

Oxford Research Group

Breaking the cycle of violence



Annual Report 2018

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Legal and administrative information

Trustees

V Bola
F Cochrane
O Gillie
T Jones
K Nunn
C Simon
F Mughal (Appointed 28 June 2018)
S Mørkeberg (Appointed 18 September 2018)

Secretary

P Sesha

Charity number

299436

Company number

02260840

Registered office

The Green House
244-254 Cambridge Heath Road
London E2 9DA

Auditor

Alliotts
Friary Court, 13-21 High Street
Guildford
Surrey GU1 3DL

Foreword

2018 was a tremendous year for ORG's work and impact as we incorporated the Remote Warfare Programme, expanded our long-term projects on the Middle East Peace Process and climate security, took on our biggest project yet, working on Yemen's stalled peace process, and hugely increased our outputs, outreach and advocacy. For a small organisation, we amassed a tremendous amount of expertise, evidence and respect, reaching out from London across the world.

Rarely has this work been as necessary as now. By the time ORG celebrates its 40th anniversary in 2022, the signs are that the global situation will be every bit as troubling as when Scilla Elworthy founded the Group at the height of the Cold War. Great power confrontation has returned to the fore even as US-led global counter-terrorism operations enter their third unwinning decade. Inequality and marginalisation have never been starker. The impacts of climate change are increasingly apparent, widespread and worsening.

Yet the situation does not have to worsen. At ORG, we believe that the cycle of conflict and violence that has seemed to be tightening and accelerating over the last decade or two can be broken and reversed if people and policy-makers are challenged to think differently about security. Since the present approach is demonstrably not working to sustain peace or the planet, a different approach is surely called for to increase strategic effectiveness as well as sustainability.

For the three years from 2019 to 2022, ORG has designed a new strategy to promote global cooperation, transform conflict and reduce violence. This will see us working ever more closely together across the organisation to reinforce our advantages in applied, critical research and discreet, facilitated dialogue. We will expand our acclaimed work in Yemen, launch our innovative Sustainable Security Index covering 170 states, and reinforce our work with military and political leaders to increase the transparency and accountability of military operations. While retaining our focus on the UK, we will also work more internationally and with a greater network of partners and allies to inform and challenge our work. Together we hope to make the next decades safer for us all.

Richard Reeve

Chief Executive

About ORG

The trustees present their report and financial statements for the year ended 31 December 2018.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

Objectives and activities

The charity's main activities and achievements are delivering public benefit by advancing and promoting the education of the public in relation to conflict prevention and resolution and national and international security issues by teaching, facilitating dialogue, conducting research and analysis and publishing content. ORG's charitable objects were updated to this effect in early 2018 and registered with the Charity Commission.

Vision

Our vision is of a world in which conflicts are transformed, violence is reduced and global cooperation is promoted.

Mission

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

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

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:

- Researching conflict and security issues to inform public debate;
- Advocating 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.

The Team

ORG remains a small but significant organisation, with eleven staff members (10.2 FTE) and a similar number of external consultants and fellows working on projects. Our current work is divided into three thematic programmes, each specialising in a separate area of contemporary peace and security research. The charity does not use a professional fundraiser.

Achievements and performance

Remote Warfare Programme

The Remote Control Project was a project of the Network for Social Change hosted by ORG from 2013 to January 2018, when it was formally integrated into ORG as the Remote Warfare Programme (RWP).

RWP focuses on the rise of “remote warfare” among Western military powers. This mode of warfare is characterised by local troops doing the bulk of the frontline fighting with Western militaries providing training, equipment and air support. Through in-depth research and engagement with the military, government, academic and wider non-governmental communities, RWP aims to improve military contributions to lasting peace and stability. During 2018 we:

- **Built an unparalleled body of research on the drawbacks of remote warfare.** It launched three major reports on the legal, political and military implications of contemporary military interventions, building on 18 months of intensive field research and roundtables.
- **Conducted vital field research in Mali and Kenya,** ensuring that stories from the ground continued to reach decision-makers in London and elsewhere.



- **Organised workshops and roundtables that brought in over 90 experts to debate the drawbacks of remote warfare.** It succeeded in creating safe spaces for dialogue across an extremely broad spectrum of opinion and experience, providing participants with a rare opportunity to directly challenge policy-makers and hear from a truly diverse range of voices.
- **Challenged the blanket opacity policy that covers British Special Forces** with a policy paper outlining different options for introducing oversight. This was informed by a series of interviews and meetings with MPs, peers and former defence officials as well as original research from the RWP team.

Our vision is of a world in which conflicts are transformed, violence is reduced and global cooperation is promoted.



Case Study Oversight of Special Forces

As part of RWP’s major report of March 2017, *All Quiet on the ISIS Front? Britain’s secret warfare in an information age*, we concluded that Britain’s special forces were playing an increased role in Britain’s defence and security policy but found the mechanisms for legislative oversight had not kept pace with this trend. This meant policy decisions affecting Britain’s special forces remained exempt from any form of legislative oversight and excluded from parliamentary debate as a result of the government’s long-standing policy not to comment on its special forces.

Since 2017 we have continued to advocate for the government to reform its blanket opacity policy on all special forces activities, not least as their deployments are increasingly being reported with information shared in the public domain. The impact we have made includes:

- Following a briefing we provided to the Defence Select Committee in October 2017, the Chair went on to ask the

then-Defence Secretary if he believed a parliamentary committee should be given a mandate to oversee Britain’s special forces.

- In April 2018 we launched our policy paper *Britain’s Shadow Army: Policy Options for External Oversight of UK Special Forces* at a panel event in Westminster with Sir Malcolm Rifkind (former Defence Secretary and Chair of the Intelligence and Security Committee) and Crispin Blunt MP (former Chair of the Foreign Affairs Select Committee).
- Our research and launch event gained media coverage in *The Guardian* by award-winning journalist, Ewan MacAskill.
- We have been invited to brief MPs from a broad range of political parties on our policy recommendations, including meetings with the Labour shadow cabinet.

“I can confirm that there is no official definition of combat or non-combat operations.”

Operations Directorate, Ministry of Defence response to ORG Freedom of Information request, July 2018.



Image credit: Spc. Andrew Baker (US Army/Public Domain).

Strategic Peacebuilding Programme

ORG's Strategic Peacebuilding Programme seeks to prevent, transform and end violence by changing the ways in which people think about and engage with conflict. It achieves this by facilitating innovative and strategic dialogues between those involved in conflict, laying the foundations and ripening the conditions for effective conflict-resolution efforts. During 2018, we:

- **Refocused on ORG's unique methodology of Collective Strategic Thinking**, developing and applying it to new contexts of seemingly intractable conflict, including at the sub-state level.
- **Launched a new project on Yemen**, supporting key local leaders and stakeholders from two conflict-affected governorates (Hadhramaut and Marib) to strategise their own place in the national peace process and advocate for their interests with the UN, UK and other governments.
- **Increased its profile and credibility with UK and UN policy-makers**, being invited to brief and advise the UK government on issues related to peacebuilding and the conflict in Yemen, including giving oral evidence to the International Development Committee, and hosting two policy roundtables in Jordan with the UN Special Envoy and the local diplomatic community.
- **Expanded from three long-term strategic thinking groups in Palestine and Israel** – the Israeli Strategic Forum, the Palestine Strategy Group and the Palestinian Citizens of Israel Group – to launch a fourth track on Palestinian Refugees and Diaspora. These groups help locals to develop their own strategies for long-term peaceful coexistence in the region.



Image credit: Andrew Shiv/Wikipedia.



Image credit: Jialiang Gao/Wikimedia Commons.

Case Study Rethinking Yemen's Peace Process

Yemen has been in a situation of civil war since September 2014, when the Houthi movement seized control of the capital, Sana'a, and has witnessed large scale military interventions by the Saudi Arabia and United Arab Emirates led coalition since March 2015. With the official UN-mediated peace process deadlocked since then, ORG and its Yemeni partner, the Sana'a Center for Strategic Studies, began work in 2018 to explore alternative means to rebuild trust and engage people at the local level with the peace process.

Employing the Collective Strategic Thinking methodology designed by Prof Oliver Ramsbotham and honed through a decade of work in Palestine and Israel, we worked with inclusive groups from across social, political and gender spectrums in Hadhramaut and Marib governorates. These are two of the country's most functional and autonomous regions and will play an important role in the reconstruction of a larger Yemeni state from the grassroots up.

ORG's project in Yemen fills a vital niche given that the UN peace process lacks a mandate to work with groups

other than the internationally recognised government and the Houthi de facto administration. Around 25 participants from each governorate have been brought to safe spaces for dialogue in Amman, Jordan and trained in ORG's strategic thinking methodology. Since December 2018 they have begun to organise local dialogues within Yemen to develop their plans and projects for a more stable and peaceful country.

ORG's work has been recognised by the UK Foreign Office and the UN Special Envoy as an important bridge between the official peace process and the very different political dynamics witnessed at the local levels in Yemen. Holding workshops in Amman has also allowed international diplomats working on Yemen to engage regularly with the views of Yemenis from these governorates.

In 2019, ORG is expanding its project activities in Yemen to include work with strategic thinking groups from Al-Mahrah and Shabwah governorates. They will exchange their knowledge and experience with peer groups from Marib and Hadhramaut to work towards building a more sustainable peace

“Although I have not been able to go to Hadhramaut and Marib, I am extremely grateful and supportive of initiatives that bring local leaders from Hadhramaut and Marib to me”.

UN Special Envoy for Yemen Martin Griffiths at ORG policy roundtable in Amman.



Image credit: Sana'a Center for Strategic Studies.

Sustainable Security Programme

The Sustainable Security Programme (SSP) brings expertise on climate and environmental policy, marginalisation and geopolitics to focus on promoting global cooperation on peace and security. SSP works to build lasting peace and security by addressing the attitudes, structures and institutions that sustain them. During 2018, we:

- **Published 28 original reports, briefings, research notes, primers and evidence submissions on international security issues** and over 60 original blog articles from its international network of experts.
- **Launched a new series of accessible primers on UK-relevant security issues** under the “ORG Explains” title to expand ORG’s audience beyond technical specialists, publishing eight in 2018.
- **Deepened its research and engagement on climate security**, investigating the trade-offs between military and climate risk financing and the location of climate change expertise within the UK national security agencies.
- **Gained citations in three parliamentary defence and security committee reports** and presented its research by invitation at the Munich Security Conference, the world’s most prestigious international forum to discuss security challenges.

- **Finalised a flagship Sustainable Security Index** providing a quantifiable comparison of 170 states’ contribution to global common security, based on over 50 indicators, releasing three research notes ahead of the Index’s publication in 2019.
- **Provided specialist research and analysis** for Peace Direct in Mali and for Christian Aid’s work on military spending and arms exports.



Case Study Climate vs. National Security

ORG’s Sustainable Security approach has long been known for its efforts to bring climate disruption into the mainstream of security risk assessment as a primary, transnational risk factor. In 2017-2018 we stepped up our work on climate security with a research agenda focused on informing the next UK National Security Strategy in 2020 and a partnership with the UN Environment Programme.

This work was recognised in February 2018 with an invitation to address the Munich Security Conference (MSC), the pre-eminent global security forum. The UNEP-ORG panel event, “Before the Flood: Environment and Security in the Spotlight”, marked the first time that the relationship between the environment and security has been discussed at the MSC.

Representing ORG, Dr Oliver Scanlan highlighted the substantial discrepancies that generally exist between military expenditures, which address more strictly “national” security concerns, and domestic and international climate financing. This represents a strikingly divergent approach taken by states that share basically similar central characteristics: non-quantifiable, non-trivial and catastrophic. There needs to be more effective integration of the climate change policy area into security planning if this divergence is to be addressed.

ORG will work further on this integration with a spectrum of UK experts and policy-makers in 2019 and beyond.

“Climate change poses a challenge to the UK’s national security that is at least equal to that posed by a major interstate conflict. Yet there is an enormous discrepancy between military expenditures and direct outlays on climate change mitigation and adaptation. In 2016 the global ratio of government spending on defence versus climate change was nearly 12 to 1.”

Oliver Scanlan, A Tale of Two Puzzles: Accounting for Military & Climate Change Expenditures



Image credit: Munich Security Conference/Karl-Josef Hildenbrand.

ORG's Strategic Plan for 2019-2022

In 2019 we have established a new strategic plan to guide our work. We will work towards two long-term goals and expect to achieve significant impact against six strategic objectives by 2022.

Goal 1: Building Sustainable Peace

Sustainable peace is built through inclusive political settlements, good governance, environmental stewardship and respect for international laws and norms.

Sustainable peace and security depend on attitudes, structures and institutions that recognise and mitigate the drivers of global insecurity, including political and social exclusion, environmental degradation and disregard for international law and the norms of global cooperation. Political settlements are the intersection of war and peace, the critical junctures at which future institutions and relationships are determined. Whether they break the conflict cycle by fostering sustainable peace rather than short-term stability or security depends on the quality and inclusivity of the peace process.

To work towards this goal, ORG will ensure that:

- 1.1** Civil society and individuals pressure governments and the UN to address climate insecurity, weak arms control and marginalisation as drivers of global conflict & insecurity;
- 1.2** Governments build collective strategic capacity within groups involved in peace processes, security sector reform and political settlements;
- 1.3** UN member states promote better international practices for engaging with local stakeholders and addressing the root causes of conflict and insecurity.

Our mission is to promote approaches to defence, development and foreign policies that are inclusive, accountable, sustainable and effective.

Goal 2: Prioritising Conflict Prevention

States move to conflict prevention as a strategy for global peace and security, holding themselves and others to account over decisions to use force and the consequences of military intervention.

War represents a failure of diplomacy as well as of long-term efforts to prevent or transform conflict by tackling its root causes. Yet military force is often the first recourse for states faced with instability and is almost always their best resourced option. Even when military action is necessary and legally constituted, transparency is too often lacking and hinders the ability of individuals, civil society and elected representatives to hold militaries and policy-makers accountable for their actions. It also obscures the development and monitoring of clear strategies to transition from war to peace. Increasingly, this results in indefinite "forever wars" that pursue short-term military objectives without a political strategy to break out of the cycle of violence.

To work towards this goal, ORG will ensure that:

- 2.1** Civil societies and parliaments – including those in conflict-affected countries - have regular access to accurate information about military operations;
- 2.2** Governments and militaries determine the effectiveness of operations and policies on the basis of their long-term impact on stability and peace settlement;
- 2.3** International guidelines reflect best practice for the protection of civilians, transparency and accountability during military operations.

Priorities for 2019

1.1 Tackling the drivers of global insecurity

ORG will work to increase the transparency and accountability of UK security policy through regular engagement with key departments and committees such as the Stabilisation Unit, Cabinet Office, Ministry of Defence and Defence Select Committee. We will continue to feed into parliamentary inquiries on the UK's use of force abroad, writing submissions and presenting oral evidence to those who have the power to influence positive policy change.

We will continue to publish regular briefings highlighting and analysing key issues. The ORG Explains series will focus on topics relevant to the evolution of a "Global British" security policy. Analysis of the technological challenges to arms control regimes will continue ORG's longstanding work on nuclear weapons. We will also develop our work on climate and environmental security.

1.2 Building strategic capacity

ORG's work in Yemen will expand in 2019 with the existing Strategy Groups in Marib and Hadhramaut being supplemented by new groups in Al-Mahrah and Shabwah governorates. From 2020 this should provide an important complementary base of experiences to bring together at a conference on Yemen's governance and peacebuilding.

We will continue to work on our four-track strategic capacity-building projects in Palestine and Israel and will hold our first strategic dialogues harnessing the expertise of Palestinian refugees and diaspora later in 2019. The Palestine Strategy Group (PSG) will hold its regional and international conferences in Jordan and Austria, respectively. Its work and findings will link up increasingly with those of the Palestinian diaspora and the Palestine Citizens of Israel Group (PCIG) to inform a Palestine 2020 strategy document.

By 2020 ORG also intends to start work on a youth and peacebuilding project in west Yemen, further refining its strategic thinking approach to conflict resolution and connecting a different level identity group to the peace process. Longer term, we are developing a project focused on Iraq, connecting local people to governance and security structures, and will explore possibilities to engage with the political transition in Sudan.

1.3 Promoting better international practices

Launching in 2019, the Sustainable Security Index is a pioneering new tool that aims to quantify the impact of each of the world's states on global common security.

The Index will measure how each state contributes to addressing the major root causes of global insecurity and conflict. The Index will help ORG to define best practices in conflict prevention and identify state champions of more sustainable approaches to peace and security.

We will also work closely with the UN special envoys' offices for peace processes in Yemen and the Middle East, promoting inclusive, bottom-up approaches to peacebuilding that reflect the perspectives of those outside the official negotiations.

2.1 Scrutinising military operations

Building on ORG's previous research on British special forces oversight, we will be working on a new study that will improve our understanding of what tasks British parliamentarians think are suitable for special forces to undertake.

The project will involve conducting several scenario-based interviews on special forces deployments with current and former members of the Intelligence and Security Committee.

With this research, our goal is to reinvigorate debate among policymakers, military personnel and civil society groups on the transparency and accountability of special forces oversight.

2.2 Prioritising sustainable peace

ORG is passionate about including local voices in its conversations about defence and security policy. We will continue our field research in conflict-affected countries, focussing on the damage that remote warfare can do to stabilisation, reconciliation and reconstruction.

We are stepping up our engagement with government, drawing on our research and evidence. ORG was invited to give oral evidence as part of the Defence Select Committee's inquiry into British counter-terrorism policy in January. This was followed by invitations to brief the Cabinet Office and Ministry of Defence, as well as to deliver pre-deployment training to British troops who are going to be on the frontlines of any change in defence and security policy.

2.3 Protecting civilians

ORG will continue to bring its network of military, government and NGO practitioners into discreet roundtables that provide a safe space for dialogue. These discussions will feed a new policy report on the protection of civilians and a major research report on achieving a whole-of-government approach to conflict in Africa.

Financial Review

Oxford Research Group delivered a strong performance in 2018 with income reaching £1,038,576, more than doubling what was achieved in 2017 (£455,844). Approximately half of our income continues to be from statutory donors. In 2018, these included the EU Commission and Norwegian Ministry of Foreign Affairs in support of our work in Israel/Palestine as well as the UK Foreign Commonwealth Office, which is funding our project in Yemen. The remainder of our income comes mostly from charitable trusts and foundations with one-quarter coming from the Network for Social Change towards the Remote Warfare Programme. Income increased from the previous year as we received greater support from the Network for Social Change as well two new grants for our work on Palestine (Refugees & Diaspora) and Yemen (Reshaping the Process).

Total expenditure in 2018 was £820,885 compared to £585,194 in 2017, resulting in net income of £217,691 (2017: £129,350). The increase in expenditure was primarily related to the activities for the new Yemen project.

Reserves policy

To enable the smooth running of the charity a certain level of cash on hand is considered necessary to

- allow the organisation to wind up while meeting its obligation to staff and suppliers if existing sources of income are lost.
- be used for one-time, non-recurring expenses that will build long-term capacity (staff development or other investment in infrastructure) or an investment in a specific fundraising activity
- temporarily support the organisation's day-to-day operations in the event of unforeseen fundraising timing issues.

The Board has determined that the minimum level of cash is £55,000 to cover close down costs, 3 additional months' core operational salaries and rent as well as a £25K contingency. At the end of 2018, the charity's free reserves were £91,697 (2017: £47,796). Restricted reserves at the year end were £276,698 (2017: £102,908). The Board has reviewed the policy and are satisfied this level of reserves is acceptable. Any future excess over the target minimum will be held for designated activities.

The Reserve Policy will be reviewed by the Finance and Risk Committee every year at minimum or sooner if warranted by significant changes in staff numbers or lease commitments. Changes to the policy will be recommended by the Finance and Risk Committee to the Board of Directors.

Oxford Research Group is a company limited by guarantee governed by its Memorandum and Articles of Association dated 20 May 1988, as amended by special resolution, dated 4 February 2009 and most recently on 6 March 2018. It is registered as a charity with the Charity Commission. In the event of the charity being wound up, the Members agree to contribute the sum of one pound.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V Bola
F Cochrane
A Feiger (Resigned 1 July 2018)
O Gillie
T Jones
K Nunn
C Simon
K Smith-Jeffreys (Resigned 1 June 2018)
F Mughal (Appointed 28 June 2018)
S Mørkeberg (Appointed 18 September 2018)

Appointment of Trustees

As regulated by the Articles of Association, the Trustees are empowered to replace and recruit new members or appoint additional members to their board. Trustees serve renewable three-yearly terms.

Trustees' Induction and Training

Trustees are introduced to and kept up to date with developments within the charity's sphere of operations by the Company Secretary. Steps are taken to ensure that they are kept abreast of charity regulations with appropriate updates.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Risk Management

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

The Trustees are responsible for identifying and reviewing the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Finance and Risk Committee has put together a risk register identifying all current major risks. Each item has been scored according

to its perceived potential impact together with actions that either have or will be taken in mitigation. The risk register is to be reviewed regularly by management and by Trustees. One of the primary aims of the Finance and Risk Committee is to provide assurance over the procedures in place to manage the identified risks.

These risks are currently being managed by developing clear processes and guidelines in place for staff retention and succession planning, dealing with negative press, and growing and diversifying the donor pool.

ORG views the management of risk as a key element of its decision-making processes. Identified risks are built into strategic and operational management processes. The Chief Executive, as operational manager of the charity, manages risk on a day-to-day basis and reports regularly to the Chairman, the Finance and Risk Committee and the Board on risk issues.

The Trustees consider the principal risks to be:

- turnover of staff and consultants
- trust and reputation of the organisation
- dependency on the same sources of income and small pool of regular donors

Statement of trustees' responsibilities

The trustees, who are also the directors of Oxford Research Group for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

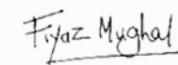
In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



F Mughal
Trustee

Dated:02-09-2019.....

Independent Auditor's Report

Opinion

We have audited the financial statements of Oxford Research Group (the 'charity') for the year ended 31 December 2018 which comprise the statement of financial activities, the balance sheet and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error

and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Alliotts

Chartered Accountants
Statutory Auditor

Friary Court, 13-21 High Street, Guildford, Surrey, GU1 3DL

Alliotts is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

Global Highlights: ORG's Work in 2018

United States

The UK-US defence and security relationship was the subject of ORG scrutiny as Donald Trump reshaped US foreign policy and visited the UK for the first time as President. Our Blog also analysed the rise of the Alt-Right in the United States as well as the influence of populist nationalist parties across Europe.

United Kingdom

The British government and military continued to be the primary focus of ORG's research, analysis and engagement. We led the debate on the accountability of special forces and the wider legal, political and military shortcomings of remote warfare operations. Our work on Yemen reframed British approaches to local engagement with that country's peace process.

The Arctic, Baltic and Russia

As climate change and Russian rearmament shifted NATO's attention to the Arctic and Baltic regions, we assessed the evolving British military presence there. Our evidence was cited by the Commons Defence Sub-Committee on Defence in the Arctic and we formed new relationships with Nordic think tanks working on security and climate change.

Iraq, Syria and IS

As the international campaign against the Islamic State group reached its endgame, we researched the future evolution of IS across the world and questioned the opaque UK role in coalition remote warfare operations inside Syria and Iraq.

Mali, Nigeria and the Sahel

Our work on the Sahel-Sahara crisis, including Nigeria and Libya, continued throughout 2018. ORG researchers visited Mali twice to investigate the international military training missions there and to join our partners at Peace Direct in mapping the causes of violent conflict and the prospects for peace.

Europe and NATO

ORG brought the issue of climate and environmental security to the Munich Security Conference for the first time in 2018. Our staff presented our research in Austria, Belgium, Germany, Finland, France, Italy, the Netherlands, Norway, Russia and Sweden as well as at NATO.

Asia-Pacific

Several ORG briefings and primers tracked the dramatic evolution of relations between the nuclear-armed Trump and Kim administrations, as well as the initiative of the UK government to re-establish a "Global Britain" naval presence in East Asia.

Israel, Palestine and Jordan

We expanded our work in support of a Middle East peace process to commence work with Palestinian refugees and diaspora across the world, as well as our networks of Israeli and Palestinian influencers. ORG staff were regularly in Jordan briefing diplomats and civil society working for peace in the Levant and Yemen.

Horn of Africa

The Remote Warfare team visited Kenya to research UK, African and international attempts to stabilise Somalia and rebuild its security sector. The dilemmas of peacekeeping in such complex environments were a frequent topic of inquiry for our blog authors.

Yemen and the Gulf States

ORG launched its biggest project yet in Yemen, providing a safe and inclusive space for locals from Marib and Hadhramaut governorates to discuss their contribution to Yemen's peace and reconstruction. We also analysed the UK's relationship with and arms sales to Saudi Arabia as well as its growing military presence across the Gulf States.

Iran

Having contributed to the JCPOA nuclear agreement between Iran and world powers earlier in the 2010s, ORG briefings have steadily analysed the breakdown of relations between Tehran and Washington and the growing dangers of confrontation for regional, international and British security.

Statement of financial activities

Income and expenditure account for the year ended 31 December 2018

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £	Unrestricted funds 2017 £	Restricted funds 2017 £	Total 2017 £
INCOME FROM:						
Donations and legacies (Note 3)	115,573	922,927	1,038,500	76,063	379,754	455,817
Investments (Note 4)	4	72	76	27	-	27
Total income	115,577	922,999	1,038,576	76,090	379,754	455,844
EXPENDITURE ON:						
Raising funds (Note 5)	12,613	1,429	14,042	7,674	-	7,674
Charitable activities (Note 6)	49,915	756,928	806,843	89,220	488,300	577,520
Total resources expended	62,528	758,357	820,885	96,894	488,300	585,194
Net incoming/ (outgoing) resources before transfers	53,049	164,642	217,691	(20,804)	(108,546)	(129,350)
Gross transfers between funds	(9,148)	9,148	-	(5,379)	5,379	-
Net income/ (expenditure) for the year/Net movement in funds	43,901	173,790	217,691	(26,183)	(103,167)	(129,350)
Fund balances at 1 January 2018	47,796	102,908	150,704	73,979	206,075	280,054
Fund balances at 31 December 2018	91,697	276,698	368,395	47,796	102,908	150,704

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.

Balance sheet as at 31 December 2018

	2018 £	£	2017 £	£
Current assets				
Debtors (Note 10)	40,405		3,617	
Cash at bank and in hand	405,698		183,978	
		446,103		187,595
Creditors: amounts falling due within one year (Note 11)	(77,708)		(36,891)	
Net current assets		368,395		150,704
Income funds				
Restricted funds		276,698		102,908
Unrestricted funds		91,697		47,796
		368,395		150,704

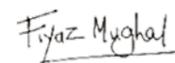
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2018, although an audit has been carried out under section 145 of the Charities Act 2011.

The trustees' responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Trustees on02-09-2019.....



F Mughal
Trustee

Company Registration No. 02260840

**Statement of cash flows
for the year ended 31 December 2018**

	2018		2017	
	£	£	£	£
Cash flows from operating activities				
Cash generated from/ (absorbed by) operations		221,644		(111,290)
Investing activities				
Interest received	76		27	
Net cash generated from investing activities		76		27
Net cash used in financing activities		-		-
Net increase/(decrease) in cash and cash equivalents		221,720		(111,263)
Cash and cash equivalents at beginning of year		183,978		295,241
Cash and cash equivalents at end of year		405,698		183,978

**Notes to the financial statements
for the year ended 31 December 2018**

1 Accounting policies

Charity information

Oxford Research Group is a private company limited by guarantee incorporated in England and Wales. The registered office is The Green House, 244-254 Cambridge Heath Road, London, E2 9DA.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services are supplied. Other grant payments are recognised when a constructive obligation arises that result in the payment being unavoidable.

Expenditure on charitable activities includes expenditure associated with the research activities and include both the direct costs, support costs and governance costs relating to these activities. Overhead costs have been allocated based on the requirements of the donor.

Notes to the financial statements (continued) for the year ended 31 December 2018

1 Accounting policies

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings 33% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Notes to the financial statements (continued) for the year ended 31 December 2018

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.11 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.12 Donated services

Where services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity. Income and expenditure are recognised in relation to it.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

3 Donations and legacies

	Unrestricted funds 2018	Restricted funds 2018	Total 2018	Unrestricted funds 2017	Restricted funds 2017	Total 2017
	£	£	£	£	£	£
Donations and gifts	28,073	150	28,223	27,860	-	27,860
Grants	87,500	922,777	1,010,277	48,203	379,754	427,957
	115,573	922,927	1,038,500	76,063	379,754	455,817

4 Investments

	Unrestricted funds 2018	Restricted funds 2018	Total 2018	Unrestricted funds 2017
	£	£	£	£
Interest receivable	4	72	76	27

5 Raising funds

	Unrestricted funds 2018	Restricted funds 2018	Total 2018	Unrestricted funds 2017
	£	£	£	£
Fundraising and publicity				
Other fundraising costs	254	-	254	4
Staff costs	12,359	1,429	13,788	7,670
	12,613	1,429	14,042	7,674

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

6 Charitable activities

	Unrestricted	Restricted	Total 2018	Total 2017
	£	£	£	£
Staff costs	29,346	276,583	305,929	282,355
Depreciation and impairment	-	-	-	449
Programme consultants/advisors	4,647	51,357	56,004	73,127
Other staff costs	1,416	370	1,786	4,338
Dialogue meetings and workshops	6,049	335,165	341,214	71,548
Research and publications	2,349	16,381	18,730	78,823
Rent and rates	-	22,476	22,476	26,745
IT costs	-	23,972	23,972	4,166
General office expenses	1	11,169	11,170	2,709
Travel	173	19,127	19,300	26,328
Bank charges	-	3	3	152
Governance costs	5,934	-	5,934	6,780
Subscriptions	-	325	325	-
	49,915	756,928	806,843	577,520
Analysis by fund				
Unrestricted funds	49,915	-	49,915	
Restricted funds	-	756,928	756,928	
	49,915	756,928	806,843	

Governance costs includes £3,300 paid to the charity's auditors in respect of audit services for the year (2017 - £4,500) and accounts preparation fee £2,160 (2017: £2,040).

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

**6 Charitable activities
For the year ended 31 December 2017**

	Unrestricted	Restricted	Total 2017
	£	£	£
Staff costs	61,007	221,348	282,355
Depreciation and impairment	449	-	449
Programme consultants/advisors	1,640	71,487	73,127
Other staff costs	613	3,725	4,338
Dialogue meetings and workshops	120	71,428	71,548
Research and publications	3,034	75,789	78,823
Rent and rates	10,216	16,529	26,745
IT costs	2,209	1,957	4,166
General office expenses	2,709	-	2,709
Travel	291	26,037	26,328
Bank charges	152	-	152
Governance costs	6,780	-	6,780
	89,220	488,300	577,520
Analysis by fund			
Unrestricted funds	89,220	-	89,220
Restricted funds	-	488,300	488,300
	89,220	488,300	577,520

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8 Employees

	2018 Number	2017 Number
Number of employees		
The average monthly number of employees during the year was:	11	10
	2018 £	2017 £
Employment costs		
Wages and salaries	281,147	256,921
Social security costs	25,369	20,074
Other pension costs	13,201	13,030
	319,717	290,025

No employee received remuneration of more than £60,000 (2017 - 0)

9 Financial instruments

	2018 £	2017 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	3,790	3,267
Carrying amount of financial liabilities		
Measured at amortised cost	61,017	27,237

10 Debtors

	2018 £	2017 £
Amounts falling due within one year:		
Trade debtors	1,613	2,430
Other debtors	2,177	837
Prepayments and accrued income	36,615	350
	40,405	3,617

11 Creditors

	2018 £	2017 £
Amounts falling due within one year:		
Other taxation and social security	16,691	9,654
Trade creditors	15,405	14,656
Other creditors	-	4,627
Accruals and deferred income	45,612	7,954
	77,708	36,891

12 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees.

The charge to profit or loss in respect of defined contribution schemes was £13,201 (2017 - £13,030).

The company has paid £13,030 (2016: £8,840) in respect of defined contribution pensions.

At the year end the amount outstanding was £4,728 (2016: £1,483).

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

13 Restricted funds

	MOVEMENT IN FUNDS					Balance at 31 December 2018 £
	Balance at 1 January 2018 £	Incoming resources £	Resources expended £	Transfers £	Revaluations, gains and losses £	
Middle East Peace Initiative Forum	75,476	222	(53,296)	-	-	22,402
Israeli Settlers Project	1,009	-	(1,009)	-	-	-
Peacebuilding in Egypt Norwegian Ministry of Foreign Affairs	2,013	-	(1,127)	-	-	886
Building Strategic Capacity in Palestine - EU Commission & Norwegian Ministry of Foreign Affairs	30,952	201,485	(120,597)	-	-	111,840
Empowering Palestinian Citizens of Israel - Swiss Confederation	455	-	(455)	-	-	-
Reshaping the Process: Yemen - Foreign Commonwealth Office	-	269,200	(231,973)	-	-	37,227
Refugee & Diaspora - Norwegian Ministry of Foreign Affairs	-	118,917	(86,294)	-	-	32,623
Sustainable Security Programme - Joseph Rowntree Charitable Trust	-	25,000	(34,148)	9,148	-	-
Sustainable Security Programme - Other income	-	27,075	(27,075)	-	-	-
Sustainable Security Briefings - Norwegian Ministry of Foreign Affairs	2,954	-	(2,954)	-	-	-
Arms Industry Dialogue - Boulton Foundation	3,602	-	-	-	-	3,602
Remote Control - Network for Social Change	(13,553)	281,100	(199,429)	-	-	68,118
	102,908	922,999	(758,357)	9,148	-	276,698
Unrestricted funds	47,796	115,577	(62,528)	(9,148)	-	91,697
	150,704	1,038,576	(820,885)	-	-	368,395

**Notes to the financial statements (continued)
for the year ended 31 December 2018**

13 Restricted funds

The Strategic Peacebuilding Programme builds the capacity of regional actors to engage in strategic thinking to explore alternative routes to peaceful coexistence in Israel, Palestine, Yemen and elsewhere.

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 Remote Warfare Programme looks at current developments in military technology and the re-thinking of military approaches to future threats. The timing of a payment at the end of 2017 resulted in a negative fund balance brought forward of £13,553. This was subsequently received in 2018.

14 Analysis of net assets between funds

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £	Unrestricted funds 2017 £	Restricted funds 2017 £	Total 2017 £
Fund balances at 31 December 2018 are represented by:						
Current assets/(liabilities)	91,697	276,698	368,395	47,796	102,908	150,704
	91,697	276,698	368,395	47,796	102,908	150,704

15 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2018 £	2017 £
Within one year	20,674	19,373
Between two and five years	95,255	4,795
	115,929	24,168

16 Related party transactions

There were no disclosable related party transactions during the year (2017- none).

Remuneration of key management personnel
The key management personnel comprises the ORG Chief Executive and Director, Finance and Operations. Their aggregate remuneration is as follows.

	2018 £	2017 £
Aggregate compensation	87,205	80,106

ORG's Team in 2018-19

ORG would like to thank all its staff, consultants, fellows, trustees, patrons, funders and partners for all their work and support in 2018-19. Many of our team give their time and expertise without charge, for which we are hugely grateful.

Directors

Emily Knowles
Richard Reeve (Chief Executive)
Priti Sessa

Staff

Marwa Baabbad
Stefan Cramer
Peta James
Megan Karshoej-Pedersen
Oscar Larsson
Alasdair McKay
Dr Oliver Scanlan
Alexander Scott
Liam Walpole
Abigail Watson

Trustees

Varinder Singh Bola
Prof Feargal Cochrane
Anita Feiger (to 2018)
Oliver Gillie
Tristan Jones
Sonja Mørkeberg
Fiyaz Mugal OBE (Chair)
Kevin Nunn
Colin Simon (Treasurer)
Kerry Smith-Jefferys (to 2018)

Consultants & Fellows

Dr Refqa Abu-Remaileh
Dr Bashir Bashir
Prof Frank Barnaby (emeritus)
Marzuq Halabi
Prof Oliver Ramsbotham
Gabrielle Rifkind
Prof Paul Rogers
Dr Tim Street

Patrons

Dr Hans Blix
Dr Scilla Elworthy
Archbishop Desmond Tutu
Baroness Shirley Williams



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. Unlike most security policy think tanks, we do not accept any funding from the arms industry, hydrocarbon and environmentally damaging industries, or lobbyists for repressive regimes.

Long-term, regular support is vital to our success. Unrestricted income is particularly valuable to us, allowing us the flexibility to respond 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.

To support our work, please

- visit our website:
www.oxfordresearchgroup.org.uk
- call: 020 3559 6745
- write to us at:
The Green House
244-254 Cambridge Heath Road
London E2 9DA
- or email:
org@oxfordresearchgroup.org.uk

Thank you for your support.

Acknowledgements

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