

**OxfordResearchGroup**  
*building bridges for global security*



Annual Impact Report 2016-2017

# Foreword

2016 was a year that shook complacent assumptions of a secure, liberal, rules-based world order and confirmed the return of populist politics and great power geopolitics. Defining events included British voters' rejection of the European Union, US voters' endorsement of Donald Trump, a coup and crackdown in Turkey, and the rapid advancement of North Korea's nuclear programme. The fall of Aleppo to Russian- and Iranian-backed forces in December capped a tumultuous year.

2017 has deepened these trends as divisive elections in the US, UK and Germany have polarised and, at times, paralysed Western policy-making. Steady battlefield success for the US-led coalition against Islamic State in Iraq and Syria has alienated Turkey, consolidated Iranian and Russian influence and dispersed jihadis worldwide. Boggled down in a calamitous war in Yemen, the Gulf States have turned on one another. North Korea has defied the US and UN to emerge as an intercontinental-range nuclear power. The US, UK and Chinese navies have progressed new supercarriers. Fearful of Trump's ambivalence to NATO, the EU has signalled its emergence as an ambitious security actor.

With much of the world trapped in a cycle of confrontation and conflict, and the UK and other Western powers rethinking their global role, the need for Oxford Research Group's calm, steady engagement, analysis and advocacy in pursuit of long-term, sustainable peace and security has never been greater.

The impact of ORG's work in the UK and Europe has become increasingly apparent as politicians from across the spectrum embrace the need for transparency and accountability of military operations and challenge the costs and effectiveness of established security policies. The snap general election of 2017 reflected a maturing consensus on tackling climate change, development spending, UN peacekeeping, and (for many parties) curbing British arms sales to repressive regimes.

In the Middle East, the deadlock of the Oslo Process has energised our strategic thinking groups to develop alternative

pathways towards peace. For our Palestine Strategy Group this strategic capacity has been adopted at the highest level of the Palestinian Authority. Having profiled our Collective Strategic Thinking methodology for conflict resolution with Egyptian and Arab League officials in 2015-2016, ORG has shared its expertise with experts working across the Middle East, particularly focusing on Yemen.

In 2018 ORG will integrate its three programmes into a revised structure under a new strategic plan, promoting their work through a new, unified web presence and brand. Global crisis is a global opportunity to rethink and rebuild a more cooperative world order and ORG intends to play a crucial role in informing, inspiring and sustaining that transformation.

**Richard Reeve**  
ORG Coordinator

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# About ORG

Oxford Research Group (ORG) is an independent organisation that has been influential for 35 years in pioneering new, more strategic approaches to security and peacebuilding.

## ORG's Vision

Our vision is of a world in which effective and sustainable measures are taken to transform conflicts, reduce violence and promote global cooperation.

## ORG's Mission

Our mission is to promote approaches to defence, development and foreign policies that are inclusive, accountable, sustainable and effective. We thus work to transform the way that people and policy-makers think about security, seeking to break out of the cycle of conflict and violence.

## ORG's Objectives

1. Prior to the use of military force, all other alternatives are exhausted.
2. During violent conflict, military action is legally constituted, strategic in approach, subject to appropriate levels of scrutiny, and in clear support of a lasting political settlement.
3. After conflict, chances of a return to violence are reduced through peacebuilding that is strategic, inclusive and sustainable by ensuring that root causes of conflict are fully addressed.
4. In the long-term, global cooperation is promoted through structures and institutions that sustain peace and security.

## ORG's Methodology

ORG works on long-term, strategic and sustainable solutions to violent conflict that are rigorous, realistic, and evidence-based. Our approach is based upon the four pillars of research, advocacy, capacity-building and dialogue. Our work will thus continue to involve:

- Researching conflict and security issues to inform public debate;
- Engaging with policy-makers to develop, refine and promote alternative policy options;
- Building the capacity of stakeholders to think and plan strategically towards sustainable peace and security;
- Using dialogue to change the way that people think about and engage with conflict.

## ORG's Structure

Starting in 2018, ORG will be structured around three thematic programmes:

- Remote Warfare – focused on defining smart, strategic interventions that contribute to lasting peace settlements.
- Strategic Peacebuilding – focused on laying the foundations for effective and lasting conflict resolution through innovative and strategic dialogue and analysis.
- Sustainable Security – brings expertise on climate and environmental policy, marginalisation and geopolitics to focus on promoting global cooperation through attitudes, structures and institutions that sustain peace and security.

The programmes also work to develop organisation-wide projects with input from all programmes.



In a referendum on 23 June 2016, the UK electorate voted to leave the European Union. Since then, ORG has analysed the implications of this for Britain's defence and security. The image is of mural created by the artist Banksy in Dover. © Duncan Hill/Banksy.

# Middle East Programme

For over a decade, ORG has facilitated strategic dialogues in the Middle East region. Since 2016, the Middle East Programme's projects have grown and deepened their influence and the rebranded **Strategic Peacebuilding Programme** has expanded its reach.

## Israel and Palestine

### Palestine Strategy Group (PSG)

The PSG is an inclusive network of Palestinians across the West Bank and Gaza from a wide range of sectors and spanning the political spectrum. The project provides space to engage in strategic thinking and produce reports to shape national policy. With renewed support from the Norwegian government and in conjunction with our partners, MADAR (the Palestinian Forum for Israeli Studies) and PALTHINK for Strategic Studies, we hosted five workshops over the last year. These culminated in a series of expert papers and the launch of a report focused on strengthening national cohesion between Palestinian communities both sides of the green line.

Local investment in PSG was demonstrated by the expansion of its network from 100 to 150 and the inclusion of high-level political figures from all factions. The impact on Palestinian national strategy was evident in the appointment of the PSG Director as Strategy Advisor to the President of the Palestinian Authority, then as Palestine's Ambassador to the United States.

We have seen increased participation and integration into the PSG of Gaza-based participants, who, owing to severe access restrictions on the Strip, are often isolated from the rest of their community. Over the coming year, we also plan to include the global Palestinian diaspora community.

### Palestinian Citizens of Israel Strategic Group (PCIG)

ORG was ahead of the curve in creating a space for the 'forgotten community' of Palestinian Citizens of Israel (PCI) in 2012. Making up over 20% of Israel's population, the PCI have long felt marginalised. The PCIG gives them a voice to contribute to processes that will affect their future and that of all Palestinians. Since its establishment, Middle East commentators have increasingly recognised the PCI as key to any future peace agreement.

The Swiss government continued to support the PCIG, which grew to 50 members. Over the year the group held eight roundtables, two focused on youth, and produced a strategic report mapping future scenarios and possible responses. A second report on challenges facing the PCI is underway. The PCIG increased its cooperation with the Joint List, the main PCI-dominated party in the Israeli parliament (Knesset). In addition to hosting high-level representatives at its roundtables, PCIG members have held meetings with party representatives.

### Israeli Strategic Forum (ISF)

ISF was established to create a new framework for collective strategic thinking in Israel across the Jewish political and social spectrum. Participants have ranged from secularists to the ultra-Orthodox and included peace activists, settlers, and those with links to the Israeli Defence Forces and parliament. In the past, the ISF held a series of fruitful discussions on internal social tensions within Israeli society. While we were not able to build on this discrete work in 2016, the group plays an integral role in our new cross-track project in Israel and Palestine.



Hebron Wall. © Tiviet.

### Multi-year cross-track project

In March 2017 MEP launched a three-year project funded by the European Union that integrates the three tracks. Increasing cross-fertilisation between the groups will lay the foundations for a civil and political breakthrough towards a peaceful resolution to the conflict. In partnership with l'am (the Arab Center for Media Freedom Development and Research), MADAR, and PALTHINK, the groups will commission expert policy papers on pressing issues facing their respective communities. These will be discussed in workshops and shared between the groups to form an overarching strategic vision.

### Strategic thinking methodology

Long-term engagement with the groups developed and fine-tuned the collective strategic thinking methodology of our key consultant Prof. Oliver Ramsbotham, which he details in his 2017 book, *When Conflict Resolution Fails*. ORG worked with Prof. Ramsbotham to compile a summary of the methodology which was published in September 2017.

### Conflict resolution journal

MEP continued its high-level dialogue with Egyptian and Arab League actors in Cairo in 2016 with support from the Norwegian government. This resulted in the publication of the second edition of its conflict resolution journal, the first of its kind in the Arabic language.

The dialogues were attended by former diplomats and ambassadors, key influencers and policy makers who

expressed a deep commitment to the process. The journal was presented to Egyptian government ministries, military academies, Middle East embassies in Cairo, and Gulf-based foreign ministries. ORG was perhaps the only foreign NGO able to engage openly with Egyptian elites on the prevention and management of regional conflict during 2016.

Unfortunately, by late 2016 this space had closed for political reasons and our local partner shut down. However, we are liaising with a prominent think tank elsewhere in the Middle East to revive the process.

### Programme development

2016 was an important year for the development of MEP. It teamed up with a local partner to devise a new project in Yemen that creates spaces for collective strategic thinking among key identity groups under-represented in the peace process.

In addition, MEP adopted a stronger focus on seeking to influence the UK government's policies in conflicts in the Middle East on the basis of the insights and wisdom drawn from our groups. This was demonstrated by an MEP submission to a Foreign Affairs Committee inquiry into the Middle East Peace Process in March 2017.

In September 2017 the Middle East Programme was renamed the **Strategic Peacebuilding Programme** to better reflect the thematic nature of its work.

Jerusalem. © Andrew Shiva.



# Sustainable Security Programme

The goal of the Sustainable Security Programme (SSP) is to effect a radical shift in security policies away from trying to control - through actual or threatened violence - the symptoms of insecurity and towards peacefully and sustainably addressing the underlying, long-term drivers of conflict.

During 2016-2017 SSP focused on many important themes: the nature of Islamist revolts and the impact of foreign military interventions in Iraq, Syria, Yemen, Libya and the Sahel; trans-Atlantic relations and the need to reduce conflict between NATO and Russia; the security impacts of climate change and prospects for effective mitigation; implications of and alternatives to renewing the UK's Trident nuclear weapons system; and the potential for the UK to play a more constructive and responsible international role, including through UN peacekeeping operations.

The programme focused increasingly on practical solutions to insecurity and developing a roadmap towards the implementation of more sustainable security policies.

## Rethinking UK Defence and Security

During 2016, the focus of SSP's work continued to be on UK government, parliamentarians, political parties and the military. World events over the year were tumultuous, not least in the UK and US, and presented both disruptions and new opportunities for the programme's advocacy and engagement. Overall, it vindicated the programme's long-term, and often unfashionable, critique that UK security policy takes for granted the domestic union and European unity, is overly dependent on the US, and needs to recognise, plan for and adjust to a long-term decline in British and Western relative power.

Two particular events gave focus to our UK work in 2016 and 2017. The first was the referendum vote to leave the European Union in June 2016 and the subsequent debate about what role a post-EU 'Global Britain' ought to have. Sustainable Security created its own roadmap towards Responsible Global Citizenship in mid-2016, highlighting the steps the UK government could take domestically and through multilateral fora like the UN to achieve positive change.

Our flagship publication for 2016 was *The UK and UN Peacekeeping Operations: A Case for Greater Engagement*. Written by two of the leading academic experts on UN peacekeeping, this succinctly argued how stepping up this role could benefit the UK and the world.

The Brexit vote also set in chain a series of economic developments, from the devaluation of sterling to the need to secure export markets beyond Europe, that contributed in 2017 to a British military pivot towards Asia and the Middle East and the initiation of a review of 'Security Capabilities'. These were the focus of much of SSP's research and analysis in late 2017.

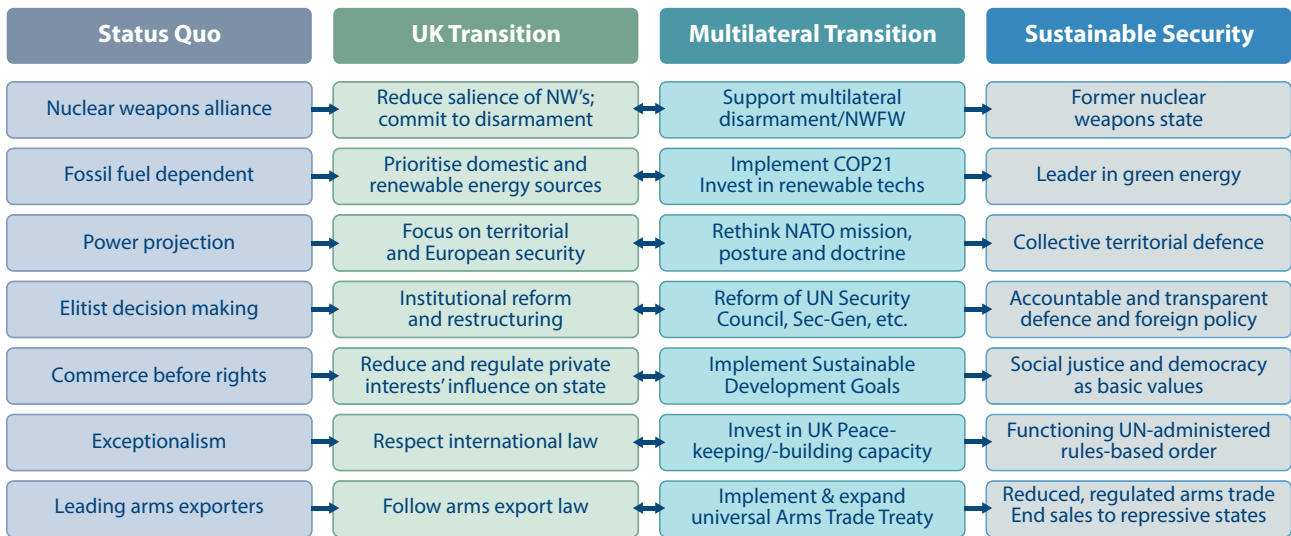
The second major event was the snap UK general election of June 2017. While this altered our steady engagement with the parties on their security policies and reviews, it was gratifying to see many of SSP's policy proposals reflected in party manifestoes, not least a new consensus on the importance of UK commitment to UN peacekeeping operations.

In late 2017 the programme will begin a new series of briefs or primers on key issues with the aim of democratising

Climate change remains a pressing issue for the international community. The Sustainable Security Programme has produced a series of analyses on this issue over the past year and recruited a climate specialist to work more closely on this issue. The image shows the effects of drought on Lake Hume, Australia. © Tim J Keegan.



## Rethinking Security: Towards Responsible Global Citizenship



security and defence policy-making. The programme is also exploring partnerships to engage with the defence and aerospace industry towards industrial transformation in 2018.

### Climate Security and Migration

SSP has also turned more to the issue of climate change and security in 2017. Having recruited an expert on this issue, we worked with UK policy-makers to embed climate and security expertise in decision-making bodies. Our flagship publication of 2017 was *The Case for integrating a Climate Security approach into the National Security Strategy*.

We also began to explore the complex drivers of migration from Africa to Europe, publishing a number of briefings on the theme from the perspectives of climate disruption, economic marginalisation and the increasing securitisation of the Sahel-Sahara and Horn of Africa regions.

In 2018 we will work closely with partners in the UK, Europe and UN system to build support for greater international focus on climate security and mitigation efforts, as well as looking at the convergence of illiberal European, US, Arabian and Russian foreign policy priorities on northern Africa.

### Sustainable Security Blogsite

The main international dimension to the programme, SustainableSecurity.org also grew in content, quality and readership. In 2016, the site published over 100 original articles from around the world, doubled its readership and reached almost every country. This growth continued in

2017, helping to establish the Sustainable Security brand worldwide, as well as developing a community of practice of sympathetic scholars and practitioners.

### The Sustainable Security Index

Developed during 2017, the Sustainable Security Index is a pioneering new tool that quantifies the net impact on global security of 170 countries across the world. The SSP team has collated a wide range of data on issues including military expenditure, involvement in foreign conflicts, international aid contributions, greenhouse gas emissions, and human rights records. The index will help inform national governments about what they need to do or prioritise to become more responsible global actors. The aim is to help to shift national and international priorities by informing a global audience on what constitutes a sustainable approach to security and what practically states can do to move towards this. The Index is being piloted and refined towards a launch in the first half of 2018.



The migration crisis continued into 2016-2017. The Sustainable Security Programme has written several briefings examining the drivers behind and implications of this phenomenon. © Freedom House.

# Global Highlights: ORG's Work in 2016-2017

## The United States

The election of Donald Trump and its implications for global order have been the subject of much ORG analysis, not least US relations with NATO, climate change policy, escalating nuclear confrontation with North Korea, and the UK's increasing alignment with US maritime strategy in Asia.

## UK

Understanding and influencing UK government policy remains at the heart of what ORG does, from Remote Control's work on special forces oversight and accountability through our evidence to Parliament on the Middle East Peace Process to sustained work with people, parties and parliamentarians to develop more strategic and sustainable security policies.

## Global Reach

In 2016-17 ORG's publications reached an audience in virtually every country of the world. 82% of readers of our SustainableSecurity.org site, for example, were outside the UK. Our partnerships ensured a global reach, as did our multinational team of staff, fellows, consultants and trustees, and our growing network of advisors in a dozen countries.

## Israel and Palestine

ORG continued its three-track approach to developing Strategic Thinking capacity among Palestinians and Israelis, increasing its networks, incorporating more Gazan voices and diaspora networks, and boosting engagement with UK and European policy-makers.

## Libya

Having analysed the evolving international interventions in Libya's civil war through 2016, research in Libya led to Remote Control's mid-2017 report on local perspectives on such largely covert operations. This analysed the possible effects of such operations on Libya's longer-term stability.

## Sahel-Sahara

ORG expertise on conflict in the Sahel-Sahara continued to be in high demand in 2016-2017. Remote Control analysed perceptions of mercenaries in the northern Nigerian conflict with Boko Haram, while a briefing from Cameroon in early 2017 looked at the devastating impact of the conflict on that neighbour's Far North region.

## Egypt

ORG was probably the only international NGO able to address issues with local academic experts within Egypt. A roundtable in Cairo in the second issue of the first journal dedicated to conflict resolution in 2016.



## Europe

The challenges and opportunities of Brexit for 'Global Britain' were a key theme of ORG's work, including the implications for the UK of closer EU defence cooperation. The root causes and consequences of the ongoing influx of refugees and other marginalised peoples into Europe was also analysed in several briefings.

## Russia and NATO

Several ORG briefings analysed Russia-NATO tensions and looked for de-escalation options. Our recommendations on UK-Russian relations were cited by the Commons Defence Committee. ORG gave a keynote address on Sustainable Security to a NATO conference in Prague.

## North Korea and Asia-Pacific

With nuclear confrontation brewing between Pyongyang and the Trump administration, ORG analysed the revival of tactical nuclear weapons and Pyongyang's strategic psychology. Increasing deployment of British aircraft and ships to the Pacific from late 2016 led ORG to analyse the impact of Brexit on British maritime strategy in the Pacific.

## Afghanistan

Remote Control conducted off-the-record interviews with international and local troops in Afghanistan and called for a revision of military strategy towards a negotiated political settlement.

## Yemen

Yemen was an important focus of Remote Control's work, analysing the dimensions of remote warfare there and arguing for greater transparency of UK strategy in southern Arabia. ORG also extended its Strategic Peacebuilding approach to Yemen towards engaging Yemenis in inclusive, strategic dialogue on the country's future.

## Syria, Iraq and IS

ORG continued regular briefings on the evolution of the Islamic State phenomenon in Iraq, Syria and beyond. Remote Control worked with Airwars to conduct a transparency audit of the coalition air campaign against IS, and launch its findings to NATO.

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# Remote Control Project



Much of Remote Control's recent research has attended to security cooperation, an integral part of Western states' use of remote warfare. The image depicts a Nigerian soldier on a US-led training exercise in Diffa, Niger. © Zayid Ballestreros.

Piloted in 2013 and continued as a project of the Network for Social Change hosted by ORG since 2014, the Remote Control Project has become a steadily more important strand of ORG's work, both as its expertise and influence have matured and as the relevance of its research on contemporary remote, or light-footprint, warfare has multiplied.

Since the main drawdowns from Iraq and Afghanistan, 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 may be termed remote warfare, 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 warfare is making warfighting less transparent, and less accountable than in the past.

## Transparency and Accountability

With an expanded team, this issue of transparency and accountability was the focus of the project's activities in 2016-2017. Major reports were produced on the use of mercenaries in Nigeria, the accountability of British special forces, the Saudi-led war in Yemen, the US-led coalition air strikes on Iraq and Syria (launched with NATO in Brussels) and the nature and transparency of UK remote warfare operations.

The team engaged tirelessly with British parliamentarians, the military and experts to develop a clear understanding of the problem and to build a constituency for practical change, including parliamentary oversight of special forces and a departmental review of the effectiveness of remote warfare.



Special forces have been a crucial component of Western states' counter-terrorism strategies. Over the past year, Remote Control has produced extensive analyses critically evaluating the transparency, accountability and effectiveness of their use. © Defence Images.



US Special Forces in Afghanistan. © Spc. Joseph A. Wilson.

### Effectiveness

The team is dedicating 2017-2018 to exploring the question of effectiveness. New closed-door working groups have been set up with the military, political, and legal communities to conduct a strategic review of the use of remote warfare by Britain and its allies. By examining progress in conflicts such

as Libya, Syria, Iraq, Yemen, Somalia, Nigeria, and Afghanistan where remote warfare is being used, the team will publish an 'evidence pack' of the opportunities and limitations of remote warfare as a strategy for peace and security.

This will kick-start a series of high-level events and discussions in the run-up to the next Strategic Defence and Security Review (SDSR), in line with the Programme's commitment to shaping a more balanced UK defence and security policy in which the limits of remote warfare are more keenly understood, the 2015 SDSR's commitment to tackle causes as well as consequences of instability is upheld, and that where remote warfare is deployed it is transparent, accountable, and open to scrutiny.

### Remote Warfare

In 2018 the Remote Control Project will transition to become an ORG programme. Under the new brand of the Remote Warfare Programme, the team will sustain and expand its work on analysing the implications of changes in military engagement.



A MQ-1 Predator drone in flight over Afghanistan.  
© US Air Force.

# ORG's Strategic Plan for 2018-2020: Breaking out of the Conflict Cycle

ORG staff have worked through 2017 to develop an organisational strategy for the next three years. This aims to unify our work under the common theme of helping people and states to break out of the cycle of conflict and violence by targeting our work at three points in the cycle:

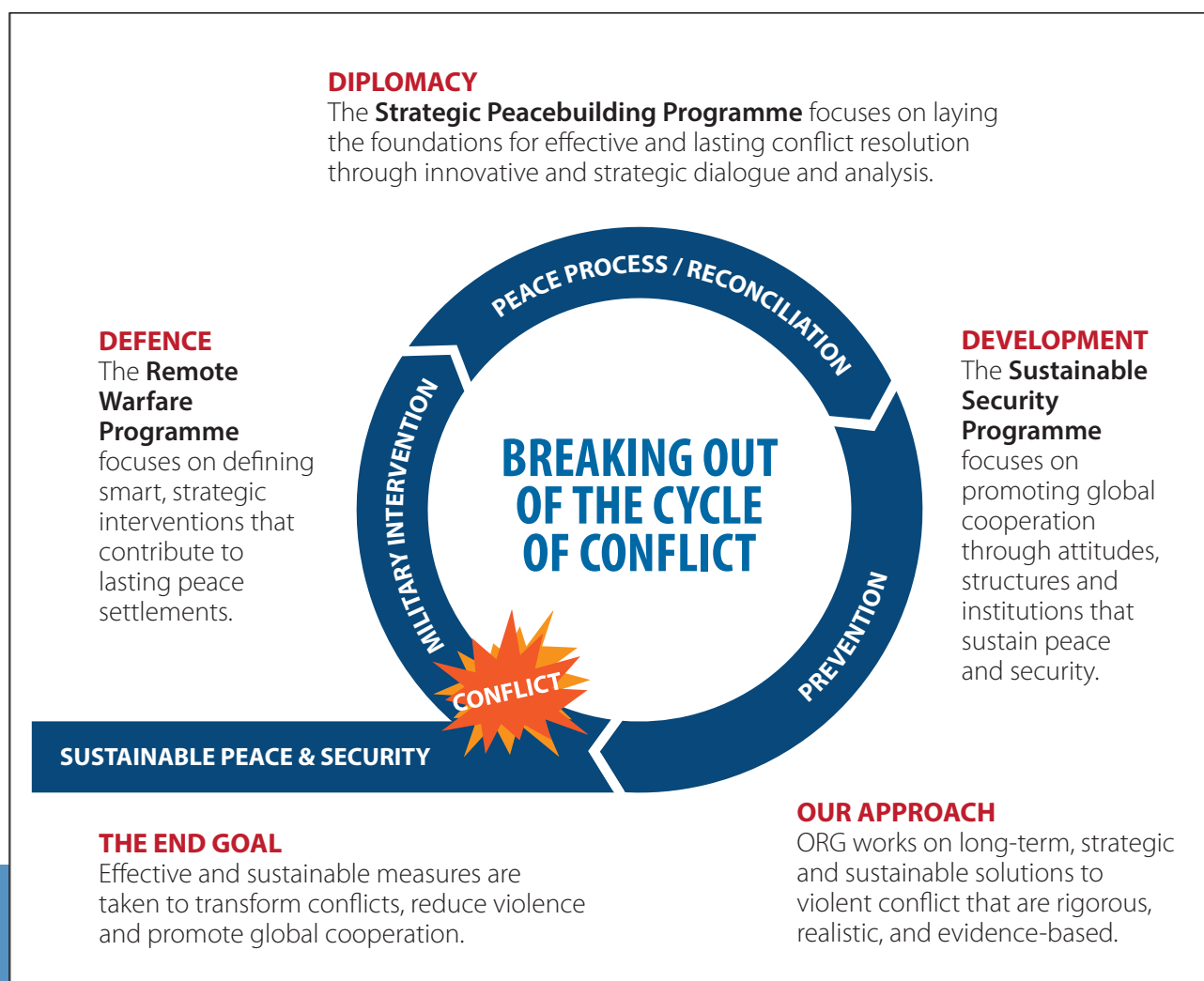
- Where violent conflict is a reality, to lay the foundations for effective and lasting peace settlements through innovative and strategic dialogue and analysis.
- Wherever peace and security are fragile, to promote global cooperation through attitudes, structures and institutions that sustain peace and security and prevent violent conflict.
- Where military force may be necessary to prevent, contain or end violent conflict, to define smart, strategic interventions that contribute to lasting peace settlements.

These three intervention points reflect the work themes of our three programmes, which have been refocused and rebranded over the last year: Strategic Peacebuilding, Sustainable Security, and Remote Warfare.

These, respectively, reflect the “three Ds” of an integrated or comprehensive approach to international security policy that is required for long-term conflict prevention: Diplomacy, Development and Defence.

Another way of looking at this is that all ORG's work is targeted at moving from a vicious cycle of the “three Cs” of Contestation, Coercion and Conflict to a more virtuous circle of Competition, Compromise and Cooperation.

We will thus work to transform the way that people and policy-makers think about security, shifting to long-term, strategic measures to build and sustain peace.



# Financial Statement

## Statement of Financial Activities for the Year Ended 31 December 2016

	2016 Unrestricted Funds £	2016 Restricted Funds £	2016 Total Funds £	2015 Total Funds £
<b>INCOMING RESOURCES</b>				
Donations and legacies	78,225	333,503	411,728	460,089
Other trading activities	12,810	-	12,810	11,710
Investments	57	49	106	367
Other income	1,145	-	1,145	67
<b>Total Incoming Resources</b>	<b>92,237</b>	<b>333,552</b>	<b>425,789</b>	<b>472,233</b>
<b>RESOURCES EXPENDED</b>				
Charitable activities	90,839	414,516	505,355	503,692
Fundraising Costs	4,562	-	4,562	7,900
<b>Total Resources Expended</b>	<b>95,401</b>	<b>414,516</b>	<b>509,917</b>	<b>511,592</b>
<b>Net outgoing resources before transfers</b>	<b>(3,164)</b>	<b>(80,964)</b>	<b>(84,128)</b>	<b>(39,359)</b>
Gross transfers between funds	(13,508)	13,508	-	-
<b>Net expenditure for the year/ Net movement in funds</b>	<b>(16,672)</b>	<b>(67,456)</b>	<b>(84,128)</b>	<b>(39,359)</b>
Fund balances at 01 January	90,651	273,531	364,182	403,541
<b>Fund balances at 31 December</b>	<b>73,979</b>	<b>206,075</b>	<b>280,054</b>	<b>364,182</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# ORG's Team in 2016-2017

ORG would like to thank all its staff, consultants, fellows, trustees, patrons, advisors, funders and partners for all their work and support in 2016-17. Many of our team give their time and expertise without charge, for which we are hugely grateful.

## Directors

Emily Morgan  
(Strategic Peacebuilding)  
Richard Reeve (Sustainable Security)  
Gabrielle Rifkind (Oxford Process)\*

## Staff

Caroline Donnellan  
Sara Hassan  
Peta James  
Esther Kersley  
Emily Knowles  
Oscar Larsson  
Alasdair McKay  
Andrew Noakes  
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Louise Pudney  
Priti Sessa  
Oliver Scanlan  
Alexander Scott  
Tim Street  
Ayeisha Thomas-Smith  
Liam Walpole  
Abigail Watson

## Consultants & Fellows

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Dr Ranj Alaaldin  
Dr Bashir Bashir  
Prof Frank Barnaby (emeritus)

Marzuq Halabi  
Prof Oliver Ramsbotham  
Prof Paul Rogers

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Prof Feargal Cochrane  
Anita Feiger  
Oliver Gillie  
Tristan Jones  
Kevin Nunn (Chair)  
Colin Simon (Treasurer)  
Kerry Smith-Jefferys  
Dr Guinevere Tufnell (to 2016)

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Prof Amitav Acharya  
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Nita Yawanarajah  
Dr Benjamin Zala  
Ofer Zalzburg  
Dr Husam Zomlot

## Funders

European Commission, Joseph Rowntree Charitable Trust, Lipman-Miliband Trust, Marmot Charitable Trust, Network for Social Change, 1970 Trust, Polden-Puckham Charitable Foundation, R.H. Southern Trust, Royal Norwegian Ministry of Foreign Affairs, Serve All Trust, Swiss Federal Department of Foreign Affairs, The Welton Foundation.

## Organisations with which we have worked

Airwars, Ammerdown Group – Rethinking Security, Carnegie Middle East Center, Energy and Climate Intelligence Unit, I'lam Media Center for Palestinians in Israel, King's College London – Department of War Studies, LSE Middle East Centre, Madar - Palestinian Forum for Israeli Studies, Medact, Nigeria Security Network, Norwegian Peacebuilding Resource Centre (NOREF), Open Briefing, Palestinian Centre for Policy Research – Masarat, Pal-Think, Regional Center for Strategic Studies (Egypt), Peace Direct, Sana'a Center for Strategic Studies, Tricycle Theatre, University of Kent – Conflict Analysis Research Centre, University of York, Van Leer Jerusalem Institute.

\*The Oxford Process was registered as an independent organisation at the end of 2016. Ms Rifkind continues to advise ORG.

# Support ORG's Vital Work

Thank you to everyone who donated in the past year. Your funds made a real difference to our work building lasting peace and security.

We share our supporters' vision of a world in which sustainable measures are taken to transform conflicts, reduce violence and promote global cooperation. But we depend on your help to achieve that goal. We are a small organisation with big ambitions, and unlike most security policy think tanks, we do not accept any funding from the arms industry or lobbyists. Long-term, regular support is vital to our success.

In 2018, we will strive to raise more unrestricted income, allowing us the flexibility to react to new security challenges as they emerge. With your help, we can shift the way that people think about security, breaking the cycle of conflict and violence.

## Acknowledgements

Cover photo: Minuteman III ICBM test, 03 May, 2017 from Vandenberg AFB, California. Proliferation and deployment of nuclear weapons, ballistic missiles and missile defence systems was a defining security challenge of 2016-2017. © US Air Force.

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Thank you for your support.





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