior Advisers

The Panel of Senior Advisers was founded in 2008 to provide Chatham House with an experienced sounding board for its research and policy conclusions and help communicate its ideas at the highest levels nationally and internationally.

Chairman: Rt Hon Sir John Major KG, CH
UK Prime Minister (1990–97)

Ayman Asfari
Group Chief Executive, Petrofac Ltd

Shumeet Banerji
Chief Executive Officer, Booz & Company

Lord Browne of Madingley
President, Royal Academy of Engineering;
Chief Executive, BP (1995–2007)

R Nicholas Burns
Professor of the Practice of Diplomacy and International Politics, John F Kennedy School of Government, Harvard University; Under Secretary of State for Political Affairs, US Department of State (2005–08); US Ambassador to NATO (2001–05)

Victor Chu
Chairman, First Eastern Investment Group, Hong Kong

Tim Clark
Senior Adviser to G3 and Fleming Family & Partners;
former Senior Partner, Slaughter and May

Suzan Sabancı Dinçer
Chairman and Executive Board Member, Akbank

Mary Francis CBE
Non-Executive Director, Centrica, Aviva plc and Cable and Wireless Communications plc; Director, Bank of England (2001–07)

James Gaggero
Chairman, Bland Group Ltd

André Hoffmann
Vice-Chairman, Board of Roche Holding Ltd

Rt Hon Lord Hurd of Westwell
UK Foreign Secretary (1989–95)

Lord Jay of Ewelme
Permanent Under-Secretary, Foreign & Commonwealth Office, UK (2002–06)

Sir Paul Judge
Chairman, Schroder Income Growth Fund plc;
Deputy Chairman, Royal Society of Arts

Nemir Kirdar
Founder, Executive Chairman and CEO, Investcorp

Caio Koch-Weser
Vice Chairman, Deutsche Bank Group; Deputy Finance Minister for Germany (1999–2005)

Hon Marc E Leland
President, Marc E Leland and Associates, USA;
Co-Chairman, German Marshall Fund of the United States

Rachel Lomax
Deputy Governor, Monetary Policy, Bank of England (2003–08)

Sir David Manning
UK Ambassador to the United States (2003–07);
foreign affairs and defence adviser to Prime Minister Tony Blair (2001–03)

Dame Judith Mayhew Jonas DBE
Chairman of the Independent Schools Council and the New West End Company

Sir Michael Rake
Chairman, BT and EasyJet

Rt Hon Lord Robertson of Port Ellen
Secretary General, NATO (1999–2003); UK Defence Secretary (1997–99)

Andrés Rozental
Former Mexican diplomat; founding president of the Mexican Council on Foreign Relations; chairman of ArcelorMittal Mexico; non-resident senior fellow at the Brookings Institution

Daniel Sachs
Chief Executive Officer, Proventus AB

John C Whitehead
Founding Chairman, Lower Manhattan Development Corporation, USA; former Co-Chairman of Goldman Sachs

Director's Research Innovation Fund

The Director's Research Innovation Fund was founded in 2011 to enable the institute to invest in timely and innovative research and thought leadership. To date the Fund has been generously supported by the following donors:

Celia and Edward Atkin CBE

Stephen Brenninkmeijer

Dr Carlos Bulgheroni

Tim Bunting

Victor Chu

Ronald M Freeman

Richard Hayden

Michael Hoffman

Nemir Kirdar

Andrew E Law

Hon Marc E Leland

Chris Rokos

William Pitt Group

The William Pitt Group, founded in 2009, comprises individuals committed to the long-term success of the institute, enabling it to undertake a range of long-term strategic projects thanks to their philanthropic support.

Vahid Alaghband

Towfik Al Swaidi

Stephen Brenninkmeijer

Tim Bunting

Sir Evelyn de Rothschild

Ambassador Edward E Elson

Louis G Elson

Martin Fraenkel

Ronald M Freeman

Helen L Freeman

Luciano Gobbi

Richard Karl Goeltz

Bernard Groveman

Alexis Habib

Charles M Hale

Mark Harms

Richard Hayden

Michael Hoffman

Sir Joseph Hotung KBE

Farid Issa-El-Khoury

Reuben Jeffery III

Timothy Jones

Hadi Kaban

Karim Khairallah

Sara Burch Khairallah

Donald Kramer

Andrew E Law

Hon Marc E Leland

Michael R Lynch

Monika Machon

John Makin

Stephen Marquardt

Maryfrances Metrick

Paul Rivlin

Chris Rokos

Simon Rowlands

Horacio Sánchez Caballero

Kit Tamkin

Dr Petri Vainio

Stephen Welton

Gareth Williams

Roger Wolf



Key Project Sponsors

Anadarko
Banco Africano de Invetimentos
BHP Billiton International Services Ltd
Bill & Melinda Gates Foundation
British Council
Canadian International Development Agency
Centre for Low Carbon Futures
China Council for International Cooperation on Environment and Development
Climate & Development Knowledge Network
Dana Petroleum
Defence Science and Technology Laboratory, UK
Department for Environment, Food and Rural Affairs, UK
Department for International Development, UK
Disasters Emergency Committee
Economic and Social Research Council, UK
EPOCH Foundation
Eranda Foundation
European Climate Foundation
European Commission
European Forest Institute
European Parliament
European Union
European Union Institute for Security Studies
Federal Department of Foreign Affairs, Switzerland
Food and Agriculture Organisation of the United Nations
Foreign Affairs and International Trade Canada
Foreign & Commonwealth Office, UK
General Dynamics
Goethe Institute
Fondation Hoffmann

Central Policy Unit, Hong Kong SAR Government
International Development Research Centre, Canada
Japan Petroleum Exploration Co, Ltd
Konrad Adenauer Stiftung, London
London School of Hygiene and Tropical Medicine
Lloyd's of London
MBDA
Ministry for Foreign Affairs, Sweden
Ministry of Foreign Affairs, Norway
Ministry of Foreign Affairs of Denmark
Mitchell Group
National Intelligence Council, US
Nomura Foundation
North Atlantic Treaty Organization
Norwegian Institute of International Affairs
Novamedia SPL AB
Oak Foundation
Open Society Institute
Oxfam Hong Kong
Revenue Watch Institute
Robert Bosch Stiftung
Rockefeller Foundation
Skoll Global Threats Fund
Smith Richardson Foundation
Smiths Detection
Stavros Niarchos Foundation
Stiftung Mercator
Toshiba International Foundation
UK Energy Research Centre
UK Trade & Investment
United Nations Environment Programme

Corporate Members (at 30 June 2012)

Partners
Abu Dhabi Crown Prince Court
Akbank
BG Group
BP plc
Chevron Ltd
Department for International Development, UK
ExxonMobil Corporation
Finmeccanica
Foreign & Commonwealth Office, UK
JETRO London
Ministry of Defence, UK
Royal Dutch Shell
Statoil
Toshiba Corporation
Total Holdings UK Ltd
United Arab Emirates Ministry of Foreign Affairs

Major Corporate Members

Accenture
AIG Asset Management
Amsterdam & Peroff
Anglo American plc
Atkins
Aviva
BAE Systems plc
Barclays
BBC
BHP Billiton International Services Ltd
Bloomberg
British American Tobacco
BT Group plc
Caxton Asset Management
City of London
Clifford Chance LLP
Control Risks
Deutsche Bank
Economist, The
Eni SpA
ENRC
European Azerbaijan Society, The
Freshfields Bruckhaus Deringer
FTI Consulting Ltd
GlaxoSmithKline
Goldman Sachs International
Herbert Smith LLP
HSBC Holdings plc

Far left: European Council President Herman Van Rompuy pictured with Robin Niblett in May 2012.

Left: Broadcaster David Frost who delivered an engaging lecture based on his personal experiences throughout his career.

Right: The Library underwent a significant upgrade during the year.



Institute of Chartered Accountants in England and Wales
Intesa Sanpaolo SpA
Japan Bank for International Cooperation
JICA UK Office
KPMG LLP
Kuwait Petroleum Corporation
Libra Group
Linklaters
Lockheed Martin UK
Mitsubishi Corporation
Morgan Stanley
Nomura International plc
Oliver Wyman
PricewaterhouseCoopers
Rio Tinto plc
Royal Bank of Scotland
Saudi Petroleum Overseas Ltd
Standard Chartered Bank
Tesco
Thomson Reuters
United States of America, Embassy of the
Vodafone Group
Corporate Members
ACCA
ActionAid UK
Actis
Aegis Defence Services Ltd
Afghanistan, Embassy of the Islamic Republic of
Afren
African Barrick Gold
AKE Ltd
Albany Associates (International) Ltd
Algeria, Embassy of
Allen & Overy LLP
Amnesty International
ArcelorMittal
Argentina, Embassy of
ARK
Armenia, Embassy of the Republic of
Asahi Shimbun (Europe)
Aspen Insurance UK Limited
AstraZeneca plc
Australia, High Commission of
Austria, Embassy of
Avio Group
AXA Investment Managers

Azerbaijan, Embassy of the Republic of
Bahrain, Embassy of the Kingdom of
Banca d'Italia
Bank of Tokyo-Mitsubishi UFJ Ltd
BASF SE
Belgium, Embassy of
Belize, High Commission of
Bell Pottinger Sans Frontières
Bland Group Ltd
Boeing UK
Booz & Company
Bosnia and Herzegovina, Embassy of
Brazil, Embassy of
British Council, The
Bulgaria, Embassy of the Republic of
Cabinet Office
CAFOD
Canada, High Commission of
Canary Wharf Group
CBS News
CDC Group plc
Chile, Embassy of
China, Embassy of the People's Republic of
Chivas Brothers
Chubb Investment Services Ltd
Chubu Electric Power Co Inc
Citi
Cleary Gottlieb Steen & Hamilton LLP
CMS Cameron McKenna LLP
Commonwealth Parliamentary Association
Commonwealth Secretariat
Concern Worldwide
Consolidated Contractors International (UK) Ltd
Costa Rica, Embassy of
Croatia, Embassy of the Republic of
Crown Agents
CRU International Ltd
Cyprus, High Commission of
Czech Republic, Embassy of the
Daily Mail and General Trust plc
Davis Polk & Wardwell LLP
De Beers Group Services UK Ltd
De La Rue plc
Deloitte Consulting
Denmark, Royal Embassy of
Department of Health
Diageo (GTME)

Dominican Republic, Embassy of the
DP World
EADS UK Ltd
Egypt, Embassy of the Arab Republic of
El Salvador, Embassy of
Energy Charter Secretariat
Energy Intelligence Group
ES-KO
Estonia, Embassy of
Ethiopia, Embassy of
Eurasia Group
European Bank for Reconstruction and Development
European Commission
European Investment Bank
Finland, Embassy of
First Magazine
France, Embassy of
FrontierMEDEX
G3 Good Governance Group
Germany, Embassy of the Federal Republic of
Glenalmond Group
Google
Greece, Embassy of
Guardian, The
Henderson Risk Limited
Hess Ltd
HM Treasury
Hong Kong Economic & Trade Office
House of Commons Library
House of Lords Library
Human Rights Watch
Hungary, Embassy of the Republic of
India, High Commission of
Indonesia, Embassy of the Republic of
INPEX
International Committee of the Red Cross
International Institute for Environment and Development
Invest in France Agency
Investcorp International Ltd
Investec Asset Management
Iran, Embassy of the Islamic Republic of
Iraq, Embassy of the Republic of
Ireland, Embassy of
Israel, Embassy of
Italy, Embassy of
ITN

Financial Support 2011–12

Under 35s Forum events in the last year included a discussion of 'Digital Activism in a Globalized World'. Members of the Under 35s Forum are pictured at a networking reception.



Jaguar Land Rover
Japan, Embassy of
Japan Oil, Gas & Metals National Corporation (JOGMEC)
JKX Oil & Gas
Johnson & Johnson
John Swire & Sons Ltd
Jones Lang LaSalle
Jordan, Embassy of the Hashemite Kingdom of
Kazakhstan, Embassy of the Republic of
KOKUSAI Asset Management Co Ltd
Korea, Embassy of the Republic of
Kraft Foods
Kroll
Krull Corp
Kuwait, Embassy of the State of
Kuwait Investment Office
Kyodo News
Latvia, Embassy of the Republic of
League of Arab States
Lithuania, Embassy of the Republic of
Lloyd's of London
Lonrho Plc
Luxembourg, Embassy of the Grand Duchy of
Malta, High Commission of
Maplecroft
Marathon Oil Corporation
Matheson & Co Ltd
Mexico, Embassy of
Milbank
Mitsui & Co Europe plc
Moldova, Embassy of the Republic of
Mondi Group
Morocco, Embassy of the Kingdom of
Morpho UK Limited
Mozambique, High Commission for the Republic of
Mwana Africa
NAO
NEPAD Secretariat
Netherlands, Embassy of the Kingdom of the
New Zealand, High Commission of
Nexen Petroleum UK Ltd
NHK Japan Broadcasting Corporation
Nigeria, High Commission for the Federal Republic of
NIKKEI Inc
Norway, Royal Embassy of
Oak Foundation

Olayan Group, The
Oman, Embassy of the Sultanate of
OMV Gas & Power
Orrick
Osborne Clarke
Overseas Development Institute (ODI)
Pakistan, High Commission for the Islamic Republic of
Panama, Embassy of
Peru, Embassy of
Petrofac Energy Developments
Poland, Embassy of the Republic of
polestarglobal.com
Portugal, Embassy of
Prudential plc
Qatar, Embassy of the State of
Quaker Peace and Social Witness
Quebec Government Office
Research in Motion (Blackberry)
Risk Advisory Group
Rolls-Royce plc
Romania, Embassy of
Rush Foundation
Russian Federation, Embassy of the
Rwanda, High Commission of the Republic of
Saferworld
Sarasin & Partners LLP
Saudi Arabia, Embassy of the Royal Kingdom of
Schlumberger Limited
Schools Network, The
Serbia, Embassy of the Republic of
Sierra Leone High Commission
Singapore, High Commission for the Republic of
Slovak Republic, Embassy of the
Slovenia, Embassy of the Republic of
South Africa, High Commission for the Republic of
Spain, Embassy of
Standard Life Group
STARS Foundation, The
Stephenson Harwood
Sudan, Embassy of the Republic of
Sumitomo Mitsui Banking Corporation Europe Limited
Sweden, Embassy of the Kingdom of
Switzerland, Embassy of
Syrian Arab Republic, Embassy of the
Taipei Representative Office in the UK
Tanzania High Commission
Tata Ltd

Telegraph Media Group
Thales
The Group
Tokyo Electric Power Company (TEPCO)
Towers Watson
Trinidad & Tobago, High Commission for the Republic of
Tullow Oil plc
Turkey, Embassy of the Republic of
UBS
Ukraine, Embassy of
United Arab Emirates, Embassy of the
Uruguay, Embassy of
Uzbekistan, Embassy of the Republic of
Venezuela, Embassy of the Bolivarian Republic of
Vietnam, Embassy of the Socialist Republic of
Vitol
Warburg Pincus
Wilton Park
World Bank Group
World Society for the Protection of Animals, The
World Vision
WorleyParsons Europe
Yemen, Embassy of the Republic of
Yomiuri Shimbun
Zambia, High Commission of

Academic Institutional Members

Centre for European and International Studies Research, University of Portsmouth
Centre for International Studies and Diplomacy, School of Oriental and African Studies
Department of Economics and International Studies, University of Buckingham
Department of European Studies and Modern Languages, University of Bath
Department of Government, London School of Economics
Department of International Relations, London School of Economics
Department of International Relations, Regent's College
Department of Politics and History, Brunel University
Department of Politics and International Relations, University of Kent
Department of War Studies, King's College London
European Business School, Regents College
Faculty of Laws and School of Public Policy, University College London
Goodenough College



Far left: Joe Gaggero pictured opening the Joseph Gaggero Hall in 2008. Joe was a long-standing member and supporter of Chatham House and a familiar face at meetings and events. He died in February with his family at his side.

Left: In 2011–12, the Annual Fund raised nearly £70,000 towards the development of the Chatham House eLibrary. With these funds the Library is working to expand member access to both in-house and online resources and the eLibrary itself will be launched later this year.

Hult International Business School

London Academy of Diplomacy,
University of East Anglia

Political, Social and International Studies,
University of East Anglia

Richmond, the American International University
in London

Royal College of Defence Studies

S Rajaratnam School of International Studies,
Nanyang Technological University

School of Global Studies, University of Sussex

Annual Fund Donors

Individuals

Mr John Ackroyd

Ms Susan Boyde

Mr Jeremy Brown

Mr Eyup Carmikli

Rt Hon Lord Carrington KG

Sir Bryan Cartledge

Mr Lindsay Case

Sir Peter Cazalet

Mr Peter Cooke

Mr Michael Cooper

Dr William Crawley

Dr Emanuel de Kadt

Lady de Rothschild

Mr Andrew Fraser CMG

Dr Armando Gallo Yahn Filho

Lord Goodhart

Mr Peter Green

Ms Karin Greenhalgh

Sir Jeremy Greenstock GCMG

Mr Richard Hayden

Dr Sam Hedayati

André and Rosalie Hoffmann

Lord Jay of Ewelme GCMG

Dr DeAnne Julius CBE

Lady Kennet

Dr Tony Klug

Mr Adrian Lamb

Mr Ralph Land

Professor Michael Lee

Mr John Leech

Mr Gerard Legrain

Mr Harry Lewis

Mr Anthony Loehnis

Sir Roderic Lyne KBE CMG

Rt Hon Sir John Major KG CH

Sir David Manning

Lord Marshall of Knightsbridge

Ms Karen Melchior

Dr Alexander Mirtchev

Robin Monro-Davies

Mr Allan Niblett

Mr Yoshio Noguchi OBE

Mr John Olcay

Mr Stuart Popham

Ehsan Razavizadeh

Mrs Lydia Ritzer

Gustaf Salomonsson

Mr Keith Salway

Mr Horacio Sánchez Caballero

Mr Robert Serec

Mr Rajeev Shah

Mr Howard Singleton

Mr Edward Smith

Mr Damian Thiede

Mr Seth Thomas

Dr Garold Thumm

Sir Harold Walker

Mr John Whittaker

Miss Valerie Williams

Lord Williams of Baglan (Dr Michael Williams)

Corporate

Algeria, Embassy of

BP plc

BT Group plc

EADS UK Ltd

Saudi Arabia, Embassy of Royal Kingdom of

Taipei Representative Office

Director

Dr Robin Niblett

Director's Office

Anna Dorant-Hayes, Executive Assistant to the Director

Jonathan Knight, Research Associate, Director's Office and Manager, Strategic Initiatives

Claire Pearcey, Assistant, Director's Office

Area Studies and International Law

Alex Vines OBE, Research Director

Alis Martin, Executive Assistant to the Research Director for Area Studies and International Law

Africa

Alex Vines OBE, Head

Tom Cargill, Assistant Head

Elizabeth Donnelly, Manager

Tighisti Amare, Coordinator

Markus Weimer, Research Fellow

Adjoa Anyimadu, Research Assistant

Ahmed Soliman, Research Assistant

Dr Vincent Darracq, Africa Programme TAPIR Fellow

Associate Fellows:

Jeremy Astill-Brown

Dr Knox Chitiyo

Bob Dewar CMG

Sally Healy OBE

Dr Muzong Kodi

Merle Lipton

Paul Melly

Jason Mosley

Nicholas Shaxson

Ben Shepherd

Sola Tayo

Americas

Xenia Dormandy, Senior Fellow

Associate Fellows:

Professor Victor Bulmer-Thomas CMG, OBE

Dr Cath Collins

Professor Michael Cox

Dr Timothy Power

Asia

Dr Kerry Brown, Head

Dr Gareth Price, Senior Research Fellow

Rosheen Kabraji, Manager

Chloe Sageman, Coordinator and Office Manager, ECRAN

Distinguished Visiting Fellow:

Lord Williams of Baglan (Dr Michael Williams)

Visiting Fellows:

Dr Ghulam Shamas-ur-Rehman, (November 2010–November 2011)

Victor Zou (November–December 2011)

Associate Fellows:

Dr Robert Bradnock

Professor Shaun Breslin

Marianna Brungs

Lily Chang

Charu Lata Hogg

Su Hsing Loh

Dr Ayesha Khan

Dr Kirsten E Schulze

Dr Farzana Shaikh

Dr Chris Smith

Dr David Sneath

Dr Jiyoung Song

Dr John Swenson-Wright

Louis Turner

Rod Wye

Europe

Thomas Raines, Coordinator

Visiting Fellow:

Staffan Hemra (March–October 2011)

Associate Fellows:

Professor Iain Begg

Maurice Fraser

Dr Matthew Goodwin

Fadi Hakura

Professor Anand Menon

Professor Richard Whitman

Middle East and North Africa

Dr Claire Spencer, Head

Jane Kinninmont, Senior Research Fellow

Kate Nevens, Manager

Jessica Forsythe, Operations Manager

Helen Twist, Coordinator

Louisa Loveluck, Administrator

Ghazaleh Djafari-Marbini, Research Assistant

Leonie Northedge, Research Assistant

Associate Fellows:

Rime Allaf

Professor Ali Ansari

Dr Maha Azzam

Sir Richard Dalton

Ginny Hill

Jon Marks

Yossi Mekelberg

Professor Gerd Nonneman

Nadim Shehadi

Professor Gareth Stansfield

Russia and Eurasia

James Nixey, Research Fellow and Manager

James Sherr, Senior Fellow

Lubica Pollakova, Coordinator
Alex Nice, Coordinator (until January 2012)
<i>Associate Fellows:</i>
Annette Bohr
Professor Julian Cooper OBE
Professor Philip Hanson OBE
John Lough
Professor Neil MacFarlane
Professor Marie Mendras
Dr Arkady Moshes
Dr Alex Pravda
Professor Richard Sakwa
Dr Lilia Shevtsova
Sir Andrew Wood

International Law

Elizabeth Wilmshurst, CMG
Alis Martin, Executive Assistant to the Research Director for Area Studies and International Law
<i>Associate Fellows:</i>
Dr Louise Arimatsu
David Bentley
Joanne Foakes
Sonya Sceats

Energy, Environment and Resources

Bernice Lee OBE, Research Director
Rob Bailey, Senior Research Fellow
Charles Emmerson, Senior Research Fellow
Antony Froggatt, Senior Research Fellow
Dr Alison Hoare, Senior Research Fellow (on Maternity Leave)
Professor Paul Stevens, Senior Research Fellow
Jaakko Kooroshy, Research Fellow
Glada Lahn, Research Fellow
Felix Preston, Research Fellow
Gemma Green, Manager
Estelle Rouhaud, Coordinator
Jens Hein, Coordinator
<i>Associate Fellows:</i>
Philip Andrews-Speed
Heike Baumüller
William Blyth
Duncan Brack
Dr Robert Falkner
Malcolm Grimston
Dr Amelia Hadfield
Kirsty Hamilton

Paul Hohnen
Ian Jackson
Ilian Iliev
Sam Lawson
Dr Valerie Marcel
John V Mitchell
Dr Keun-Wook Paik
Cleo Paskal
Walt Patterson
Rosalind Reeve
Jade Saunders
Dimitri Zenghelis

International Economics

Dr Paola Subacchi, Research Director
Richard Varghese, Research Associate
Helena Huang, Research Assistant
Nick Maxwell, Programme and Outreach Manager (Mobilization with the TA)
Luke Godwin, Programme and Outreach Manager
Sarah Okoye, Executive Assistant
Amalia Khachatryan, Executive Assistant and Research Coordinator (until September 2011)
Jamie Cirrito, Administrator

Visiting Fellow:

Akihiro Nakashima (July 2011–July 2013)

Visiting Researchers

Alberta Molajoni
Myriam Zandonini

Associate Fellows:

Stewart Fleming
Professor Benjamin Cohen
Donald Hepburn
Stephen Pickford
Dr Helmut Reisen
Professor Jim Rollo
Vanessa Rossi (until September 2011)
Max Watson

International Security

Dr Patricia Lewis, Research Director
Dr Alexis Crow, Research Fellow
Dave Clemente, Research Assistant
Benoît Gomis, Research Assistant
Claire Yorke, Manager
Zoe Pelter, Coordinator
James de Waal, Visiting Fellow
Dr Claudia Hofmann, TAPIR Fellow

Associate Fellows:

Robert Baxter
Steven Bowns
Dr Andrew Dorman
Dr Bill Durodié
Professor Charles Garraway
Dr Stuart Gordon (joint with Centre on Global Health Security)
Professor Robert Jackson
Professor Julian Lindley-French
David Livingstone MBE DSC
Iain Mathewson CMG
Michael Moodie
Andrew Simpson
Professor Joanna Spear
Col (ret'd) Philip Wilkinson OBE

The Centre on Global Health Security

Professor David L Heymann CBE, Head and Senior Fellow
Dr Charles Clift, Senior Consultant Research Fellow
Lt Gen Louis Lillywhite (ret'd), Senior Consultant Research Fellow
Dr James Hargreaves, Research Fellow
Dr Sudeep Chand, Consultant Research Fellow
Dr Anne Roemer-Mahler, Research Fellow
Emma Ross, Consultant
Ian Perrin, Manager
Arthy Santhakumar, Coordinator

Associate Fellows:

Professor David Fidler
Anna George
Dr Stuart Gordon (joint with International Security)
Professor Sir Andy Haines
Professor Ilona Kickbush
Dr Khalid Koser
Dr Heidi Larson
Dr Kelley Lee
Professor Nigel Lightfoot CBE
Professor Anthony J McMichael
Dr Simon Rushton
Professor Richard Smith
Dr Devi Sridhar
Dr David Stuckler

Communications and Publications

Keith Burnet, Director for Communications and Publishing

Communications

Nick Parrott, Assistant Head

Josie Hock, Website Manager

Nicola Norton, Media Relations Manager

Francis Grove-White, Media Relations Officer

Publications

Margaret May, Editor

Sara Karnas, Assistant Editor, Online

Connor Walsh, Multimedia Producer

Nicolas Bouchet, Administrator

International Affairs

Caroline Soper, Editor

Sabine Wolf, Deputy Editor

Heidi Pettersson, Assistant Editor

The World Today

Alan Philps, Editor

Agnes Frimston, Assistant Editor

External Relations

Harry Charlton, Director of External Relations

Heather Cartledge, Administrative Assistant

Membership and Development

Jane Levy, Head of Individual Membership

Mary Ryan, Membership and Development Officer

Sophie Eggar, Corporate Relations Manager

Stephanie Lawrence, Corporate Relations Manager

Janine Hirt, Corporate Development Manager

Genevieve Bateman, Corporate Membership Coordinator

Najia Pasche, Donor Relations Manager

Annabel Walton, Donor Relations Manager

Rose Abdollahzadeh, Research Grants Officer

Events

Catherine O'Keeffe, Deputy Director, Events

Alison Archer, Head of Conferences

Zuzana Feachem, Conference Developer

Georgina Wright, Senior Conference Manager

Clare Szaroleta, Conference Manager

Emma Bondor, Head of Members Events

Medha Basu, Manager, Corporate Events

Sara Shah, Manager, Members Events

Linda Bedford, Administrator

Esther Stoffels, Marketing Manager

Zara Berry, Marketing and Membership Assistant

Camilla Seymour, Consultant, Chatham House Prize

House and Personnel

Dawn Margrett, Assistant Director

Rhona Moir, Executive Assistant to Assistant Director

Patricia Lewis-Goodridge, Bookings Coordinator

Florence Ogunbawale, Bookings Coordinator

Sonia Kinghorne, Receptionist

Charag Ali, House Manager

John King, House Manager

John George, Maintenance Supervisor

Ian Los, Despatch Head

Ray Sutcliffe, Despatch Assistant/Relief Receptionist

Louise Evans, Catering Manager

Claire Harrison, Chef

Kim Thomson, Head Waitress

Joanne Smith, Catering Assistant

Debbie Street, Catering

Finance and Technical Systems

Paul Curtin, Finance Director and Secretary to Council

Rhona Moir, Executive Assistant to Finance Director

Stephen Martin, Finance Manager

Mahendra Kothari, Senior Financial Accountant

Valerie Ormes, Finance Assistant

Leanne Pope, Finance Assistant

Michael Farrell, Database Manager

Library

David Bates, Library and Information Services Manager

Malcolm Madden, Research Liaison Librarian

Magda Robertson, Digital Resources Librarian

Many departments are supported throughout the year by temporary staff, volunteers and interns. Chatham House is extremely grateful for their contribution.

Contact

The Royal Institute of International Affairs
Chatham House
10 St James's Square
London
SW1Y 4LE

T +44 (0)20 7957 5700
F +44 (0)20 7957 5710
E contact@chathamhouse.org

Membership Information
T +44 (0)20 7314 3631
E membership@chathamhouse.org

Members Events
T +44 (0)20 7314 3636
E membersevents@chathamhouse.org

Conference Unit
T +44 (0)20 7957 5753
E conferences@chathamhouse.org

Room Hire
T +44 (0)20 7314 2764
E bookings@chathamhouse.org

Media Enquiries/Press Office
T +44 (0)20 7957 5739
E pressoffice@chathamhouse.org

Cover image: Dimapur, India, March 2012.

Chatham House is independent of government, does not owe allegiance to any political party and is precluded by its Charter from having an institutional view. Opinions expressed in publications or at meetings are those of the authors and speakers concerned.

Written by Chatham House.

Designed by TRUE www.truedesign.co.uk

Photography by Ander McIntyre, Chatham House, Francis Grove-White, Foreign & Commonwealth Office, Getty Images, Matt Link and Press Association Images.

Printed by Park Communications on FSC® certified Splendorgel paper using vegetable oil based ink.



When a meeting, or part thereof, is held under the **Chatham House Rule**, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

Independent thinking on international affairs



CHATHAM HOUSE

The Royal Institute of International Affairs
Chatham House, 10 St James's Square, London SW1Y 4LE
T +44 (0)20 7957 5700, E contact@chathamhouse.org
F +44 (0)20 7957 5710, www.chathamhouse.org

Charity Registration Number: 208223