
Annual Review 2018/19



Chatham House, the Royal Institute of International Affairs, is a world-leading policy institute based in London. Our mission is to help governments and societies build a sustainably secure, prosperous and just world.

Chatham House Annual Review 2018/19

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Chair's statement

Research and ideas that have impact, and reaching new diverse, global audiences, are priorities for the institute.

I was delighted to be elected chair of Chatham House last year. It is an honour to lead such a remarkable institution and to have the opportunity to build on the legacy left by Stuart Popham, who stepped down last year as chair and whom I thank and pay tribute to.

My ambition is to ensure that the institute has an even better future than its illustrious past. We are living in unpredictable times, and I want us to be at the centre of the drive to guide the world to a healthier place both politically and economically. Chatham House possesses world-leading convening power, which – when combined with our capacity to deliver leading, cross-cutting research – gives us a unique advantage in the field of international relations. I want us to harness these assets and better combine the strengths of our research teams so that we can address the big global challenges around economic growth; avoiding geopolitical tensions; and developing new governance systems (as outlined on page 7). This will enable us to improve our impact and effect more policy change.

I also want Chatham House to be an exciting place that attracts younger, more diverse, international audiences. We need to drive more engagement with the next generation of members and others to draw on their enthusiasm, energy and ideas. Our Common Futures Conversations project, for example, is engaging young people from 13 countries across Africa and Europe to identify their shared concerns, and is enabling them to work together to identify solutions via online communities.

This initiative, and indeed all of our activities, would not be possible without funding and support. As noted in more detail in the



Honorary Treasurer's report (page 32), 2018/19 was a challenging year financially, with income totalling £16,381,000, slightly below the level recorded in 2017/18. Although total net assets at 31 March 2019 were 3 per cent down year on year, the balance sheet remains strong and there was an inflow of cash, with the level of forward income received and pledged increasing significantly.

In this context, I am delighted to note the award of the transformational £10 million grant to facilitate the creation of the Stavros Niarchos Foundation Wing, which will help facilitate research, host our Queen Elizabeth II Academy for Leadership in International Affairs and establish a new collaboration space – the 'CoLab' – for engaging our new audiences. All of Chatham House's supporters, and not least our members, remain indispensable to our success. Without their engagement, enthusiasm and input, the institute could not fulfil its mission.

I am indebted to my colleagues on Council for their support, engagement and expertise. I can say with confidence that they are actively involved in their governance responsibilities at this time when the operational, as well as financial, pressures on all charitable institutions are more intense than ever. I would like to pay tribute to Alistair Burnett, Martin Fraenkel and Barbara Ridpath, who step down from Council this year after a total of 15 years' service. I would also like to thank and acknowledge Robin Niblett and his team for their dedication and hard work. Some of the outcomes of their labours are highlighted on the following pages.

Lord Jim O'Neill

'We will combine the strengths of our research teams to address the big global challenges.'

Director's statement

Chatham House prepares for its centenary amid growing international uncertainty.

In a world where geopolitical rivalry, resource and technological competition and resurgent nationalism have increased the risks of crisis and conflict, Chatham House's role in researching and promoting solutions based on international cooperation and the sharing of best practices is increasingly important.

During the year under review, the institute intensified its efforts in four priority areas: continuing to infuse policy debates with analysis based on facts and expertise; highlighting the opportunities for positive change, especially through technological advances; contributing to policy innovation, especially on energy, climate change and cybersecurity; and proactively engaging a younger, more diverse, international audience.

All of these priorities were on display during our annual London Conference in June, where delegates representing 91 countries were clear in a flash survey that the issues on their minds this year centred around populism, climate and technology. These topics were among those analysed in the second 'Chatham House Expert Perspectives' survey of risks and opportunities in international affairs – entitled *Ideas for Modernizing the Rules-based International Order* – which outlined policy suggestions on how rules and institutions can adapt to today's proliferating challenges.

Other important outputs and initiatives this year included the launch of our Commission on Democracy and Technology to investigate the nexus of technological change and the future of democratic governance; support for the Argentine and Japanese G20 presidencies as international knowledge partner for the 'W20', and for the 'T20' Taskforce on Gender Economic



'We are proposing solutions based on international cooperation and sharing best practice.'

Equity; and the publication of a sector-leading report, *Making Concrete Change*, on the enormous impact on the environment of how cement and concrete are produced and used. We also worked alongside HRH The Duke of Sussex and the Halo Trust to mobilize political momentum and a £47 million commitment by Angola's environment minister towards ensuring a landmine-free Angola by 2025.

In terms of new capacity, I am pleased to announce the launch of a new Latin America initiative this past year, as well as the completion of a first year of meetings and outputs under the umbrella of our Digital Society Initiative.

These, and the many other projects and activities outlined in this review, are made possible by the generous contributions of our many partners and supporters. They also reflect the ingenuity, energy and commitment of our 175 staff, 150 associate fellows, young volunteers and senior advisers. I am enormously grateful for all their hard work.

As we approach our centenary year in 2020, I look forward to working with all of them, and along with our Council, to highlight the important lessons learned from the institute's past and the plan we are laying to help build a more sustainably secure, prosperous and just world in the future.

Robin Niblett CMG

Mission, governance and membership

Governance responsibilities for Chatham House reside with the Council, which is drawn from the institute's members.

Mission

Chatham House, the Royal Institute of International Affairs, is a world-leading policy institute based in London. Our mission is to help governments and societies build a sustainably secure, prosperous and just world.

We deliver our mission through:

- **Dialogue:** Engaging governments, the private sector, civil society and our members in open debates and private discussions on the major issues in world politics.
- **Research:** Rigorous analysis of critical global, regional and country-specific challenges and opportunities.
- **Ideas:** We develop new ideas and policies on how best to confront these challenges and take advantage of these opportunities from the near to the long term.



- **Leadership:** Training the next generation of policy influencers to deepen their knowledge of the critical issues and to develop their analytical and problem-solving skills.

Our policy solutions are grounded in an understanding of the value of:

- a cooperative approach to international affairs;
- the rule of law;
- representative and accountable government with effective separation of powers;
- open, well-regulated markets; and
- a vibrant media and civil society that enables informed public debate.

We seek to connect our research and ideas with **diverse audiences** – from policy constituencies to the general public – to build momentum for positive change.

Governance

Governance of Chatham House is overseen by our Council, which is chaired by Lord Jim O'Neill. Council members are drawn from and elected by our membership.

Our patron is Her Majesty The Queen. We have three presidents who represent and assist at a senior institutional level. We also have a Panel of Senior Advisers who provide



'Our members share and debate ideas on critical issues in international affairs.'



an experienced sounding board for our policy conclusions and help communicate our ideas at the highest levels.

Membership

Our global membership community spans the worlds of business, diplomacy, academia, politics, the media and civil society, as well as a growing body of students. From the outset, Chatham House has relied on its individual and institutional members to support its mission, especially its role as a platform for informed debate on the most pressing international issues.

Members play an essential role in exploring research and in questioning thought leaders and decision-makers at Chatham House events. In addition, governance responsibilities for the operation and management of the institute reside with our Council.

Chatham House, as a non-profit institute without government subsidy or significant endowment, relies on a diverse breadth of financial support to sustain its independence. Through their annual subscriptions members provide an indispensable proportion of funding. A growing number also provide support through donations to the Annual Fund as well as broader philanthropic giving.

*Above and left:
Audience questions
are an important part
of our events.*

PHOTOS: SUZANNE PLUNKETT



Dr Stuart Russell (centre), an associate fellow with our Digital Society Initiative, participates in a debate on 'Managing Technological Disruptions: Governance and Accountability' at the London Conference.

PHOTO: SUZANNE PLUNKETT

Participants in our Common Futures Conversations project discuss fake news and disinformation with Joel Gunter, from the BBC World Service, in the simulation centre.

PHOTO: KEITH BURNET

Responding to the changed context

As we prepare for the institute's centenary in 2020, we have been evaluating how we innovate to meet the challenges of the next 100 years.

Chatham House approaches its centenary in 2020 at a pivotal moment in international affairs, one that carries worrying echoes from the past, as well as enormous promise for a better future.

Geopolitical rivalry, resource and technological competition and resurgent nationalism have all increased the risks of crisis and conflict. The institute's role in researching and **promoting solutions through cooperation**, partnerships and the sharing of best practice is more important than ever.

We will use the institute's in-depth knowledge of regional and global challenges to develop integrated solutions that aim to:

- deliver more equitable and sustainable economic growth;
- avoid an escalation of national and geopolitical tensions into broader conflict; and
- advance governance systems that will maximize the prospects for success of these first two goals.

Across all three of these major policy areas, we are also looking at how societies can minimize the risks from, and take advantage of the opportunities generated by, technological disruption.

Our **Digital Society Initiative** (DSI) brings together policymakers, technologists and industry leaders to help forge a community of action and maximize the beneficial use of technologies through solution-driven policy recommendations. The DSI focuses on three

interconnected areas: inclusive technology governance, sustainable and equitable growth, and emerging threats and human safety.

In 2018/19, the DSI has contributed to the development and diversification of Chatham House's technology agenda across research departments. In addition to existing roundtables, members' events and conferences, the DSI hosted community meetings to advise on strategic directions and help identify new areas of research. These included, for instance, a high-level discussion on 'Technology, Society and Ethics' with European policymakers, members of the Chatham House Commission on Democracy and Technology and leading tech companies, as well as a meeting on 'Splinternet: The Geopolitics of Technology', held in Menlo Park, California in collaboration with the Office of the Danish Tech Ambassador.

In all our work, we are conscious of the need to engage a diverse and international range of voices. All of our activities should reflect the fact that gender diversity and ethnic, social and regional inclusivity will be central to effective, sustainable and just solutions. In particular, we must offer accessible insights and interactive platforms to **include more young people** in our work, and we are already starting to do so through our initiatives to reach out to school students and young people.

'We are looking at how to minimize the risks from, and take advantage of the opportunities generated by, technological disruption.'

Impact in numbers

2.5 million

Our *Making Concrete Change* report featured in a BBC Online article which achieved over 2.5 million reads and 7,900 downloads of the report.

86,000

A video clip of our Chatham House Prize event on press freedom was watched almost 42,000 times on Twitter and reached more than 86,000 users' feeds.

5th

International Affairs rose to 5th place in the global journal rankings for international relations.



Above: An interactive exhibition on emerging technologies at our 'Reinventing the Building' event.

PHOTO: SUZANNE PLUNKETT

Right: Young people network at a Common Futures meeting in Addis Ababa, Ethiopia.

PHOTO: MARTHA TADESSE



'We bring young people together to discuss common challenges and share ideas.'

Below: 'Reinventing Fashion' explored how cutting-edge technologies could make fashion more sustainable.

PHOTO: SUZANNE PLUNKETT



Right: A discussion on how to engage young people in international affairs in our simulation centre.

PHOTO: SUZANNE PLUNKETT



Above: Contemplating the sustainable buildings of the future at 'Reinventing the Building'.

Below: Our '#MeToo' event brought school students and members together to debate gender equality.

PHOTOS: SUZANNE PLUNKETT



Reaching out to new audiences

We are engaging ever wider audiences and more young people in our work.

Over the past year we have run a series of initiatives to widen our reach. In September 2018, we launched **Common Futures Conversations**, a collaboration between Robert Bosch Stiftung and Chatham House, which brings together young people from 13 countries across Africa and Europe to share ideas on solutions to global challenges via events and online communities.

In October we ran a members' event, '#MeToo, A Year On', and invited 180 school students from 10 state schools in the Greater London area to join us. A panel debated whether the #MeToo campaign, and its international variants, was translating into societal change, with the 16- to 18-year-olds asking some challenging questions.

We ran more **'Reinventing'** events, led by the Hoffmann Centre for Sustainable Resource Economy. These events stimulated debate on how everyday items and structures, such as plastic bottles, clothing and the buildings around us, can be reinvented through cutting-edge technologies to be more sustainable. Each event had an accompanying exhibition on the day and attracted a wide audience.

In December, *The World Today* magazine, in association with the *Financial Times*, asked school students to write an article to answer the question: 'If you were UN secretary-general for a day, what would be your first action, and why?' The competition, part of the magazine's outreach to schools and universities, received entries from 22 countries (see photo, page 33).

Informed debate

Our unparalleled convening power attracts global leaders and the best analysts in their respective fields, who join our events in London and around the world.

NEXT GENERATION

London Conference 2018

In June 2018, renowned author **Chimamanda Ngozi Adichie** spoke about storytelling and representation, and the importance of discussing societal issues, such as feminism, identity and accepting difference.

SECURITY

Future relations on the Korean Peninsula

In July 2018, South Korea's foreign minister, **Kang Kyung-wha**, spoke about her government's plans regarding inter-Korean relations shortly after the summit between North Korea's supreme leader Kim Jong-un and US President Donald Trump.

GEOPOLITICS

US–Europe relations

Former vice-president and current Democratic Party presidential nominee **Joe Biden** spoke in October 2018 about the importance of the transatlantic relationship and the future of the rules-based order in a turbulent world.

AFRICA

Economic reforms in Africa

Zainab Shamsuna Ahmed, Nigeria's finance minister, spoke in November about economic progress since the 2016 recession. Other speakers on regional economic reform included the finance ministers of Somalia and Zimbabwe, and the governor of the Central Bank of Angola.

MIDDLE EAST

Lebanon's foreign policy

In December 2018, Prime Minister **Saad Hariri** of Lebanon spoke about his country's economic and political outlook, the challenges in forming a united government and other important issues in the region.





CYBER

Protecting personal data

Christopher Wylie, the whistleblower who was at the heart of the Cambridge Analytica revelations, spoke at the 2018 Cyber Conference about the ethics of politicizing data and the lack of checks and balances online.



FREE SPEECH

Chatham House Prize 2018

The prize was awarded to the Committee to Protect Journalists (CPJ) for its tireless work in defending the rights of journalists and free speech. CPJ's executive director, **Joel Simon**, participated in a discussion with guests, including Maria Ressa, Lynsey Addario and Mona Eltahawy (above).

CLIMATE

Limiting global warming

Janos Pasztor, former United Nations assistant secretary-general for climate change, spoke in February 2019 about the uses, governance and potential risks of harnessing solar geoengineering technology to combat climate change.

BREXIT

Future of UK and Europe

In March 2019, a panel including Sir Ivan Rogers, Caroline Lucas MP and BBC presenter Nick Robinson discussed the future relationship between the UK and Europe on the day the UK would originally have been due to leave the EU.



SOCIETY

Exploring identity politics

Following her delivery of the Democratic Party's response to President Trump's State of the Union address, **Stacey Abrams** visited Chatham House in March 2019 to make an impassioned argument for identity-conscious politics and for giving a voice to marginalized voters and communities.



Supporting the next generation of leaders

The Queen Elizabeth II Academy is an incubator for ideas from tomorrow's leaders.

During the past year, interest in taking up a fellowship with the Queen Elizabeth II Academy for Leadership in International Affairs has more than doubled. We received over 1,700 applications for the 2019–20 round of fellowships.

The Academy has now **hosted more than 50 fellows from 22 countries**. Former fellows are now in key positions within government, as well as the diplomatic, civil society and corporate sectors. Academy fellows have gone on to work with the Japanese ambassador to the UN; International Crisis Group; the Robert Bosch Center for Central and Eastern Europe, Russia and Central Asia; the Basel Institute on Governance; the Emmy Award-winning strategic communications firm Well Told Story in Nairobi; and the Executive Office of the President of the Republic of Indonesia; as well as to consult on new energy models for the Middle East.

The Academy will launch a new fellowship this year in partnership with the Beijing-

based Schwarzman College, as well as hosting senior contributors to the field of international economics through two fellowships created to honour Dame DeAnne Julius DCMG CBE, who was chair of Chatham House from 2003 to 2012. For the first time, our recruitment and leadership programme for 2019–20 is **focused on global governance**, one of the institute's three strategic research areas.

Looking back at 2018, the Academy welcomed eight emerging leaders to Chatham House including the first fellows from Australia, Croatia and Abkhazia (contested territory).

We have a strong track record of building the capacity of mid-career, emerging leaders through the fellowship programme.

The Academy is also engaging **younger and more diverse audiences**, and has been widening participation in the work of Chatham House through a new workstream. This involved working with IntoUniversity to deliver a pilot workshop in October 2018





for a dynamic group of youth leaders. The workshop included discussions on key risks and opportunities in international affairs and career prospects in this field. This programme will continue with up to six regional workshops across the UK. These workshops will contribute to widening participation in the institute's activities and create a network of under-30s who will act as 'ambassadors' to grow Chatham House's visibility beyond London.

The Academy has also continued to expand its 'Global Insights' workshops in London and internationally, hosting six workshops in 2018–19 for diverse audiences, including the Foreign & Commonwealth Office International Leaders Programme, Santander, IntoUniversity and CLP Holdings. The Academy continues to make a vital contribution to Chatham House's international presence. We will hold our first 'Global Insights' workshop in Beijing in October 2019, following a successful pilot in Hong Kong in 2018.

Academy fellows participate in events and roundtables as part of the institute's goal of developing future leaders.

PHOTOS: SUZANNE PLUNKETT, HAITIAN WOMEN'S CHAMBER OF COMMERCE, SAVE THE CHILDREN, DELEGATION OF THE EUROPEAN UNION TO THE UNITED STATES

'The Academy brings new and diverse voices to Chatham House's work.'



Charting a course for stability in globally uncertain times

Chatham House analyses how best to address shifts in economic and political power, which are causing greater competition among states, institutions and other agencies.

Meet some of our experts



Roland Paris

Roland is a former foreign policy adviser to Canadian Prime Minister Justin Trudeau. Professor Paris's research includes the role of middle powers in foreign policy.



Sanam Vakil

Sanam is a senior research fellow who heads the 'Future Dynamics in the Gulf' project and the Iran Forum.



Nikolai Petrov

Nikolai is a senior research fellow with the Russia and Eurasia Programme and is working on deconstructing the decision-making process in Russia.



Richard G. Whitman

Richard's research focuses on the EU and Brexit, including foreign, security and defence policies.

Addressing thorny issues in US–EU relations

We are using innovative research tools to develop potential solutions to trade and security challenges facing the transatlantic relationship.

In 2018, the US and the Americas Programme conducted two high-level simulation exercises to examine the economic and security dynamics underpinning the relationship between the US and Europe. Simulation exercises provide an innovative tool for exploring and developing solutions to critical challenges, such as those which threaten to drive a wedge through the transatlantic partnership.

The first simulation aimed to evaluate how protectionism and an assertive nationalist approach to trade negotiations could impact US–EU trade talks. Chatham House organized an exercise that simulated multilevel negotiations before and during a meeting of US and European trade representatives. The simulation highlighted how long-standing issues that were flashpoints during the negotiations on the Transatlantic Trade and Investment Partnership (TTIP) – such as agriculture – would likely also be major stumbling blocks in future US–EU trade talks.

A second, discrete exercise simulated a series of complex crises for NATO, including a Russian offensive in Ukraine, a major cyberattack and a terrorist attack of unclear provenance in Italy. Researchers from the US and the Americas Programme evaluated how a multilateral response, as opposed to a nationalist or unilateral response, would alter outcomes. This format also allowed participants to explore how the actions of populist governments in NATO member states might affect NATO's ability to manage crises. Participants gained unique insights, which they could feed into forward planning by member states and the Alliance itself.

Previous page: Syrians ride past destroyed buildings in the village of Teir Maalah, on the northern outskirts of Homs.

PHOTO: MAHMOUD TAHA/AFP/GETTY IMAGES

Donald Trump and Jean-Claude Juncker make a joint statement to calm fears surrounding the US–EU trade dispute.

PHOTO: ANDREW HARRER/BLOOMBERG VIA GETTY IMAGES





RELATED READING Cyber negotiation

Gregory Falco, Alicia Noriega and Lawrence Susskind (March 2019)

This *Journal of Cyber Policy* article explores a cyber risk management approach to defending urban critical infrastructure from cyberattacks. The authors devise a framework that could help organizations manage their cyber risks and bolster cyber resilience.



‘We draw on simulation exercises to develop solutions to critical challenges.’

Europe: Brexit and beyond

Chatham House hosts debate on the short- and long-term challenges of Brexit, while exploring future opportunities.

Over the past year Chatham House has hosted dozens of debates and discussions on the politics of Brexit, including a high-level panel of experts and politicians in March 2019 in collaboration with BBC Radio Four’s *Today* programme. As well as debating the issues of the moment, we have explored the longer-term challenges and opportunities emerging from Britain’s planned withdrawal from the EU.

One such area of interest is the UK food system. For almost half a century, the UK’s food system – comprising all food production, transport, manufacturing, retailing and consumption – has been intrinsically and intricately linked to its membership firstly of the European Community and, subsequently, of the EU. Arguably, for no other sectors are the challenges and opportunities of Brexit as extensive as they are for UK food and agriculture.

In January our Europe Programme, together with the Energy, Environment and Resources Department, published *Food Politics and Policies in Post-Brexit Britain*. This argues that the UK has an unprecedented chance to reform its food system, which currently operates on a ‘just in time’ basis. But to do this, the paper warns, will require a holistic approach, a long-term strategy and a carefully managed transition to deliver a profitable, healthy and sustainable food system for all.



RELATED READING Chatham House Expert Perspectives 2018

Adam Ward et al.
(June 2018)

Our inaugural issue of *Chatham House Expert Perspectives* brought together expertise from across the institute. Analytical pieces by our experts covered a wide range of topics, such as Brexit’s paradox for UK foreign policy, America’s crisis of leadership, the rising risks of nuclear weapons use, and the challenges of increasing cities’ preparedness for biological threats.



Brexit has stimulated debate on UK food systems and the availability of the products in our stores. PHOTO: SIMON DAWSON/BLOOMBERG VIA GETTY IMAGES

Explaining Russia's drive to confront the West

Our experts provide in-depth policy analysis and advice to inform Western choices on how best to manage the Russian challenge.

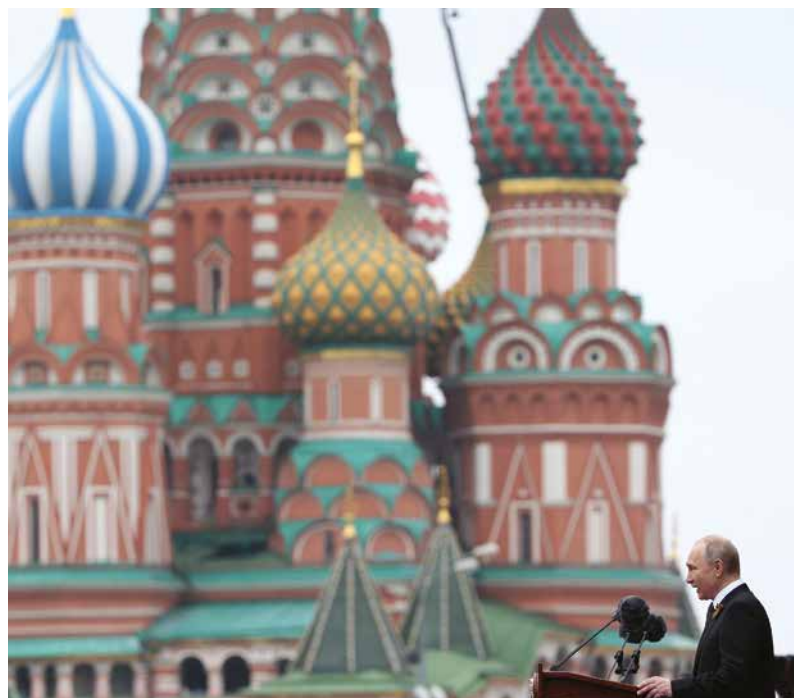
The relationship between Russia and the West is still in crisis. In response, Chatham House's Russia and Eurasia Programme continues to harness world-class expertise, contributing in-depth analysis and policy advice to inform UK and Western choices for dealing with Russia.

Russia is often considered unpredictable. But Chatham House analysts highlight how the country and its leadership respond in consistent ways to what they perceive or claim to be foreign and security policy challenges. By deconstructing Russia's enduring security assumptions and claims to defend itself, our analysts seek to offer ways to avoid shocks in the relationship with Moscow.

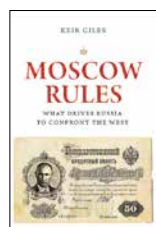
Chatham House senior consulting fellow Keir Giles's new book *Moscow Rules: What Drives Russia to Confront the West*, published in January 2019, lays out in detail how Western policy approaches to Russia in the post-Cold

War period have repeated the same mistakes time and again. Unwarranted optimism about the potential for cooperation and convergence has led to unjustified expectations: that Russia would join the Western community of nations; that Russia has an electable liberal opposition; and, above all, that relations with Moscow would by default improve and normalize. Experience has shown that none of these is the case.

Accordingly, *Moscow Rules* considers Russia's history, political system and social norms and values to produce key recommendations for a more stable and less crisis-prone relationship with Moscow. In a series of events across Europe and North America, Keir has addressed policy, academic, media and public audiences on the book's findings. Foremost among these is the need to recognize and admit the true nature of Russia's views of the West as an innately hostile adversary rather than as a potential partner, and to reconfigure the relationship appropriately. Relations with Russia, *Moscow Rules* argues, will be less dangerous if they are based on a realistic assessment of what Russia thinks, wants and believes.



President Vladimir Putin addresses the crowd during the Red Square Victory Day Parade marking the end of the Second World War. PHOTO: MIKHAIL SVETLOV/GETTY IMAGES



RELATED READING

Moscow Rules: What Drives Russia to Confront the West

Keir Giles (January 2019)

The author makes recommendations for achieving a more stable relationship with Russia in this Chatham House Insights book.





Destroyed buildings are a common sight in the central district of the Libyan city of Benghazi.

PHOTO: ABDULLAH DOMA/
AFP/GETTY IMAGES



Confronting Libya's war economy

Our research is informing policy on how to tackle Libya's cycles of violence, and prompting calls for analysis of other war economies.

Efforts to resolve Libya's political crisis are stymied by a persistent economy of predation, where political decision-making is often informed by vested interests rather than by the needs of constituencies.

Our research on Libya focuses on the interlinked political, security and economic challenges that weaken state institutions, damage Libya's economy and facilitate the existence of non-state armed groups. Recent findings from a pivotal paper by the Middle East and North Africa Programme at Chatham House have stirred enormous interest from the policymaking community and stimulated calls for further, comparative research on other war economies in the region, such as Syria, Yemen and Iraq.

Our research paper, *Libya's War Economy: Predation, Profiteering and State Weakness*, studies the implications of the interlinked challenges and how they have produced a dynamic war economy dependent on violence. It explains how Libya's war economy is damaging for three main reasons: it provides an enabling environment for networks of armed groups; it perpetuates negative incentives for those who profit from the state's dysfunction; and it is having a disastrous impact on Libya's formal economy, undermining what remains of its institutions.

To end these cycles of violence, our research suggests a series of policy recommendations for national and international stakeholders, including more targeted measures to dismantle the underpinning of Libya's war economy where possible, and the co-option of war economy profiteers only where necessary.

RELATED READING

Targeting infrastructure and livelihoods in the West Bank and Gaza

Erika Weinthal and
Jeannie Sowers
(March 2019)

In this *International Affairs* journal article, authors Erika Weinthal and Jeannie Sowers reveal the damage to water, energy and agricultural infrastructure caused by the ongoing conflict in Gaza and the West Bank. They argue that the targeting of these resources has created humanitarian crises and undermined civilian livelihoods.



New thinking on how societies can promote prosperity

Chatham House explores how governments and societies can come together to promote sustainable prosperity, finding ways to balance growth and welfare expectations with action to curb environmental and resource stresses.

Meet some of our experts



Patrick Schroeder

Patrick works on the transition to an inclusive circular economy. He is author of *The Circular Economy and the Global South*.



Ana Yang

Ana's research focuses on the drivers of change for sustainable, healthy food systems transformation.



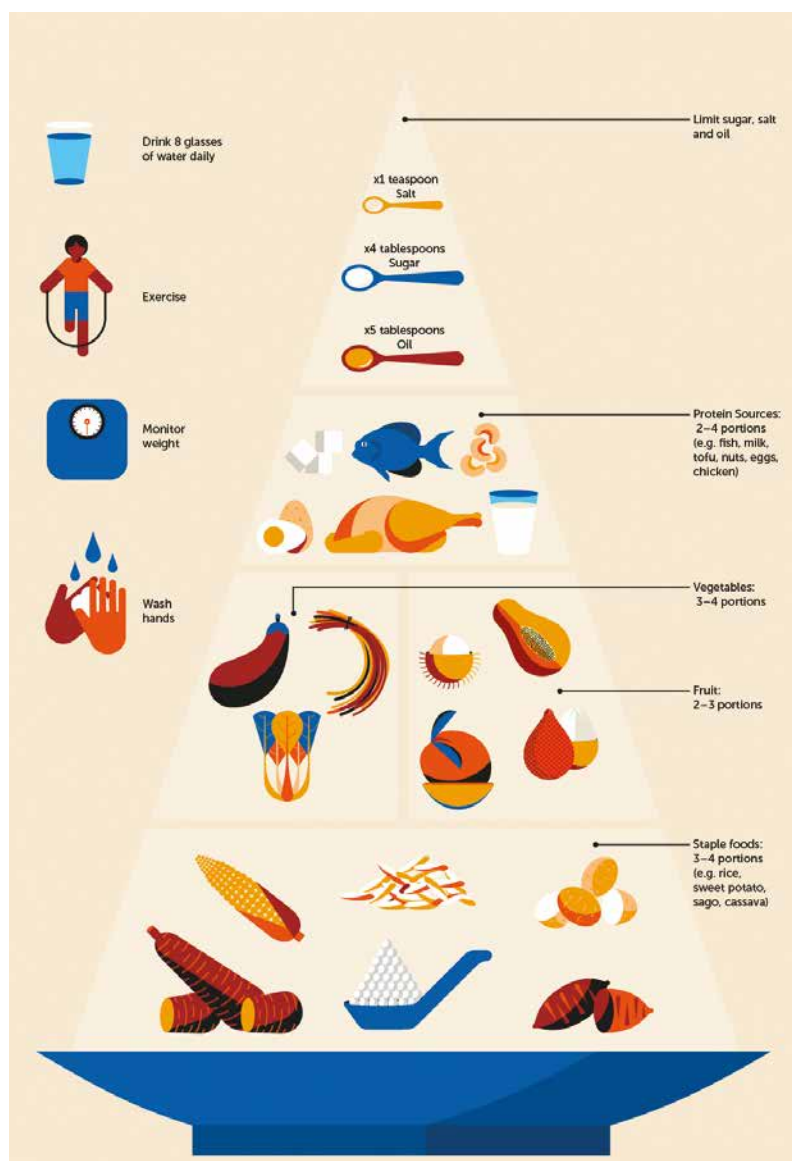
Urvashi Aneja

Urvashi is an associate fellow with the Asia-Pacific Programme, researching technology and society, and South-South cooperation.



Christopher Vandome

Christopher researches the political economy of southern Africa, focusing on South Africa, Swaziland and Zimbabwe.



Above: Indonesia Balanced Nutrition Guidelines – ‘balanced nutrition pyramid’ and ‘healthy eating plate’. ILLUSTRATIONS BY NATHALIE LEES



RELATED READING

Meat Analogues: Considerations for the EU

Antony Froggatt and Laura Wellesley
(February 2019)



Plant-based ‘meat’ and ‘lab-grown’ meat may help to tackle over-reliance on the livestock sector and the implications for the climate change emergency. Focusing on the EU, this paper explores the challenges of generating demand and scaling up production for such meat analogues. The paper was featured in over 50 articles, including in the *Financial Times*, the *Guardian* and the *Independent*, and syndicated internationally through Reuters.

Healthy diets from sustainable production

We piloted an initiative in Indonesia to stimulate sustainable food production and healthier diets.

Transitioning towards healthy diets from sustainable production could ease some of the most pressing environmental and public health challenges facing the planet. The Hoffmann Centre for Sustainable Resource Economy at Chatham House, in partnership with EAT, has convened ‘Champions for Tomorrow’s Diet’, an initiative that aims to make dietary shifts central to the transformation of food systems at both global and national levels.

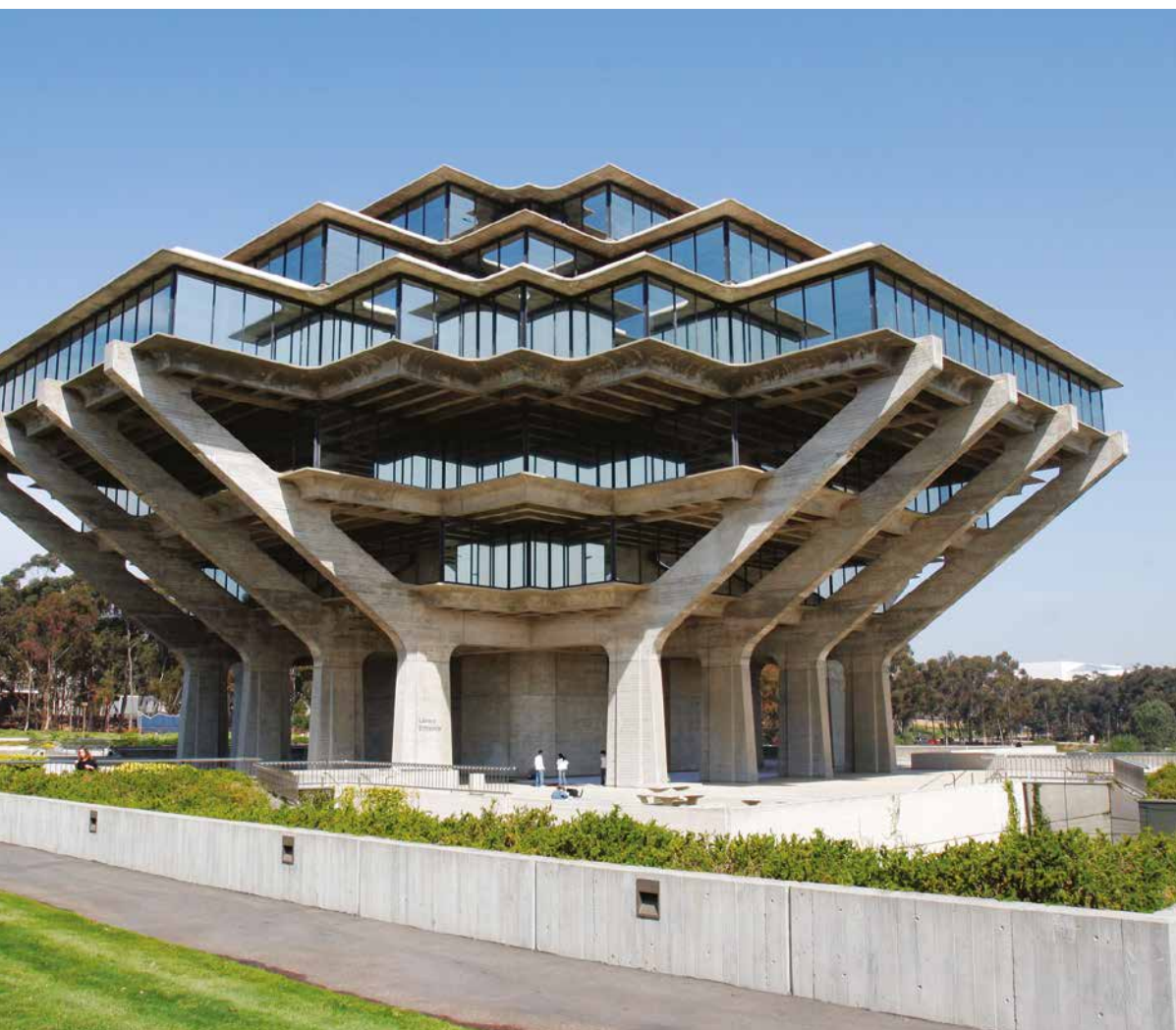
By identifying and developing policy tools, local and national champions and supporting narratives in selected countries, the initiative helps to navigate the political economy of food systems and identify strategies for shifting diets on to healthier, more sustainable pathways.

In 2018, the Hoffmann Centre and EAT piloted the initiative in Indonesia and produced a report on the national levers for stimulating healthier, more sustainable dietary shifts in the country. This was conducted in consultation with a number of leading Indonesian practitioners, including the director of nutrition at the Ministry of Health and the head of the Human Nutrition Research Centre. The final report, *Healthy Diets from Sustainable Production: Indonesia*, was prefaced by Indonesia’s health minister, Nila Djuwita Farid Moeloek.

The report was launched in Jakarta in January 2019 and presented to the government of Indonesia, including National Development Planning Minister Bambang Permadi Soemantri Brodjonegoro. He expressed interest in using the report to help shape Indonesia’s fourth National Medium-term Development Plan 2020–25.

The Children’s Investment Fund Foundation generously supported this work.

‘We are identifying strategies to transform food systems at national and global levels.’



Concrete is one of the most widely used construction materials, and accounts for 8 per cent of global CO₂ emissions.

PHOTO: EDUCATION IMAGES/
CITIZENS OF THE PLANET/
UNIVERSAL IMAGES GROUP
VIA GETTY IMAGES



RELATED READING

Dirty and dangerous, coal clings on

Sian Bradley (August/September 2018)

An article on 'The Future of Coal' in our August/September 2018 issue of *The World Today* magazine looked at the decline of coal use in Europe and its parallel acceleration in Asia. The author argues that coal-exporting countries and those with coal technology to sell are avidly seeking new markets, despite the case for renewable sources of energy being incontestable.

Sustainability and the built environment

A Chatham House report drew attention to concrete – the most widely used construction material in the world and a major contributor to climate change.

More than 4 billion tonnes of cement are produced annually, accounting for around 8 per cent of global CO₂ emissions. To achieve substantial emissions cuts in the sector, there will need to be a step-change in the pace at which lower-carbon cements are developed and deployed. Our report offered analysis on the potential gains from decarbonizing cement and the pitfalls in not doing so, prompting wide interest from media and industry.

Making Concrete Change: Innovation in Low-carbon Cement and Concrete found that deep

decarbonization of cement and concrete can be achieved, but that there is no silver bullet: it depends on adopting a suite of technologies, practices and policies. Disruptive trends in the broader construction sector would unlock new opportunities to reduce emissions more quickly – helping to limit global warming to 1.5°C above pre-industrial levels.

The report received significant media attention, including major features in *The Economist* and the *Guardian*, while analysis cited by the BBC was read almost 3 million times. The report has also attracted a wide range of follow-up from stakeholders in industry and civil society.

The project was supported by the European Climate Foundation and i24c.



Aerial view of the island of Falalop, Ulithi Atoll, Micronesia. PHOTO: DEA/V GIANNELLA



RELATED READING

EU–China Innovation Relations: From Zero Sum to Global Networks

K. C. Kwok, Laurence J. Lau and Tim Summers (May 2018)

The authors of this research paper argue that there will always be a tendency for politics to push to protect or enhance ‘local innovation’, but that it is in the longer-term interests of both the EU and China to encourage innovation collaboration.



The interplay between prosperity and security in the Pacific

We are taking the long view to study the complex relationships spanning out from the Pacific region.

The strategic importance of the Pacific region continues to grow, and Chatham House is tailoring its research and projects to reflect the unfolding developments and dynamics in this increasingly complex but relatively overlooked region.

Under President Trump, the US administration has advanced its ‘Free and Open Indo-Pacific’ strategy, deepening aid, security and trade relationships with the region in response to China’s influence. The UK has also sought to expand its presence, establishing several new diplomatic missions in the Pacific.

In response, Pacific Island leaders have endorsed a new concept of regional security with an emphasis on human security, environmental and resource security, transnational crime and cybersecurity.

Through events, analysis and social media, the Asia-Pacific Programme at Chatham House has been examining the interplay between prosperity and security in the Pacific. Closed Track 1.5 dialogues (dialogues with key stakeholders from government and elsewhere) have considered how the international community might deepen its engagement with Pacific Island countries and other regional partners to promote stability and prosperity.

This work provides a valuable basis from which to develop further links with governments in the region and is helping us to plan fresh research, such as a major project on geostrategic priorities in the Indo-Pacific to 2024. Taking a longer-term view, this new project will look at scenarios in the Indo-Pacific from the perspectives of a range of different countries. Along with security, climate change will be high among the concerns, and this aspect of the work will involve Chatham House’s Energy, Environment and Resources Department.

‘Our research analyses the unfolding developments in this increasingly complex region.’

Mine clearance and conservation-based economic development in Africa

Our research demonstrated how African models of conservation can provide incentives to tackle the illegal wildlife trade and unlock wider economic gains.

In 2018, the Africa Programme at Chatham House conducted an inclusive research process on the economic incentives for African governments to tackle the illegal wildlife trade (IWT) and to pursue conservation-driven development models. Based on the Southern African Development Community's work to promote trans-frontier conservation areas, our research has helped to inform high-level meetings on IWT and highlighted problems faced by individual countries.

A research roundtable at Chatham House and more than 30 bilateral interviews with conservation experts and practitioners from the region, as well as international organizations, provided primary data. Capturing African voices and approaches to conservation was a key aim of the resulting research paper, which was complemented

by comment pieces in UK and South African media that focused on African political leadership and regional cooperation on conservation.

The paper was launched at the UK government conference on IWT in October 2018, where the panel included environment ministers Paula Coelho of Angola and Tshekedi Khama of Botswana, and was chaired by the UK minister for Africa, Harriet Baldwin. Subsequently, Thérèse Coffey, UK minister of the environment, used the main findings of the paper to frame a further discussion with ministers from Cameroon, Nigeria, South Africa and Zimbabwe.

The paper focused on IWT-related issues specific to seven African countries – including Angola, where landmines are a prohibitive factor for conservation. Since the paper's launch, the need for landmine clearance has become a more prominent issue in debates on conservation-driven development, and the Africa Programme is continuing its work in this area.



RELATED READING **Tackling Illegal Wildlife Trade in Africa: Economic Incentives and Approaches**

Christopher Vandome and Alex Vines
(October 2018)

The authors of this research paper argue that combating illegal wildlife trade and further pursuing conservation-driven development models could help generate considerable economic benefits for African countries, while ensuring the long-term preservation of Africa's wealth of natural capital.



The world's last female pair of northern white rhinoceros at Ol-Pejeta conservancy on Kenya's Laikipia plateau. PHOTO: TONY KARUMBA/AFP/GETTY IMAGES



Contributing to a more just and equitable society

Chatham House collaborates widely to develop policy solutions on pressing international issues, such as human rights, stable financial systems and delivering affordable healthcare.

Meet some of our experts



Afifah Rahman-Shepherd
Afifah works on the health-related Sustainable Development Goals, including preparedness for health crises and access to healthcare.



Joyce Hakmeh
Joyce provides regular analysis on cyber policy issues and is co-editor of the *Journal of Cyber Policy*.



Ben Saul
Ben focuses on international law, with reference to the Asia-Pacific, counterterrorism, and development and inequalities.



Linda Yueh
Linda works on the impact of technology on the global economy and provides regular analysis of economic issues.



A child is vaccinated during a five-day polio vaccination campaign in Kenya. PHOTO: YASUYOSHI CHIBA/AFP/GETTY
Previous page: pupils in a school in Tepi, Ethiopia. PHOTO: ERIC LAFFORGUE/ART IN ALL OF US/CORBIS VIA GETTY IMAGES



RELATED READING

The Chatham House Sustainable Laboratories Initiative
David Harper, Emma Ross and Benjamin Wakefield (June 2019)

Laboratories are critical for supporting effective infectious disease surveillance and outbreak response. This prior assessment tool is designed to help structure a conversation between funding partners and recipient countries on how to most effectively establish or repurpose laboratories in low-resource environments.



Supporting a global transition to universal health coverage

Chatham House has expanded its work with countries aiming to achieve the Agenda 2030 target of universal health coverage.

Universal health coverage (UHC) is attained when everyone in society receives the healthcare they need without suffering financial hardship. Two of the prerequisites for UHC are political commitment at the highest level of government and adequate public financing. The UHC Policy Forum at Chatham House has been working on the political economy of UHC reform processes and is sharing this evidence with countries that hope to achieve UHC. The forum has been helping health stakeholders – such as ministers of health, government officials and civil society organizations – to articulate the economic and political costs and benefits of different UHC strategies to ministers of finance and heads of state.

The Chatham House Centre on Global Health Security continues to work closely with the

Elders in presenting policy options on universal health reforms to political leaders across the world. This work directly resulted in the heads of state of an African and an Asian country announcing major pro-poor health financing reforms in 2018. This was part of wider work to advise leaders on the merits of UHC reforms in India, Pakistan, Nigeria, Kenya, South Africa, Indonesia, Ghana, Malawi, Ireland and the US.

The Policy Forum also researches neglected and controversial topics relating to UHC. Following the publication of a Chatham House research paper on hospital detentions, journalists investigated incidences of this practice in the Democratic Republic of the Congo, Kenya and Nigeria. This resulted in worldwide media coverage, including a documentary programme produced by the BBC. Lawyers and parliamentarians in Kenya have used this research to amend a health bill in parliament that will outlaw the practice of detaining patients in hospitals for non-payment of medical bills.

‘We are helping to persuade countries to introduce pro-poor health financing reforms.’

Analysing the implications of cybercrime laws for society

Our research is examining the impact of cybercrime laws on the economies and societies of Gulf Cooperation Council countries.

With an unprecedented rise in cybercrime and cyberattacks around the world, the Chatham House International Security Department has pioneered several projects to explore how government and non-government stakeholders are trying to mitigate the risks and how they are trying to work towards ‘cyber resilience’.

One project is examining cybercrime laws – a key tool that governments adopt to combat cybercrime – in the Gulf Cooperation Council (GCC) countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE). The project asks whether these laws are fit for purpose and gauges their impact on the economy, security and civil liberties. For instance, one area of research looks at the impact of smart infrastructure on the digital economy and future security.

Our research paper *Cybercrime Legislation in the GCC Countries: Fit for Purpose?* focuses on the impact on civil liberties, with a closer look at freedom of expression online. The paper studies the structure and content of the laws, assessing how they compare with relevant international law. It concludes that, when viewed through the lens of international human rights law standards, most cybercrime laws in the GCC give cause for concern. The paper argues that these laws play a major role in curtailing freedom of expression and do not offer adequate guidance for law enforcement and the judiciary in their efforts to investigate, prosecute or adjudicate in cases of cybercrime.

‘We highlighted how GCC cybercrime laws are affecting civil liberties.’



RELATED READING
Artificial Intelligence and International Affairs: Disruption Anticipated
 M. L. Cummings, Heather M. Roff, Kenneth Cukier, Jacob Parakilas and Hannah Bryce (June 2018)

This report examines some of the challenges for policymakers arising from artificial intelligence (AI). The authors argue that the rise of AI must be better managed to ensure that it does not reinforce existing inequalities.



Cyber laws in GCC countries have raised concerns regarding freedom of expression online. PHOTO: FAYEZ NURELDINE/AFP/GETTY IMAGES

Human rights and trade

We are building a new resource to strengthen human rights considerations in trade treaties.

Public debate about the impacts of globalization has shed light on the human rights, environmental and social implications of trading arrangements. Are ‘new generation’ trade and investment agreements building in enough room for governments to regulate in the public interest, and to what extent can trade treaties be an instrument for promoting human rights?

The International Law Programme is building a resource base for strengthening the human rights sensitivity of trade treaties. The first publication, by Dr Jennifer Zerk, focused on *Human Rights Impact Assessment of Trade Agreements*, and examined the potential for ‘HRIA’ to contribute to an effective risk mitigation strategy.

The launch event illustrated the growing diversity of actors involved in trade conversations, with those attending including representatives from the European Commission, human rights actors, governments, trade lawyers and corporates.



Human Rights Impact Assessment of Trade Agreements

Jennifer Ann Zerk
(February 2019)

This paper looks at the challenges of making human rights impact assessment of trade agreements a robust and credible policy tool for states. The author outlines how the idea springs from concern that states are not doing enough to anticipate and address the human rights-related risks in relation to their trading arrangements with other countries.



Picking tea on a plantation – public debate is growing about human rights and trade agreements among countries. PHOTO: DEAGOSTINI/GETTY IMAGES



Examining the global economy

We are influencing debate on the global economy and financial system, with acclaimed work on China and impacts on developing countries, and work on gender and growth.

In September 2018, our Global Economy and Finance Department partnered with the City



of London to co-host a conference on the legacy and lessons of the 2008 financial crisis. The event featured perspectives from Lord Alistair Darling and Sir Paul Tucker, as well as other experts who debated how the financial sector has evolved and whether societies will be better protected against future risks.

The event added to research by associate fellow David Lubin on the integration of China into the global financial system. His new book, *Dance of the Trillions*, asks how wise it is for developing countries to open themselves up in an unrestricted way to flows of foreign

capital, given that the volatility of such flows has had unpleasant consequences over the past few decades.

We also worked closely with the G20 and its engagement groups (especially the W20 and T20) to put gender-inclusive growth and women's economic empowerment at the core of the G20 agenda. Under the Argentine G20 presidency, Chatham House provided technical advice and support to the W20, a role which continued into Japan's G20 presidency this year. In July 2018, we also held a successful gathering of our annual international policy forum on gender and growth.

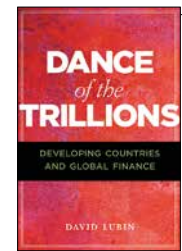


RELATED READING

Dance of the Trillions: Developing Countries and Global Finance

David Lubin (July 2018)

Selected by the *Financial Times* as one of the best economics books of 2018, *Dance of the Trillions* is part of the Chatham House Insights series, published jointly with the Brookings Press. The author tells the story of what makes money flow from high-income countries to lower-income ones; what makes it flow out again; and how developing countries have sought protection against the volatility of international capital flows.



Preparations for the Belt and Road Forum in Beijing in April 2019, which took place against a backdrop of trade tensions with the US.

PHOTO: NICOLAS ASFOURI – POOL/GETTY IMAGES

Honorary Treasurer's report

This was a very challenging year financially for the institute. **Operational income** for 2018/19, at £16,381k, was just below the level achieved in 2017/18. After strong growth in previous years, research income was essentially flat in 2018/19, reflecting a period of consolidation, with permanent research staff numbers falling for the first time in many years. Membership subscriptions were flat, as were the revenues from events, and there was a slight drop in investment income. However, publication income rose strongly, by 9% in the year, mainly thanks to a grant to support the growth and development of *The World Today*. Unrestricted donations, including major donor fundraising, again increased over the previous year, rising by an encouraging 7% from £896k to £959k.

Total **operational expenditure** for the year was £17,407k, up 3% from the previous year. Research costs increased marginally and in line with inflation. Event costs were lower, giving rise to slightly increased margins over 2017/18. Expenditure on membership, meetings, the library, communications and publications rose by 8% to £3,081k. This was because of further significant investment in the website and other digital and online resources; the funded investment in marketing and outreach by *The World Today*; and a Robert Bosch Stiftung-funded project to engage with future leaders, run by the Communications and Publishing Department. Support costs net of recharges to research rose 7%, due mainly to further investment in the institute's IT capabilities, as well as to the first full-year costs of occupying the ground and first floors in Ames House.

The **net result** for the year, after taking Second Century income into account, was an overall deficit of £800k, which compared with a small surplus of £13k in the previous year. The net result includes income of £226k from the Second Century Initiative, down 13%. The overall net deficit was ameliorated to £437k by investment gains of £363k. In the previous year there were net investment losses of £205k, and in both years the gains and losses mainly reflected movements in global equity markets. Additionally, in the previous year there was a specific generous donation received of £863k for building refurbishment.

At the year-end, **total net assets**, excluding the value of Chatham House itself, were £16,146k, compared with £16,583k as at 31 March 2018 – a decrease of 3%, mirroring the operational deficits in general and restricted funds. However, there was a significant cash inflow of £2,021k, compared with an outflow of £2,129k in the previous year. This was due to lower capital expenditure, the disposal of an investment, the collection of debts, and an increase in the amount of forward income received but not yet recognized. At 31 March 2019, Chatham House held non-cash investments with a market value of £8,883k, compared with £9,071k as at 31 March 2018. This reduction was due to the disposal of some investments held in the Newton Real Return Fund, offset by the significant investment gains of £363k.

Looking forward, we are seeking to achieve a step change in our financial position by putting

'We are investing in marketing and outreach for *The World Today* magazine.'





Kate Atkinson, winner of The World Today 2018 writing competition for school students, is congratulated by the chair of Chatham House, Lord Jim O'Neill. The competition was run in association with the Financial Times.

PHOTO: SUZANNE PLUNKETT

plans in place to return the institute to surplus. We have operated on very fine margins for many years, and so small percentage reductions in income have a disproportionate effect on our overall financial performance. On the positive side, the research income pipeline is looking much healthier than it was a year ago, and specific measures are being instituted to further increase the level of discretionary revenues. The receipt in April 2019 of £8m (from a total of £10m) from the Stavros Niarchos Foundation is enabling the institute in 2019/20 to exercise the existing options and purchase the first and second floors of Ames House. This is strategically very important to us from both an operational

and financial perspective. It will result in significant overall annual savings of some £370k, as we will no longer be incurring the annual rental costs on the two floors.

The combination of these various actions to increase income and reduce costs will help the institute return to generating annual surpluses and greatly assist in the process of rebuilding the reserves. In addition, there are extensive plans to leverage the upcoming centenary in 2020 to raise further sizeable funds, particularly through the Second Century Initiative in the build-up to, and during, the institute's centenary year.

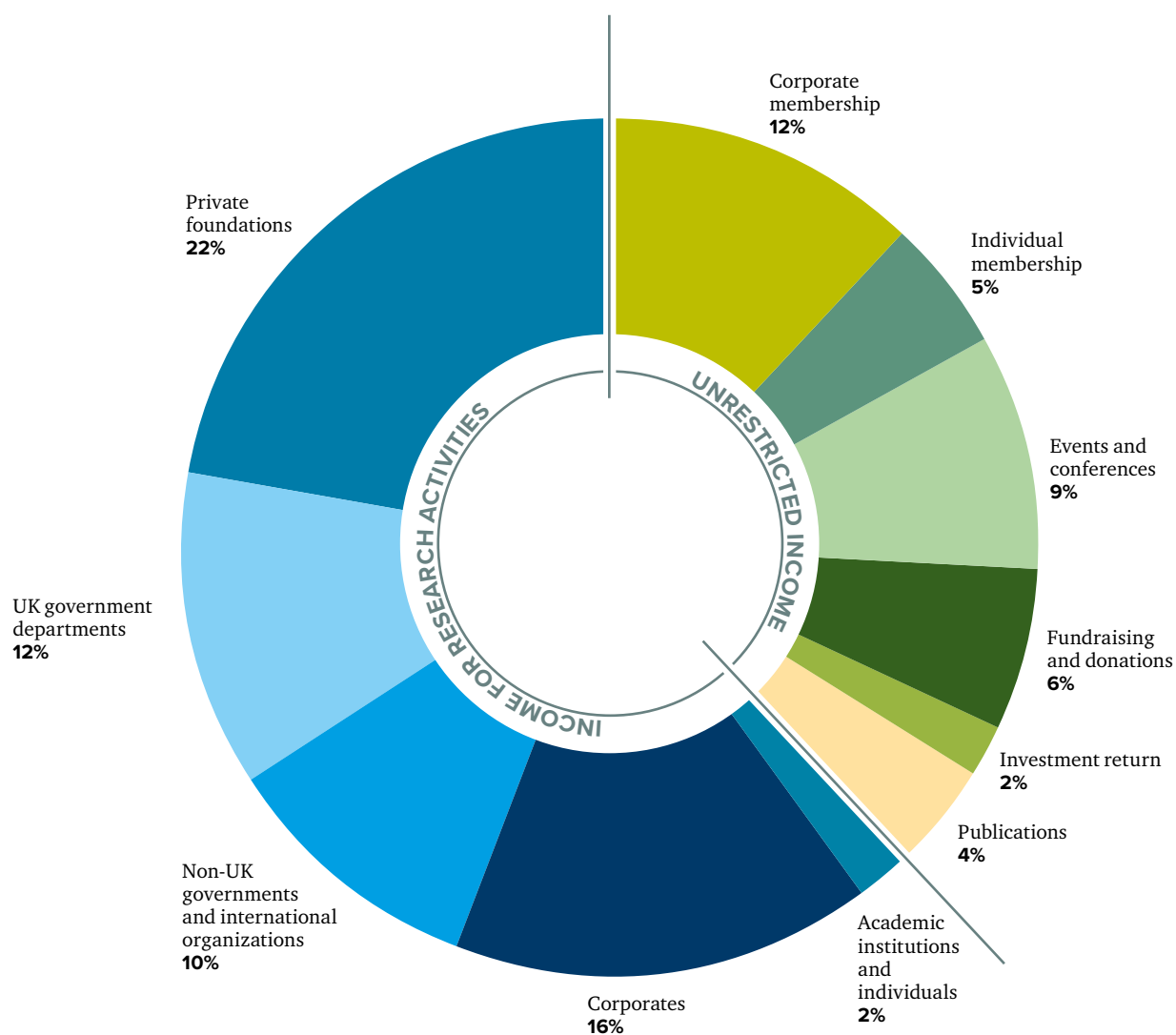
John Berriman FCA

Financial headlines

Year to 31 March	2019 £'000s	2018 £'000s	% increase/ (decrease)
Total net assets at year end*	16,146	16,583	
INCOME			
Research	10,031	10,181	-1%
Membership subscriptions	2,861	2,854	0%
Events	1,550	1,559	-1%
Investment return	258	265	-3%
Publications	637	582	9%
Unrestricted donations	959	896	7%
Other	85	80	6%
	16,381	16,417	
EXPENDITURE			
Research	10,774	10,593	2%
Events	1,115	1,137	-2%
Membership, meetings, library, communications & publications	3,081	2,854	8%
Support costs net of recharges to research	2,437	2,280	7%
	17,407	16,864	
	(1,026)	(447)	
SECOND CENTURY INITIATIVE AND OTHER EXCEPTIONAL INCOME			
Second Century funds	226	260	
Permanent endowments	–	200	
	226	460	
Net result	(800)	13	
Building refurbishment funds	–	863	
Net movement in funds before investment (loss)/gain	(800)	876	
Net investment gain/(loss)	363	(205)	
Net movement in funds after investment (loss)/gain	(437)	671	
Net cash inflow/(outflow) for the year	2,021	(2,129)	

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

Chatham House income by category



Governance, staff, funding and members

Governance

Patron, presidents and Council at 31 March 2019

Patron

Her Majesty The Queen

Presidents

Rt Hon Baroness Eliza Manningham-Buller LG DCB

Rt Hon Sir John Major KG CH

Rt Hon Lord Darling of Roulanish PC

Council

Lord Jim O'Neill
Chair; Executive Committee; Commercial Secretary to the Treasury (2015–16); Chair, Review on Anti-Microbial Resistance (2014–16); Chair, City Growth Commission (2014); Chairman, Goldman Sachs Asset Management (2010–13)

Sir Simon Fraser
Deputy Chair; Executive Committee; Nominations Committee; Managing Partner, Flint Global Ltd; Permanent Under-Secretary, Foreign & Commonwealth Office and Head of the Diplomatic Service (2010–15)

John Berriman
Hon Treasurer (ex-officio); Executive Committee; Finance Committee; Investment Committee; former board member and COO, PricewaterhouseCoopers (retired 2015); Chair, MacIntyre

Dr Mimi Ajibade
Finance Committee; Nominations Committee; founder, Intrepid Corporate Consultancy Ltd; Research Associate, SOAS, University of London

Heide Baumann
Digital Committee; Nominations Committee; Vice President, Customer Transformation, Liberty Global; board member, German-British Forum

Catherine Brown
Executive Committee; Research Committee; Non-executive Board Member, Cabinet Office, and FNZ (UK) Ltd; Trustee, Cancer Research UK and Blue Cross

Alistair Burnett
Digital Committee; Nominations Committee; journalist and international affairs analyst; former editor, *The World Tonight*, BBC R4

Ann Cormack
Finance Committee; Investment Committee; Executive Head of Human Resources, DeBeers Group; Non-Executive Director, Foreign & Commonwealth Office Audit and Risk Assurance Committee; council member, British Institute of Energy Economics (2005–16)

Kenneth Cukier
Digital Committee; Research Committee; Senior Editor for Data and Digital, *The Economist*

Martin Fraenkel
Finance Committee; Investment Committee; President, S&P Global Platts; Credit Agricole (2007–11); Dresdner Kleinwort (2005–07)

Kate Gibbons
Finance Committee; Finance and Capital Markets Partner; Chair of the Knowledge Committee and Thought Leadership Board, Clifford Chance LLP

Jawad Iqbal
Digital Committee; Research Committee; Visiting Senior Fellow, Institute of Global Affairs, London School of Economics and Political Science; previously senior executive roles at BBC

‘The decision to move to a better-compensated internship scheme can only strengthen the current internship programme at Chatham House. Paying interns the London Living Wage provides equal opportunities for the best candidates from the most diverse talent pool. I was happy to donate to this year’s Chatham House Annual Fund to support the launch of this important initiative.’

Barbara Ridpath
Chatham House Council



Andrew Payne
Research Committee; DPhil candidate in international relations, University of Oxford

Lapo Pistelli
Research Committee; Executive Vice-President of International Affairs, Eni; member of the Italian Parliament (1996–2004 and 2008–15); member of the European Parliament (2004–08)

Barbara Ridpath
Executive Committee; Director, St Paul’s Institute; Non-Executive Director, Paragon Banking Group plc, and ORX

Mark Spelman
Digital Committee; Finance Committee; Future of the Internet Initiative, World Economic Forum; member, American Chamber of Commerce Executive Council

Tim Willasey-Wilsey
Nominations Committee; Research Committee; retired director, FCO; Visiting Senior Research Fellow, lecturer, King’s College London

Jasmine Zerini
Nominations Committee; Research Committee; Director for South Asia and Afghanistan, French Ministry of Foreign Affairs (2009–12); Trustee, InterMediate

Panel of Senior Advisers

The Panel of Senior Advisers provides an experienced sounding board for our policy conclusions and helps communicate our ideas at the highest levels in the UK and abroad.

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

Ayman Asfari
Group Chief Executive, Petrofac Ltd

Baroness Ashton of Upholland GCMG PC
High Representative of the Union for Foreign Affairs and Security Policy; First Vice President of the European Commission (2009–14)

Shumeet Banerji
Director, Reliance Jio; Director, HP

José Manuel Barroso
Chairman and Non-executive Director, Goldman Sachs International; President of the European Commission (2004–14)

Lord Browne of Madingley FRS FREng
Chairman, L1 Energy; Chairman, Huawei UK

Professor R. Nicholas Burns
US Under Secretary of State for
Political Affairs (2005–08); US
Ambassador to NATO (2001–05)

Victor Chu
Chairman, First Eastern
Investment Group, Hong Kong

Tim Clark
Chair, WaterAid UK;
Senior Adviser, G3

Lord Davies of Abersoch CBE
Partner and Chairman, Corsair
Capital; Minister for UK Trade
and Industry (2009–10)

Ian Davis
Chairman, Rolls-Royce;
Non-Executive Director, BP
and Johnson & Johnson

Mary Francis CBE
Senior Independent Director,
Centrica plc; Non-Executive
Director, Swiss Re and Barclays plc

Dame Clara Furse DBE
Chairman, HSBC UK;
Non-Executive Director,
Vodafone Group Plc and
Amadeus IT Group

James Gaggero
Chairman, Bland Group Ltd

André Hoffmann
Vice-Chairman, Board of Roche
Holding Ltd

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

Majid Jafar
CEO, Crescent Petroleum

Dame DeAnne Julius DCMG CBE
Independent Non-Executive
Director of Deloitte UK, Roche
Holdings SA, and Jones Lang
LaSalle; former Chair,
Chatham House (2003–12)

Michael Klein
Managing Partner, M. Klein
& Company

Ali Y Koç
Vice Chairman, Board of Directors,
Koç Holding AS

Caio Koch-Weser
Chairman of the Board,
European Climate Foundation
(2013–18); 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
Non-Executive Director, HSBC
and Heathrow Airport Holdings

**Sir David Manning
GCMG CVO**
British Ambassador to the
United States (2003–07)

**Dame Judith Mayhew Jonas
DBE**
Trustee, Imperial War Museum;
Chairman, New West End
Company

Lubna Olayan
Deputy Chairperson and CEO,
Olayan Financing Company,
Saudi Arabia

Simon Patterson
Managing Director, Silver
Lake Partners; board
member, Dell Technologies
and FlixBus

Sir Michael Rake FCA FCGI
Chairman, Phoenix Global
Resources; Chairman, BT
Group plc (2007–17); Chairman
Worldpay Group plc (2015–18)

**Lord Robertson of Port Ellen
KT GCMG FRSA FRSE PC**
Secretary General, NATO
(1999–2003); UK Defence
Secretary (1997–99)

Andrés Rozental
President, Rozental
& Asociados; Founding
President, Mexican Council
on Foreign Relations

Kevin Rudd
Prime Minister of
Australia (2007–10 and
2013); Minister for Foreign
Affairs (2010–12)

Daniel Sachs
Chief Executive Officer,
Proventus AB

Ron Sandler CBE
Chairman, Centaur Media

Sir John Sawers GCMG
Chairman and Partner,
Macro Advisory Services
plc; Chief of the UK Secret
Intelligence Service
(2009–14)

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Director's office

Adam Ward
Deputy Director

Rose Abdollahzadeh
Head, Director's Office
and Research Partnerships

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Executive Assistant
to the Director

Sue Penwarden
Personal Assistant
to the Director

Marjorie Buchser
Head, Innovation Partnerships
and Digital Society Initiative

Dr Stuart J Russell
Associate Fellow, Digital Society
Initiative

Research partnerships

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Area Studies and International Law Department

Adam Ward
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AFRICA

Dr Alex Vines OBE
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Elizabeth Donnelly
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Ahmed Soliman
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Christopher Vandome
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(joint with Europe Programme)

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Amil Khan

Charu Lata Hogg

Dr Farzana Shaikh

Professor Steve Tsang

Dr Jue Wang

Sir David Warren

Roderic Wye

Vasuki Shastry

Jennifer Zhu Scott
(joint with Digital
Society Initiative)Cleo Paskal
(joint with Energy,
Environment and
Resources Department)

Andrew Caine

Dr Yougash Khatri
(joint with Global Economy
and Finance Department)Dr Bates Gill
(joint with US and the
Americas Programme)Professor Jennifer Lind
(joint with US and the
Americas Programme)**EUROPE**Thomas Raines
HeadHans Kundnani
Senior Research FellowHameed Hakimi
(joint with Asia-Pacific Programme)Alina Ladova
Programme Coordinator**Consulting fellow**

Fadi Hakura

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Professor Matthew Goodwin

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(joint with Global Economy
and Finance Department)**MIDDLE EAST
AND NORTH AFRICA**Dr Lina Khatib
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Dr Mohammed Masbah

Dr Christopher Phillips

Dr Neil Quilliam

Greg Shapland

Nadim Shehadi

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Ukraine ForumDr Nikolai Petrov
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Programme Administrator**Senior consulting fellows**Keir Giles
Senior Consulting FellowRobert Brinkley CMG
Chair, Ukraine Forum**Associate fellows**

Duncan Allan

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