

# Global Power Dynamics

## Interdependence and Insecurity

## Sustainable and Inclusive Growth



**CHATHAM  
HOUSE**

The Royal Institute of  
International Affairs

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

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# 2015–16 Review



## Chairman's statement

It gives me great pleasure to report that 2015–16 was another year of robust results for Chatham House. We remain in a strong position to work with our global network of members, supporters and analysts, as we seek to provide a better understanding of the challenges and opportunities in international affairs – including, now, the implications of the UK's expected withdrawal from the European Union.

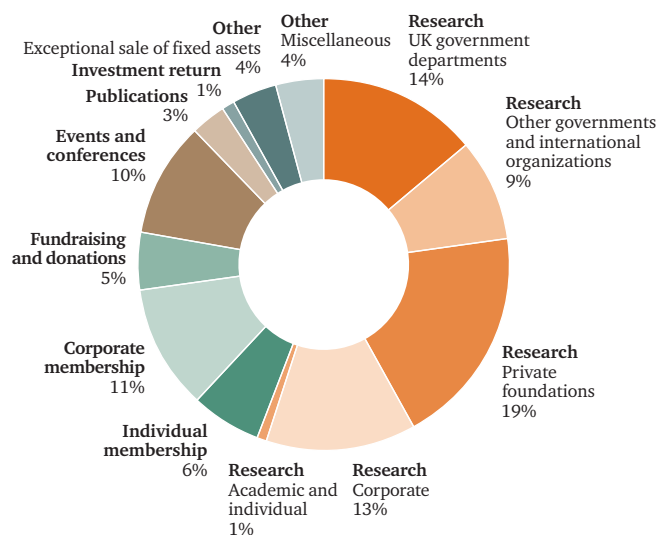
I am pleased to report, therefore, that our total net assets at 31 March 2016 had increased to £12,944,000, compared with £11,340,000 in the previous year (see the Honorary Treasurer's report, page 28). Our total net assets were boosted by a 14 per cent increase in research income to £9 million and a rise in membership subscription income to £2.6 million (notably, a 16 per cent increase in individual membership revenues and a 6 per cent rise in income from our corporate members). We continue to attract new and younger members from around the world, and membership has grown across all categories.

The financial contributions from our sponsored conferences and discretionary fundraising were higher than in previous years, and we combined this growth with a diversification of funding (see chart below).

I was delighted to announce in October 2015 a cornerstone commitment of £3 million by the Stavros Niarchos Foundation towards the Chatham House Second Century Initiative. This funding is intended to support the expansion of the institute's ground floor into the adjoining Ames House later this year. This transformational grant will significantly enhance Chatham House's capacity to serve as a trusted and creative space for assessing and debating the most important challenges in international affairs in the years to come.

## Chatham House income by category

2015/16 = £15,903,000



The quality of our work and the strength of our reputation were again underscored by an impressive performance in the University of Pennsylvania's annual Global Go To Think Tank Index, in which we were ranked by our peers as the top non-US think-tank for the eighth consecutive year, and second in the world overall for the fifth consecutive year. In addition, for the first time, the institute was ranked as No. 1 in the category 'Foreign Policy and International Affairs Think Tanks'.

Our research is, in part, shaped by our well-connected global networks. We continued to cultivate these and to reach new audiences through partnerships and events over the past 12 months in Amman, Beijing, Berlin, Brussels, Cancun, Istanbul, Lagos, New Delhi, Seoul, Shanghai, Singapore, Washington, DC and many more. These activities, along with our annual flagship events – the Chatham House Prize and the London Conference – increasingly amplify our research.

I receive invaluable support from my colleagues on Council. This year, I sincerely thank Bronwen Maddox, Xan Smiley and Caroline Wyatt, each of whom steps down after six years' service; and Alex Nice, who steps down after two years. Their input and advice have been a tremendous help, and have had a notable impact on the institute's recent achievements.

I am particularly grateful to Sir Roderic Lyne, who steps down after six years as deputy chairman and eight years on Council. Roderic has given me, my predecessor DeAnne Julius and all of Council great support over the years. His commitment, experience and guidance will be sorely missed. I am delighted to announce that Council has appointed Sir Simon Fraser as our new deputy chairman. Simon is a former career civil servant, having been most recently the permanent under-secretary in the Foreign & Commonwealth Office and head of the diplomatic service from 2010–15.

Finally, I should like to remind members and supporters that we are still in the relatively early stages of our campaign to raise funds as part of the Chatham House Second Century Initiative, and in that regard I will continue to seek the help of all our supporters.

In closing, I thank the Director, Chatham House staff and associate fellows for all of their hard work dedicated to the institute's successes this past year. I also thank our members for their continuing support, engagement and attendance. This is a crucially important time in international affairs, with interconnecting challenges across the world. We will ensure that the institute's contributions to addressing some of the world's most intractable problems remain as relevant and accessible as ever.

Stuart Popham QC



### Director's statement

During the past year, there were four important developments that I would like to report, which will be central to the success of Chatham House as we navigate the challenges of an increasingly complex world.

First, we have strengthened our research base with the launch of a number of new multi-year projects, including on understanding the drivers of popular–elite divides in Europe, on developing ideas for greater gender balance in global economic growth (the 'Women 20' initiative), and on comparing the political perspectives of the new generations in the Gulf states. Many projects now combine the diverse knowledge of Chatham House experts. One example of this is the research paper entitled *Humanitarian Engagement with Non-state Armed Groups*, produced through collaboration between the International Security Department and the International Law Programme.

Our success rate for research grant applications rose over the last year to 70 per cent. Notable examples of significant new multi-year funding include support for our work on: tackling illegal logging, future political dynamics in the Gulf, and the establishment of a West African Disease Surveillance Network.

Second, we are making sure that the appropriate infrastructure is in place to support this research activity. To this end we are developing new working spaces on the ground floor of neighbouring Ames House, which will be accessed directly via the ground floor of Chatham House. The Stavros Niarchos Foundation Floor will contain state-of-the-art meeting facilities that will significantly enhance the institute's convening and communication capacities. The renovated space will include a situation room, the Asfari Centre for training Academy fellows and a media room, as well as new breakout and meeting areas to encourage more collaborative thinking across the institute.

Investment in our digital strategy is the third development. We are making vital changes to our data management systems and databases, as well as reaping the benefits of earlier investments in our website and digital strategy. We can now reach new online audiences, and there were 2.3 million sessions on our website in 2015 – a 40 per cent increase on the previous year, with 55 per cent of traffic now coming via search engines. These new audiences are also engaging with new interactive content, including our work on Syria and its Neighbours and the Moving Energy Initiative to support the energy needs of refugees worldwide.

Boosting the institute's online presence and capabilities is important for the fourth development, which involves expanding our international engagement. Our growing media and social media profiles help us to build our international audiences, as do our events outside of the UK. And I was delighted that our second London Conference in June 2015 brought together participants from 139 countries in person and online.

Our Queen Elizabeth II Academy for Leadership in International Affairs has also maintained its momentum, helping the institute to cultivate international engagement by attracting tomorrow's leaders to join us in London. I am happy to report that the institute's research departments and programmes are increasingly benefiting from the insights and experiences of our Academy fellows, who come from around the world and greatly enhance the research and daily life of the institute.

We have to recognize, however, that there is growing popular disenchantment and a growing sense of loss of control in all regions of the world. This theme, which surfaced strongly in the June 2016 London Conference, then manifested itself dramatically in the result of the UK's referendum on EU membership. It also led to the installation of a new British prime minister, Theresa May, who visited Chatham House as home secretary in December 2015.

Britain's vote to leave the EU was a momentous event that will have implications for international affairs for decades to come. During the run-up to the referendum, Chatham House acted as a neutral space to debate the pros and cons of EU membership, while the institute's analysis sought to inform the debate about this and opportunities that would lie ahead, depending on the outcome.

As we look ahead, the institute will have to redouble its efforts to accomplish its mission in an increasingly turbulent and unpredictable world. In doing so, Chatham House will continue to rely on the dedication and hard work of all of our staff, as well as the tremendous support that they and our associate fellows receive from the membership, Council, senior advisers, individual and institutional donors, and our three Presidents.

Dr Robin Niblett CMG



# What We Do at Chatham House

## Origins

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, including William Pitt the Elder, the Earl of Chatham, is located in historic St James's Square close to key government departments in the heart of London.

## Mission

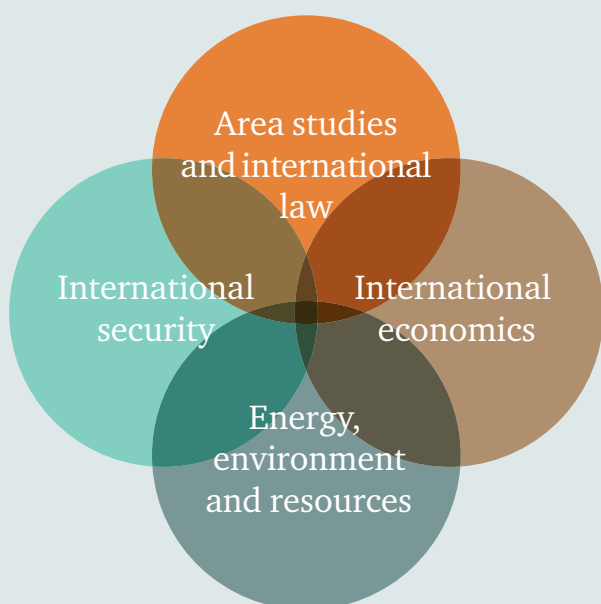
Chatham House, the Royal Institute of International Affairs, is an independent policy institute based in London. Our mission is to help build a sustainably secure, prosperous and just world.

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; and
- offers new ideas to decision-makers and opinion-shapers on how these could best be tackled from the near to the long term.

Demand for Chatham House's research, convening capacity and ideas is growing. In response, the institute has been focusing its efforts on three priorities: expanding and deepening core areas of research capacity; engaging emerging leaders from around the world through the creation of The Queen Elizabeth II Academy for Leadership in International Affairs within the institute; and gaining access to additional physical space adjacent to the institute's current premises in order to accommodate the first two priorities.

## What we do



## Independent analysis

- Our reports, papers, books and other research output provide independent and in-depth analysis.
- *International Affairs*, a leading journal of international relations, combines policy relevance with an academic, in-depth analytical approach to contemporary world politics.
- *The World Today*, the institute's magazine, presents authoritative analysis and commentary on current topics. It provides a vital background for experts, business planners, academics and others.
- The institute received 2.3 million visits to the website from around the world during 2015.
- The institute received more than 3,590 citations in major international media outlets during 2015–16. Chatham House is placed in the top five, in terms of media coverage, in comparison with the world's other leading think-tanks.

Dr Condoleezza Rice, Director of the Global Center for Business and the Economy, Stanford University and former US Secretary of State, gives the John C Whitehead Lecture on 'Renewing the Transatlantic Alliance' in October 2015.



President of the Goldman Sachs Foundation Dina Habib Powell speaks on 'Women's Economic Empowerment in the Middle East and North Africa' in July 2015.



## Members

Ever since its founding in 1920, Chatham House has relied on its members, both individuals and corporates, 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, as well as a growing body of students. 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 more than 75 countries) form an increasingly significant proportion of the total.

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 benefits from a wide range of research-related, philanthropic and membership support. This diversity of support is critical to the independence of the institute.



## The Queen Elizabeth II Academy for Leadership in International Affairs

Launched in November 2014, the Queen Elizabeth II Academy for Leadership in International Affairs has become an established pillar of Chatham House, adding leadership training to its research and convening capabilities. Each year between 10 and 12 fellows from around the world join the Academy for up to a year, going on to form an alumni network associated with the institute.

Fellows develop their leadership capabilities through a programme of Academy seminars, off-site visits, training and mentoring, as well as undertaking research and engaging in Chatham House activities. Drawn from a wide range of backgrounds, the fellows work on some of the most important issues on the international agenda. Current research topics include governance in the Kurdish areas of Syria, Chinese perspectives on international law and the Greek response to the Syrian refugee crisis in the Mediterranean. Academy fellows strengthen the institute's thought leadership by contributing policy ideas and new voices from different regional perspectives. The Academy equips these individuals to become part of a new generation of decision-makers in their own countries.

In early 2017, the Academy will benefit from a dedicated training facility, the Asfari Centre, situated in the new Stavros Niarchos Foundation Floor at Chatham House.

## Informed debate

- Around 120 events for members and some 15 major one- or two-day conferences in 2015–16 enabled world leaders and experts to exchange ideas.
- Research programmes hosted more than 250 workshops, seminars and briefings on a range of policy questions in the UK and globally.
- We hold regular major partnered conferences and roundtables each year in Berlin, Hong Kong, Istanbul, New York and Seoul.
- Experts frequently provide evidence to government officials and legislators in Beijing, Brussels, Delhi, London, Washington, DC 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 on their ideas to government officials and legislators in relevant capitals around the world.
- Chatham House consistently ranks highly in the University of Pennsylvania's annual Global Go To Think Tank Index, where it has been assessed by its peers as the No.1 think-tank outside the US for eight consecutive years and No.2 worldwide for the past five years. In addition, for the first time, the institute was ranked No.1 in the category of 'Foreign Policy and International Affairs Think Tanks'.

# Year in Review



## Protecting cultural heritage

In July 2015, UNESCO Director-General Irina Bokova described how protecting cultural heritage in conflict zones could support international security and peacebuilding.



## Countering terrorism

Theresa May, then UK home secretary, now prime minister, accompanied Loretta Lynch in December 2015 when the US attorney general spoke on international cooperation, national security and protecting values in a democratic society.

## Strengthening the rule of law

In October 2015, Secretary General of the Council of Europe Thorbjørn Jagland spoke on the challenges for human rights, democracy and the rule of law across Europe.



2015

JUL

AUG

SEP

OCT

NOV

DEC



## Chatham House Prize 2015

‘As we celebrate this evening, I ask you to think of those facing imminent danger in lethal outbreaks, in war zones or in flight ... Lasting solutions must be found. These lie in political leaders’ hands – your hands.’

Dr Joanne Liu, Médecins Sans Frontières, receives the Chatham House Prize from HRH The Princess Royal.

## EU referendum

In November 2015, the then prime minister, David Cameron, outlined his proposals for the UK’s continued membership of the European Union, ahead of the vote in June 2016.



## Heat, light and power for refugees

The report *Heat, Light and Power for Refugees* presented the first ever assessment of energy use in situations of human displacement globally. It is part of the Moving Energy Initiative. A microsite with related resources was launched in May 2016.





## The World Today online relaunch

A digitally enhanced format for *The World Today* magazine went live online in February 2016, with improved navigation, the editor's blog, and timely articles in between editions, on the website.



## London Conference June 2016

Senior decision-makers from around the world came together at Chatham House's flagship annual London Conference to discuss the theme of borders – new and old divisions, and the future challenges likely to influence or transcend them.

2016

JAN

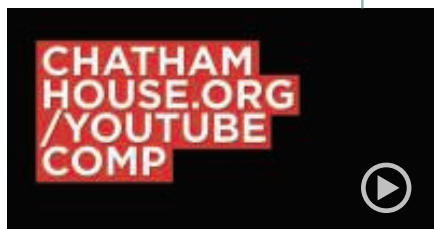
FEB

MAR

APR

MAY

JUN



## Chatham House video competition

The institute ran a competition in May 2016, inviting young people to create a video saying how they would make the world a better place for women.



## Empowering women

In May 2016, President of Chile Michelle Bachelet visited Chatham House to share her views on empowering women and promoting their participation in economic growth.

## The UN at 70

Ban Ki-moon, UN Secretary-General, addressed a packed audience at a joint event with the UNA-UK in February 2016 in Central Hall Westminster.



## International Affairs – China in focus

In summer 2016, *International Affairs* published a special issue devoted to Chinese foreign policy. Featuring Chinese and Western experts, the issue was launched with a panel discussion at Shanghai's Fudan University.

# Outreach

Chatham House is focusing on disseminating its debate, analysis and ideas to the interested public, as well as to decision-makers, in order to help build wider circles of support on how best to respond to global challenges.

## Website traffic



2.3m

website visits –  
a 40% increase  
in 2015

## Social media



222k+

following  
Chatham House  
on social media

## Expert comments



47k

pageviews for the  
three most-read  
expert comments

## International media



3,600

media citations in major  
international outlets –  
a 20% increase in 2015

## Top two *International Affairs* articles – views

Iran's ISIS policy

5,134

The false promise of  
continental concert:  
Russia, the West and the  
necessary balance of power

3,885



## Top two *The World Today* articles – views

What exactly is  
'one belt, one road'?

10,427

Why China is winning  
the war in Ukraine

7,291



## London Conference 2015



139

countries were represented  
in person and online



1.3m

impressions on  
Facebook and Twitter



8,000+

shares, re-tweets, likes, comments  
and clicks on Chatham House posts

## Chatham House on Twitter

### Illegal logging



### Syria and its neighbours



### EU referendum



# Understanding Global Power Dynamics

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Chatham House is examining the ways in which ongoing shifts in global economic and political power are leading to greater competition between states, blocs and institutions.

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## Assessing political risk

In a world in which leaders are forced to make increasingly difficult decisions, Chatham House's International Economics Department has developed a new programme to better understand the role of political risk in the global economy. Launched in 2015, the Chatham House International Risk Briefing (CHIRB) series has examined the political and economic risks in countries as diverse as Japan, Turkey, the United Kingdom and Iran to determine how political events in one country or region might spill over and affect the broader global economy. For the second consecutive year, Chatham House also co-sponsored a two-day conference entitled 'Assessing Risk: Business in Global Disorder' with the Aspen Institute Italia. This conference examined the political and economic risks for the global economy in the year ahead, and brought together leaders from government, industry and academia.

## A changing role for the United States

Barack Obama's presidency has overseen a transition in America's role in the world. The 'rebalancing' towards Asia, America's rising energy security and the push for European allies to take more responsibility for their own security have raised many questions among allies and partners across the world. Over the year, the US and the Americas Programme, working closely with the Asia Programme, focused on the balance of power in the Asia-Pacific, co-writing a research paper on this topic. The multi-authored paper, *The Asia-*

Above: US President Barack Obama leaves the White House for his trip to Saudi Arabia in April 2016 amid tensions over whether Americans should be allowed to sue Saudi Arabia over the 9/11 attacks.

*Pacific Power Balance: Beyond the US–China Narrative*, supported by the MacArthur Foundation, was accompanied by a public launch, briefings and media commentary. The authors argued that most assessments of the region focus too much on the US–China dynamic, while downplaying or ignoring other significant actors, in particular Japan and India.

Another research focus for the US and the Americas Programme is the relationship between the United States and Europe. The programme partnered with think-tanks in Germany, Poland and Denmark to conduct workshops on NATO, and held roundtables using scenario-planning to evaluate the state of the transatlantic relationship. The programme is also exploring the US role in the Middle East. In 2015 Chatham House co-hosted a roundtable in Singapore on the future of the US security umbrella for sea lines of communication between the Middle East and Southeast Asia. And, during the second half of 2016 through to 2017, the programme anticipates conducting further research on America's role in the Gulf. At the same time, research into foreign elite perceptions of the United States has continued, focusing on Latin America and the former Soviet Union. This work is supported by the Stavros Niarchos Foundation.





Chan Heng Chee, Ambassador-at-Large with the Singapore Foreign Ministry, Sherard Cowper-Coles, Group Head of Government Affairs, HSBC and Robert Holleyman, Deputy United States Trade Representative, discuss 'Will Geo-Economics Trump Geo-Politics in the Asia-Pacific?' at the London Conference in June 2016.



### Asian power relations

Rising political populism and authoritarian trends have been challenging democratic norms across Asia, driven in part by the widening economic disparity within and between countries. A series of publications and events, including a conference on the future of capitalist democracy, part of Chatham House's UK–Japan Global Seminar Series, funded by the Nippon Foundation, considered these trends, examining the role of the United Kingdom and Japan in the changing international order. In November 2015, Chatham House partnered with South Korean newspaper *JoongAng Ilbo* to run a conference in Seoul looking at the region's security and historical challenges, with participation from Marty Natalegawa, former foreign minister of Indonesia. In early 2016, a conference and research paper entitled *ASEAN's Regional Role and Relations with Japan: The Challenges of Deeper Integration* explored the role of the Association of Southeast Asian Nations (ASEAN) as a critical actor in Southeast Asia. A particular focus was the need for ASEAN to manage the tension between its consensus-driven approach and the collision of domestic and regional interests.

A new initiative, launched in 2015 with the Korea Foundation, has enabled the Asia Programme to bring together young academic and policy-focused East Asia specialists from across Europe to discuss some of the geostrategic and economic challenges of the region and of the Korean peninsula in particular. The initiative has involved roundtables in London and Seoul and a fact-finding visit to South Korea.

The year 2016 is critical for China as it chairs the G20, while at home the new 13th Five-Year Plan aims to help the country navigate the transition to slower growth. On the international stage, China is becoming more active in shaping global governance and has identified resource security as a strategic priority. Domestically, resource and energy issues are a top priority as officials tackle acute water scarcity and air pollution, while companies cope with drastic price swings in resource markets.

Against this backdrop, Chatham House has been working with the Development Research Center of China's State Council to examine China's emerging global role in resource security and sustainability. Following two years of research and analysis, and six workshops with high-level decision-makers, a joint report was launched in Beijing in early 2016. The project, which has had active participation from key Chinese ministries, has helped to increase the focus on global resource governance in the thinking of Chinese policy-makers. A summary of the report's recommendations for China and the international community is being submitted to the State Council for its consideration.

Above: Cyclists ride along the bank of the Pearl River with the Zhujiang New Town district in Guangzhou, China visible in the background. In March 2016, two major Chinese cities announced further restrictions to cool runaway property prices.





Rt Hon Baroness Manningham-Buller discusses 'Brexit and National Security: Separating Fact from Myth' in May 2016.



Ukrainian Prime Minister Arseniy Yatsenyuk speaks on 'Transforming Ukraine: Successes and Obstacles on the Way to Reform' in July 2015.

## EU referendum and Britain's place in the world

As the United Kingdom moved towards the referendum on its future in the European Union, Chatham House contributed to and supported the national debate. In November 2015, the then prime minister, David Cameron, outlined his renegotiation proposal, while in February 2016 Lord Lawson addressed Chatham House members making the case for 'Brexit'. At dozens of other events, a range of speakers from different parties and with different perspectives, including Hilary Benn, William Hague, Philip Hammond, Eliza Manningham-Buller and Chris Grayling, explored various dimensions of Britain's relationship with Europe. The institute published multiple pieces of research and analysis on the referendum and the implications of leaving, including a special edition of *International Affairs*, as well as a series of podcasts featuring academics, pollsters and politicians. Visiting Senior Fellow Matthew Goodwin explored the dynamics of voting behaviour in a November 2015 briefing, while in two research papers, Director Robin Niblett discussed the relationship between EU membership and Britain's place in the world, and the arguments around national sovereignty. In May 2016, the Europe Programme and the Energy, Environment and Resources Department published a comprehensive analysis of the potential effects of leaving the EU on UK energy and climate policies.

With Britain now having voted to leave the EU, Chatham House will play a key role in analysing the post-referendum landscape – in particular, the future shape of the UK–EU relationship, what leaving the EU means for Britain's foreign and security policy, and the implications for the EU itself.

In the run-up to the UK's Strategic Defence and Security Review in 2015, Chatham House hosted a series of high-profile speakers on UK defence policy. The institute also welcomed the inaugural Chief of General Staff Visiting Fellow – now in its second year, the fellowship provides mutual benefits to both Chatham House and participating fellows.



## The paths of Russia and its neighbours

Chatham House has long been ahead of the curve in articulating the challenge posed by Russia. During 2015–16, the Russia and Eurasia Programme has made a concerted effort in meetings and publications to examine the evolution of Russia's efforts to control the international agenda in the context of heightened tensions with the West. Two 2016 research papers in particular, *Agents of the Russian World: Proxy Groups in the Contested Neighbourhood* and *Russia's 'New' Tools for Confronting the West: Continuity and Innovation in Moscow's Exercise of Power*, explored Russia's proven capabilities and deployments, rather than just its intentions, in unprecedented detail. The publications were funded by the Robert Bosch Foundation and Global Affairs Canada respectively.

Meanwhile, the Ukraine Forum, set up by Chatham House in July 2015, ran a dynamic programme of activity in its first year and is now established as the leading arena for discussion of Ukrainian transformation politics. A 'critical friend' of Ukraine, the forum has debated the successes and failures of reform. Thus far the conclusion, well expressed in the research paper *Can Ukraine Achieve a Reform Breakthrough?*, is that the West must continue its (conditional) support.

Almost 4,500 miles away in Central Asia, Ashgabat – the capital of Turkmenistan – is still living with its Soviet legacy, as shown in *Turkmenistan: Power, Politics and Petro-Authoritarianism*. Supported by the Open Society Foundations, this is the only significant study published in the last decade of this quasi-Stalinist country, which possesses some of the largest gas reserves on the planet.

Left: A campaigner distributes leaflets in Manchester, UK, in June 2016, ahead of Britain's historic vote to leave the European Union.

Above: Russia's Foreign Minister Sergei Lavrov attends the opening ceremony for the new Russian Embassy building in Ashgabat, Turkmenistan in January 2016.



Iran's Minister of Foreign Affairs Dr Mohammad Javad Zarif discusses 'Overcoming Challenges in the Middle East: An Iranian Perspective' in February 2016.

### Conflict and flux in the MENA region

The Middle East and North Africa (MENA) region remains beset by violence. In Iraq, the state continues its attempts to regain territory from Islamic State of Iraq and Syria (ISIS), while violent conflict in Yemen enters its second year and Syria's myriad conflicts continue into a sixth. These problems are set against a regional order in flux, with a resurgent post-nuclear-deal Iran in open competition with a Saudi Arabia emboldened by its new leadership under King Salman.

The MENA Programme's Syria and Its Neighbours Policy Initiative has focused on the long-term and regional impact of the Syrian war. Project work for the initiative was undertaken with support from the Carnegie Corporation of New York, the Norwegian Peacebuilding Resource Centre and the Swiss Agency for Development and Cooperation. During the year, the programme published research on critical trends, including *Syria's Economy: Picking up the Pieces*, an assessment of the extent of the damage to the economy; *Salvaging Syria's Economy*, on the prospects for its reconstruction; *Syrian Refugees in Jordan: Confronting Difficult Truths*; and *The Impact of the Syrian War on Kurdish Politics Across the Middle East*. The programme also ran workshops in London, Jordan, Turkey and Washington, DC, as well as facilitating high-level discussions with prominent figures, including UN Special Envoy Staffan de Mistura, General John Allen, David Miliband of the International Rescue Committee, and Abdallah Al Dardari of the United Nations Economic and Social Commission for Western Asia. Chatham House has launched an online microsite to act as a hub for its Syria research.

Meanwhile, Gulf Cooperation Council (GCC) countries are facing new pressures from increasing younger populations; the possibility of major economic transformations in the near future, prompted in part by low oil prices; and the rising political and economic influence of Iran. Focusing on shifting trends – from the redefinition of the social contract in the Gulf to the increased foreign policy activism of GCC governments – the MENA Programme has facilitated dialogues and hosted a variety of Gulf civil society voices and high-level actors. These have included Dr Mohammad Javad Zarif, Minister of Foreign Affairs, Islamic Republic of Iran; and HE Sheikh Hamad bin Jassim bin Jaber Al Thani, former prime minister and foreign minister of Qatar. The escalation of violent conflict in Yemen and the rapidly growing humanitarian crisis have been another key area of research. Shedding light on the unravelling crisis, the MENA Programme published an insightful analysis mapping out the key conflict actors, entitled *Yemen: Stemming the Rise of a Chaos State*.

#### Syria and its neighbours

As part of the multi-year Syria and Its Neighbours Policy Initiative, in March 2016 Chatham House launched a major digital 'interactive' to host expert comments, publications videos and podcasts reflecting project research.

📄 <https://syria.chathamhouse.org>



Left: Syrian civil defence volunteers and rescuers remove a baby from under the rubble of a building in the rebel-held neighbourhood of al-Kalasa in Aleppo, in April 2016.





#### Matthew Goodwin

A visiting senior fellow with the Europe Programme, Matthew Goodwin has expertise that includes extremism in contemporary Europe, voting behaviour in British politics and immigration and 'community cohesion' policy. In 2015, he won the Paddy Power Political Book of the Year award for *Revolt on the Right*, co-authored with Robert Ford. He is the co-editor of the Routledge book series on Extremism and Democracy. Between 2011 and 2015 he served as a member of the UK government's working group on anti-Muslim hatred.

His most recent publication for Chatham House is the briefing paper *Britain, the European Union and the Referendum: What Drives Euroscepticism?*, written with Caitlin Milazzo (2015). He is a professor of politics at the University of Kent and is a regular commentator in the media.



#### Bill Hayton

An associate fellow with the Asia Programme, Bill Hayton is the author of *The South China Sea: The Struggle for Power in Asia* (Yale University Press, 2014), which *The Economist* named as one of its books of the year. His previous book was *Vietnam: Rising Dragon* (Yale University Press, 2010). He has published articles in *The Economist*, the *South China Morning Post*, *The Diplomat* and *The National Interest*, among others.

He has presented on the South China Sea and Southeast Asian issues for government institutions and think-tanks in the UK, US, the Philippines, Malaysia, Indonesia and Singapore. Bill also works for BBC World News television in London.

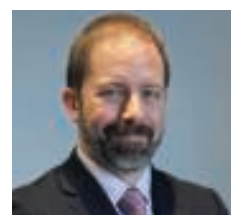
He recently co-authored the Chatham House research paper *ASEAN's Regional Role and Relations with Japan: The Challenges of Deeper Integration* (2016).



#### Rana Marcel Khalaf

Academy senior fellow with the Middle East and North Africa Programme, Rana Marcel Khalaf is the author of several publications on Syria. At Chatham House her research focuses on governance in the non-government-controlled parts of Syria.

Prior to joining the institute, she was a research consultant for organizations such as the United Nations Economic and Social Commission for Western Asia, the Syrian NGO Badael, the Friedrich-Ebert-Stiftung, the UNDP Bureau for Development Policy, and the League of Arab States. Rana is a non-resident fellow with the Centre for Syrian Studies at the University of St Andrews and is actively engaged with civil society networks working on Syria and the Levant.



#### Keir Giles

An associate fellow with the Russia and Eurasia Programme, Keir Giles is also Director of the Conflict Studies Research Centre. He specializes in defence and security issues. His most recent research paper, *Russia's New Tools for Confronting the West: Continuity and Innovation in Moscow's Exercise of Power*, has been widely credited with improving Western understanding of how Russia deploys its full spectrum capabilities – and with exposing Western deterrence deficits.

In the past year, he has also written on the fallout in Russia–Turkey relations, Belarusian geopolitical fence-sitting and Russian military manoeuvres. During an attachment to the NATO Defense College, in summer 2016, he was commissioned to produce a NATO handbook on Russian information warfare. He is also working on a book that will explore the difference in values and strategic priorities between Russia and the West, and how to better deal with the confrontation.

## Further reading:



#### Britain, the EU and the Sovereignty Myth

Robin Niblett (May 2016)

Ahead of Britain's EU referendum, this research paper analysed the question of sovereignty in an interdependent world. Coverage included radio and TV interviews, plus articles in *Newsweek*, the *New Statesman*, the *Wall Street Journal*, the *Financial Times* and others.

↓ [www.chathamhouse.org/publication/britain-eu-and-sovereignty-myth](http://www.chathamhouse.org/publication/britain-eu-and-sovereignty-myth)



#### Russia and the New World Disorder

Bobo Lo (July 2015)

This book examined the interplay between Russian foreign policy and a global environment that has rarely been more fluid and uncertain. *The Economist* called it 'the best attempt yet to explain Russia's unhappy relationship with the rest of the world'.

↓ [www.chathamhouse.org/publication/russia-and-new-world-disorder](http://www.chathamhouse.org/publication/russia-and-new-world-disorder)

# Managing Interdependence and Insecurity

Chatham House is examining the ways that politically sovereign states are increasingly vulnerable to interconnected markets and security challenges.



## China's emerging currency

In November 2015 the International Monetary Fund (IMF) announced that, starting in 2016, the Chinese renminbi (RMB) would be included in the basket of currencies which determines the value of the IMF's Special Drawing Rights. This represents a milestone in acceptance of the RMB as an international currency. Chatham House's research director for international economics, Dr Paola Subacchi, has provided regular analysis as the process has unfolded. Her book on China and the RMB will be published by Columbia University Press in autumn 2016. Chatham House has also hosted events in London and Beijing with organizations including the Chinese Academy of Social Sciences and the China Finance 40 think-tank, on the subject of how China's currency will be internationalized and the challenges the process might face.

In order to promote understanding of the dynamics of the internationalization of the RMB, Chatham House organized a conference on this topic in October 2015 to coincide with the state visit of Chinese President Xi Jinping to London. The conference examined the technical challenges of internationalization of the RMB, how future changes will affect global financial flows, and the implications for London as the largest offshore market for RMB trading outside Asia. The conference included speakers such as Commercial Secretary to HM Treasury Lord O'Neill, the US Treasury Department's undersecretary for international affairs, Nathan Sheets, and Xia Bin of the State Council of China.

Above: A currency exchange sign in Hong Kong – 2016 began with a period of volatility as China stepped up its defence of the renminbi, buying the currency in Hong Kong to deter speculators.





From left: Kristin Schreiber, European Commission; Dr Markus Kerber, Federation of German Industries; Dr Daniela Schwarzer, German Marshall Fund of the United States; Katinka Barysch, Allianz SE; and

Sylvia Schwaag Serger, VINNOVA discuss 'Europe's Strategic Choices: Building Prosperity and Security' at a Chatham House conference in Berlin, in November 2015.

## Coordinating economic policy

In the eight years since the global financial crisis, coordination of economic policies by governments has steadily increased. During the past year, Chatham House has hosted academics, business leaders and practitioners from governments and the IMF to discuss how the financial crisis, as well as the eurozone crisis, has changed the nature of the financial system. Chatham House's International Economics Department also collaborated with the IMF on a joint research project, which resulted in the edited volume *Managing Complexity: Economic Policy Cooperation After the Crisis* (Brookings Institution Press, 2016). This provided a detailed analysis of how the financial crisis spurred greater coordination of monetary, fiscal and supervisory policies across the globe, and also assessed future challenges.

The role of the G20 in promoting international cooperation has also grown since the 2008 financial crisis, and Chatham House has been closely involved in G20 work to develop global economic governance norms. The institute has worked with representatives of both the Turkish and Chinese presidencies to develop recommendations to encourage economic policy coordination and stimulate growth. Chatham House is a member of the Think-20 (T20) engagement group of selected think-tanks from the G20 countries. In January 2016, Dr Paola Subacchi attended the T20 annual policy forum in Shenzhen, China, which focused on financial governance and innovation. Other work connected to the G20 included a joint publication by the department's Senior Research Fellow Stephen Pickford with Zha Xiaogang of the Shanghai Institutes for International Studies. Their research paper, *Towards a More Effective G20 in 2016: Chinese and UK Perspectives*, examined how China might leverage its presidency of the G20 to meet its goals of boosting growth, improving global governance and encouraging development. Stephen Pickford also published *Global Risks and the Challenges for G20 Coordination: A Growth Agenda for China's 2016 Presidency*, delving into more detail on how improved international coordination through the G20 could support more robust global growth.



## Governance of the internet

Having launched the Global Commission on Internet Governance (GCIG) in partnership with the Centre for International Governance Innovation in 2014, the International Security Department has continued to focus on this challenging area. The GCIG met regularly throughout the year in Ghana, India, Jordan and the United States, and launched the findings of the two-year commission at the OECD 2016 Ministerial Meeting in Mexico.

The department hosted an internet governance seminar series, with the support of AIG. As part of this series, Chatham House welcomed a number of speakers including Baroness Lane-Fox of Soho, Misha Glenny and Sven Sakkov, who discussed issues ranging from digital skills through to cyber crime and cyber defence. Chatham House's work in this area continues in 2016 with the launch of the first two editions of the *Journal of Cyber Policy*, an academic peer-reviewed journal, edited by Chatham House and published by Routledge, Taylor & Francis.

## New cyber journal

The first edition of Chatham House's new *Journal of Cyber Policy* was launched in May 2016 with a talk by the celebrated author, journalist and academic Professor John Naughton. The journal is edited by Emily Taylor, associate fellow in the International Security Department.



Left: Christine Lagarde, managing director IMF, talks with German Chancellor Angela Merkel in Berlin in April 2016 during a press conference with the heads of world financial institutions.

Above: An employee simulates a cyber attack at the Cyber Security Center in the University of Bretagne-Sud in Vannes, western France in February 2016.



### Europe's Energy Union

Europe is transforming its energy sector while building the Energy Union. A Chatham House research paper, funded by the European Climate Foundation, assessed the Energy Union as a tool to manage the foreign policy dimensions of energy and climate issues. The paper highlighted that the current 'gas first' approach to energy security and infrastructure could result in 'stranded assets' if future gas demand, on which investments are predicated, does not match projections. The paper, released in March 2016, was viewed 2,000 times during the first month of publication, including by governments in the UK, Germany, Poland, Russia, Ukraine and Turkey. Chatham House also held workshops in Brussels, Berlin and London to discuss the future of the Energy Union with senior experts from government, business and civil society. The research findings were presented at the Warsaw Security Forum and the Environment Ireland conference, and an op-ed was published by Euractiv to accompany the launch of the paper.

### Assessing risks to food security

Vulnerabilities and chokepoints along global trade routes have long been a concern within energy markets. The same risks apply to staple foods and fertilizers, but minimal attention has been afforded in food security literature to the infrastructure that underpins this global trade. Chatham House, with support from the MAVA Foundation, is analysing the volume and value of food shipments flowing through maritime chokepoints. This is the first analysis of its kind to shed light on the importance of global transport networks to food security, and to explore the complex risks to which these chokepoints are exposed. Initial results have fed into the UK Climate Change Risk Assessment and the recent annual flagship *State of Agricultural Commodity Markets* report by the Food and Agriculture Organization of the UN. The findings were also published in the Financial Times. As governments seek to make their food systems more resilient to increasingly frequent and severe climate shocks, understanding the chronic vulnerabilities inherent in global transport networks is of vital importance. The Chatham House report for this stream of work is set to be published in 2016–17 with an accompanying microsite for users to explore.

Above: French ecology minister Ségolène Royal launches a project to transform Strasbourg's waste water into biogas in September 2015. Earlier in the year, the European Commission set out its plans for an EU Energy Union.

Below: In December 2015, the French shipping container CMA CGM *Benjamin Franklin* became the largest container ship ever to call at an American port – it requires special cranes to reach its containers when stacked to its full height.







Angola's Minister of Finance Hon Armando Manuel speaks at a conference on 'Infrastructure Delivery in Sub-Saharan Africa' in March 2016.



### Regional integration in Africa

Cross-border cooperation to expand markets and encourage investment could transform African economies, but key to this is the development of appropriate transnational infrastructure. An Africa Programme conference in March 2016, funded by the UK Foreign & Commonwealth Office, brought together ministers from Angola, Ghana, Mozambique and the UK, along with business leaders and community stakeholders, to discuss the critical challenges of addressing Africa's infrastructure deficit. Field research in Angola, Mozambique, Ghana, Tanzania, South Africa and Côte d'Ivoire explored the common challenges that governments and businesses face in developing and maintaining civil infrastructure. This work is helping to support policy dialogue and navigate tensions between development and commercial interests.

In East Africa, regional mediation of the ongoing political crisis in Burundi is occurring concurrently with the East African Community's moves towards deeper integration. Africa Programme outputs explored challenges to regional integration, including political differences, crises, conflict and interstate competition. Ahead of the African Union's 2016 summit on the importance of maritime security for economic development, President Hery Rajaonarimampianina of Madagascar and Foreign Minister Robert Dussey of Togo spoke at Chatham House about the importance of African collaboration to develop a continent-wide 'blue economy'.

Above: Fishermen watch the container ship *Clemens Schulte* arrive in Dar es Salaam, Tanzania in August 2015. Dar es Salaam port is undergoing a huge transformation to improve its capacity and enhance its efficiency.

Right: A woman works at a wood station on the outskirts of Jammu, India in March 2016. In June, the UN announced a global action plan to empower women economically by 2030, including through the review of legislation and international conventions.

### The changing landscape for human rights

Against the background of increasing debate about the role of business in society, the International Law Programme published a research paper, *Business and Human Rights: Bridging the Governance Gap*, examining the degree to which progress will be made on access to justice, and considering the emerging trend in Europe towards mandatory due diligence and disclosure requirements for companies. The paper also considered the implications of renewed calls by a small group of states for a treaty on business and human rights to build on the UN Guiding Principles adopted in 2008.

Challenges for human rights promotion more generally were a key theme of a joint conference with the UN Office of Legal Affairs to mark the 70th anniversary of the UN Charter. The International Law Programme also continued to examine the specific impact of China on the future of human rights, with a two-day roundtable in Geneva bringing together leading thinkers from China with their global peers. Consideration of human rights principles in counterterrorism strategies emerged as an increasing area of concern at this roundtable, which was co-hosted with the China University of Political Science and Law and the Graduate Institute Geneva. The roundtable also provided access to UN human rights sessions for the Chinese experts. Chatham House has also continued to examine the international law and foreign affairs consequences of the UK government's criticisms of the European Court of Human Rights.





Dr Soumita Basu, Assistant Professor, Department of International Relations, South Asian University, Delhi, at a panel discussion on 'Reintroducing Women, Peace and Security' to mark International Women's Day and a special issue of *International Affairs* in March 2016.

### Mitigating the effects of war

With continuing uncertainty about the impact of international human rights law on military operations, including on questions surrounding detention, the International Law Programme has entered the final stages of its work on human rights in armed conflict, with a publication offering practical guidance on the application of this fast-evolving area of international law planned for the end of 2016. The programme also began work on a project that will examine the circumstances under which a state will be responsible under international law because it has facilitated the commission of an internationally wrongful act by another state. The Aiding and Assisting project will focus on contexts of armed conflict and counterterrorism and will bring together leading experts from a range of sectors to investigate this critical issue underpinning intergovernmental cooperation in areas such as intelligence sharing.

In partnership with Doughty Street Chambers, the programme continued its Milestones in International Criminal Justice series generating discussions on promoting accountability for international crimes. This included discussion of the impact of civil society on international criminal procedures as well as corporate responsibility for international crimes. Recommendations from fellows in the programme were taken up in the report by the House of Lords Select Committee on Sexual Violence in Conflict. The work of the International Law Programme is possible thanks to the continued support of the Oak Foundation.



Photo: Sabah Aarar/AFP/Getty Images

### Engaging with non-state armed groups

As the role of non-state armed groups (NSAGs) continues to influence the international security landscape, Chatham House began a project in 2015 with the support of the UK Department for International Development (DFID) and the Swiss Federal Department of Foreign Affairs that explores a principled approach to engagement with NSAGs for humanitarian purposes. As a result of this project, a set of emerging propositions was published in January 2016, supported by four background research papers and a side event hosted by Chatham House at the World Humanitarian Summit in Istanbul, Turkey, in 2016.



Above: Iraqi pro-government forces take part in the battle to retake the city of Fallujah from Islamic State of Iraq and Syria (ISIS) in May 2016. Thousands of civilians were forced to flee amid UN warnings of a humanitarian disaster.

Left: Yazidi refugees celebrate news of the liberation of their homeland of Sinjar from ISIS in November 2015. ISIS captured Sinjar in 2014, killing many and sexually enslaving thousands of Yazidi women.





Gunilla Carlsson, Swedish Minister for International Development Cooperation (2006–13), joined a panel of speakers to discuss 'Does Europe Need a New Approach to Migration?' in April 2016.



Sarah El Ashmawy, MENA Research Analyst, KPMG and Ghadi Sary, Academy Fellow, Middle East and North Africa Programme at Chatham House, participate in a panel discussion on 'Tackling Sectarian and Interfaith Conflicts in the MENA Region: The Role of Civil Society' in November 2015.



Left: Pope Francis, flanked by Ecumenical Patriarch Bartholomew I, greets Syrian refugees on the Greek island of Lesbos in April 2016. The pope invited three refugee families to fly back with him to be rehoused in Rome.

Below: Alleged former Afghan Taliban fighters carry their weapons before handing them over at a ceremony in Jalalabad in February 2016 as part of a government peace and reconciliation process.

### Responding to refugee movements

The world is currently witnessing the highest level of human displacement globally since the Second World War. At the end of 2015, there were more than 21 million refugees, according to the Office of the UN High Commissioner for Refugees (UNHCR). There was also an increasingly polarized debate on how states, regions and the international community should respond to refugee movements.

Chatham House convened a range of discussions on the European refugee crisis, as well as on the global governance of refugee movements and migration generally. The Europe Programme and the International Law Programme supported research by the Academy Stavros Niarchos Foundation Fellow on Greece's response to the European refugee crisis, while Chatham House experts contributed evidence to the International Development Committee's enquiry on the Syrian refugee crisis. People forced across borders as a consequence of natural disasters were the focus of a two-day roundtable held in May 2015 by the International Law Programme in partnership with the Swiss and Norwegian governments. This roundtable brought together state representatives and experts to discuss a draft Protection Agenda which drew on existing practice to highlight pragmatic strategies for responding to the protection needs of these displaced persons. The Protection Agenda was subsequently endorsed by over 100 states at a diplomatic conference in Geneva in autumn 2015.

### Supporting fragile states

Fragile states continue to represent a critical vulnerability in an interdependent world. In Afghanistan, peace and stability remain elusive after one of the longest and most ambitious NATO-led interventions since the Second World War. Building on decades of Chatham House research, the institute's Afghanistan: Opportunity in Crisis project tracked the country's path – examining the critical issues of elections, reconciliation and development – to identify new policy options for the future. July 2015 saw the conclusion of this project, culminating in the research paper *Opportunity in Crisis: Navigating Afghanistan's Uncertain Future*, which drew on the observations and ideas generated throughout the project's lifetime. However, the institute's research focus on Afghanistan continues, and in March 2016 Chatham House ran a high-level workshop examining the economic and security challenges faced by the country, with a renewed emphasis on the consequences for Afghanistan and its neighbours, and the implications for the West, should instability in the country worsen.





## Cyber, nuclear and space security

The International Security Department considers new and emerging security threats and their policy impact. A key focus over the past year has been the cyber vulnerabilities of critical infrastructure, specifically civil nuclear infrastructure and space-based assets. In October 2015, the department published a report that exposed the cyber vulnerabilities of civil nuclear infrastructure. The report, completed with the support of the MacArthur Foundation, received considerable attention from a range of international stakeholders, including government agencies, industry bodies and academic institutions. The second phase of the research will focus on the implementation of the recommendations. Another important project has been the study of the cyber vulnerabilities of space-based assets, which has focused mainly on cyber threats to satellites. This project, supported by the Sasakawa Peace Foundation, has brought together international space and cyber experts to discuss potential threats, such as jamming, spoofing and grilling, and possible policy solutions.

## Global health security

The Centre on Global Health Security has been at the forefront of the response to the Ebola crisis in West Africa. Experts from the centre participated in the independent panel convened by Harvard Global Health Institute and the London School of Hygiene & Tropical Medicine, and in the World Health Organization's review of the International Health Regulations. Supported by the Bill & Melinda Gates Foundation, the centre is developing a 'global health track' at the annual Munich Security Conference, which, together with involvement in the InterAction Council of former heads of state and government, is elevating the public policy debate from within health ministries up to heads of state and foreign and defence ministers. The centre reinforced

its message with a short film featuring opening remarks by the UN secretary-general and articles in *The BMJ*, *The Lancet* and the *New England Journal of Medicine*. The centre will continue its work in this area, as well as taking forward research on conflict and health with seed funding from the Wellcome Trust.

The recent Ebola and Zika global disease outbreaks have revealed the benefits of sharing data for public health surveillance in a timely manner. Data sharing has led to more coordinated and effective risk management, and improved the public health responses to such global emergencies. Since 2014, the Centre on Global Health Security has been working to create the right environment for data sharing and to achieve good practice. The centre has convened more than 100 multi-disciplinary experts from around the world, gathering evidence to identify solutions to legal, ethical, technical and political challenges. The resulting guidance outlines the key considerations for the diverse players involved in public health. The guidance is undergoing testing, before being made publicly available online and in print. The project is funded by the Bill & Melinda Gates Foundation.

Chatham House has worked on the issue of antimicrobial resistance (AMR) for many years. During 2015–16, the Centre on Global Health Security hosted Academy Senior Fellow Dr Fatih Serbest to undertake research into views of AMR in Islamic countries. Dr Serbest also wrote a concept paper, written for the 13th Session of the Islamic Summit Conference, which was discussed at the Senior Official Meeting Preparatory for the summit. As a direct result, for the first time, the Organisation of Islamic Cooperation endorsed the World Health Assembly's Global Action Plan for Antimicrobial Resistance and encouraged all member states to effectively address the problem.

## The spread of two antibiotic-resistant bacteria since 1996



— New Delhi metallo-β-lactamase (NDM)  
- - - Klebsiella pneumoniae carbapenemase (KPC)

Sources: Chatham House; *Nature*; Review on Antimicrobial Resistance (from *Munich Security Report 2016*).

Annual global deaths attributable to AMR

0.7m

2014

10m

2050 projected

USD 100trn

Potential impact on world GDP to 2050

Above: From left: Stefan Oschmann, Deputy Chief Executive Officer, Merck KGaA; James L. Jones, General (ret.), former National Security Advisor of the United States of America; David M. Rodriguez, General, Commander, United States African Command; Hanna Serwaah Tetteh, Minister of Foreign Affairs and Regional Integration, Republic of Ghana; and Dr Robin Niblett, Director, Chatham House, discuss 'The Health-Security Nexus' at the Munich Security Conference in February 2016.

Image source: MSC / Koerner



#### Tomisha Bino

Academy fellow Tomisha Bino joined the International Security Department at Chatham House in 2015. She has worked as a research assistant at the Research Group for Biological Arms Control (also known as HRG), based at the Carl Friedrich von Weizsäcker-Centre for Science and Peace Research (ZNF).

She specializes in policy research on the Biological Weapons Convention and is currently working on ways to move forward the process of establishing a weapons-of-mass-destruction-free zone in the Middle East. She holds an MA in peace and security studies from the Institute for Peace Research and Security Policy at the University of Hamburg.



#### Marianne Schneider-Petsinger

As geo-economics fellow in the US and the Americas Programme, Marianne Schneider-Petsinger is responsible for analysis at the nexus of political and economic issues. Before joining Chatham House, she managed the Transatlantic Consumer Dialogue. She also worked for a transatlantic affairs think-tank in the United States and an economics ministry in Germany. Her research interest lies in the area of trade and transatlantic economic cooperation.

She completed her graduate studies at the Fletcher School of Law and Diplomacy (Tufts University) and the John F. Kennedy School of Government (Harvard University). She holds a BA in international affairs and economics from the University of Maine.



#### Hannah Bryce

Assistant head of the International Security Department, Hannah Bryce joined Chatham House in September 2013. Prior to this, she spent several years working overseas in the humanitarian sector, including managing demining programmes in Sudan, South Sudan and Vietnam.

Her research areas of interest include human security, particularly the proliferation of small arms, light weapons and landmines; Sudan and South Sudan politics and current affairs; and the role and impact of the humanitarian sector. She holds a law degree from the London School of Economics and Political Science, and a master of studies in international relations from the University of Cambridge. She is currently leading the department's work on humanitarian engagement with non-state armed groups and is co-editor of the *Journal of Cyber Policy*.

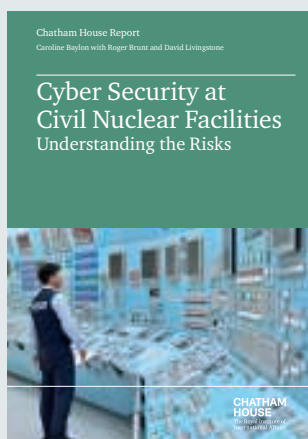


#### Harriet Moynihan

Before joining Chatham House as an associate fellow in the International Law Programme, Harriet Moynihan was a legal adviser at the Foreign & Commonwealth Office, where she advised on a wide range of international law issues including international humanitarian law, human rights law and diplomatic and consular law. She has represented the UK in the Council of Europe, in cases before the European Court of Human Rights, and at bilateral and multilateral treaty negotiations.

Her areas of focus at Chatham House include state responsibility in armed conflict and counterterrorism, sexual violence in conflict, business and human rights, and China's approach to international law. She has recently lectured on international humanitarian law as part of Oxford University's Foreign Relations Programme.

## Further reading:



#### Cyber Security at Civil Nuclear Facilities: Understanding the Risks

Caroline Baylon, David Livingstone, Roger Brunt (October 2015)

This report drew attention to the risk of cyber attack on civil nuclear facilities. Media coverage included Sky News, BBC News, the *Financial Times*, the *Washington Post*, *Deutsche Welle*, and *Le Figaro*.

↓ [www.chathamhouse.org/publication/cyber-security-civil-nuclear-facilities-understanding-risks](http://www.chathamhouse.org/publication/cyber-security-civil-nuclear-facilities-understanding-risks)



#### Salvaging Syria's Economy

Research Paper  
David Butter  
Middle East and North Africa Programme | March 2016

#### Salvaging Syria's Economy

David Butter (March 2016)

This research paper argued that the reluctance of Western powers to challenge Bashar al-Assad means that his regime will be in a strong position to dictate terms when the time comes to focus on reconstruction in Syria. A related op-ed was published by Al Jazeera and the paper was covered by *Gulf News*.

↓ [www.chathamhouse.org/publication/salvaging-syrias-economy](http://www.chathamhouse.org/publication/salvaging-syrias-economy)



# Promoting Sustainable and Inclusive Growth

Chatham House is examining how governments and societies can balance growth and welfare expectations with environmental, resource and other stresses.

## Women's economic empowerment

April 2015 saw the announcement by Turkey's then deputy prime minister, Ali Babacan, of the official G20 engagement group, the Women 20 (W20). The W20 promotes gender economic inclusiveness and seeks to advance women's economic opportunities. Chatham House was actively involved in establishing the W20: since 2013 the International Economics Department has been working closely with host G20 countries to raise awareness around gender-related issues to ensure that gender equality in the context of growth targets would be on the G20 agenda. The second International Policy Forum in Ankara in 2015, which was developed by Chatham House, became the official W20 launch event. The International Economics Department also ran a series of consultations in key cities (London, Istanbul, Beijing, Milan and New York) which served to inform the W20 recommendations submitted to the G20 in September 2015. This work is supported by EY.

## Women, peace and security

A special issue of *International Affairs* in March 2016 analysed the United Nations Security Council resolutions on Women, Peace and Security (WPS) 15 years on from the adoption of the first WPS resolution. The issue was guest-edited by Paul Kirby and Laura J. Shepherd.

## Decoupling growth from resource consumption

The year 2015 was momentous, with the adoption of the Sustainable Development Goals and the Paris global climate agreement. Effective forest governance will be essential to the successful outcome of both these processes.

A major Chatham House report, *Tackling Illegal Logging and the Related Trade: What Progress and Where Next?*, funded by DFID, highlighted the fact that illegal activities remain widespread in the forest sector and called for governments to step up their efforts to address them. In particular, more concerted effort is needed to tackle corruption. The 2015 report has been widely cited in international media and referenced by policy-makers.

Chatham House has also been exploring policy tools that could help to reduce deforestation driven by agricultural and mining expansion in the context of government commitments to reduce carbon emissions.

With the clock ticking on the global climate agreement coming into force in 2020, tackling illegal logging will remain a priority for the institute in the coming years.

Emissions from the livestock sector are also a major driver of climate change, accounting for approximately 15 per cent of the global total. Without action to reduce the global consumption of meat products, it will be virtually impossible to limit the rise in global temperatures to 2°C. In November 2015 the Energy, Environment and Resources Department published the ground-breaking report, *Changing Climate, Changing Diets: Pathways to Lower Meat Consumption*, outlining a package of policy interventions to foster more sustainable levels of meat consumption. The report was the culmination of an innovative 18-month, multi-country research project which explored the public understanding of and attitudes towards the links between meat and dairy consumption and climate change. Findings were showcased at COP21 in Paris and generated a tremendous global response from policy-makers, civil society, academia and the international press. Growing awareness and understanding of the issue is now leading to policy change.



Above: A meat-processing facility in Australia. China provides a major export market for Australian beef, and the two countries signed a new export agreement in 2015.



Professor Attahiru Muhammadu Jega, Chairman, Independent National Electoral Commission, Nigeria (2010–15), speaks on the 'Challenges of Modernizing Election Processes: The Nigerian Experience' in March 2016.



Right: An employee rings the opening bell on the trading floor at the Nigerian Stock Exchange in Lagos, in October 2015. According to one estimate, up to 64 per cent of Nigeria's GDP may be derived from unrecorded or informal activity.



### Sustainable economic development in Africa

The past year has been one of diverging political systems and changing economic fortunes across Africa. These changes affect the ability of regional hegemony, such as Kenya, Ethiopia, South Africa and Nigeria, to combat crises and cooperate to achieve inclusive growth. In December 2015 the Chatham House report, *Nigeria's Booming Borders: The Drivers and Consequences of Unrecorded Trade*, investigated the drivers, nature and consequences of unrecorded trade at a time when Nigeria's government is seeking to diversify its economy and raise revenue from non-oil sources. The regional bloc, the Economic Community of West African States, is constructing a framework for West Africa's international trade. The report, funded by DFID Nigeria, was discussed at events in three Nigerian cities and in London. Earlier in 2015, Nigeria was buoyed by a peaceful election, conducted under the guidance of Professor Attahiru Jega, then chair of the Independent National Electoral Commission. Professor Jega spoke at Chatham House, as did other senior Nigerian political figures.

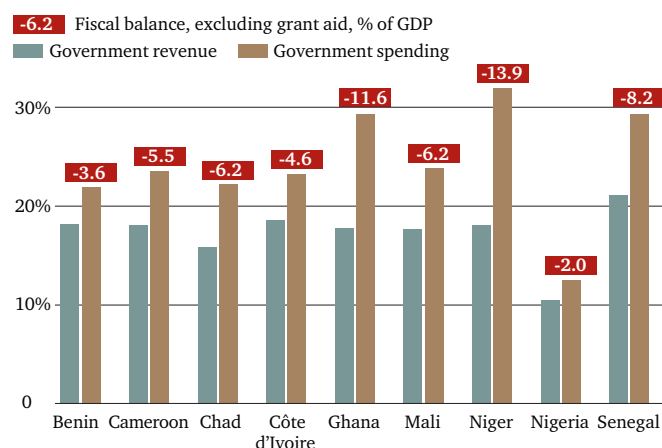
According to UN projections, by 2050 the 10 nations with the youngest populations in the world will all be African. A Chatham House conference series in Sudan, South Sudan and London brought together policy-makers from the African Union and the Horn of Africa with youth leaders to discuss youth participation in policy-making, peacebuilding and development in the region.

The development of global value chains, where activities must be coordinated across geographies, has made it ever more important in Africa to implement smart economic policies that encourage capacity-building in skills and manufacturing. In April 2016, Chatham House hosted an event with Dr Carlos Lopes, the executive secretary of the UN Economic Commission for Africa, where he

launched the commission's latest report on industrial policy in Africa. He highlighted the growth potential that greater agribusiness and manufacturing might have for Africa.

In southern Africa, diversifying away from resource reliance could bolster the economies of the region. At Chatham House events, the deputy prime minister of Lesotho emphasized the importance of investment, despite political fragility, while President Peter Mutharika of Malawi pointed to improved productivity in agriculture as key to development. An Africa Programme conference in Botswana highlighted the long-term need for economic diversification away from diamond extraction. The 2015 Chatham House report, *Mozambique to 2018: Managers, Mediators and Magnates*, discussed the challenges ahead for a country developing new resource finds while grappling with socio-economic challenges and severe inequalities.

### Fiscal deficits of West and Central African economies, 2014 (% of GDP)



Source: IMF  
(from *Nigeria's Booming Borders: The Drivers and Consequences of Unrecorded Trade*).



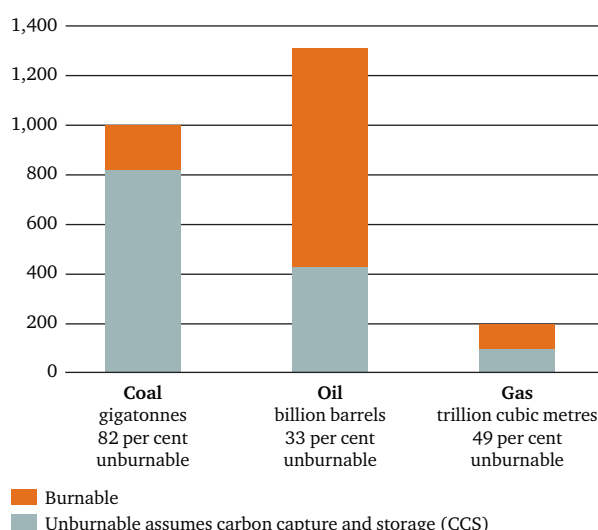
### Managing natural resource stresses

South Asia has some of the most intricate and interlinked hydrological systems in the world, yet cooperation is infrequent. A Chatham House research paper entitled *Water, Ecosystems and Energy in South Asia: Making Cross-Border Collaboration Work* and an accompanying web resource used field research in India, Nepal and Bangladesh to identify examples of cross-border cooperation on water issues across South Asia. The project highlighted that cooperation on water issues in South Asia is feasible despite political differences and economic asymmetries. The interplay between social networking among country experts, inclusive communication (especially with media groups), economic rationale, scientific rigour, defined rights and entitlements, and political leadership can facilitate effective and successful water cooperation.

The Chatham House Valuing Vital Resources initiative encourages incentives for the sustainable use of energy, water and food, the prices of which rarely reflect the full costs of production, scarcity or environmental impacts. This research looks beyond subsidies, towards practically reworking economic incentives. The initiative, funded by the UK Foreign & Commonwealth Office with the MAVA Foundation, began in April 2013 with a focus on the Arab Gulf region. In 2015–16, the focus shifted to India, as the Energy, Environment and Resources Department worked in partnership with the Asia Programme.

The project has provided tools and expert networks to support countries that are in the process of, or are considering, price reform. International partners have included the Kuwait Foundation for the Advancement of Sciences; the CUTS Institute for Regulation and Competition in India; the King Abdullah Petroleum Studies & Research Center, Saudi Arabia; and the Masdar Institute, UAE.

### Estimates of unburned hydrocarbons in 2050



Source: McGlade and Ekins (2015)  
 (from *International Oil Companies: The Death of the Old Business Model*).





Professor Paul Stevens, Distinguished Fellow, Chatham House Energy Environment and Resources Department, briefed Japanese Prime Minister Shinzo Abe on global energy issues in April 2016 ahead of the G7 summit.



Dr Claire Spencer, Senior Research Fellow, Chatham House Middle East and North Africa Programme and Second Century Initiative, speaks at the New Zealand Petroleum Conference in March 2016.

## Sustainable energy for refugees

More than 65 million people are currently forcibly displaced by conflict and persecution around the world, including more than 21 million refugees. Of those living in camps, our research suggests that 90 per cent of them have no access to electricity and are highly dependent on wood and charcoal for cooking. Humanitarian energy services for refugees and displaced people, such as water pumping and power for schools and hospitals, are highly diesel-dependent. Chatham House is part of a consortium – including DFID, GVEP International, Practical Action Consulting, UNHCR and the Norwegian Refugee Council – working to enable far wider deployment of cleaner, sustainable forms of energy. In November 2015, the Energy, Environment and Resources Department launched the report *Heat, Light and Power for Refugees: Saving Lives, Reducing Costs* with a foreword by Kofi Annan. The report has been discussed at the highest levels of UNHCR encouraging changes in policy and practice within the organization. A joint presentation to ministry officials and NGO leaders at the World Humanitarian Summit took place in May 2016 with the UN Safe Access to Fuel and Energy Humanitarian Working Group. At this meeting, the Government of the Netherlands announced its commitment to give 50 million people access to renewable energy by 2030 and to ensure that at least 100,000 refugees and displaced people are included in this target. In 2016–17, the Moving Energy Initiative will test and apply practical solutions in Burkina Faso, Jordan and Kenya.



## The future of utilities

A transformation of Europe's power sector is under way, driven by lower power demand, clearer climate change policies and the falling price of renewable energy. The emerging landscape threatens traditional business models that are based on large-scale, centralized power generation. In Asia, on the other hand, demand for power continues to grow, and it is unclear whether the European transition is a local phenomenon or the beginning of a global shift. The Energy, Environment and Resources Department is assessing developments in Europe and Asia. A research project is comparing their respective power sectors and will suggest policies to ease the transition towards systems that are more decentralized, responsive and engaging of consumers. Workshops have been held in Europe and Asia, and a research paper is being drafted for publication in 2016. The project is funded by the UK Foreign & Commonwealth Office, the MAVA Foundation and CLP Holdings (Hong Kong). Further analysis is planned in India and North America.



Far left: Vendors in Assam, India, wait for fishermen to arrive at the bank of the river Brahmaputra with their daily catch in May 2016. The Brahmaputra is a transboundary river and one of the major rivers of Asia.

Above: Steam rises from cooling towers at a coal-fired power plant near Bergheim, Germany, in February 2016. Germany is replacing its traditional power sources, such as coal and nuclear, with renewables. In 2015, around 30 per cent of its electricity came from renewables.

Left: Five-year-old Syrian refugee, Zakaria, collects drinking water from a water tank in Zaatari camp in Jordan, which is home to around 80,000 Syrian refugees. Half of the camp's residents are under 16.





From left: Dr Michael Edelstein, Consulting Research Fellow, Asha Herten-Crabb, Project Coordinator, and Professor David Harper, Senior Consulting Fellow from the Chatham House Centre on Global Health Security, join Punchawee Sukbut, Mukdahan Province Health Service, Thailand (centre) at a rural health clinic in Laos to discuss data sharing for public health.

Right: In November 2015, medical workers returned baby Noubia, Guinea's last known Ebola patient, to her family. She was successfully treated in a Médecins Sans Frontières centre in Conakry, Guinea, after the death of her mother.



### Universal health coverage

At the United Nations General Assembly in September 2015, all countries committed to achieving universal health coverage (UHC) as part of the Sustainable Development Goals. The UHC Policy Forum at Chatham House supports governments in developing countries in planning and implementing national UHC reforms. In particular, it provides specialist advice on the political economy of health-financing reforms. During 2015–16, with the support of the Open Society Foundations and the Rockefeller Foundation, the forum provided technical assistance on UHC at ministerial level in Nigeria, Ghana, Liberia, Malawi, Sierra Leone, Guinea, Ethiopia, Indonesia, Myanmar and Ukraine. This included providing briefing materials which were used by health ministers to promote UHC reforms to heads of state. Team members in the Centre on Global Health Security also published articles on health financing and the politics of UHC in *The Lancet*, *The Lancet Global Health* and the *New England Journal of Medicine*. In the coming months, the UHC Policy Forum will work collaboratively with government and civil society partners focusing on health reforms in Nigeria, Myanmar and India. It will also host a roundtable meeting on human rights and access to healthcare, focusing on the illegal detention of patients in health units.

### Infectious disease risk assessment and management

As the lessons emerged from the Ebola crisis in West Africa, the Centre on Global Health Security continued to lead the Infectious Disease Risk Assessment and Management (IDRAM) project. IDRAM supports the extractive industry in understanding, assessing and mitigating the risks of infectious disease outbreaks and other health crises. Through the project, Chatham House facilitates dialogue between the extractive industry and international development actors, finance institutions, national governments and public health stakeholders on shared priorities to strengthen national health systems in the context of infectious disease outbreaks. In partnership with leading private-sector groups, including extractive companies, and with the support of USAID, the project held a high-level workshop in 2015 and embarked on a study evaluating the cost of the Ebola epidemic at a large-scale mining concession in Liberia. Chatham House is also working on a literature review investigating the development of integrated outbreak response plans involving extractive companies and public health authorities.



Left: A patient holds a health insurance card at a health centre in the Ngoma district of Rwanda in February 2014. Between 2000 and 2015, Rwanda achieved remarkable reductions in child and maternal mortality rates.



#### Gita Honwana Welch

Dr Gita Honwana Welch is an associate fellow with the Africa Programme and an independent consultant with more than 20 years' experience in international development. She has served as director of the United Nations Development Programme (UNDP) Regional Service Centre for West and Central Africa, based in Dakar, Senegal; as UNDP country director in Angola; and as director of the Democratic Governance Group at UNDP in New York.

She has extensive experience of restoring justice systems in post-conflict situations, both in her native Mozambique, and in East Timor, where she was minister of justice during the UN-led transition (2000–01). She has a master's degree from Columbia University, New York and a DPhil from Oxford University (Wolfson College).



#### Louis Lillywhite

Lieutenant-General (retd) Louis Lillywhite is a senior consulting fellow with the Centre on Global Health Security. He was Surgeon General of the UK Armed Forces and his long career has included appointments in the Ministry of Defence and NATO. He joined Chatham House in 2010.

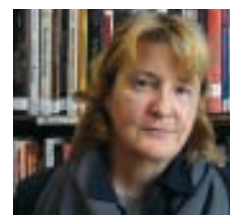
During the past year, he has co-authored a research paper on civilian casualties in Syria and, thanks to a Wellcome Trust seed grant, is developing a major research project on the 'Healthcare Anatomy of Conflict'. His recent work has included being a committee member on the World Health Organization's review of the International Health Regulations and developing a global health track for the Munich Security Conference. He also contributed to a special *Lancet* edition on global health security and has just completed tenure as Chief Medical Officer of St John Ambulance.



#### Antony Froggatt

As a senior research fellow in the Energy, Environment and Resources Department at Chatham House, Antony Froggatt specializes in global energy security and European electricity policy. He has worked as an independent consultant for 15 years with environmental groups, academics and public bodies in Europe and Asia. He has also worked as a freelance journalist. In 1992 he co-authored the World Nuclear Industry Status Report, now an annual independent review of the nuclear sector.

He studied energy and environmental policy at the University of Westminster and the Science Policy Research Unit at Sussex University, and is currently an honorary research fellow at Exeter University. He recently co-wrote the Chatham House research paper *UK Unplugged? The Impacts of Brexit on Energy and Climate Policy* (2016).

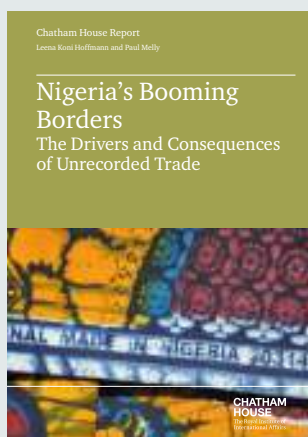


#### Stéphane Dubois

As part of the International Economics Department at Chatham House, Stéphane Dubois manages the Gender and Growth Initiative. The project was set up in 2015 to look into economic problems that stem from gender inequality, in both developing and developed countries, and to offer public policy solutions.

She has worked in communications in the private, public and not-for-profit sectors in Canada and in the United Kingdom, including at the Canada Council for the Arts, Canning House and the Social Market Foundation. More recently, she was responsible for communications at the Montreal-based International Civil Aviation Organization (the UN agency responsible for civil aviation).

## Further reading:



#### Nigeria's Booming Borders: The Drivers and Consequences of Unrecorded Trade

Leena Koni Hoffmann,  
Paul Melly (December 2015)

This report focused on opportunities to formalize unrecorded trade to create more sustainable growth in Nigeria. The report was viewed more than 3,000 times and cited in *The Economist*.

📄 [www.chathamhouse.org/publication/nigerias-booming-borders-drivers-and-consequences-unrecorded-trade](http://www.chathamhouse.org/publication/nigerias-booming-borders-drivers-and-consequences-unrecorded-trade)



#### Changing Climate, Changing Diets: Pathways to Lower Meat Consumption

Laura Wellesley, Antony Froggatt,  
Catherine Happer (November 2015)

This report argued that reducing meat consumption is critical to avoiding dangerous climate change. It was viewed around 26,000 times online and cited in numerous media outlets.

📄 [www.chathamhouse.org/publication/changing-climate-changing-dietspublication/livestock-climate-change-forgotten-sector-global-public-opinion-meat-and-dairy](http://www.chathamhouse.org/publication/changing-climate-changing-dietspublication/livestock-climate-change-forgotten-sector-global-public-opinion-meat-and-dairy)



Chatham House ended the 2015/16 year with an overall net income before gains on investments of £1,884,000. This is the first period in which the financial statements have been prepared under FRS 102 and the Charities SORP FRS 102. Application of these reporting standards has resulted in a number of key changes to the financial statements, the main one being that grant income is not recognized until time-related conditions have been met. The results for 2014/15 have been restated on the new basis, and this has led to a £566,000 reduction in the net income previously reported for that year.

Total revenues for 2015/16 were £16,582,000. Excluding £679,000 of funding received towards the Second Century Initiative, these totalled £15,903,000, which was an increase of 15 per cent over the previous year. Research income reached £9,040,000, an increase of 14 per cent, reflecting the continued expansion of research as a key driver of growth within the institute.

Membership subscriptions were £2,583,000, significantly higher than in the previous year, with individual membership revenues up by 16 per cent and those for institutional membership up by 6 per cent. Although the income from events, including conferences, fell by 3 per cent, this was more than offset by careful control of costs, which were down 11 per cent. This resulted in the overall net contribution from events increasing by £94,000. Income from publications declined by 4 per cent because of lower advertising revenues from *The World Today*. Unrestricted donations again increased substantially over the previous year, rising from £650,000 to £724,000, as a result of increasingly successful fundraising activities.

Other income includes two significant one-off items. Firstly, £620,000 represents the surplus on the sale of space on the ground floor and basement of Ames House, which was purchased by the landlord as part of the redevelopment of the upper floors of the building. In addition to this, an amount of £163,000 was received as a contribution to the future off-site storage of library archive material previously stored in the basement, following this sale.

Total expenditure for the year was £14,698,000, up 7 per cent from the previous year, but this increase was considerably less than the 15 per cent rise in total income. Expenditure on membership, meetings, the library,

communications and publications rose by 7 per cent to £2,418,000. This was mainly because of further investment in support for the website and increased resources for fundraising and publications. Support costs, net of recharges to research, increased by 10 per cent.

This primarily reflected further expansion of the Director's Office in helping support cross-department and cross-programme research, the recruitment of a dedicated HR Director, increased resources for the database, and the cost of occupying the ground floor of Ames House from 1 January 2016. In respect of the Second Century Initiative, there were no permanent endowments this year, but there was a substantial increase (£326,000) in donations to £679,000, up 92 per cent on the previous year.

At the year-end, Chatham House held non-cash investments with a market value of £8,235,000, compared with £8,002,000 as at 31 March 2015. This increase, despite a loss on investments for the year of £280,000, reflected further investments of £513,000, mainly in the Newton Real Return Fund. There was a strong cash inflow arising from the positive operating performance and tight working capital management, and the level of cash increased by £525,000 during the year to £4,001,000. Total net assets as at 31 March 2016, excluding the value of Chatham House itself, were £12,944,000, compared with £11,340,000 as at 31 March 2015 – an increase of 14 per cent.

The institute has ambitious plans for the future and in 2016/17 will be undertaking a major refurbishment of the ground floor of Ames House, which will increase its meeting space and convening capacity. While funds have been raised for the refurbishment, further substantial funding, particularly in the form of endowments, will be required to enable the institute to sustain this new capacity and be able to reinvest for the future.

A handwritten signature in dark ink, appearing to read 'Ed Smith', with a horizontal line underneath.

Ed Smith CBE



	2016 (£'000s)	2015 (£'000s)	% increase
<b>Total net assets at year-end*</b>	<b>12,944</b>	<b>11,340</b>	
<b>Income</b>			
Membership subscriptions	2,583	2,387	8%
Research	9,040	7,937	14%
Events	1,638	1,681	-3%
Investment return	226	223	1%
Publications	503	523	-4%
Unrestricted donations	724	650	11%
Other**	1,189	368	223%
	<b>15,903</b>	<b>13,769</b>	
<b>Expenditure</b>			
Research	8,883	8,088	10%
Events	1,112	1,249	-11%
Membership, meetings, library, communications and publications	2,418	2,268	7%
Support costs net of recharges to research	2,285	2,077	10%
	<b>14,698</b>	<b>13,682</b>	
Operational net income	1,205	87	
<b>Second Century Initiative</b>			
Permanent endowments	–	1,192	n/a
Other Second Century funds	679	353	92%
	<b>679</b>	<b>1,545</b>	
Net movement in funds before investment gain / (loss)	1,884	1,632	
Net investment gain / (loss)	(280)	407	
Net movement in funds after investment gain / (loss)	<b>1,604</b>	<b>2,039</b>	
Net cash (outflow) / inflow for the year	525	(461)	

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

\*\*Other income in 2016 includes two significant one-off items: a £620,000 surplus on the sale of space from the ground floor and basement of Ames House, and £163,000 received as a contribution to the future off-site storage of library archive material previously stored in the basement.

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](http://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](mailto:rmoir@chathamhouse.org). Copies will also be available at the Annual General Meeting.

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### Panel of Senior Advisers

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at 31 March 2016

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Through their ongoing philanthropic commitment, the individuals who make up the Lionel Curtis Group offer discretionary support to the institute's core research activities – ensuring its independence from any one funding source or agenda.

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## Individual supporters (continued) at 31 March 2016

António Guterres, United Nations High Commissioner for Refugees (2000–15) with Ritula Shah, presenter of *The World Tonight*, BBC Radio 4, at the London Conference keynote conversation on immigration in Europe in June 2016.



## William Pitt Group

The William Pitt Group, founded in 2009, comprises individuals committed to the success of the institute, and whose philanthropic support strengthens the institute's independence.

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### Alyson Bailes (1949–2016)

It was with great sadness that Chatham House noted the death of Alyson Bailes, who was an associate fellow in the International Security Department.

Alyson was head of the FCO Security Policy Department (1994–96), the UK ambassador to Finland (2000–02) and the director of SIPRI (2002–07). Following her retirement, she split her time between a post at the University of Iceland and her home in Selkirk, Scotland. Alyson was a commissioner on the WMD (Blix) Commission (2004–06) and on the UK Trident Commission (2011–14). Obituaries appeared in the *Guardian*, *The Times* and the *Herald* among others.

### Thanks to our interns

Many departments and programmes are supported throughout the year by interns. Chatham House is extremely grateful for their valuable contribution.

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Cover image: Migrants and refugees board a train heading to Serbia from the Macedonian–Greek border near Gevgelija in February 2016.

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Photography by Chatham House and Getty Images.

Printed by Park Communications on Cocoon 100% Recycled Offset FSC®, using vegetable oil based ink.



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