

Project proposal and business plan

2016-19



open briefing
the civil society intelligence agency

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Section I

Introduction

Open Briefing is the world's first civil society intelligence agency. Founded in 2011, our mission is to keep those striving to make the world a better place **safe and informed**. We provide **groundbreaking intelligence and security services** to aid agencies, human rights groups, peacebuilding organisations and concerned citizens. We do this so that a stronger civil society can **promote alternatives to armed conflict, protect human rights and safeguard the environment**.

Key services we provide include:

- Responding to requests for intelligence or security from non-governmental organisations (NGOs) and journalists.
- Issuing regular intelligence briefings and risk assessments for the general public.
- Developing innovative policy solutions and promoting them to government.
- Providing expert consultancy services to the third sector.

Open Briefing is a bold and ambitious non-profit social enterprise. We are a **unique international collaboration of intelligence, military, law enforcement and government professionals** working tirelessly behind the scenes to make a difference. We are challenging the status quo. We are *your* intelligence agency.

“Open Briefing has proved hugely useful to Crisis Action and our partners time and again. Their analysis helps us focus our energies on where we can have the greatest impact for the protection of civilians in conflict. The value of that contribution cannot be over-estimated.” Nick Martlew, UK director, Crisis Action

Rationale

If knowledge is power, why should only the privileged few in governments and multinational corporations have access to credible information about what is happening in the world?

The manipulation of intelligence on Iraq's supposed weapons of mass destruction in 2003. The US embassy cables and other material leaked by Chelsea Manning to Wikileaks in 2011. The true nature and scope of NSA and GCHQ surveillance revealed by Edward Snowden from 2013 onwards. Such events have made it clear that only an aware and knowledgeable citizenry can ensure the proper meshing of intelligence and political or military action by governments.

However, in the spheres of national and international security, key information is kept secret and held back from the public domain. This leaves the process open to political manipulation and creates a public unable to properly engage with these issues or hold policymakers to account.

Cut off from confidential information by this veil of secrecy, most people still get their news from the mainstream media. However, these sources do not just report the facts, they report the *story*: ‘facts’ woven together according to the dominant narrative or editorial line on a given issue or event. Those seeking alternative perspectives can take advantage of the online explosion of citizen journalism (such as blogs and social media), but those sources usually come with their own problems of bias and lack of fact checking.

Development agencies, think tanks, human rights groups and other non-governmental organisations also need to access credible information from reliable sources in order to ensure their aid programmes, advocacy strategies and policy recommendations are built on sound evidence. They have specific intelligence and security needs that often cannot be met in-house or by the private sector.

In short, concerned citizens and civil society organisations need an organisation that they can turn to for timely analyses of defence, security and foreign policy issues. They need an organisation that will employ rigorous and objective research methods. They need an organisation that will tell them what is happening, why it happening and what is going to happen next. They need an organisation that is working for them. That organisation is Open Briefing, the civil society intelligence agency.

**“With its rational, thorough and transparent approach, Open Briefing has the potential to become an important corrective to often speculative media coverage.”
Magnus Nome, commissioning editor, openDemocracy**

Taking a step back reveals an even more fundamental challenge. The way most people think about security can be characterised as a control paradigm. This approach is based on the false premise that insecurity can be controlled through military force or balance of power politics and containment. The hope is that the status quo can be maintained by containing insecurity ‘over there’. Security policies based on this paradigm are self-defeating in the long term, as they simply create a pressure cooker effect. Eventually the lid blows off.

The most obvious recent example of this approach has been the so-called war on terror, which essentially aimed to keep the lid on al-Qaeda-inspired terrorism, without addressing the root causes in Western policy. Such an approach to national and international security is deeply flawed, and is distracting the world’s politicians from developing realistic and sustainable solutions to the non-traditional threats facing the world. A new approach is needed.

However, there is not yet a realisation in policymaking circles that the control paradigm is failing. There is also currently not enough pressure from civil society to force policymakers to recognise this failure. This is in part because of the disconnect between people and information, and the traditional mediators of this information gap – the media and politicians – are all too often driven by a worldview that supports the status quo.

Open Briefing exists to interject in this process and provide timely, accurate and accessible intelligence and analysis, in order to promote a fact-based worldview and a shift in the way we think about security.

Successes

Our first briefing paper, *As the dust settles: Avoiding the mistakes of Oslo and Utøya in future media coverage of suspected terrorist attacks*, was published in **August 2011**. This media briefing explored the factors that contributed to failures in the reporting immediately after the 2011 Norway attacks that led to Islamist militants being wrongly blamed and proposed ways of avoiding these failures in future. It was highlighted and quoted from in live reporting by the *Guardian* of the December 2011 grenade attacks in Liège, Belgium.

Our second briefing paper, *Rehabilitating the war on drugs: Central America and the legalisation debate*, was published in English and Spanish on **April 2012**, 10 days before the Sixth Summit of the Americas, where, for the first time, alternatives to prohibition were discussed by American leaders, led by the Guatemalan president, Otto Perez Molina. Our white paper outlined a sustainable security alternative strategy to the failed war on drugs. President Molina read the paper, and co-author Joel Vargas followed up with several meetings and conversations with senior Guatemalan policymakers, including the President of Congress. *Prospect* also commissioned a letter on the issue, which was published in the June 2012 edition of the magazine.

In **September 2012**, we reached an agreement to meet the intelligence requirements of a network of 100 aid agencies, human rights groups and other civil society organisations coordinated through Crisis Action – truly making Open Briefing the world's first civil society intelligence agency.

“Open Briefing has established itself as singularly well-informed source of information on a wide range of international security issues. It has done so with a tiny budget compared with just about every NGO. Its entry on to the scene really is a breath of fresh air.”

Paul Rogers, professor of peace studies, University of Bradford

In **July 2013**, we were approached by the Remote Control project, which wanted to know more about the proliferation of armed drones around the world. Following considerable discussions with their management team, we were tasked with identifying the armed drones in use and in development by China, India, Iran, Israel, Russia and Turkey, together with assessing their likely use given each country's unique security concerns and military doctrines. Through highly-detailed analysis of public domain and covertly-taken images from arms fairs and weapons manufacturer brochures, together with a wide range of other open source intelligence and on-the-ground contacts, we identified at least 200 different drones in use or in development by the countries in question, with 29 of these being armed variants.

As such, our unique work helped broaden the focus of civil society groups attempting to control the use of armed drones beyond an emphasis on the United States and United Kingdom to include work on the other countries quietly developing lethal drones for use in their own conflicts around the world. We were also able to plug huge gaps in the civil society understanding of armed drones, which enabled numerous organisations to be better placed to control the spread of such systems.

In **June 2014**, a consortium of development organisations and human rights groups approached us with several intelligence requirements relating to the use of improvised ‘barrel bombs’ by the Syrian regime. The grouping planned to put pressure on the manufacturers of the components of the barrel bombs and the countries selling the helicopters used to deploy them. They hoped this would lead to an eventual decline in the number of barrel bombs being dropped on civilian areas in Syria. After further discussion with the client to better understand their needs, we assembled a team of former military intelligence officers (one of whom had recently returned from the Turkey-Syria border) to assess why the Syrian government was using such improvised bombs and identify the countries manufacturing and selling the helicopters and their spare parts.

By analysing hundreds of photos and hours of video footage, we quickly and confidently ascertained that the NGOs proposed approach would be ineffective, as the components for the barrel bombs were plentiful and easily-obtainable within Syria and the helicopters were existing Soviet/Russian stock – spare parts for which could be easily purchased from countries without embargoes against Syria. Our findings enabled the NGOs to rethink their advocacy strategy, saving them considerable time and money. If they had not approached us, it is possible that they would have ended up pursuing a strategy that would have done very little to protect Syrian civilians from further barrel bomb attacks.

In **July 2015**, Open Briefing secured a contract to provide a risk assessment and security package for a senior member of staff of an international funder operating in Russia. In addition to the general risk environment in Russia, he faced risks from various foreign agent, treason and ‘undesirable organisation’ laws aimed at curtailing the activities of Western NGOs in Russia. Working with our security consultant and intelligence sponsor, Open Briefing undertook an in-depth risk assessment and designed a package of counter-surveillance and security measures to ensure his safety and that of local partner NGOs.

In **October 2015**, the Remote Control project commissioned Open Briefing to undertake work on the possible hostile use of civilian drones by non-state actors. Our analysts identified a range of threat groups – terrorist organisations, insurgent groups, organised crime groups, corporations and activists – that might use civilian drones for intelligence gathering and attacks. We also set out a series of recommendations to mitigate the threat. Our report, *Hostile drones: The hostile use of drones by non-state actors against British targets*, was published in **January 2016** and was widely covered by the news media, including by the *Guardian*, *Daily Mail*, *Express* and BBC News, as well as in the technology press, including *Wired* and *Tech Insider*. Open Briefing analysts also gave several interviews to TV and radio news programmes, including RT and the BBC World Service. An MP also raised the report in a written question to the Department for Energy and Climate Change regarding the security of nuclear power stations.

From one staff member and a start-up grant of £5,000 in 2011, we now have a team of 17 people around the world and have so far raised £150,000 from grants, donations and consultancy. We have published 150 briefings and other publications and made several significant interventions in key peace and security debates. We have nearly 3,500 subscribers to our weekly bulletin, social networks and podcast, and nearly 2,000 unique visitors a month to our website. And this is only the beginning. (Please see **Appendix I** for an overview of our activities during 2011-15.)

Section II

Strategic plan

Aims and objectives

Too many organisations start with a list of activities and then work backwards from that to give the appearance of strategy. In contrast, Open Briefing has been built on strategy from the beginning. We started with our vision of the change we wish to see in the world and filtered it through our model of social change in order to generate our aims and objectives. We developed our work plan and budget from that.

Mission

"To keep those striving to make the world a better place safe and informed."

Vision: The ascendancy of evidence-based policymaking over ideology and assumption in national and international peace and security arenas.

Aims:

- To help **shape the 'ecosystem of security'** to privilege diplomacy and other non-military means to preventing, mitigating and adapting to threats to peace and security.
- To **support the development of a more robust civil society**, better able to hold policymakers to account for security decision-making.
- To **give citizens the knowledge and tools** needed to more effectively engage in peace and security debates and influence positive policy developments.

Objectives: We intend to achieve and hopefully exceed the following 12 objectives during the three-year period from 2016 to 2019. These objectives are SMART (Specific, Measurable, Achievable, Relevant and Time-bound) and are based around ambitious preliminary targets, many **50% higher** than those achieved during 2013-16 (final targets to be set at the end of 2015).

Impact:

1. Respond to **20** requests for support from civil society organisations.
2. Publish **150** Open Briefing publications.
3. Make **three** significant interventions in key peace and security debates.

Influence:

4. Receive **25** media mentions.
5. Attract **3,000** unique visitors a month to the Open Briefing website.
6. Attain **5,000** subscribers in total.
7. Achieve an average online influence score of **65/100**.

Development:

8. Expand the team to **35** members in total.
9. Launch **two** new units (security and training units).
10. Raise **£285,000**.
11. Generate **12%** of income from consultancy/social enterprise.

Model of social change

Open Briefing's model of social change is based on three tenets:

1. **Kuhnian shift.** There will not be a fundamental change in the way we think about security until there is a new paradigm to replace the old thinking.
2. **Sustainable security.** This new paradigm should be based on an understanding of integrated security trends and the development of preventative responses.
3. **Taoist model.** Human psychology means progress will be achieved through inclusive dialogue not confrontation, and we should be prepared for advances to be slow and subtle.

Evaluation

Evaluating the impact of projects of this nature can be notoriously difficult. However, measuring progress in achieving our specific objectives gives us a way of evaluating success. This progress will be constantly monitored in relation to various key performance indicators, including website metrics (including number of unique visitors), a basket of metrics to measure online influence and relative website importance, and the number of subscribers to our weekly bulletin and social networks.

Funders and other interested parties can monitor this progress though publically available biannual evaluation reports. Open Briefing is committed to full disclosure, transparency and accountability. All our project proposals, budgets and internal evaluations are published online in full for anyone to hold us to account with.

At the end of 2018, a thorough evaluation will be carried out based on the key performance indicators already mentioned and additional qualitative information from a survey of subscribers and website visitors, testimonials from thought leaders and opinion formers, and feedback from funders. This evaluation will be used to develop the objectives for the next three years, as well as ensure that sufficient quality control is being achieved so that Open Briefing's outputs and activities remain useful and effective.

Open Briefing is rated ★★★★☆ on Facebook and Google Play.

72% of people rate Open Briefing good or excellent overall.

Survey of visitors to the Open Briefing website between August and October 2012.

Section III

Work plan

Open Briefing's activity is divided across five interlinked departments, three of which are well established (the intelligence unit, think tank and community office) and two of which are new for 2016-19 and are under development (the security unit and training unit).



Intelligence unit

Open Briefing's unique intelligence unit provides in-depth intelligence briefings to civil society organisations and concerned citizens. This is our core activity, the outputs from which are made freely available. Recent intelligence briefings have involved:

- Assessing the **British government's claims that there had been no civilian casualties in over a year of UK airstrikes against Islamic State in Iraq.**
- Ascertaining **why the Syrian government has been using improvised 'barrel bombs'** and identifying the countries of origin of the helicopters used to drop them.
- Assessing **Boko Haram's arsenal and where those munitions are coming from**, and proposing initiatives to reduce the flow of weapons to the group.
- Monitoring **ongoing developments in special forces, mercenaries, armed drones, mass surveillance and cyber conflict** – known collectively as remote-control warfare.

The Open Briefing intelligence unit is organised around six **regional desks**: Europe, Asia and the Pacific, Middle East, Africa, the Americas and Polar regions. Five crosscutting **issue desks** complement these: resource security and climate change, political violence and dissent, nuclear issues, UK national security and conflict and diplomacy.

The activity of these desks is driven by an adapted **intelligence cycle**: a logical process of direction, planning, collection, processing, analysis and dissemination. In this closed circuit, intelligence requirements are generated by a decision maker and, at the end of the cycle, they provide feedback and issue new or revised requirements. We use this process to turn data (raw facts and figures) and information (context, meaning and structure) into intelligence (analysis, insight and relevance) by using various analytical methods borrowed from the intelligence community.

The Open Briefing intelligence cycle

Direction: Our intelligence manager has careful discussions with the client to develop a specific intelligence request or series of requests that address their needs. Each request usually takes the form of a question that provides clear direction from the client.

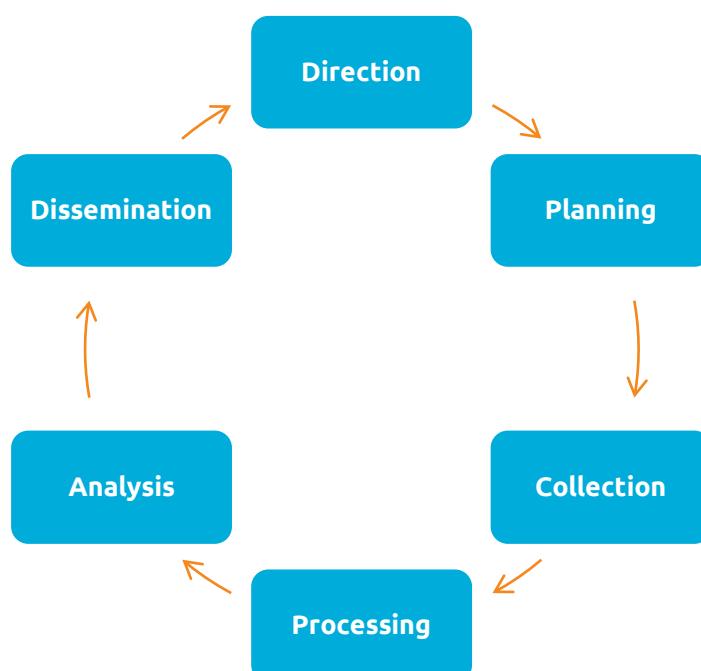
Planning: The intelligence manager assembles a team of analysts, researchers and support staff with the appropriate skill set to answer those questions. The appointed team leader develops a collection plan in conjunction with the intelligence manager, which sets out the sources to be drawn upon, the methods to be used, the resources required and the project deadlines.

Collection: The team collects data from a variety of carefully vetted OSINT (open source intelligence) and HUMINT (human intelligence) sources. Such sources might include satellite imagery, country-specific search engines, deep web search engines, social media, database mining, national news agencies, professional associations, civil society networks and our own contacts on the ground.

Processing: The collected data is processed so as to make it usable by the analytical team. This will include an assessment of its relevance and credibility and other processes such as translation, tabulation or mapping.

Analysis: The analytical team establishes the significance and implications of the processed intelligence. They create new knowledge using a variety of techniques borrowed from the intelligence community in order to respond to the client's intelligence request(s). Such methods include analysis of competing hypotheses, cone of plausibility, linchpin analysis and alternative futures analysis.

Dissemination: Our final analysis is sent to the client in the agreed format, usually a written report. We then follow this up with a conference call, during which the client will provide feedback and issue new or revised requirements if appropriate. Our work is further disseminated through our website, blog, podcast, weekly bulletin, social networks and mobile app.



In traditional intelligence work, the client would be a government, military or law enforcement decision maker. However, our client is civil society. Therefore, we have developed partnerships with leading NGOs and civil society networks. The first of these is with **Crisis Action**, a behind-the-scenes network of 100 well-known aid agencies, humanitarian organisations and human rights groups. When developing advocacy strategies around protecting civilians from armed conflict, Crisis Action's international network has occasional intelligence needs. Open Briefing processes these 'intelligence requirements' through the intelligence cycle and responds to these needs. We also provide intelligence in support of emergency response, as well maintaining several watching briefs on potential conflicts.

This approach allows us to meet the specific needs and priorities of a diverse section of civil society. It makes Open Briefing unique in the peace and security sector: a true civil society intelligence agency.

“Open Briefing provides clear analysis and intelligence that can add real value to the work of civil society networks. Their political analysis has been particularly useful to Crisis Action’s campaign strategies.”

Mariam Kemple, head of humanitarian campaigning, Oxfam

Our intelligence unit also produces four different **monthly briefings** for our subscribers and the general public:

Developments in remote-control warfare: The United States has led the way in developing a new way of conceptualising and executing war. The emphasis now is on effecting warfare at a distance by relying on smart technologies and light-footprint deployments rather than more traditional military approaches. With the rise of austerity in Europe, other Western states have adopted part or all of this 'remote-control warfare' approach. Within this, policymakers and military planners are promoting the tactics and technologies judged to have worked during the war on terror and associated conflicts in Afghanistan and Iraq. As such, the five key aspects of remote-control warfare are: special-operations forces; private military and security companies; unmanned vehicles and autonomous weapons systems; intelligence, surveillance and reconnaissance; and cyber conflict. Since April 2014, Open Briefing has produced a series of monthly intelligence briefings on these issues. These briefings are commissioned and funded by the Remote Control project.

Transnational organised crime: The trafficking of people, weapons, wildlife and drugs destroys lives and communities and is a crucial human security issue. The activities of organised gangs can also weaken and corrupt a state to the extent that it risks collapse. Yet, peace and security NGOs often overlook transnational organised crime (TOC), focussing instead on terrorism and geopolitics. To address this, Open Briefing has produced monthly intelligence briefings on transnational organised crime since December 2014. These are written by our TOC expert, Dr Mary Young, and focus on the human rights and human security consequences of organised crime.

Lifting the lid on Britain's war in Iraq and Syria: A coalition of countries has come together to combat the threat from Islamic State in Iraq and Syria. There has been much debate over the limit and extent of UK military actions in this conflict, given its central role in the invasion and occupation of Iraq during 2003-08. However, proper debate has been stifled by the lack of information publically available about what the United Kingdom is actually doing in Iraq and Syria. The British government is not being open enough to ensure parliament and the public are properly able to assess and oversee government policy and military actions. To address this, Open Briefing is seeking funding to produce a series of briefings identifying and analysing UK actions against Islamic State in Iraq and Syria.

Political and security risk updates: Since October 2013, Open Briefing has produced monthly briefings in collaboration with our first intelligence sponsor, Bradburys Global Risk. These briefings provide political and security risk updates from across Africa, the Americas, Asia and the Pacific, Europe and the Middle East. Each regional section of the briefing explores one major issue or event in-depth, covers three other developments more briefly and reports on five items of note. Over the months, these briefings have tracked and explained the outbreak of the Syrian civil war, the rise of Islamic State in Iraq and Syria, the Russian invasion of Crimea and eastern Ukraine, the Houthi rebellion in Yemen, the negotiations between Iran and the United States, terrorist attacks and insurgencies across Southeast Asia and the Middle East and North Africa, the opening up of the Arctic to resource exploitation and political developments around the world.

The What? So what? Now what? protocol

All our intelligence briefings draw upon the What? So what? Now what? protocol to link intelligence and policy and provide a comprehensive, strategic analysis of an event or issue:

What? The who, what, where, when, why and how of the event or issue (the 5W1H maxim).

So what? The micro- and macro-environmental ramifications of this event or issue (taking into consideration the PESTLE factors: political, economic, socio-cultural, technological, legal and environmental).

Now what? Consequences of the event or issue and recommended responses (considering the 4Ps framework of national interest: power, peace, prosperity and principles).

The international team that makes up our intelligence unit contains a vast amount of expertise and experience, which enables us to offer exceptional consultancy services to the public, private and third sectors, including:

- Open source intelligence gathering and analysis
- Political and security risk advisory
- Issue monitoring services
- Travel and security advice
- Order of battle/force structure analysis
- Imagery analysis

We specialise in providing **actionable and predictive intelligence**, not just information. An intelligence briefing from Open Briefing answers specific questions drawn up to help the client take the decisions needed to progress their project. All contracts begin with the preparation of a detailed collection plan for the client, covering every stage of the intelligence cycle, and end with a follow-up conference call to ensure that they have everything that they need. Our clients have included **KPMG**, the **Oak Foundation**, **Crisis Action** (pro bono), the **Remote Control project** and **Savannah Wisdom**. We have provided intelligence briefings, risk assessments, in-depth research and strategic advice on a wide range of issues for these clients, including:

- Halting the use of barrel bombs by the Syrian armed forces
- Qatari aid and financial assistance to Sudan
- Armed drones in development by Russia, China, Iran, Israel, Turkey and India
- Corruption in the pharmaceutical supply chain to the developing world
- Special operations forces and private military and security companies

We are also able to offer an extensive range of services to support organisations and projects, including translation, editing and research assistance.

“Open Briefing provided an invaluable service to us, conducting high-quality research in an extremely tight timeframe and with a limited budget. The unique and wide-ranging pool of expertise available ensured that our very specific requests were met with the utmost precision.”

Caroline Donnellan, manager, Remote Control project

Security unit

Open Briefing uniquely bridges the humanitarian and security sectors. We are a member of the **Humanitarian Practice Network** and an observer member of the **Active Learning Network for Accountability and Performance in Humanitarian Action** (ALNAP), and will shortly be joining **Bond** (the UK body for organisations working in international development). But we also supply intelligence and security services and are a member of the association for professional operators in the security industry, the **British Security Association**. Our particular position has allowed us to identify an issue of grave concern: the use of private military and security companies (PMSCs) by NGOs.

Aid agencies, humanitarian organisations and other NGOs often operate in conflict areas, disaster zones and other high-risk environments. This can require heightened levels of security – from risk briefings, specialist training, logistical support and building security to convoy security and armed security teams if the risk is significant. Industry representatives estimate that approximately 25% of the major companies that provide armed services have worked for humanitarian clients. Leaked documents suggest that CARE, Save the Children, CARITAS, World Vision, UNICEF and the Red Cross have all used PMSCs. In fact, one survey found that every major international humanitarian organisation has paid for armed security in at least one operational context.

PMSCs are highly controversial outfits. Civil society groups have accused employees of such companies of serious human rights abuses, including the torture of detainees, killings of innocent civilians, rape and participation in renditions. It is questionable whether charitable funds should be used to pay for services from these providers. It is also debatable whether it is right for NGOs to 'fight fire with fire' and employ PMSCs in conflict zones – thereby adding yet another armed actor into an already violent situation. It adds to the further securitisation of aid and risks the local population viewing the humanitarian organisation as another belligerent or as part of an occupying force. Furthermore, it is inconsistent for NGOs to use private military and security companies while decrying their use by Western governments in Afghanistan, Iraq and elsewhere.

At the same time, NGOs do need a safe space within which to deliver aid, disaster response and other services. These organisations also have a duty of care to their employees. There are many professional and ethical companies operating in the sector, and private security specialists do have a lot to offer NGOs. Such professionals can sometimes be the only people enabling NGOs to operate safely on the ground.

To address the serious lack of suitable security provision for NGOs, Open Briefing is developing a security unit that can provide an ethical and more appropriate alternative to PMSCs. Led by our executive director, security consultant and specialist humanitarian security consultant and working with trusted partners, including our intelligence sponsor, Bradburys Global Risk, Open Briefing is developing a range of **preventative and defensive non-violent security services** appropriate for the protection of aid workers, human rights defenders, activists, journalists and other civil society actors operating in high-risk environments or under repressive regimes.

The services Open Briefing's security unit might offer include:

- GPS locators with 24/7 monitoring and SOS functionality (known as GPS, GPRS and Mandown technologies).
- Unarmed stand-by security, close protection and counter-surveillance teams made up of former law enforcement officers (rather than soldiers).
- Protective intelligence
- Risk assessments and threat briefings.
- Evacuation and crisis management plans.
- Secure and anonymous communications.
- Counter-surveillance, self-defence, hostage awareness and first aid training.
- Medical, legal and insurance advice.
- Free guides to security issues and other informative resources.

Such services will also be of great assistance to civil liberties campaigners, journalists and political activists who face persecution and state violence and are consistently targeted by security services. They cannot afford commercial security advice and obviously cannot turn to the police for protection. By developing networks of skills-based volunteers and building relationships with trusted partners, Open Briefing will be able to meet those needs at a greatly reduced cost and provide services better suited to NGOs.

Our security unit is in the early stages of development. It is a natural progression of Open Briefing's intelligence work, and has grown out of two things: a contract from a major international funder to provide a risk assessment and security package for a staff member, and a nascent project examining the NGO use of PMSCs and developing guidelines for best practice and a code of conduct (see p. 15). It is an ambitious and truly unique idea, which could change the way NGOs and media organisations provide security for their staff and help keep activists living under repressive regimes safe.

Training unit

Drawing on the expertise and experience of the members of our intelligence and security units, particularly our security consultant and humanitarian security consultant, and working closely with trusted partners, our new training unit will deliver courses and bespoke training packages tailored to the needs of civil society clients. In the first instance, this is likely to include a range of **Hostile Environment Awareness Training (HEAT)** modules, including:

- First aid
- Kidnap and hostage awareness
- Self-defence
- Camp craft, navigation and survival skills
- Counter- and anti-surveillance

These courses will be designed to give clients the skills and confidence necessary to operate safely and effectively on the ground in complex, hostile or remote areas, such as war zones or disaster areas. They will also be useful to those operating in or visiting countries with repressive or authoritarian regimes, where they are likely to experience government harassment or surveillance.

Working with our OSINT consultant, we will also provide capacity-building courses designed to help NGO researchers use intelligence effectively, including training in **collecting and analysing open source intelligence (OSINT)** and **imagery analysis**, or designed to help human rights defenders and other activists operate and communicate securely, including training in **cyber and information security**.

An additional important aim of the training unit will be to move larger organisations away from a due diligence/risk reduction approach to training (which is largely tick box) and towards providing their staff with the skills they will need to operate safely and confidently on the ground so that they can deliver programmes more effectively. This change of culture would do much to improve the delivery of aid, development and other programmes by international NGOs and intergovernmental organisations among others.

Think tank

Open Briefing exists in order to ensure that it is not only those with power and money who have access to reliable, credible information on defence, security and foreign policy issues; every citizen should have that information. This is the core mandate of our intelligence unit. While undertaking this role, we occasionally identify issues that are not receiving adequate attention or policies that are not working. Our role then becomes to explain these failings, propose evidence-based alternative strategies, and leverage our networks of influence to promote those alternatives to opinion-formers, policymakers and the general public. This is the core mandate of our think tank. In this way, our intelligence unit directly informs the work of our think tank but advocacy is deliberately kept separate from analysis.

As part of this, Open Briefing publishes a number of policy-orientated publications, which are informed by rigorous research and subject to peer review. These publications aim to be comprehensive, contextual and condensed. In other words, they cover the different elements of and perspectives on an issue and provide the background to and circumstances of an event, while at the same time remaining concise and succinct. They are guided by the long-standing and near-universal concerns of progressive civil society: promoting human rights, maintaining human security and protecting the environment.

Recent issues covered by our publications include:

- Hostile use of civilian drones by non-state actors
- National security decision making in Iran
- Policy recommendations for the British government regarding remote-control warfare
- Russia's airborne forces (as used in Crimea and eastern Ukraine)
- The resource conflict risk in Burma/Myanmar
- Improving the Nuclear Non-proliferation Treaty
- Forecasting conflict in West, Central and Southern Africa

“Open Briefing potentially will be a great force for good in helping to make transparent areas of activity that are often shrouded in secrecy and where misinformation is common place. In the long term, it could have an important impact on policy.” **Bevis Gillett, trustee, Marmot Charitable Trust**

The Open Briefing think tank acts as a research centre for our analysts, through which they can seek funding to undertake research and projects in response to a need to drive policy change in a particular area or raise awareness of a crucial emerging issue. These cutting edge projects are defined by research, collaboration and advocacy, and go to the very heart of the way we think about and attempt to ensure our security. These activities are organised around several **research themes**, which currently include:

- Remote-control warfare
- The NGO use of private military and security companies
- Transnational organised crime
- Forecasting insecurity and conflict

There is a particular focus within our think tank on the contrasting paradigms of sustainable security and remote-control warfare. Sustainable security is a framework for thinking about security based on understanding integrated security trends and developing preventative responses. The central premise of sustainable security is that you cannot successfully control all the consequences of insecurity, but must work to resolve the causes. Remote-control warfare, on the other hand, is a paradigm that has emerged since the war on terror that enables warfare to be actioned at a distance by relying on smart technologies and light-footprint deployments, such as armed drones and special forces. The problem is that it allows actions to be approved that would never be considered using conventional military means; yet the consequences and risks of those actions are not being adequately considered.

Project: The use of private military and security companies by NGOs

Open Briefing is seeking funding to undertake a six-month project to examine the scale of scope of the NGO use of private military and security companies (PMSCs). We will work in partnership with NGO networks and industry bodies and associations. The project is in six parts:

Desk research in order to better understand the use of PMSCs for armed guards, convoy protection and other services to protect those delivering aid and undertaking other humanitarian activities.

Surveys of NGOs and PMSCs in order to ascertain how many NGOs have used PMSCs and in what contexts.

Roundtables with NGOs and PMSCs in order to explore the issue and develop best practice guidelines for NGOs using PMSCs and a code of conduct for PMSCs working with NGOs.

Working group of Open Briefing, development agency and private security representatives tasked with finalising the best practice guidelines and code of conduct.

Publication of a report detailing the scope of the problem and proposed alternatives, including the guidelines and code.

Awareness raising of the guidelines and code to NGOs and the PMSC sector over three years.

The outcomes of this project will directly influence the development of Open Briefing's security unit.

Community office

Open Briefing looks beyond the policy wonks of the Westminster bubble or Washington beltway in order to reach out to wider civil society and concerned citizens. We are putting considerable effort into developing the communities of people interested in or linked to Open Briefing.

We believe users should be able to access our material how they want, when they want. In order to allow universal access to research and encourage the sharing of knowledge, the vast majority of Open Briefing's publications are published under a Creative Commons license that allows for the free distribution of our work for non-profit use. We have also developed numerous ways for people to access our work wherever they are. All the outputs from our activities are freely available through:

- **Website**, www.openbriefing.org
- Weekly **bulletin**
- The Briefing Room **blog**
- The Open Briefing **podcast**
- A **mobile app** for Android smart phones and tablets (with an iOS app in development)
- **Social networks** on Facebook, Twitter, YouTube, LinkedIn and Google+
- Numerous **RSS feeds**

However, this is not limited to a one-way flow of information. Visitors to our website can comment on and share all the items filed by our intelligence desks and published by our think tank, and engage in online discussions about the issues raised with members of Open Briefing and other visitors to our site.

We actively encourage members of our community to support our work by promoting Open Briefing to their contacts and asking them support us with donations. Members of our community can become even more involved in our work by providing us with skills-based volunteering and pro bono consultancy.

Finally, our **press office** is managed under this department as a point of contact for journalists and provides a list of Open Briefing experts available for interview.

“Issues of security and defence are often the least transparent to the public. Open Briefing is an important contribution to ensuring democratic oversight of governments and armies.” John Feffer, co-director, Foreign Policy in Focus

Section IV

Organisational plan

Structure

Open Briefing Ltd is a registered **non-profit company limited by guarantee** (No. 07649656). It is run as a social enterprise, applying business strategies to achieve financial stability in support of our charitable aims. During 2012-15, 6.3% of our income came from trading (predominantly consultancy). In line with the generally accepted criteria for social enterprise, we are working towards raising 50% of our income from trading activities. This ensures financial sustainability and places less strain on the already oversubscribed peace and security funding pool. We are also exploring the pros and cons of alternative not-for-profit structures, including charity or Community Interest Company. The articles of association of Open Briefing include a charitable purpose, an asset lock and a non-profit clause, meaning foundations that are registered charities can legally make grants to us, as our work is treated as charitable in nature.

Open Briefing uses a radically different organisational model: we are a **virtual think tank**, and rely predominantly on **skills-based volunteering** and **pro bono consultancy** for our staffing needs. This model encourages the development of a decentralised organisation, which takes advantage of the internet, cloud computing and new communication technologies to carry out activities in a more cost-effective and environmentally friendly way. Having a virtual office and a volunteer network allows for far lower overheads (projected at only 10% over 2016-19), and frees the organisation from a specific locality. It means Open Briefing can start small and develop organically, while being able to adapt rapidly to future opportunities and challenges.

The team

Chris Abbott is the founder and **executive director** of Open Briefing. He is also an honorary visiting research fellow in the School of Social and International Studies at the University of Bradford. He was the deputy director of the internationally-renowned Oxford Research Group think tank until 2009. Chris is the author of two popular books on security and politics, as well as numerous influential reports and articles. He is best known for his work on sustainable security, the security implications of climate change and, more recently, remote-control warfare. As a respected global security consultant, he has completed contracts for a wide range of government, corporate and civil society clients, including the British Ministry of Defence, the Australian Federal Police, KPMG, *Jane's Intelligence Review* and Greenpeace International.

The executive director is supported by a board of **advisers** with an unparalleled wealth of experience in environmental and security policymaking circles. The board provides ongoing strategic guidance and feedback.

Our intelligence activities are carried out by an international network of experts and thought leaders. Our **contributing analysts** and **senior analysts** have excellent research and analytical skills and considerable knowledge and experience in one or more of our regional or issue desk areas. Crucially, unlike many other peace and security NGOs, this international network consists of people with professional backgrounds in intelligence, the military, law enforcement and government, as well as researchers with academic, media or think tank backgrounds. Once fully operational, each Open Briefing intelligence desk consists of at least two senior team members (analysts, consultants or advisers) and a researcher. During 2016-19, we intend to recruit an **intelligence manager** to coordinate the activities of our intelligence unit and contribute to the development of our nascent security and training units.

Our analysts are supported by **associate researchers**, who provide research and fact-checking support to our intelligence desks. Open Briefing also currently has three **consultants**: a security consultant, a humanitarian security consultant and an open source intelligence consultant. Consultants are leading private sector advisers that Open Briefing has built up a good working relationship with over time and who provide us with pro bono support in addition to being available for contracts as required.

Open Briefing also relies on trusted **freelancers**, including an accountant, fundraiser, graphic designer and web developer.

Please see **Appendix III** for biographies of all team members.

Section V

Financial plan

Leveraging a network of volunteers enables us to achieve an impact and influence far beyond what our size and budget would suggest possible, and fully maximises donor's financial input. In 2016-19, only 10% of our budget is allocated to fundraising and 10% to administration and overheads, meaning **80% of our income is spent directly on our peace and security work.**

Financial management is supported by Community Accounting Services Kernow, who provide reduced cost specialist accounting services and advice to charities and other non-profits. Banking is provided by the Co-operative Bank, a British ethical bank.

Budget

Table 1. Budget breakdown by department and year.

Department	2016		2017		2018		Total
	£	%	£	%	£	%	
Intelligence unit	£37,500	40%	£37,500	40%	£48,000	51%	£123,000
Security unit	£9,000	9%	£28,000	30%	£15,000	16%	£52,000
Training unit	£2,500	2.5%	£3,000	3%	£3,500	3.5%	£9,000
Think tank	£22,000	24%	£6,500	7%	£6,500	7%	£35,000
Community office	£4,000	4.5%	£4,000	4.5%	£4,000	4.5%	£12,000
Core costs	£19,000	20%	£17,000	18%	£18,000	18%	£54,000
Total	£94,000		£96,000		£95,000		£285,000

Figures are to the nearest £500. A detailed budget breakdown is available on request.

“ There is no shortage of interesting comment being published. The problem is finding the useful material in the daily deluge. What is needed are trusted mediators, to select, contextualise, and make it easily accessible in one place. Open Briefing has the potential to add very considerable value for hard-pressed progressive organisations and individuals at very modest cost.”

John Sloboda, co-founder, Every Casualty and Iraq Body Count

Funding

It is anticipated that the vast majority of our income during 2016-19 will come from grantmakers. However, to ensure Open Briefing's sustainability and reduce demand on the limited funding that is available, we will be developing various other income streams during stage 2, with a view to steadily decreasing our reliance on grant income over time.

Table 2. Funding targets by source.

Source	Target (£)	Target (%)
Grantmakers	£242,250	85%
Crowdfunding	£8,550	3%
Social enterprise	£34,200	12%

Our activities are guided by the principles set out in our social, environmental and ethical statement. As part of this, we never accept funding from sources that might jeopardise the independence or integrity of the organisation (please see **Appendix II**).

Modern organisational success should be measured against a triple bottom line: financial, social and environmental (or profit, people and planet – the 'three Ps'). While businesses usually focus exclusively on financial profit (often to the detriment of the other two), Open Briefing seeks instead to create social and environmental benefits. Donors to Open Briefing are therefore actually investors hoping to see positive returns for people and planet.

Given that many of Open Briefing's objectives for 2016-19 are based on targets at least 50% higher than those achieved during the prior three-year period, donors are essentially investing with an expectation of a **50% social impact return over three years**. As such, we do not view specific project outcomes as merely 'desirable' but see accountability for achieving these outcomes as the essential core of the funding relationship. In this way, grants and donations are not treated as gifts but rather as investments that come with certain obligations on our part: chiefly, to achieve the specific objectives listed in Section II of this proposal.

Grantmakers

Open Briefing has been supported by an exclusive grouping of visionary funders made up of the Polden-Puckham Charitable Foundation, the Network for Social Change, the Marmot Charitable Trust, the Remote Control project, the Philamonic Trust and the Oak Foundation (see Table 3). Our strategic and transparent approach is proving popular with funders, and we currently have a good **47% success rate with applications** (the industry average is 40%). In addition to our unique nature and strategic goals, there are three important financial reasons that make funding our work attractive for grantmakers:

- Resource magnification:** Funding for only one paid member of staff enables the work of an international network of volunteer analysts, researchers, associates and advisers.
- Impact magnification:** Open Briefing uses some of its funding to provide subsidised and pro bono consultancy to civil society organisations on limited budgets.
- Reach magnification:** Open Briefing's work is distributed directly to nearly 3,500 subscribers and 2,000 website visitors a month.

Table 3. Summary of total grants received to date from each foundation.

Trust	Amount
Polden-Puckham Charitable Foundation	£49,000
Network for Social Change	£42,000
Marmot Charitable Trust	£27,600
Remote Control project	£11,535
Philamonic Trust	£3,500
Oak Foundation	£1,060

Our plans as laid out in this document meet the funding criteria for various British, European and US trusts and foundations. Working with our freelance fundraiser, applications will be submitted to those trusts during the next suitable funding rounds. Open Briefing is also looking outside the peace and security funding sector and approaching suitable government funders and funders of human rights, democracy, freedom of information and other related fields.

Our target for raising funds from grantmakers during 2016-19 is **£242,250**.

Crowdfunding

While trusts and foundations are our principal funding route, a novel decentralised funding model has emerged that is ideal for newer organisations: crowdfunding. This approach takes advantage of the internet and social media to ask large numbers of people for a small amount of money. It is well suited to raising funds for our intelligence unit and security unit in particular, as they are exciting ideas that are easy to sell to non-specialists.

During 2016-19, we will run several crowdfunding campaigns using one of the established online platforms, such as Crowdfunder, JustGiving, Kickstarter or Indiegogo. Supporters will also still be able to make one-off or regular donations through our website with PayPal or through their bank.

Our target for raising funds through crowdfunding during 2016-19 is **£8,550**.

Social enterprise

Over long term, Open Briefing intends to generate at least 50% of our income from trading (in line with the generally accepted criteria for social enterprise). This allows us to be partly self-financing, and reduces our dependence on grants and donations. This means developing a sustainable business model from the very beginning. For it to be sustainable, the model must be based on a realistic plan for generating a meaningful percentage of our income from non-grant sources without diverting too many resources away from our core research and advocacy activities.

Achieving this will involve developing multiple and diverse income streams from products and services related to Open Briefing's core activities. Our efforts will focus on two key areas during 2016-19. Firstly, we will be further developing the activities of our **consultancy** detailed in Section III, including intelligence and research, risk advisory and security, support services and training and capacity building. Secondly, we will be looking at **website monetisation**, including adopting the Pay What You Want model for people to access the briefings and other material on our website, which will allow it to remain free at the point of use for those unable or unwilling to pay for access. Note that although Open Briefing is a non-profit organisation it does not mean that we cannot seek to generate income from commercial activities, simply that any financial surplus each year will be invested back into the organisation.

Our target for raising funds from trading/social enterprise during 2016-19 is **£34,200**.

Appendices

Further information

Appendix I

Review of 2011-15

Stage 1 was a hugely successful pilot project consisting of a start-up phase from May 2011, when the organisation was registered, until 10 October 2011, when the organisation was publicly launched, followed by the first 12 months of operation, which served as a 'proof of concept'. We had seven objectives during this stage, and the progress we achieved against each of them is summarised below.

Table 1. Summary of stage 1 objectives.

Objective	Status	% of target
Attract at least 500 visitors a month from around the world to the organisation's website.	Surpassed	400%
Collect, assess and distribute at least 90 open source intelligence items.	Surpassed	280%
Sign up at least 300 subscribers to the organisation's bulletin and social networks.	Surpassed	230%
Publish at least 15 analyses, 3 dossiers and 2 briefings.	Surpassed	170%
Establish the think tank and associated online presence.	Achieved	100%
Carry out a thorough evaluation of the organisation's effectiveness and value.	Achieved	100%
Secure longer-term funding for stage 2 of the project.	Unsuccessful	46%

Table 2. Summary of income sources during stage 1.

Income source	Amount
Marmot Charitable Trust	£9,600
Polden-Puckham Charitable Foundation	£14,000
Network for Social Change (fast track)	£5,500
Network for Social Change (peace pool)	£12,000
Donations	£230
Total	£41,330

Stage 2 ran from October 2011 until December 2016. Considerable time and effort was spent refining Open Briefing's focus and methods, and expanding our partnerships. We had 10 ambitious objectives during this stage, and the progress we achieved against each of them is summarised below.

Table 3. Summary of stage 2 objectives.

Objective	Status	% of target
Publish 90 Open Briefing publications	Surpassed	139%
Generate 8% of income from sources other than trusts and foundations	Surpassed	136%
Receive 12 media mentions	Surpassed	108%
Attain 3,000 subscribers in total	Surpassed	108%
Achieve an average online influence score of 60/100	Nearly achieved	87%
Expand the team to 35 members in total	Nearly achieved	71%
Raise £190,000	Unsuccessful	60%
Make six significant interventions in key peace and security debates	Unsuccessful	50%
Respond to 100 intelligence requests from civil society organisations	Unsuccessful	27%

Table 4. Summary of income sources during stage 2.

Income source	Amount
Surplus from stage 1	£,7000
Polden-Puckham Charitable Foundation	£35,000
Network for Social Change	£24,500
Marmot Charitable Trust	£18,000
Remote Control project	£11,535
Consultancy	£12,380
Philamonic Trust	£3,500
Oak Foundation	£1,060
Donations	£1,315
Total	£114,290

Appendix II

Social, environmental and ethical statement

Equal opportunities policy

Open Briefing is committed to carrying out its activities in a manner that does not exclude anyone on the basis of skin colour, national origin, gender, age, disability, sexual orientation or religious affiliation, and pledges to abide by all relevant UK and EU legislation.

Open Briefing recognises and is working towards addressing the gender imbalance in its team by considering ways to encourage more applications from female candidates.

Open Briefing also recognises that as an organisation with a considerable online presence it may need to address issues arising from the digital divide, as well as consider design issues that might affect visually impaired users of its website.

Environmental policy

Open Briefing recognises that its activities have an impact on the environment, and is committed to working in an environmentally responsible manner.

Efforts are focussed on three key areas: waste, energy and travel. First, efficient recycling procedures have been developed, and recycled and recyclable materials are used wherever possible, while every effort is made to keep printing and paper use low. Second, procedures are in place to keep energy use down, and the Open Briefing office relies on renewable energy and biomass heating. Third, staff travel and commuting are kept to a minimum, relying wherever possible on online meetings and teleconferencing.

For all other areas, our purchasing and contracting policy gives preference to Fairtrade, organic and other products and services that cause the least harm to people and planet.

Ethical policy

Open Briefing is committed to an ethical approach in all its activities and procedures. Specifically, it does not knowingly make use of suppliers or services that invest in or have links to unethical industries, including the arms trade and extractive industries.

As individuals, we strive to reflect the ethical values of the organisation in the manner in which we work. We apply the principles of trust, openness and dialogue in all our dealings, both among ourselves and with others with whom we work.

Open Briefing guards its independence and believes in the principle of speaking truth to power. We therefore avoid sources of funding that may jeopardise the independence or integrity of the organisation.

Appendix III

Team biographies

Staff and volunteers

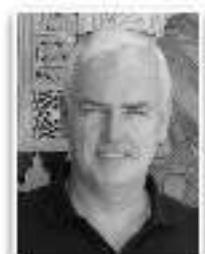
Chris Abbott is the founder and **executive director** of Open Briefing. He is also an honorary visiting research fellow in the School of Social and International Studies at the University of Bradford. He was the deputy director of the Oxford Research Group think tank until 2009. Chris is the author of two popular books on security and politics, as well as numerous influential reports and articles. He is best known for his groundbreaking work on sustainable security, the security implications of climate change and remote-control warfare.



Matthew Clarke is an **associate researcher** at Open Briefing. Following a master's degree from the University of Birmingham, with a dissertation on the development of counter-insurgency strategies in Iraq, Matthew has worked in business, politics and the European NGO community. In particular, he has specialised in human rights in the South Caucasus, sustainable economic development in Southeast Europe and pan-European energy demands. Matthew is now a freelance campaigner and analyst.



Chris Cushing is Open Briefing's **humanitarian security consultant**. Chris has 25 years' experience in leading humanitarian action, human security strategies and high-level diplomatic initiatives for international aid organisations, the Red Cross, the United Nations, national governments, academia and the private sector in over 60 countries. He has directed emergency humanitarian operations in 17 wars and two disasters. He is a former officer in the Canadian Armed Forces and has experience with foreign intelligence agencies.



Erin Decker is an **associate researcher** at Open Briefing. She is also a research analyst in the Compliance, Forensics and Intelligence Department of Control Risks, where she specialises in business intelligence and due diligence investigations. Fluent in Russian, she also works as a professional translator and is a member of the US Department of Defense's National Language Service Corps. She has a degree in political science and international studies (global security) from the University of Wisconsin at Madison.





Steve Hathorn is a **senior analyst** at Open Briefing. He is an intelligence analyst with nearly 20 years' experience encompassing the British Army, Defence Intelligence Staff, National Criminal Intelligence Service, UN, International Criminal Court and the Competition and Markets Authority. He has worked on projects covering terrorism, human rights abuses, international organised crime and threats to humanitarian operations. Steve has recently completed a master's degree in international politics and security.



Scott Hickie is a **senior analyst** at Open Briefing. He is a lawyer and former political adviser in the New South Wales Parliament, with a background in environmental law, natural resource governance and climate change. He has also worked in the Australian non-governmental sector on international trade and corporate social responsibility. His research focus is on political risk in resource management regimes across Southeast Asia. Scott has recently worked on climate change adaptation for the City of Toronto.



Kevjn Lim is a **senior analyst** at Open Briefing. From 2007 to 2011, he served as delegate for the International Committee of the Red Cross in the Palestinian territories, Sudan, Iraq, Libya and Afghanistan, specialising in civilian protection and political and security needs analysis. He is also a former officer in the Singapore Armed Forces. Kevjn is fluent in a number of languages, including Arabic, Hebrew and Persian. He is currently pursuing a PhD focussing on Iran and grand strategy.



Roger Marshall is Open Briefing's **security consultant**. Roger has worked in the private security and risk sector since leaving government service in 2004. He has advised a wide range of individual, corporate and public sector clients on security measures, intelligence gathering, due diligence, fraud analysis and global travel risk. He is the managing partner at Bradburys Global Risk, where he also coordinates security and intelligence field operations and advises personnel on the ground.



Rob O'Gorman is a **senior analyst** at Open Briefing. He is a former Canadian Forces intelligence operator and officer with over 20 years' experience providing tactical, operational and strategic assessments. As a mission support officer, he was also involved in arms control verification operations in select regions of the world. More recently, Rob has supported Canada's counterinsurgency efforts in Afghanistan, together with the government's Canada First strategy in the high Arctic.

Marc van Oudheusden is a **contributing analyst** at Open Briefing. He is a senior adviser to the Dutch government, with the security, international crisis management and public order portfolio. He is also a senior adviser to NATO, advising on civil-military cooperation, civil emergency planning and multilateral crisis management. Marc's special interest is political and security threat analysis for the Middle East. He has a master's degree in Arabic language and culture, and he serves as strategic adviser to the Arab-West Report in Cairo.



Neil Smith is Open Briefing's **OSINT consultant**. Neil served as a police officer for 13 years, during which time he was attached to the on call firearms unit, the plain clothes vehicle crime squad, the burglary squad and the drug squad. Since leaving the police in 1996, he has worked as a full-time investigative researcher for a range of clients, including government departments, law enforcement agencies and journalists. Neil also trains investigators and journalists in the art of using the internet as an investigative tool.



Dr Mary Young is a **contributing analyst** at Open Briefing. She is a lecturer in law and a researcher of transnational organised crime and financial crime at the Bristol Law School at UWE. After completing her PhD, she was made a research fellow at Aberystwyth University, and carried out research into organised crime in Jamaica. She subsequently taught international finance in Aberystwyth's School of Management and Business. Mary also has a fellowship at the Lauterpacht Centre for International Law at Cambridge University.



Raphaël Zaffran is an **associate researcher** at Open Briefing. He is a Geneva-based analyst and political scientist researching and teaching international security issues. His research focuses on conflict and diplomacy, security institutions and peace operations, political communication, exit strategies and security sector governance and reform. Raphaël is currently pursuing a PhD at the Graduate Institute of International and Development Studies in Geneva, focusing on the design of exit strategies in multilateral foreign interventions.



Advisers

Dr Nick Mabey is the chief executive and a founder director of E3G, an international non-profit dedicated to accelerating the transition to sustainable development. In addition to his management role, Nick leads E3G's work on climate security and European climate change policy. Nick was previously a senior adviser in the UK Prime Minister's Strategy Unit and, before joining government, head of economics and development at WWF-UK.





Professor Paul Rogers is professor of peace studies at the University of Bradford and global security consultant to Oxford Research Group. He has worked in the field of international security, arms control and political violence for over 30 years. He is the international security editor of openDemocracy, and has written or edited 26 books. Paul is also a regular commentator on global security issues in the national and international media.



Dr John Sloboda is co-director of Every Casualty and co-founder of Iraq Body Count. From 2004 to 2009, he was the executive director of Oxford Research Group, and from 2009 to 2014 he was co-director of the organisation's Every Casualty programme. John is also emeritus professor of psychology at the University of Keele and an honorary professor in the School of Politics and International Relations at Royal Holloway, University of London.



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