

OxfordResearchGroup

building bridges for global security



Annual Impact Report 2015-2016

Foreword

2015 was another deeply troubling year for European and global security. Perhaps best characterised as a bridge between the crises of 2014 – not least in Ukraine, Syria, Iraq, Gaza and Libya – and the populist backlash of 2016, with its polarising US election campaign, ‘Brexit’ referendum, and Europe’s securitised response to the Middle East refugee crisis, the year saw the further unravelling of the post-Cold War order. Oxford Research Group’s discreet work and measured voice in support of peaceful, progressive change has rarely felt so sane, humane or necessary.

In the Middle East, the July 2015 P5+1 nuclear deal with Iran was testament to the power of the quiet diplomacy and confidence-building that ORG had facilitated to revive the process in preceding years. The networks so-developed continue to be important in rebuilding trust between the region’s powers. Our belief in the tried and tested methodologies of this work convince us of the impact and importance of what we call the Oxford Process, which ORG is launching as its new high-level dialogue programme in 2016.

Our strategic thinking work in Israel and Palestine has gained additional influence through links to the strategic planning structures of the Palestinian leadership, through connections with the new Joint List Arab parties in Israel, and by forging increased connections between influential thinkers in Israel, the West Bank and Gaza. In 2015 ORG also began to work in Egypt and to influence Arab regional institutions towards more strategic approaches to conflict resolution.

In the UK, we greatly increased our visibility and analytic outputs around the 2015 elections and security policy review. ORG briefings warned loudly and coherently of the need to rethink UK policy to the crises in Iraq and Syria and of the problematic shift to unaccountable ‘remote warfare’. We also re-established ORG as an important voice in the debate on renewing Britain’s nuclear weapons. Our analysis has been consistent, original and presented real options for change. In a polarised political context, there is increasingly public and political appetite to consider such change.

ORG also benefited from a successful organisational development programme in 2015-16. This has revitalised our Board, streamlined our structures and management, improved our communications and public outreach, enhanced our analytic and advocacy capacity, and increased the quality and quantity of our outputs. We look forward to ever greater influence in coming years as the world recognises the need to embrace change to shape a more sustainable, peaceful future.

Richard Reeve
ORG Coordinator

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About ORG

Oxford Research Group (ORG) is an independent peace and security think-and-action-tank that promotes dialogue and common security approaches as sustainable alternatives to violent global confrontation. Through original research, wide-ranging dialogue, and practical policy recommendations we seek a shift in global priorities away from militarism, and towards security based on justice, human rights, prevention of conflict and fair distribution of the world's resources.

Sometimes described as a conflict resolution, conflict transformation or peacebuilding organisation, ORG's mission is larger than this. Our long-term goal is a deep shift in the way that people think about security, based on the understanding that lasting security is not attainable through military means. Developing long-term 'sustainable security' for everyone means understanding the root causes of conflict and creating safe spaces for dialogue as the means to a truly secure world.

ORG's Work

We work through research, analysis and dialogue to understand the deep roots of conflicts and the evolving nature of violent confrontation in order to develop and promote peaceful and sustainable alternatives.

Following a reorganisation in 2015, our work now focuses on three programmatic areas:

- The Sustainable Security Programme researches and promotes a radical shift in UK and global security policy, from suppressing challenges to resolving the underlying drivers of conflict.
- The Middle East Programme builds the capacity of regional actors to engage in strategic thinking to explore alternative routes to peaceful coexistence in Israel, Palestine, Egypt and elsewhere.
- The Oxford Process uses a proven preventive diplomacy methodology to engage diplomats and technical experts in discreet high-level dialogue on conflict prevention and disarmament.

The work of these programmes utilises several conceptual approaches pioneered by, or unique to, ORG.

Conflict Analysis

Our work begins with understanding the root causes of violent conflict, from the psychological basis of confrontation, domination and 'deterrence' to struggles over resources and growing inequality. Sustained analysis of the self-reinforcing logics and counter-productive consequences of nuclear rivalry, the 'War on Terror' and military occupations inform our commitment to sustainable strategies and early interventions.

Strategic Thinking

ORG promotes long-term thinking not just about the roots of conflict but in order to strategise routes to more peaceful futures. ORG's unique strategic thinking methodology for conflict resolution recognises the need to start where people are, not where we would like them to be. We then build the capacity to think strategically about alternative futures. Often this is more about locating mutual self-interests than finding common ground.

Sustainable Security

Reactive, militarised approaches do not provide solutions to contemporary security challenges; more often, they escalate cycles of violence. They also detract from efforts to address the deeper drivers of conflict like marginalisation, resource scarcity and climate change. We work to understand, develop and promote the preventive, non-military solutions needed to build lasting peace, security and justice.

Preventive Diplomacy

Preventive diplomacy is a form of early intervention aimed at preventing conflict from becoming violent or escalating. ORG has pioneered alternative forms of diplomacy independent from the political interests, bureaucracy and policy positions that encumber national and international diplomats. We call this the Oxford Process.



UN peacekeeper © UN Photo Logan Abassi.

Sustainable Security Programme

The central premise of ORG's pioneering Sustainable Security approach is that we must work to resolve the underlying causes of global insecurity rather than exacerbate them by trying to suppress their violent symptoms. This is radically different to the dominant current approach, which seeks to use force and coercion to maintain an increasingly unequal, unjust and unstable status quo.

ORG identifies four interconnected trends that are most likely to lead to substantial global and regional instability, and large-scale loss of life this century:

- Climate change and environmental disruption;
- Competition over resources, including food, water and energy;
- Marginalisation of the majority of the world's people;
- Militarisation: the use or threat of military force to suppress discontents.

Never before has humanity faced a world as interconnected yet so socio-economically divided, where environmental limits are so apparent and where traditional approaches to war-fighting and the use of force are so counter-productive.

Rethinking UK Security Policy

Sustainable Security's work begins at home, in the UK, where we continue to debate, refine and promote alternatives to current security orthodoxies. Our work is urgent but necessarily responds to the opportunities of the shifting political landscape. In 2015-16, these included the UK general election campaign, the ensuing Strategic Defence and Security Review (SDSR), the 2016 Labour Party Defence Policy Review,

the re-emergence of debate on nuclear weapons policy, and the Chilcot Inquiry into the Iraq War.

Our major report of 2015 focused on Rethinking UK Military Expenditure, shifting the debate from why Britain's defence spending has reduced so much to why it is still so high relative to similar states. A second report in May 2016 looked at the UK's self-interest in engaging more with UN peacekeeping. We also raised many critical questions of the new SDSR and National Security Strategy, the unquestioned British security relationships with the US and NATO, and the potential for de-escalation of tensions with Russia.

Perhaps most importantly, we continued our long-running critique of Western reliance on expeditionary warfare while beginning the process of mapping out the transition to an alternative way of doing security.

Towards Nuclear Zero

ORG was founded in the 1980s to research decision-making in the UK nuclear weapons sector. With a decision pending on a Successor submarine platform for Britain's Trident nuclear weapons, the landslide victory in Scotland of the anti-nuclear SNP, and the revival of debate within the Labour Party on nuclear weapons policy, ORG re-engaged with the nuclear debate in 2015. We have published a series of briefings on the options for and impact of future British nuclear disarmament and have helped policy-makers to think through the process and consequences of efforts to reduce the salience of nuclear weapons in UK and NATO security policy. Later in 2016 we will launch a report envisaging the consequences of the UK becoming a former nuclear weapons state.

Nations Unies

Conférence sur les Changements Climatiques 2015

COP21/CMP11

Paris France



Securitising the Sahel-Sahara

Researching instability in the Sahel-Sahara zone of North-West Africa and the growing, but often covert, presence there of foreign military forces, continues to be an important new dimension to ORG's work. Extension of the 'War on Terror' logic into this zone since the Libyan war of 2011 has had dangerous consequences for states from Mali to Cameroon. Intra-Middle Eastern disputes between Sunni and Shi'a powers, not least over Yemen, and over the role of political Islam also increasingly impacted in Africa in 2015.

ORG briefings in 2015-16 looked specifically at the escalating proxy war in Libya and covert foreign intervention strategies, the prospects for northern Mali's peace agreement, the regionalisation of Nigeria's war with Boko Haram, and the African impact of the Saudi-led intervention in Yemen. ORG experts were called upon to brief the UK and German governments on policy in the Sahel.

Human Security in a Changing Climate

ORG works to analyse the current and future linkages between climate change, resource scarcity and human security, from extreme weather events through food insecurity to the militarisation of the Arctic.

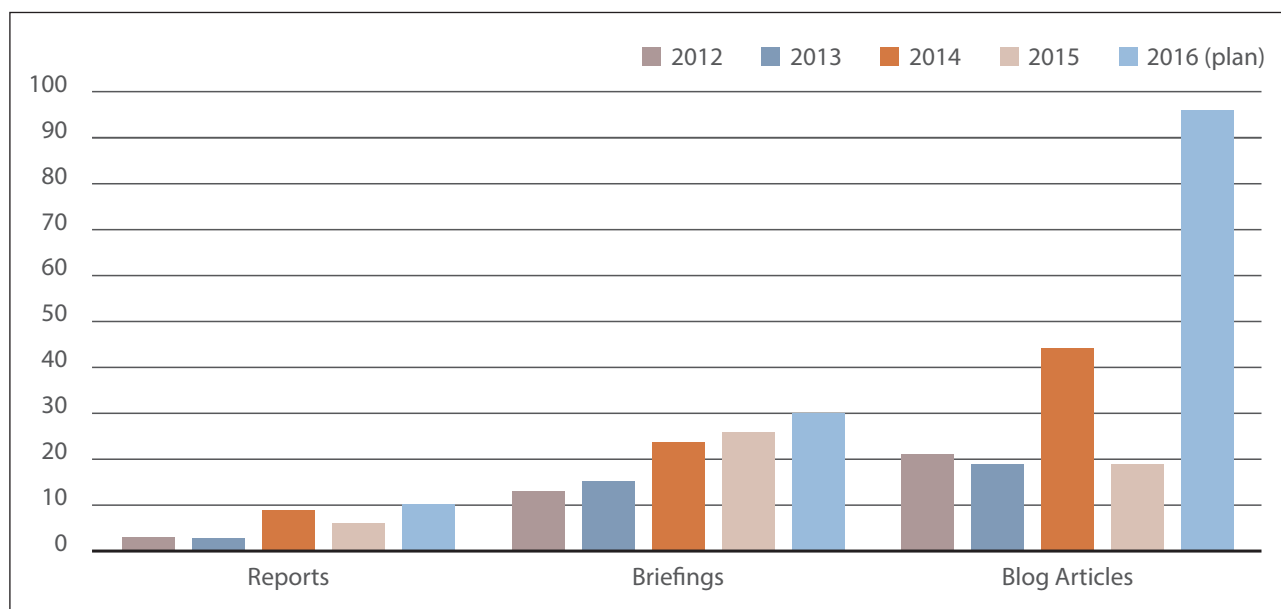
2015 was a key year for international policies tackling both climate change and wider human security and development issues. ORG's work and advocacy alongside many others NGOs was important in achieving Goals 13 (on Climate Change) and 16 (on Peace and Justice) within the 2015-2030 Sustainable Development Goals. The COP21 Agreement of the UN Climate Change Conference in Paris in December 2015 was also a major achievement in limiting climate change.

Sustainable Security Blog

SustainableSecurity.org is the Programme's blog site and its main tool for sharing the expertise and evidence of its peers and partner organisations. The site's audience has more than doubled since 2014, reaching over 160 countries. We expect to publish almost 100 articles of critical relevance through the site in 2016, from experts and practitioners across the world.

During 2015-16 the blog added three new sub-projects to cover the Sahel-Sahara, climate change, and on the Responsibility to Protect (R2P) and other peacekeeping challenges.

ORG Publications, 2012 – 2016



Middle East Programme

For over a decade, ORG has been facilitating high-level, inclusive and sustained strategic dialogues in the Middle East with particular sustained focus on Israel and Palestine. Our triple-track approach to the conflicts there is based on Prof. Oliver Ramsbotham's innovative Radical Disagreement approach to conflict transformation.

In 2015, the programme also commenced work in Egypt as well as supporting dialogue on the escalating conflicts in Syria and Yemen.

Palestinian Strategy Group

The Palestinian Strategy Group (PSG) is an inclusive network of more than 100 Palestinian influencers in the West Bank, Gaza and the diaspora and from across the political spectrum. The project provides space for Palestinians to develop policy discussions which help inform and guide the national project. Senior Palestinian political figures are part of the group, alongside leading academics and thinkers.

Convened by ORG in partnership with West Bank and Gaza-based Palestinian think tanks, it undertakes sustained analysis to fill the 'strategy gap' in political decision-making, education and training that has been so debilitating for the Palestinian national movement.

In the face of rising sectarian violence in 2015-16, the Group was particularly focused on expanding the 'cross-green line' space for dialogue between Palestinians residing in the occupied territories and Israel. The impact of the PSG's work was clearly seen in the PLO's new strategic plan (2015) and in the creation of a new Advisor for Strategic Affairs post in the Palestinian President's office.

Israeli Strategic Forum

The Israeli Strategic Forum (ISF) aims to create a new framework for a national dialogue in Israel and has created an active thinking group from across the Jewish political and social spectrum. Participants range from left-wing secularists to the ultra-Orthodox, peace activists, settlers, a retired Defence Force general, from Mizrahi, Ashkenazi, Ethiopian and other communities.

Led by our Israeli partner institution, The Van Leer Jerusalem Institute, the ISF has focused on the social tensions within Israeli society and how these can be addressed through strategies for peaceful development and co-existence.

Palestinian Citizens of Israel Group

The third dimension to ORG's work in Israel and Palestine is our facilitation of strategic dialogue within the 'forgotten community' of over 1.6 million Palestinian citizens of Israel. Neglected as a national, religious, linguistic and cultural minority, they make up over 20% of the population of Israel, and are key to any future peace settlement.

The aim of the Palestinian Citizens of Israel Group (PCIG) is to give a real voice to this community to contribute to processes and negotiations that will affect their future. 2015-16 was a breakthrough for the group's political influence within Israel as it cooperated closely with the leadership of the Joint List, the third largest party in the 2015 Knesset. It has also increasingly consulted with the other Palestinians of the PSG and the other Israelis of the ISF.

Egypt

ORG has initiated a conflict resolution project with the Regional Center for Strategic Studies in Egypt. It held its first major workshop in Cairo in May 2015 and a second in April 2016.

The aim of the project is to provide a dynamic platform in Egypt for discussion and analysis of the theory and practice of mediation and conflict resolution and the importance of inclusive participation in the Middle East region.

The project has produced an Arabic language journal on conflict resolution issues and practice. This is one of the few publications on the subject available in Arabic.



Man with child amidst the devastation in Syria © public domain.

Case Study: ORG's Work on Iran

ORG's quiet work on the Iran nuclear issue over several years provides an example of the impact of the Oxford Process, developed from many years work by the Middle East Programme.

Over many years, ORG built on its connections with politicians, former diplomats and technical advisors who had in-depth knowledge of the technical and political issues involved in the developing stand-off between Iran and regional and Western powers. It also brought a deep understanding of the psychological issues that were an essential part of the historic conflict and would play a part in finding a landmark compromise in 2015.

We developed key contacts in Tehran, Washington, Moscow, London and Brussels. Using these we were able to convene off-the-record experts' meetings that, in effect, mapped out the parameters for a future deal between Iran and the P5+1 major powers.

This proposal was promoted by our experts in all of the key foreign ministries concerned with reaching an accord. Our meetings were an important component in the United States believing that engagement could offer space for successful negotiations and were catalytic in the first bilateral meetings that were to take place between Iran and the US in 2013.

ORG's work on the Iranian nuclear deal has also had several important spin-off impacts via its network.

"ORG's proposal is positive, constructive and better than other proposals."

Ali Akbar Salehi, Iranian Foreign Minister

"This in-depth work could not have been done as part of the official process and it was very valuable support to the negotiations."

William Hague, UK Foreign Secretary

In August 2013 this same network was activated to promote the idea of chemical weapon disarmament in Syria as an alternative to the air and ballistic missile strikes initially favoured by the Obama White House. This quiet, behind-the-scenes work played a part in what became cooperation and collective pressure on Damascus by the US, European states, Russia and Iran.

A second spin-off has been our mediation between representatives of Middle Eastern powers whose rivalries have engendered hugely destructive proxy wars from Lebanon to Yemen via Iraq and Gaza. In April 2015 ORG engaged Iranian and Saudi senior security advisors in direct discussions on the prospects for a political settlement in Syria.

ORG continues to engage with these actors in support of the Syrian peace process and has also been asked to apply the learnings from its work on Iran to the North Korean nuclear weapons dispute.

World leaders agree to the Joint Comprehensive Plan of Action, an international agreement on the nuclear program of Iran, in Vienna on July 14, 2015 © Iran Talks.



Global Highlights: ORG's Work in 2015-2016

Global Reach

In 2015 ORG's publications reached an audience in virtually every country of the world. Our partnerships ensured a global reach, as did our multinational team of staff, consultants and trustees, and our growing network of advisors in a dozen countries.

UK

ORG's work focused on the 2015 Strategic Defence and Security Review and rethinking military expenditure as well as re-engaging with the debate on a Successor nuclear weapons programme. Labour's Defence Policy Review engaged enthusiastically with ORG's work in 2016, as, increasingly, did elements of the armed forces.

Latin America

In Latin America, ORG continued its commissioned research series on gangs and public security provision in Belize, El Salvador and Honduras, while the Remote Control project analysed the role of drones and private contractors in the War on Drugs.

Israel and Palestine

ORG's strategic thinking work in Israel and Palestine increased in importance after the collapse of the Kerry Process and the rise of new violence around Jerusalem. Palestinian Strategy Group outputs were increasingly taken up by official Palestinian bodies while the Palestinian Citizens of Israel Group engaged with the increasingly influential Joint List coalition in the Knesset.

Sahel-Sahara

ORG's work on the Sahel region of West Africa focused on the peace deal in northern Mali and the regionalisation of Nigeria's war against Boko Haram, including briefings to British and German governments. Remote Control evaluated the effectiveness of remote warfare in Mali and analysed perceptions of mercenaries in the northern Nigerian conflict.

Libya

As Western and Arab intervention in Libya grew in 2015-16, ORG analysed the dynamics and consequences of this latest front in the war against Islamic State. Remote Control argued for greater transparency of the UK's covert military operations there.

Russia and NATO

ORG has analysed the growing tensions between Russia and the West through engagement with UK and NATO policy towards Moscow as well as predicting the growing role of Russian forces in Syria and the potential for direct confrontation with Turkey there.

Syria, Iraq and IS

ORG published near monthly briefings on the evolution of the Islamic State and the escalating involvement of the UK, US, Russia and France in the war against it. We also engaged with regional states and the Syrian political spectrum in support of the mercurial peace process.

Iran and Saudi Arabia

As the impact of our 'track 1.75' diplomacy with Iran over its nuclear programme became clearer in 2015, ORG engaged Iran, Saudi Arabia, Russia and others in constructive dialogue on ways out of the Middle East's regional proxy wars.

Afghanistan and Pakistan

Remote Control project reports evaluated the impact of 15 years of remote warfare in its original laboratory in Afghanistan and Pakistan, while ORG analysed the impact of Western withdrawal and the rise of IS there.

Egypt

In Egypt, ORG has co-hosted two high-level roundtables on conflict resolution in Cairo with Egyptian and Arab League representatives, highlighting international best practise and how regional states and institutions might promote peaceful settlements of conflicts in Libya, Sudan, Syria and Yemen.

Yemen

ORG extended its analysis to Yemen in 2015 as the state fragmented and nine Arab states, supported by the US, UK and others, went to war. We looked at the consequences for Yemen, the Middle East and Africa and initiated dialogue with the Yemeni diaspora.

Oxford Process



The Oxford Process is a new programme, launched by ORG in 2016 but developed through Gabrielle Rifkind's work with the Middle East Programme over the previous decade. It builds on ORG's track record of facilitating discreet high-level dialogue between the parties to some of the world's most intractable conflicts. It uses the tools of geopolitical insight and analysis, cultural savvy and human psychology to understand and manage both the tensions and the human relationships that underpin conflict.

The Oxford Process has a unique and niche methodology that allows it to adopt the role of a trusted third party, which avoids taking sides and acts as an independent broker. Its purpose is simple: to contribute to the prevention (ideally), or the cessation, of conflicts. It is unencumbered by the weight of political interests, bureaucracy or policy positions that bear on governments and multilateral institutions alike.

We describe our approach as preventive diplomacy. Our team of experts combines experience from both inside and outside of government at the highest levels, nationally and internationally, including recently retired senior diplomats, intelligence officials and special advisors on technical issues such as nuclear weapons. It harnesses a range of specialist skills, from conflict mediation, psychology and the under-

standing of the human mind, to counter-terrorism strategy, conflict analysis and political communications.

Any preventive diplomacy project needs to include representatives with deep understanding of, and close access to, policy-making processes in the relevant countries in which we operate, not least in the Middle East and within the major powers that seek influence there. Sometimes it also means talking to the informal networks, or "deep state actors" and non-state or transnational groups who have real power behind the façade of ministries and diplomatic representation.

Successful mediation may be best achieved through dialogue-inclusive roundtables; at other times it can be achieved using quiet behind-the-scenes networks to bring the right people together; often one-to-one meetings are key. Our work is always conducted discreetly and beyond the pressures of media and public posturing.

The July 2015 Joint Comprehensive Plan of Action agreement between Iran and major powers on its nuclear programme provided vindication of the Oxford Process' work over previous years. Similar networks and methodology were also utilised by ORG in 2015 in bringing Iranian and Saudi representatives together to discuss ways out of the proxy war in Syria.

Remote Control Project

Remote Control is a project of the Network for Social Change hosted by ORG. Piloted in 2013, it was launched as a full-scale project in 2014, with a research and policy team focussed on remote control warfare.

What do we mean by remote control warfare?

In today's warzones, Western interventions are often fought through a combination of drone strikes and air strikes from above, knitted together by the deployment of special forces, intelligence operatives, private contractors, and military training teams on the ground. This is what we call war by remote control, with some contemporary examples being the international interventions in Yemen, Somalia, Libya, Iraq and Syria.

Remote Control raises many issues, including whether countries' evolving use of remote control warfare is making warfighting less transparent, and less accountable than in the past. Our analyses of international covert engagement in conflicts like Libya suggest that the opacity of remote control warfare carries high risks:

- **Effectiveness** - The ability to deploy special forces on a rolling basis without public or parliamentary scrutiny makes them far easier to utilise than a traditional standing force. However, this runs the risk of governments choosing remote control warfare because it is expedient, rather than because it is the best possible response to insecurity.
- **Accountability** - It is impossible to hold governments to account over their behaviour in conflicts they won't

admit they are party to. We cannot evaluate the justification or implementation of aims, objectives, and actions that are not disclosed.

- **Legitimacy** - Without a carefully thought out, publicly stated, legal case for using lethal force outside of war zones, countries' evolving remote warfare strategies may stand at odds with their own laws, as well as their international human rights commitments. This risks damaging the perceived legitimacy of international actions.

We are also committed to studying the potential long-term implications of war by remote control. Does it encourage governments to adopt a short-term approach to security? Is it suited to tackling the drivers of conflict? Does it create more enemies than it contains? Is it a viable security strategy, or a tactic that needs to be balanced?

In 2015, Remote Control commissioned eleven in-depth reports from experts in the use of Special Operations Forces, private military and security companies, cyber warfare, mass surveillance, counter-terrorism, international human rights, and drone and air strikes. We also produced a Remote Control Warfare series for the sustainable security blog, and cemented our relationship with a number of universities around the country with a series of panel discussions and workshops. We will be continuing this work in 2016 under new leadership, and with greater in-house advocacy and research capacity.



US soldier launching a Raven remote-controlled unmanned aerial vehicle © public domain.

Organisational and Strategic Development

ORG successfully implemented an ambitious Organisational Development Plan during 2015. This reviewed the structure, governance, management, goals, practice and communications of ORG to lay the basis for a new three-year Organisational Strategy for 2016-19.

ORG's priorities may be classified under four strategic headings:

Expanding our Work

In 2015 we expanded the geographic scope of our work to include Syria, engaging with the regional proxy actors in conflict there, and Egypt as well as consolidating our new work on Libya and the Sahel-Saharan region of northwest Africa, notably Nigeria and Mali.

In 2016 and beyond ORG and the Remote Control project will deepen their work on Libya in line with the increase in Islamic State presence there, the securitisation of the refugee crisis off its shores, and the escalation of covert activities by US, European and Arab security forces. Similarly, we will scrutinise the wars in Iraq and Syria and promote dialogue between the many conflict parties. Yemen is a further 'remote' conflict zone in which we are working with local and diaspora actors as well as regional states to promote conflict resolution.

The Oxford Process is an important part of this expansion, focusing ORG's resources and reputation on high-level dialogue and alternative forms of diplomacy in the Middle East and further afield.

Deepening our Analysis

ORG has hugely expanded its analytic outputs since 2014. We are now a trusted source of analysis on conflicts in the Sahel-Saharan and remote warfare techniques as well as on various conflicts in the Middle East and UK defence and security policy. Our experts are in demand by governments and militaries; in 2015-16 we were invited to brief officials in or from Britain, the EU, Germany, Norway and France, as well as various units of the armed forces.

On average, ORG now puts out a dozen reports, briefings and articles every month, a huge increase over recent years. We have hired more internal research staff and brought in greater expertise from external consultants and fellows eager to contribute to our work.

Re-envisioning UK Security

ORG's focus on UK policy has increased in recent years as the Sustainable Security Programme and Remote Control have worked closely with UK politicians, military, government and media to inspire and advocate alternative security policies that contribute to a sustainable, positive peace. Work in 2015 focused particularly on the Strategic Defence and Security Review, and in 2016 we are targeting the nuclear weapons debate, policy over interventions in Libya, Iraq and Yemen, and opposition party defence policy reviews.

ORG's strategy for long-term change is focused on the 2020 elections and beyond. Between 2016 and 2019 we will engage politicians, military, diplomatic and intelligence officials, academics and mediation practitioners in practical dialogue on how to put conflict prevention at the heart of UK foreign policy.

Insight and Inspiration

Communicating our message, analysis and evidence is absolutely crucial to our ability to impact security and foreign policy. Having greatly expanded our output of published analysis and recommendations, we need to be sure that it is read and acted on by the widest public and most powerful actors. During 2016-17 we are investing in our communications and advocacy capacities to deliver a new communications strategy, a new website and a much stronger media presence.

We are also increasing our range of public outreach events, which in 2015-16 included Hans Blix speaking on Iraq and Iran, Sir Malcolm Rifkind and others speaking on Trident, a special screening of the film *Eye in the Sky*, and a series of expert panel events at universities across Britain. Let us know if you would like an ORG expert to speak at an event you are organising.



Financial Statement

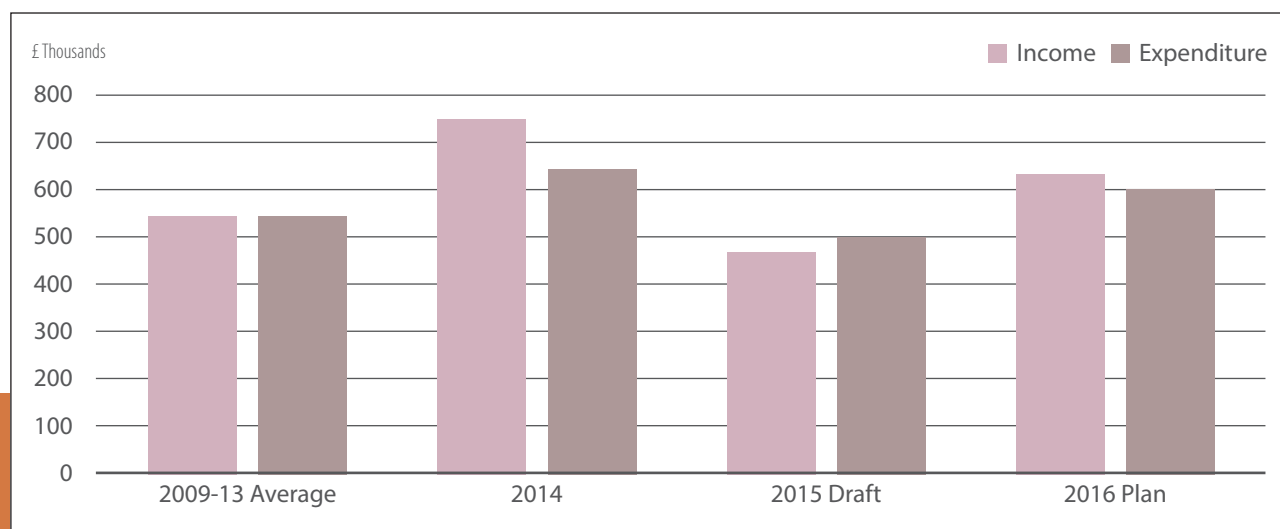
ORG's income and expenditure were down in 2015 relative to the previous year. This reflected the late 2014 separation of the Every Casualty Programme; income to both the Middle East and Sustainable Security programmes grew in 2015 relative to 2014.

Statement of Financial Activities for the Year Ended 31 December 2015

	2015 Unrestricted Funds £	2015 Restricted Funds £	2015 Total Funds £	2014 Total Funds £
INCOMING RESOURCES				
Grants and Donations	59,648	396,934	456,582	748,769
Investment Income	214	153	367	599
Fundraising Income	11,710	-	11,710	-
Income from publications & seminars	67	-	67	50
Total Incoming Resources	71,639	397,087	468,726	749,418
RESOURCES EXPENDED				
Costs of Research & Activities	86,815	413,570	500,385	641,565
Fundraising Costs	7700	-	7700	1625
Total Resources Expended	94,515	413,570	508,085	643,190
Net income/expenditure	(22,876)	(16,483)	(39,359)	106,228
Total Funds Brought Forward	118,582	284,959	403,541	297,313
Total Funds Carried Forward	95,706	268,476	364,182	403,541

This statement is an unaudited draft. Full audited accounts for 2015 should be approved by trustees in September 2016 and made available through the Annual Accounts via the ORG and Charity Commission websites.

ORG Income and Expenditure



ORG's Team in 2015-2016

ORG would like to thank all its staff, consultants, trustees, patrons, advisors, funders and partners for all their work and support in 2015-2016. Many of our team give their time and expertise without charge, for which we are hugely grateful.

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Funders

Joseph Rowntree Charitable Trust, Marmot Charitable Trust, Network for Social Change, 1970 Trust, Oxford Network of Peace Studies (OxPeace), Polden-Puckham Charitable Foundation, R.H. Southern Trust, Royal Norwegian Ministry of Foreign Affairs, Transparency International.

Organisations with which we have partnered

British American Security Information Council, Campaign Against the Arms Trade, Centro Internacional de Toledo para la Paz, Conscience, European Council on Foreign Relations, European Institute for Peace, Every Casualty Worldwide, I'am Media Center for Palestinians in Israel, Latin American Security and Defence Network (Resdal), Madar - Palestinian Forum for Israeli Studies, Medact, Nigeria Security Network, Norwegian Peacebuilding Resource Centre (NOREF), Omega Research Foundation, Open Briefing, Palestinian Centre for Policy Research - Masarat, Pal-Think, Regional Center for Strategic Studies (Egypt), Scientists for Global Responsibility, Van Leer Jerusalem Institute.

Support ORG's Vital Work

Your support is vital to ORG as a small organisation with big ambitions. Due partly to our reliance on quiet dialogue, we do not have the profile of larger organisations. We only accept sources of funding that allow us to retain our independence and integrity. Unlike most security policy think tanks, for example, we do not seek or accept funds from the arms industry or lobbyists.

This means that we rely on the generosity of individuals and trusts to continue our work building lasting peace and security. This often involves creating projects that develop and need support over several years. Therefore, long-term, regular support is critical to our ability to plan and grow our programmes and create the sustainable change that is so needed.

Whether you are able to make a one-off donation, become a regular ORG supporter, or make a legacy gift in your will, your support will make a vital contribution to the future security of millions.

Acknowledgements

Cover photo: Syrian refugees arrive on the shores of Lesvos island
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