

Strategic plan

2016-19



open briefing
the civil society intelligence agency

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Open Briefing

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Preface

Open Briefing began in 2011 with a simple idea: the defence, security and foreign policies that progressive think tanks were developing and advocating for could be made stronger by using open source intelligence to provide a solid evidence base. Over the past five years, we have provided intelligence support to a number of think tanks, foundations and networks, and in the process made a name for ourselves for both our intelligence activities in support of other NGOs and our own research and policy work.

During this time, we have become increasingly concerned for the ordinary people who are risking their lives every day to protect vulnerable communities and a fragile environment within an increasingly restricted civic space. Each year, thousands of civilians, journalists, aid workers and human rights defenders are killed, injured or kidnapped while fighting for social or environmental justice. Many of these tragedies are preventable if the right security risk management approach is adopted. It has become clear that our team of former intelligence, military, law enforcement and government professionals has much to offer civil society beyond the intelligence and policy work that we have focussed on to date.

It has also become clear that the scale and complexity of the challenges that the world faces – including climate change, the proliferation of weapons of mass destruction, international terrorism and increasing socio-economic divisions – requires the combined leadership of civil society, governments and the private sector to work together in new ways that fosters mutually-reinforcing collaboration. However, NGOs and other civil society actors are frequently overlooked in this ‘partnership’, as they do not have the influence and resources to effectively confront unilateral government and corporate action and inaction on global social and environmental challenges and bring about fundamental change. We believe that the appropriate use of intelligence and security services could be a game changer – a ‘force multiplier’ for civil society – but they are frequently viewed with suspicion by NGOs because of negative associations with violent conflict and unaccountable state institutions.

Open Briefing wants to see a stronger civil society that can protect vulnerable communities and a fragile environment and support the development and implementation of policies based on diplomacy, human rights and the rule of law. In order to realise this, we will now provide the complete package of low-cost, high-impact intelligence, security, training and equipment services to organisations and individuals striving for social and environmental justice, particularly those working in or on fragile and conflict-affected states or under repressive regimes. This includes risk management, security advisers, the extraction and evacuation of personnel, remote medical support, hostile environment and first aid training, cyber security audits and training, ballistic protection, first aid kits and satellite phones among many other innovative services.

The protection of aid workers, human rights defenders, journalists and civilians in war zones and other insecure environments is an immediate and essential need. However, Open Briefing recognises that there needs to be a fundamental shift away from war being perceived and used as an extension of foreign and security policies if our efforts on the ground are to be more than just a sticking plaster. As such, we will continue to strengthen our public open source intelligence service and our work scrutinising the actions of governments and militaries and generating alternative defence, security and foreign policies.

These developments are a significant and rapid expansion of our work. However, over the past five years we have repeatedly proved our ability to deliver impact and influence far beyond what our limited resources would suggest possible. The strategic plan detailed in the following pages sets out how we will deliver on our pledge to protect and inform all those striving for social and environmental justice. It is an ambitious and truly groundbreaking plan, but with your support we can achieve real change.

Chris Abbott

Founder and executive director

Section I

Introduction

Open Briefing is a groundbreaking non-profit social enterprise. We provide intelligence, security, training and equipment services to organisations and individuals striving for social and environmental justice, particularly those working in or on fragile and conflict-affected states or under repressive regimes.

Our vision is a stronger civil society that can protect vulnerable communities and a fragile environment and support the development and implementation of policies based on diplomacy, human rights and the rule of law.

“If information is power, Open Briefing has the potential to equip campaigners with the information they need to expose wrong-doing and to identify alternative solutions.” Gemma Mortensen, chief global officer, Change.org

Open Briefing is the world’s first civil society intelligence agency. We are a unique international team of former intelligence, military, law enforcement and government professionals and specialists in humanitarian action, human rights and peacebuilding. Our mission is to **protect and inform** all those striving for social and environmental justice, particularly those working in or on fragile and conflict-affected states or under repressive regimes.

Open Briefing prioritises four key areas of action:

Innovation: We drive transformation in the way that NGOs and journalists view and use intelligence and security to effectively assist vulnerable communities and drive positive change.

Protection: We provide low-cost, high-impact intelligence, security, training and equipment services to organisations and individuals who are working to protect people and the planet.

Transparency: We deliver a public open-source intelligence service so that all citizens can know what is really going on in the world.

Accountability: We scrutinise the actions of governments and militaries and generate alternative policies that emphasise diplomacy, human rights and the rule of law.

Open Briefing is a groundbreaking non-profit social enterprise founded in 2011. We are staffed by professionals, supported by volunteers and funded by charitable grants and public donations.

“Open Briefing provides clear analysis and intelligence that can add real value to the work of civil society networks.”

Mariam Kemple, head of humanitarian campaigning, Oxfam

Ethical framework

Open Briefing is:

- a signatory of the **Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief;**
- bound by the **Code of Conduct for Members of the International NGO Safety and Security Association;**
- a member or associate member of the **Humanitarian Practice Network**, the **International NGO Safety & Security Association (INSSA)**, **British Overseas NGOs for Development (BOND)**; the **Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)** and the **UK Cyber Security Forum;**
- a certified member of **Social Enterprise UK;**
- a signatory of the **Armed Forces Covenant**, and has been awarded a bronze award by the Defence Employer Recognition Scheme (ERS);
- a member of the UK government's **Disability Confident** scheme, and has been awarded a Level 1 certificate; and
- a signatory of the **Charter for employers who are positive about mental health.**

“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**

Rationale

Open Briefing believes that the judicious use of intelligence and security services can ensure more effective and confident NGO workers and independent journalists and create a more robust civil society. We believe that those who have served in the intelligence community, armed forces, law enforcement or government have valuable skills, and many wish to apply them to achieving positive change alongside colleagues from the humanitarian, human rights, peacebuilding, environmental and media fields. We believe that through using these skills to support the creation of a stronger civil society, we will together be able to better protect vulnerable communities and a fragile environment, expose corruption and develop and advocate for sustainable peace and security policies.

While examining these issues, we identified four fundamental problems that prevent civil society from playing its full role in ensuring the protection of people and the planet. We are also developing the solutions to address these obstacles to social and environmental justice.

Problem 1: Inertia

The current global architecture of security, aid and development institutions was created in the aftermath of the Second World War and is no longer fit for purpose. The scale and complexity of the challenges that the world faces – including climate change, the proliferation of weapons of mass destruction, international terrorism and increasing socio-economic divisions – requires the combined leadership of civil society, governments and the private sector to work together in new ways that fosters mutually-reinforcing collaboration. NGOs and other civil society actors are frequently overlooked in this ‘partnership’, as they do not have the influence and resources to effectively confront unilateral government and corporate action and inaction on global social and environmental challenges and bring about fundamental change. The appropriate use of intelligence and security services could be a game changer – a ‘force multiplier’ for civil society – but they are frequently viewed with suspicion by NGOs because of negative associations with violent conflict and unaccountable state institutions.

Solution: Innovation

Open Briefing is working to foster dialogue, forge creative partnerships and drive transformation in the way that civil society views and uses intelligence and security to effectively assist vulnerable communities in fragile and conflict-affected states while ensuring their own operational security. We seek to reverse the ‘normalisation of danger’ by aid workers, human rights defenders, journalists and others working in high-risk environments, whereby unmitigated risk is sometimes seen as part of the job. We strive to create new ways of addressing both the external threats and internal vulnerabilities that lead to violence against civil society actors and infrastructure. As part of this, we are assessing the current reality of the use of intelligence and security services within the humanitarian, human rights, environmental, peacebuilding and independent media sectors. We will actively engage in the debates around innovation and best practise in this area, including dialogue with the relevant NGO security associations and the operational and innovation units of major aid agencies.

Problem 2: Insecurity

Innovation in this area is vital because ordinary people are risking their lives every day to protect vulnerable communities and a fragile environment within an increasingly restricted civic space. Each year thousands of civilians, journalists, aid workers and human rights defenders are killed, injured or kidnapped while shining a light on corruption and atrocities or helping people living under war or repression. In 2015, 515 aid workers were reported killed, injured or kidnapped by Aid in Danger, and 100 journalists and media staff were killed according to the Committee to Protect Journalists, which also reported that 199 journalists had been imprisoned that year. Amnesty International reported that 122 countries tortured or otherwise ill-treated people and that war crimes or other violations of the laws of war were committed in at least 19 countries.¹ High-profile attacks against NGO workers in 2016 include the rape and assault of foreign aid workers in Juba by South Sudanese troops as UN peacekeepers failed to intervene and the killing of a Syrian humanitarian aid worker and around 20 civilians in an airstrike on an aid convoy in Aleppo in September.

¹<https://www.amnesty.org/en/latest/research/2016/02/annual-report-201516/>

Solution: Protection

NGO workers and journalists need professional security support in order to carry out their work safely and effectively. However, the large private military and security companies are driven by profit and are not meeting this need effectively or in an appropriate manner. Civil society requires a not-for-profit solution grounded in an ethical framework based on human rights and the rule of law. Open Briefing is a non-profit social enterprise that provides low-cost, high-impact intelligence, security, training and equipment services to organisations and individuals working for social and environmental justice, particularly those working in or on fragile and conflict-affected states or under repressive regimes. This includes research support, risk assessments, unarmed security advisers, cyber security audits and training, remote medical support, hostile environment awareness training, first aid courses, ballistic protection and satellite communications among many other specialist services. As part of this, we are constantly developing innovative new services that meet the specific needs of civil society actors to ensure that they can operate on the ground as safely and effectively as possible.

UN Special Rapporteur on the situation of human rights defenders

In his July 2015 report to the UN General Assembly on global trends in risks and threats, the UN special rapporteur on the situation of human rights defenders, Michel Forst, concluded that the situation for those protecting human rights and fundamental freedoms was worsening.² Forst highlighted the fact that human rights defenders face daily threats from state and non-state actors, and risk censor, imprisonment, torture and murder because of their work. He drew particular attention to the plight of:

- women human rights defenders;
- defenders of the rights of lesbian, gay, bisexual, transgender and intersex persons;
- defenders of rights relating to land, defence of the environment and corporate responsibility;
- defenders combating corruption and impunity;
- defenders seeking to protect the rights of minorities and refugees;
- journalists and bloggers;
- lawyers working to promote and protect human rights; and
- defenders working in countries at war or in areas exposed to internal conflict.

Open Briefing is committed to answering the special rapporteur's call to develop networks, tools and materials to support and protect these at-risk human rights defenders through the provision of our intelligence, security, training and equipment services.

² http://www.un.org/en/ga/search/view_doc.asp?symbol=A/70/217

Problem 3: Secrecy

The protection of aid workers, human rights defenders, journalists and civilians in war zones and other hostile environments is an immediate and essential need; however, Open Briefing also recognises that there needs to be a fundamental shift away from war being perceived and used as a valid extension of foreign and security policies if our efforts on the ground are to be more than just a sticking plaster. Representative democracy depends on the ability of citizens to know what is being done by governments in our name. 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 the mass surveillance employed by the United States, the United Kingdom and their allies as revealed by Edward Snowden from 2013 onwards; the extrajudicial kidnapping, rendition, torture and long-term detention of suspects to black sites and repressive regimes by many democratic governments in recent decades. Such events have made it clear that only an aware and informed citizenry can ensure the proper meshing of intelligence and political or military action by governments. This is even more important now that politics – particularly in the United States and United Kingdom – has entered what appears to be a post-factual state.

Solution: Transparency

If knowledge is power, why should only the privileged few in governments and multinational corporations have access to credible information about what is happening? Open Briefing delivers a public open source intelligence service so that all citizens can know what is really going on in the world. We use analytical techniques borrowed from the intelligence community to answer the key questions surrounding an event or issue: What? So what? Now what? We also support independent media, citizen journalists (blogs and social media) and freelance and investigative journalists to provide a public accounting of the facts and expose corruption and criminal behaviour in the political arena.

Problem 4: Lack of oversight

Issues of defence, security and foreign policy are often shrouded in secrecy. The United States used special forces, mercenaries and proxy armies in order to fight wars out of the public eye during the Cold War, but the recent and rapid development of new technologies and capabilities, such as armed drones, offensive cyber operations and mass surveillance, has led many Western governments to embrace the strategy of 'remote warfare'. In doing so, these governments are attempting to sidestep parliamentary, congressional and public oversight of their actions. This leads to poor military decision-making and failed foreign policy strategies, and leaves the public unable to properly engage with these issues or hold politicians and military leaders to account.

Solution: Accountability

Open Briefing scrutinises the actions of governments and militaries and generates alternative policies that emphasise diplomacy, human rights and the rule of law. This work is intelligence-led and grounded in an evidence-based approach to policy development. We also leverage our networks of influence to promote these alternative options to opinion-formers, policymakers and the general public. Importantly, we also provide research and intelligence support to other organisations developing and campaigning for sustainable security policies.

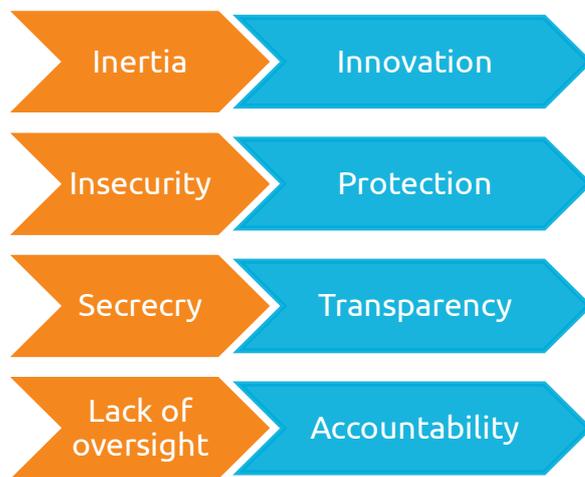


Figure 1. Summary of the problems Open Briefing has identified and solutions it is developing.

How are we different?

We are unique because:

1. **We are an NGO:** We are a non-profit social enterprise that grew from the peace and disarmament sector and works within a strict ethical framework, including a 'no weapons policy'.
2. **We work for civil society:** We only work with those individuals and organisations striving for social and environmental justice, and are not restricted to any one sector.
3. **We offer the complete package:** We provide an integrated package of low-cost, high-impact services focussed on intelligence, security, training and equipment.
4. **We want to create change:** We are not simply a service provider, but are dedicated to driving innovation in the way that NGOs and wider civil society use intelligence and security.

Case studies

Crisis Action

Crisis Action is a behind-the-scenes network of over 100 well-known aid agencies, human rights groups and think tanks, including Oxfam, Save the Children and Amnesty International. Open Briefing has been providing intelligence support to the network since September 2012. In doing so, we meet the specific needs and priorities of a diverse section of civil society. This makes Open Briefing unique – a true civil society intelligence agency.

Over the last four years, we have supported the Crisis Action network with intelligence and analysis on a wide range of issues. We have provided significant support for their advocacy strategy on Sudan and South Sudan, including:

- analysis of the states and institutions well placed to provide significant financial relief to Sudan;
- the prospects of a Sudanese 'Arab Spring';
- how key National Congress Party ministers are managing Sudan's dual economic and security crises;
- the direction of travel for Turkish policy towards Sudan;
- the likelihood and potential impacts of alternative South Sudan oil pipelines; and
- Qatari aid, finance and foreign policy in Sudan.

We have also provided analysis of:

- the potential for Israeli airstrikes against Iran and the possibility of US and British support for those strikes;
- the likely development of Turkish policy towards Syria;
- how to reduce the supply of weapons to Boko Haram; and
- the use of 'barrel bombs' by the Syrian government.

We also provided intelligence on the US freelance journalist Austin Tice, who has been missing in Syria since August 2012.

“Open Briefing has proved hugely useful to Crisis Action and our partners time and again. Their high-quality 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

In June 2014, Crisis Action approached us with several intelligence requirements related to the use of improvised barrel bombs by Syrian government forces. The network wanted to explore the possibility of putting pressure on the manufacturers of the components of the barrel bombs and the countries selling the helicopters used to deploy them and the spare parts for those helicopters. It hoped that this would lead to an eventual decline in the number of barrel bombs being dropped on civilian areas in Syria. After further discussion with Crisis Action to better understand its needs, we assembled an international 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 ascertained that the proposed approach would be ineffective, as the components for the barrel bombs were plentiful and easy to obtain 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 Crisis Action to focus their efforts on more-effective strategies to protect Syrian civilians from further barrel bomb attacks.

Oak Foundation

The Oak Foundation commits its resources to address issues of global social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged. In July 2015, Open Briefing was asked by the foundation's international human rights programme to provide a risk assessment and security advice for a programme director visiting local grantees in Russia. In addition to the general risk environment in Russia, he faced risks arising from various foreign agent, treason and 'undesirable organisation' laws aimed at curtailing the activities of Western NGOs in the country.

Our final report to the foundation's board set out our in-depth risk assessment and recommended that the trip be postponed until the risk environment was more favourable. However, we also set out a bespoke package of counter-surveillance and security measures to ensure the staff member's safety and that of local human rights organisations should the visit go ahead. Following this successful contract, the Oak Foundation awarded Open Briefing three years of core funding to support the development and expansion of the range of services we can provide to NGOs.

One of the Oak board members then approached us in April 2016 to discuss supporting a new wildlife conservation programme the foundation was establishing, which includes funding anti-poaching efforts in Sub-Saharan Africa and Southeast Asia. Over the next two years, the new programme team will be visiting various projects in Africa and Asia, with the first visit planned for Mozambique in 2017; however, the board had concerns over security, given the increase in RENAMO rebel attacks in the country.

Open Briefing conducted a thorough risk assessment for the foundation, including assessing the risk from poachers and organised criminal gangs and the threat to the helicopters and light aircraft the team will be using to travel around the national parks in Mozambique. We also set out a series of mitigation strategies, including how to address the lack of adequate emergency healthcare in Mozambique, and designed a bespoke package of intelligence, security, training and equipment to ensure the team's safety and effectiveness. We have subsequently supplied the team with first aid kits, water filters, a sat phone and a handheld GPS device. We are also expecting to provide the team with hostile environment and first aid training, and are discussing having a security and medical emergency response team on standby in neighbouring South Africa.

Remote Control Project

The Remote Control Project (RCP) is a project of the Network for Social Change hosted by the Oxford Research Group. The project examines new ways of 'remote warfare' that supposedly allow security threats to be countered at arm's length rather than on a traditional battlefield. Open Briefing has been providing significant intelligence and research support to the Remote Control Project since April 2013, when we undertook a scoping exercise on special forces and private military and security companies for the project.

In July 2013, the Remote Control Project asked us to help them learn more about the proliferation of armed drones around the world. Following in-depth 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 NGOs 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 significant gaps in the civil society understanding of armed drones, which enabled numerous organisations to be better placed to control the spread of such deadly systems.

“Open Briefing provides an invaluable service to us, conducting high-quality research in extremely tight timeframes and with limited budgets. The unique and wide-ranging pool of expertise available ensures that our very specific requests are met with the utmost precision.”

Caroline Donnellan, former manager, Remote Control project

By early 2014, we had identified the key areas of remote warfare to be: special operations forces; private military and security companies; unmanned vehicles and lethal autonomous weapons systems; cyber conflict; and intelligence, surveillance and reconnaissance. While the United States had used special forces, proxy armies and mercenaries to fight secret wars during the Cold War, it was clear that the development of new technologies and capabilities, such as armed drones, offensive cyber capabilities and mass surveillance, was shifting remote warfare into the mainstream of Western military planning during the war on terror. In April 2014, the Remote Control Project tasked us with tracking developments in these key areas, and since then we have published monthly intelligence briefings analysing the significance of key trends in remote warfare. The RCP also contracted us to publish an in-depth analysis of these trends every six months or so, the last of which was published in October 2016.

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 groundbreaking report was published in January 2016 and was widely covered by the news media, including by the *Guardian*, *Daily Mail*, *Sun* and BBC News, as well as in the technology and security press. Open Briefing analysts also gave several interviews to TV and radio news programmes, including RT and the BBC World Service. Following our report, several MPs raised written questions on the risks we had identified, and the House of Lords debated the issue on 19 January 2016.

Section II

Stakeholders

Open Briefing team

Open Briefing is the brainchild of our founder and executive director, **Chris Abbott**. Chris was previously the deputy director of the world-renowned Oxford Research Group peace and security think tank. He has been an honorary visiting research fellow in the Centre for Governance and International Affairs at the University of Bristol and in the School of Social and International Studies at the University of Bradford, where he also lectured on Ministry of Defence courses on future security threats. Chris is the author of two popular books and numerous influential reports and articles on security and foreign affairs. He is best known for his groundbreaking work on remote warfare, sustainable security and the security implications of climate change.

Chris is joined by an expert team of former intelligence, military, law enforcement and government professionals and specialists in humanitarian action, human rights and peacebuilding. Our close-knit team of 19 staff, consultants, volunteers and advisers includes among others:

Chris Cushing has directed emergency humanitarian operations in 17 wars and two disasters for various international humanitarian and intergovernmental organisations.

Matthew Gordon is the regional operations director for a national sexual health charity and a former Captain in the Royal Army Medical Corps.

Steve Hathorn has nearly 30 years' experience in intelligence spanning the British Army, United Nations, International Criminal Court and National Crime Agency.

Kevjn Lim is a former intelligence officer in the Singapore Armed Forces and was previously a delegate for the Red Cross in the Palestinian territories, Sudan, Iraq, Libya and Afghanistan.

Nick Mabey is the CEO and founder director of E3G and was previously a senior adviser in the UK Prime Minister's Strategy Unit and head of economics and development at WWF-UK.

Cavan Murtagh served in the Royal Marines for 23 years, including as a human intelligence operator in Afghanistan and a convoy escort commander for military and civilian VIPs in Iraq.

Rob O'Gorman is a former Canadian Forces intelligence operator with over 20 years' experience providing tactical, operational and strategic assessments.

Marc van Oudheusden is a senior adviser to both the Dutch government and NATO on international crisis management.

Clients

Open Briefing supports civil society actors, particularly those working in or on fragile and conflict-affected states or under repressive regimes, including:

- NGOs
 - Development and humanitarian organisations
 - Human rights defenders
 - Environmental and conservation groups
 - Campaign groups and activists
 - Peacebuilders
 - Civil society organisations (community groups, faith-based groups, youth groups, etc.)
 - NGO associations and networks
- Media
 - Freelance journalists
 - Independent media
 - Citizen journalists
 - Media organisations
- Academic and research institutions
 - Think tanks and policy institutes
 - Universities and research centres
 - Research expeditions
- Charitable trusts and foundations
- Other
 - Social enterprises
 - Search and rescue teams
 - Concerned citizens

We also work with stakeholders and partners from:

- Governments
- Intergovernmental organisations
- Private sector

Funders

Some of our most-important stakeholders are our funders and supporters, who provide us with the financial resources and moral support necessary to undertake our innovative work. We have been funded since the beginning by the **Marmot Charitable Trust**, the **Polden-Puckham Charitable Foundation** and the **Network for Social Change**. These intrepid funders have been joined more recently by the **Remote Control Project** and the **Philamonic Trust**. Together with our individual supporters, these grantmakers have enabled Open Briefing to grow from a simple idea to what it is today.

In 2016, Open Briefing was awarded a major, three-year grant by the **Oak Foundation**. This grant will enable a rapid and significant step change in Open Briefing's reach and impact, and is designed to promote our long-term stability.

Associations

Open Briefing is certified member of **Social Enterprise UK**; a member of the **Humanitarian Practice Network**, the **International NGO Safety & Security Association (INSSA)** and the **UK Cyber Security Forum**; an associate member of **British Overseas NGOs for Development (BOND)**; and an observer member of the **Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)**. Open Briefing is also a signatory of the **Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief** and is bound by the **Code of Conduct for Members of the International NGO Safety and Security Association**.

“Open Briefing potentially will be a great force for good in helping to make transparent areas of activity that are often shrouded in secrecy. In the long term, it could have an important impact on policy.”

Bevis Gillett, Trustee, Marmot Charitable Trust

Commercial partners

The increasingly complex global context in which Open Briefing operates means that collaboration with other organisations is important in order to improve the speed, quality and effectiveness of our work. In doing so, we follow Principles of Partnership drawn up by the Global Humanitarian Platform to guide in the inception, development, implementation and review of our partnerships (see box).³

We work in close collaboration with numerous commercial partners with shared values to develop and deliver key services. Chief among these are **Bradburys Global Risk, Survival Wisdom** and **In Safe Hands**.

Principles of Partnership

Equality

Mutual respect between partners, irrespective of size and power.

Transparency

Emphasis on dialogue, the early sharing of information and financial transparency.

Results-oriented approach

Reality-based and action-orientated.

Responsibility

Ethical obligation to accomplish tasks with integrity and in an appropriate way

Complementarity

Build on comparative advantages and compliment contributions.

³ <https://icvanetwork.org/principles-partnership-statement-commitment>

Bradburys Global Risk is a small risk management consultancy founded in 1951 by the grandfather of the current managing partner, Roger Marshall. Bradburys is Open Briefing's intelligence sponsor, and has provided pro bono and subsidised intelligence support to Open Briefing and our clients since 2013. We work closely with the company to develop and deliver innovative intelligence and security solutions that meet the needs of NGOs and journalists. Bradburys operates to the highest ethical standards, and are fully committed to our 'no weapons policy'.

Survival Wisdom was established in 2008 by military instructors at the UK armed forces' survival school – the Defence SERE Training Organisation (DSTO) at RAF St Mawgan. It operates from an 865-acre training site in Mount Edgcumbe Country Park in southeast Cornwall, and has some of the best survival instructors in the world. We are working with them to design accredited hostile environment awareness training (HEAT) courses specifically for NGO workers and journalists as well as to deliver conflict management and safety management courses.

In Safe Hands was established in 2006 by a former RAF Regiment gunner, Tim Puffer. It uses former combat medics and civilian paramedics to deliver the very best first aid training at their new state-of-the-art simulation centre in mid-Cornwall – the first in the United Kingdom. We are working with them to develop and deliver advanced first aid training, incorporating realistic scenarios specifically developed for NGO workers and journalists in remote and hostile environments.

We are also in early discussions with several other potential partners. We are working with the **Graduate Institute** in Geneva to develop an executive education course for UN and international NGO staff that incorporates our hostile environment and first aid training. We are also in early discussions with the London office of a leading high-risk insurance provider to provide our clients with kidnap, ransom and extortion insurance and medical and political evacuation and repatriation insurance, with ourselves and our partners as the underwritten security consultants and response teams.

In addition to our own commercial relationships with several leading outdoor clothing and equipment manufacturers, including **Buffalo, Keela, Paramo, Karrimor SF, Terra Nova** and **Water-to-Go**, we are supported in this area by the wealth of expertise and experience at **Brigantes Consulting** and **The Outdoors Company**. We supply first aid kits and medical supplies by **Fenton Pharmaceuticals** and **SP Services**, and are pleased to supply the full range of first aid kits from **Lifesytems**. Our satellite communications provider is **Go Yonder**, and ballistic vests and helmets are provided by **VestGuard** and **Police Response International**. Finally, we work with **Vestey Foods UK** to provide our clients with field rations and emergency food aid packs. We are constantly expanding the list of manufacturers and suppliers we work with, and remain on the lookout for innovative new products to support development and aid work in disadvantaged areas of the world.

Confidentiality

Open Briefing takes the privacy and security of its clients extremely seriously. We will not disclose any information about a client or their work to any third party unless given permission to do so by that client or required to do so under British law (in which case, the client will be informed first). Any partner we work with to deliver a contract is required to sign a non-disclosure and confidentiality agreement prior to starting work.

Competitor analysis

The primary conclusions of our competitor analysis are:

1. Open Briefing is unique in offering the complete end-to-end package of intelligence, security, training and equipment specifically to NGOs and civil society;
2. Open Briefing further distinguishes itself by delivering consultancy services *and* innovation and research and policy; and
3. while there are no organisations the same as Open Briefing, there are several similar organisations and relevant NGO associations in the humanitarian field that we can learn from and work with.

Those few NGOs we identified as offering some similar services to us generally work in a specific sector; for example, the Rory Peck Trust supports journalists and RedR and the International NGO Safety Organisation support aid workers. The most similar organisation we identified is Acceptance International, which offers intelligence, security, training and equipment but only to humanitarian organisations, and appears to be working primarily in Ukraine at present. Another similar organisation is Safer Edge, though this is a company and only offers training and risk management to humanitarian organisations. We believe that we can learn a great deal from these organisations, but apply their lessons to supporting the full range of NGOs and civil society organisations across the humanitarian, human rights, peacebuilding, environmental and independent media sectors.

Furthermore, such organisations tend to provide one type of service – for example, training – though some may provide additional services – for example, a training company may also sell related equipment. However, Open Briefing provides the full range of intelligence, security, training and equipment services. And while some NGO associations, such as European Interagency Security Forum and the International NGO Safety & Security Association, offer innovation, and think tanks, such as the Oxford Research Group, provide research and policy, it is Open Briefing's delivery of all three – services, innovation and research and policy – that sets us apart.

Some private security companies – such as, AKE and Control Risks – provide a wider range of services. The intelligence market, in particular, is quite saturated, with the likes of Maplecroft and Stratfor offering a range of risk and intelligence briefings, and security services are offered by a diverse range of companies, including G4S and Hart International. However, they are all focussed on the needs (and budgets) of governments and corporations, not NGOs. Furthermore, their services come with the moral ambiguities associated with NGOs using such companies. This means that the market is not currently meeting the intelligence and security needs, in particular, of NGOs in an appropriate and cost-effective way. Likewise, there are numerous training and equipment companies, though many of these are more competitively priced. However, they still are not focussed on the unique needs of NGOs, and do not offer the complete end-to-end package of intelligence, security, training and equipment.

Section III

Aims and objectives

Vision

A stronger civil society that can protect vulnerable communities and a fragile environment and support the development and implementation of policies based on diplomacy, human rights and the rule of law.

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 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.

Mission

Open Briefing's mission is to **protect and inform** all those striving for social and environmental justice, particularly those working in or on fragile and conflict-affected states or under repressive regimes.

Aims

1. To **transform the ways in which NGOs view and use intelligence and security** within their work and reverse the 'normalisation of danger' in aid work and journalism.
2. To **give citizens the knowledge and tools** needed to more effectively engage in defence and security policy debates and influence positive policy developments.
3. 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.
4. To **support the development of a stronger civil society**, better able to protect people and the planet and hold policymakers to account.

Objectives

We intend to achieve and exceed the following 12 SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives during the three-year period from 2016 to 2019. These objectives are based around ambitious targets, with many of these targets being at least 50% higher than those achieved during 2013-16.

Impact:

1. Respond to **16** requests for intelligence, security, training or equipment support from non-governmental organisations.
2. Publish **100** Open Briefing publications.
3. Make **three** significant interventions in key peace and security debates.
4. Implement the use security risk management in **three** non-governmental organisations.

Influence:

5. Receive **36** media mentions.
6. Attract **3,000** unique visitors a month to the Open Briefing website.
7. Attain **5,000** subscribers in total.
8. Achieve an online influence score of **70/100**.

Development:

9. Expand our team of staff, consultants and volunteers to **40** members in total.
10. Launch **four** new units (security, training, equipment and innovation units).
11. Raise **£478,500**.
12. Generate **20%** of income from consultancy by 2019.

Monitoring and evaluation

Evaluating the impact of projects of this nature is notoriously difficult; however, measuring progress in achieving the specific objectives detailed above gives us a way of evaluating success. This progress is being constantly monitored in relation to various key performance indicators, including website metrics, a basket of metrics to measure online influence, and the number of subscribers to our weekly bulletin and social networks.

Funders and other interested parties can monitor this progress through publically available annual 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.

A full evaluation will be carried out in 2019 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 and clients. This evaluation will be used to develop the objectives and targets for the next three-year period, as well as ensure that sufficient quality control is being achieved so that Open Briefing's outputs and activities remain unique, valuable and effective.

Section IV

Work plan

Open Briefing's research and consultancy activities are carried out over the six interlinked units detailed in the following pages – intelligence, security, training, equipment, innovation and research and policy – with institutional strengthening and financial stability carried out by a seventh, our development unit, which is detailed in the next section.



Figure 2. The seven units within Open Briefing.

Our intelligence unit, research and policy unit and development unit have been operational since October 2011, our security, training and equipment units since May 2016 and our innovation unit was launched in October 2016.

Our intelligence, security, training and equipment units provide subsidised services by supporting them from our core budget or helping clients access funding from other organisations, including a special beneficiary fund that is available to subsidise contracts for grantees of the Oak Foundation. Some of our flagship services include:

- Risk assessments
- Intelligence support
- White label publications
- Unarmed security advisers
- Remote medical support
- Hostile environment awareness training
- First aid training for remote and hostile environments
- Cyber security audits and training
- First aid kits
- Ballistic protection
- Sat phone rental

Please note, services in grey text in the tables in the following pages are currently under development.

Intelligence

Representative democracy depends on the ability of citizens to know what is being done by governments in our name. 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 the mass surveillance employed by the United States, the United Kingdom and their allies as revealed by Edward Snowden from 2013 onwards. The extrajudicial kidnapping, rendition, torture and long-term detention of suspects to black sites and repressive regimes by many 'democratic' governments in recent decades. Such events have made it clear that only an aware and informed citizenry can ensure the proper meshing of intelligence and political or military action by governments. This is even more important now that politics – particularly in the United States and United Kingdom – has entered what appears to be a post-factual state.

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).

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? Open Briefing's intelligence unit delivers a public open source intelligence service so that all citizens can know what is really going on in the world. We answer the key questions surrounding an event or issue: What? So what? Now what? (see box). We also support independent media, citizen journalists (blogs and social media) and freelance and investigative journalists to provide a public accounting of the facts and expose corruption and criminal behaviour in the political arena.

“The disconnect between people and information in the security realm severs the formulation of policy from the winning over of informed public consent. Open Briefing has the potential to bridge this information gap.”

Ian Davis, founding director, NATO Watch

Monthly intelligence briefings

Developments in remote-control warfare

Between April 2014 and October 2016, Open Briefing produced a series of monthly intelligence briefings tracking developments in special operations forces; private military and security companies; unmanned vehicles and lethal autonomous weapons systems; cyber conflict; and intelligence, surveillance and reconnaissance. Periodically, Open Briefing also undertook a more in-depth assessment of the trends in remote-control warfare. These popular briefings were commissioned by the Remote Control Project, an initiative of the Network for Social Change hosted by the Oxford Research Group.

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 produced monthly intelligence briefings throughout 2015 on transnational organised crime. These were prepared 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 produced a series of briefings between December 2015 and May 2016 identifying and analysing UK actions against Islamic State in Iraq and Syria.

Recent intelligence briefings from Open Briefing have involved:

- Assessing the **UK government's claims that there had been no civilian casualties in over a year of British 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.**

The Open Briefing intelligence unit is organised around six **regional desks**: Africa, Americas, Asia-Pacific, Europe and Central Asia, Middle East and North Africa and Polar regions. These desks produce a weekly political and security risk update called **the weekly briefing**, which is made freely available on our website and emailed to subscribers to our weekly bulletin. This series has evolved from the monthly briefings that we began producing in October 2013. 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.

Our intelligence expertise allows us to offer bespoke consultancy services to other organisations. In particular, we respond to specific **requests for intelligence** to support research programmes or advocacy strategies. We follow the 'intelligence cycle' in this work (see box and diagram). This is a logical process of direction, planning, collection, processing, analysis and dissemination. In this closed circuit, intelligence requirements are generated by the client 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. We can also provide **white label publications** for our clients to publish under their own branding and **develop defence, security and foreign policy recommendations** for our clients to use in their advocacy work. See Table 1 for the complete list of our intelligence services.

Drawing on the work of our intelligence and security units, we are also able to complete project, programme, country, regional, global **risk assessments** and provide ongoing threat monitoring and risk alerts.

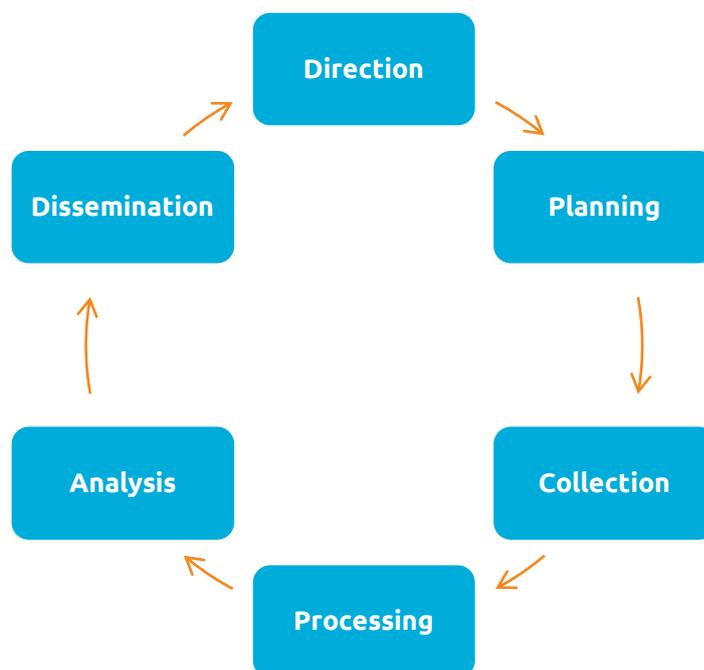


Figure 3. The intelligence cycle.

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.

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

Professor Paul Rogers, Global Security Consultant, Oxford Research Group

Table 1. List of consultancy services provided by our intelligence unit.

Area	Service
Risk management	Risk assessments (project, programme, country, regional, global) Country risk briefings (political/security/economic/social) Travel risk briefings Threat monitoring and risk alerts Logistical support and transport and warehousing risk advisory
Research	Intelligence requests Intelligence support to projects and programmes Defence, security and foreign policy recommendations White label publications

Security

Board members are increasingly aware of their legal duty of care obligations to their employees following the 2015 Dennis vs. Norwegian Refugee Council case and an earlier landmark case against Samaritan’s Purse (see box). However, the danger is that organisations will either become too risk adverse or simply adopt a ‘tick box’ approach to security risk management. We seek to challenge both responses, as neither will ensure the safe and effective delivery of programmes to those in need.

With the support of our intelligence, training and equipment units, the individuals and teams we work with should be safe, but unforeseen or unavoidable security and medical threats do arise in the field, and our security unit means we can respond effectively when they do, including with **remote medical support** (by telephone or internet) and **extraction and evacuation**. Informed directly by the work of our innovation unit, we develop and deliver appropriate security services that address both the **external threats** to NGO workers and the **internal vulnerabilities** that place them at risk of violence. We ensure our client’s security in the widest sense as well as providing the full range of security risk mitigation services, including **unarmed security advisers, GPS trackers with SOS alert, site security audits, cyber security audits and consultancy and counter-surveillance measures**. See Table 2 for the complete list of our security services.

We believe that humanitarians and other NGO workers are best secured through the acceptance of local communities, not through fortification and deterrence. All our protective services are therefore intelligence-led and based on preventative strategies and proactive measures rather than violent reactive responses.

Such services are also 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.

Dennis vs. Norwegian Refugee Council

On 29 June 2012, five employees of the Norwegian Refugee Council (NRC) were shot when their convoy was ambushed while travelling in the Dadaab refugee camps in Kenya. The driver, Abdi Ali, was killed, and aid worker Steve Dennis and three of his colleagues were wounded and kidnapped. The hostages were freed four days later in an armed rescue operation by pro-Kenyan government Somali militia.

In the aftermath, Dennis challenged the adequacy of NRC's response and the level of accountability and transparency in its investigation of the incident. Three years later, Dennis submitted a claim against the NRC at the Oslo District Court. On 25 November 2015, the court found that the NRC had acted with gross negligence, and ruled that the organisation was liable for compensation.

This followed a 2011 case in which a programme manager for the evangelical Christian relief organisation Samaritan's Purse, Flavia Wagner, sued the organisation and the crisis-management consultancy it used for their failings before and during the three months she was held captive in the Darfur region of Sudan in 2010.

The European Interagency Security Forum has examined the Dennis vs. NRC case, and urges the humanitarian sector to learn the following lessons, which apply equally to all NGOs sending staff into high-risk environments:⁴

- duty of care is a legal obligation that NGOs must adhere to, and to the same standard as any other employer;
- informed consent is a vital component of duty of care in high-risk environments;
- NGOs should institute stronger security risk management procedures rather than becoming more risk adverse;
- mitigation measures must be proportionate to the risk; and
- a security incident may be beyond an organisation's control, but how it manages it is not.

These are the very principles that drive Open Briefing's work in this area, and we are committed to helping all NGOs develop and implement appropriate security risk management procedures in light of this landmark case.

⁴ <https://www.eisf.eu/wp-content/uploads/2016/09/2100-EISF-Sept-2016-Duty-of-Care-A-review-of-the-Dennis-v-NRC-ruling-and-its-implications.pdf>

Table 2. List of services provided by our security unit.

Area	Service
Protection	<p>Unarmed security advisers/close protection officers</p> <p>Covert personal GPS trackers with SOS alert and 24/7/365 monitoring and international response</p> <p>Medical and security evacuation</p> <p>Site security audits and reviews</p> <p>Health and safety audits</p> <p><i>Our training unit also provides conflict management and self-defence training</i></p>
Medical support	<p>Medics</p> <p>Remote medical support (telephone or online)</p> <p>Emergency screened blood supplies</p> <p><i>Our equipment unit also provides first aid kits and medical supplies</i></p>
Insurance	<p>Kidnap, ransom and extortion insurance</p> <p>Medical and political evacuation and repatriation insurance</p> <p>Life insurance</p>
Counter- and anti-surveillance	<p>Technical surveillance countermeasures</p> <p>Counter-surveillance teams</p> <p>Surveillance audits</p> <p><i>Our training unit also provides anti- and counter-surveillance training and cyber security training</i></p>
Information security	<p>Cyber security audits</p> <p>Data recovery</p> <p>Digital forensic examinations</p>

Training

Although Open Briefing can provide security advisers and medics, we believe that it is better to give NGO workers and journalists the skills and knowledge that they need to operate independently if the risk environment allows it. By investing in training, organisations can ensure that their staff are less likely to be kidnapped, injured or killed, and that they will have the ability to respond safely and effectively to any medical or security emergency that does arise. It will also reduce the frequency of less-severe incidents and 'near misses', which often go under-reported but are a more common threat and can contribute to an overall desensitisation to risk (analogous to the 'boiling frog' metaphor). An additional important aim of our training unit is to move larger organisations away from a 'tick box' approach to training and towards providing their staff with the tools that they actually need to operate safely and confidently on the ground so that they can deliver their 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.

Working with the very best instructors in the country, Open Briefing has developed two new hostile environment and first aid courses specifically for NGO workers and journalists. Clients can choose to undertake one or both of these courses, as they are designed to work as both stand-alone courses or can be adapted to complement each other for clients wishing to complete the courses back-to-back in a 10-day pre-deployment package or two five-day blocks.

Our instructors have extensive experience delivering training for NGO workers and journalists. They are all former armed forces personnel or current or reservist senior instructors at the UK military's survival school. We use both male and female instructors on our courses. The courses are run at an 865-acre training site in Mount Edgcumbe Country Park on the Rame Peninsula in southeast Cornwall and a purpose-built state-of-the-art simulation centre in Indian Queens in central Cornwall.

Our five-day **advanced first aid for NGO workers in remote and hostile environments (FAREHEN-NGO)** and the similar course for **journalists (FAREHEN-J)** is built around an enhanced version of the industry-standard First Person on the Scene qualification. It is an adaptable course that focusses on more-advanced emergency interventions and the longer-term management of a casualty at the scene. As such, it is ideal for those travelling to remote or hostile areas, where the risk of life-threatening injuries is heightened and where medical evacuation could take considerable time to arrange. The course is a mix of taught theory, practical demonstrations and realistic casualty scenarios in the purpose built indoor simulation centre and at our outdoors training site. The syllabus includes medical and trauma emergencies, triage, catastrophic bleeding, fluids and intraosseous infusion, basic life support, working with remote medical support, self first aid, first aid kits and improvisation among many other areas (see box).

This is an accredited course. Delegates successfully completing the course and passing the written and practical assessments will be awarded a **BTEC Level 2 Award in IHCD First Person on Scene – Intermediate (FPOS-I)** endorsed by the Faculty of Pre-hospital Care at the Royal College of Surgeons, Edinburgh.

Our five-day **Hostile Environment Awareness Training for NGO workers (HEAT-NGO)** and **journalists (HEAT-J)** courses incorporates and adapts for civilian use proven elements from the UK military's Survival, Evasion, Resistance, Extraction (SERE) training. Our demanding course gives delegates the skills that they will need in order to work safely and confidently in complex, hostile or remote areas in order to ensure the success of their programme or project. It is also useful for those operating in or visiting countries with repressive or authoritarian regimes, where they are likely to be harassed or surveilled by state agents.

Using lectures, practical demonstrations and realistic outdoor scenarios, our HEAT course teaches delegates the importance of risk assessment, and trains them to recognise and avoid potential threats to their safety as well as how to respond quickly and effectively should security or medical incidents occur. This includes modules covering kidnap and hostage survival, counter-surveillance measures, conflict management, vehicle and checkpoint procedures and first aid among many other subjects (see box). The kidnap and hostage module includes realistic scenarios and an agreed element of 'stress inoculation training', but this is based on informed consent and voluntary withdrawal. We also include important sessions on working with security advisers, operating around armed actors and what to expect during a rescue operation.

We will be accreting this course so that from 2017 onwards delegates successfully completing the training will receive a **NCFE Level 3 Award in Operating in a Hostile Environment**. We also offer a special one-day **Introduction to Hostile Environments** workshop for graduate and undergraduate students studying journalism, humanitarian assistance or other relevant subjects.

Hostile environment awareness training (HEAT)

- Dynamic risk assessments
- Kidnap and hostage survival (including escape)
- Vehicle and checkpoint procedures
- Landmines, improvised explosive devices (IEDs) and unexploded ordnances (UXOs)
- Weapons familiarisation and safety
- Anti- and counter-surveillance measures
- First aid and pre-hospital emergency care
- Self-defence/self-protection
- Conflict management
- Radio and satellite communications
- Off-road driving
- Navigation, including using a map and compass, handheld GPS devices and emergency navigation
- Wilderness survival
- Survival psychology
- Sexual assault avoidance and survival

Most providers offer Hostile Environment Awareness Training (HEAT) and First Person On Scene – Intermediate (FPOS-I) training over only three or four days; our five-day courses allow us to include additional modules specific to the client’s needs, and represent excellent value for money. Although our HEAT and first aid courses include classroom sessions, they both focus on scenario-based training, which provides delegates with genuine experiential learning by immersing them in the training and providing important opportunities for feedback and reflection (including through viewing video recordings of their actions). The scenarios are all based on real-life events, and are developed specifically for the delegates attending the training and the environments that they will be working in.

We also offer some of the modules of the hostile environment training as stand-alone courses, including navigation, wilderness survival and anti- and counter-surveillance, and we can provide **one-to-one or small group tutorials** over Skype for clients new to sat phones or GPS devices. Clients can also choose to undertake more in-depth conflict management training and complete our **HABC Level 2 Award in Conflict Management** and managers will benefit from completing our **NCFE Level 3 Award in Safety Management**.

We also offer several different cyber security courses. Our one-day **Cyber Security Survival for Headquarters or Field Staff** workshop is an ideal introduction for those with little or no technical knowledge, and is adaptable to suit the client and the threat actors operating against them. Our five-day **Cyber Security Essentials** course is ideal for those directly involved in the management and delivery of security, information technology and business continuity within organisations. This course improves awareness and explains in detail the essential requirements of an information security framework and educates delegates in the essentials required to deliver a cyber/information security programme within their organisation.

In addition to external attacks, NGOs, independent media organisations and law firms risk infiltration by government or corporate interests engaged in intelligence gathering or sabotage. In one well-known example, BAE Systems hired a company in the mid-1990s to infiltrate Campaign Against the Arms Trade (CAAT) and collect information about the organisation’s workings and activities, including passing on correspondence and internal documents. Then in 2006, it came to light that BAE Systems had hired another company to provide ‘media and internet monitoring’ of CAAT, and that that company had passed on to BAE confidential legal advice provided to CAAT. Commercially-available responses to such ‘insider threats’ focus too heavily on monitoring staff members’ communications and activities. Our three-day **Insider Threat Management** course is instead designed to help IT, HR, legal and security teams to develop appropriate and effective risk management programmes that do not place all staff under unwarranted suspicion.

Table 3. List of courses provided by our training unit.

Area	Service
Hostile environment awareness training (HEAT)	<p>Hostile environment awareness training for NGO workers (HEAT-NGO)</p> <p>Hostile environment awareness training for journalists (HEAT-J)</p> <p><i>We will be accrediting the above five-day courses so that from 2017 clients will be awarded a NCFE Level 3 Award in Operating in a Hostile Environment</i></p> <p>Introduction to hostile environments (one-day workshop)</p> <p>HABC Level 2 Award in Conflict Management</p> <p>NCFE Level 3 Award in Safety Management</p> <p>Wilderness survival skills</p> <p>Navigation (map, compass, GPS, emergency)</p> <p>Anti- and counter-surveillance training</p> <p>Understanding the jihadist threat</p>
First aid and pre-hospital emergency care	<p>Advanced first aid for NGO workers in remote and hostile environments (FAREHEN-NGO)</p> <p>Advanced first aid for journalists in remote and hostile environments (FAREHEN-J)</p> <p><i>Clients successfully completing the above courses will be awarded a BTEC Level 2 Award IHCD First Person on Scene – Intermediate (FPOS-I)</i></p>
Open source intelligence (OSINT)	<p>Introduction to OSINT (1 day)</p> <p>OSINT and using the internet as an investigative tool (3 days)</p>
Cyber security	<p>Cyber security survival for headquarters or field staff (1 day)</p> <p>Insider threat management (3 days)</p> <p>Cyber security essentials (5 days)</p>
Mental health for aid workers	<p>Mental health resilience for project and programme staff in high-risk environments (3-hour workshop)</p> <p>Mental health awareness for managers in country offices, regional offices and headquarters (3-hour workshop)</p>
Online training	<p>Sat phones</p> <p>Handheld GPS devices</p> <p>Online training platform</p>

Equipment

To further support our clients, our equipment unit provides them with expert advice on the kit and supplies they need in order to undertake their work safely and effectively. Our relationships with leading manufacturers and suppliers mean we are able to provide our civil society clients with substantial discounts on the equipment we supply them with (up to 35% off RRP), some of which is normally only available to the military or emergency services. This includes **outdoor clothing and equipment** (see box), **first aid kits, survival kits, ration packs, water filters, ballistic protection, GPS navigation and tracking, and satellite communications**. For example, in September 2016 we supplied a team from an international foundation working in East Africa and Southeast Asia with first aid kits, water filters, a handheld GPS device and a satellite phone. This complemented the risk assessment we had already completed for them and the hostile environment and first aid training courses we will be providing.

In addition, we purchase expensive but essential equipment and make it available for short-term rental to smaller NGOs or freelance journalists that might not be able to afford such items otherwise. This currently includes a **satellite phone**. We are also fundraising to purchase a complete team first aid kit for vehicle, basecamp or office use, including an automated external defibrillator (AED). We are also able to arrange the rental of overt or covert **GPS personnel/asset tracking devices** with either access to an online tracking platform or 24/7/365 monitoring and response.

Finally, we can supply **bulk ambient food supplies** and **bespoke food aid packs** for agencies supplying emergency relief to communities impacted by natural and environmental disasters or displaced by armed conflict.

Outdoor clothing and equipment

The brands we supply include:

5:11 Tactical, Aku, Alfa, Aquapac, Arc'teryx, Armadillo Clothing, Atomic, Beal, Berghaus, Berghaus Military, Beyond the Beaten Track, Black Crows, Bridgedale, BriteStrike, Buffalo, Camelpak, Coleman, Columbia, Craghoppers, Dagger, Deuter, Eagle Creek, Edelweiss, Esbit, Exped, Extreme Food, Extremities, Garmin, Gerber, Grivel, Haglofs, Haglofs, Helly Hansen, Helsport, Hi-Tec, Hilleberg, Infinity, Inmarsat, Islander, Jack Wolfskin, Jetboil, Kannad, Karrimor SF, Katadyn, Keela, La Sportiva, Led Lenser, Leki, Life Systems, Life Venture, Light My Fire, Lorpen, Lowe Alpine, Lundhags, Lyon, Mad River, Maglite, Mammut, Montane, Mountain Equipment, Mountain Hardware, Mountain House, MSR, Musto, Nikwax, Nordisk, Norrona, OMM, Optimus, Ortleib, Palm, Paramo, Patagonia, Patagonia Military, Petzl, Police Response International, Pyranha, RAB, Regata, Rotefella, Salomon, Satmap, Scarpa, Sea to Summit, SealSkinz, Shred, Silva, Snigel Designs, Snugpak, Solomon, Sorbothane, Sprayway, Suunto, Team Wendy, Terra Nova, The North Face, Timex, Trangia, Trek 'n Eat, Trekmates, True Mountain, Vango, VestGuard, Victorianox, Water-to-Go, Wild Country, Wilderness Systems and Yeti.

Table 4. List of kit and supplies provided by our equipment unit.

Area	Service
Outdoor clothing and equipment	Clothing, tents, rucksacks, boots, climbing equipment, etc. from the best European and US brands
First aid kits and medical supplies	Personal trauma pouches First aid kits (individual) First aid kits (vehicle/basecamp/office) Sterile kits Emergency dental kits Automated external defibrillators (AEDs) <i>Our security unit can also provide team medics</i>
Survival kits	Everyday carry pouch (EDC) 24-hour survival kit Shelter-in-place bag
Food and water	Field rations (Meals Ready to Eat – MREs, freeze-dried meals, 12/24-hr military ration packs and team ration packs) <i>We can supply field rations from Beyond the Beaten Track, Mountain House, Trek 'n Eat and Extreme Food</i> Bespoke food aid packs (household and community) and bulk ambient food supplies Water filters (individual and team)
Ballistic protection	Press package: Covert and overt vests with NIJ Level IIIA soft armour and NIJ Level IV hard armour plates and PASGT ballistic helmet (all with PRESS markings) Hostile environment package: Covert NIJ Level IIIA soft armour vest, overt plate carrier and NIJ Level IV hard armour plates and PASGT ballistic helmet Ballistic goggles <i>Our security unit can also provide security advisers</i>

Area	Service
GPS navigation and tracking	<p>Handheld GPS devices</p> <p><i>Our training unit also provides GPS and navigation training, including 1-to-1 online tutorials on sat phones and handheld GPS devices</i></p> <p>GPS personal location finders</p> <p>Personal locator beacons (PLBs)</p> <p>Rental or purchase of overt or covert GPS personnel/asset tracking devices or apps plus access to online tracking platform (three-month minimum contract)</p> <p><i>Also available with SOS alert and 24/7/365 monitoring and response from our security unit</i></p>
Satellite communications	<p>Sat phones (rental or purchase)</p> <p><i>Our sat phone rentals come with worldwide GEOS search and rescue coverage as standard</i></p> <p>Satellite broadband terminals</p>

Innovation

Each year thousands of civilians, journalists, aid workers and human rights defenders are killed, injured or kidnapped while shining a light on corruption and atrocities or helping people living under war or repression. For many, the dangers are well understood, and unmitigated risk is simply seen as part of the job. Open Briefing seeks to reverse this **'normalisation of danger'** by NGO workers and journalists.

There is a major debate within the humanitarian sector over how organisations can safely deliver aid in insecure environments. This debate is relevant to how we can ensure the safety of NGO workers from all sectors when working in remote or hostile environments. Two turning points, in particular, have shaped the discussion. The first was the bombing of the UN headquarters in Iraq in August 2003, which killed at least 22 people, including the UN Special Representative in Iraq, Sérgio Vieira de Mello. The second was the execution of 17 local humanitarian aid workers working for Action Against Hunger in Muttur, Sri Lanka, on 4 August 2006. These and other security incidents have led to an overreliance by some organisations on **fortification and deterrence**, which only places further barriers between those organisations and the communities that they are seeking to help.

An alternative approach is built around **acceptance**, which is a consent-based approach to security risk management. Open Briefing supports such an approach by providing intelligence and security services that recognise and address both the **external threats** to NGO workers and the **internal vulnerabilities** that place them at risk, thus freeing them to focus on building acceptance within the communities that they are working with.

As part of this, Open Briefing operates a **no weapons policy**. We only deploy unarmed security advisers, as we do not wish to add further armed actors into already volatile situations. We believe that humanitarians and aid workers are best secured through the acceptance of local communities, not through fortification and deterrence; fighting fire with fire will not work. All our protective services are intelligence-led and based on preventative strategies and proactive measures. This position was reached after consulting with stakeholders; however, we recognise that civil society needs honest conversations about the use of armed guards, as the present situation of, for example, aid workers relying on UN peacekeepers for protection or journalists being embedded with US or other forces essentially outsources the use of weapons to others. Open Briefing is committed to inspiring and participating in this debate.

Open Briefing is working to foster dialogue, forge creative partnerships and drive transformation in the way that civil society views and uses intelligence and security to effectively assist vulnerable communities in fragile and conflict-affected states while ensuring their own operational security. As part of this, Open Briefing is seeking funding to undertake a project to assess the current reality of the use and possible expansion of intelligence and security services within the NGO world. We will actively engage in the debates around innovation and best practise in this area, including dialogue with the relevant NGO associations, such as the European Interagency Security Forum (EISF) and the International NGO Safety & Security Association (INSSA), the boards of international funders, including the Oak Foundation, and operational and innovation units of aid agencies.

The project will build on the findings of existing initiatives, including Humanitarian Outcome's Secure Access in Volatile Environments (SAVE) research programme and their NGOs and Risk study and To Stay and Deliver Follow-Up Study, in order to move from recognition of the problem to invention of creative solutions. Our project will also look beyond the delivery of aid in insecure environments to include how human rights defenders and other civil society actors can benefit from a risk management approach and the security lessons of the humanitarian sector. The project is in six parts:

Desk research in order to better understand the use of intelligence and security by humanitarians, aid workers, human rights defenders and other NGO workers and assess the range of services that are currently available from commercial providers and other NGOs.

Surveys of NGOs and NGO associations to ascertain the level and scope of their use of intelligence and security services from both internal units and external providers.

Roundtables with NGOs and NGO associations in order to further explore the issues and identify solutions for future development by Open Briefing and key stakeholders.

Working group of representatives from Open Briefing and other NGO stakeholders tasked with developing the potential solutions identified in the project.

Publication of a report detailing the findings of the project.

Awareness raising of our findings within the NGO community.

Research and policy

The protection of aid workers, human rights defenders, journalists and civilians in war zones and other hostile environments is an immediate and essential need; however, Open Briefing recognises that there needs to be a fundamental shift away from war being perceived and used as an extension of foreign and security policies if our efforts on the ground are to be more than just a sticking plaster. As such, Open Briefing also scrutinises the actions of governments and militaries and generates alternative policies that emphasise diplomacy, human rights and the rule of law. This work is intelligence-led and grounded in an evidence-based approach to policy development. We also leverage our networks of influence to promote these alternative options to opinion-formers, policymakers and the general public. Importantly, we also provide research and intelligence support to other organisations working to develop and advocate for sustainable security policies.

As part of our work in this area, Open Briefing publishes policy-orientated publications, which are informed by rigorous research and subject to peer review. These publications 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:

- The role of the European Union in ensuring the United Kingdom's security
- The conflict with Islamic State
- National security decision making in Iran
- Russian forces in Crimea and eastern Ukraine
- The resource conflict risk in Myanmar
- Improving the Nuclear Non-proliferation Treaty
- Forecasting conflict in West, Central and Southern Africa

This is important because issues of defence, security and foreign policy are often shrouded in secrecy. The United States used special forces, mercenaries and proxy armies in order to fight wars out of the public eye during the Cold War, but the recent and rapid development of new technologies and capabilities, such as armed drones, offensive cyber operations and mass surveillance, has led many Western governments to embrace the strategy of **remote warfare**. In doing so, these governments are attempting to sidestep parliamentary, congressional and public oversight of their actions. This leads to poor military decision-making and failed foreign policy strategies, and leaves the public unable to properly engage with these issues or hold politicians and military leaders to account. Remote warfare 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.

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

Remote warfare

Open Briefing has published several groundbreaking reports on remote warfare, including:

- *The Remote Control Digest* (forthcoming)
- *The war with Islamic State: An assessment of the United Kingdom's Operation Shader and the Wider Coalition Campaign against Islamic State in Iraq and Syria* (May 2016)
- *Hostile Drones: The Hostile use of Drones by Non-state Actors against British Targets* (January 2016)
- *Securing Change: Recommendations for the British Government Regarding Remote-control Warfare* (June 2015)
- *Remote Control War: Unmanned Combat Air Vehicles in China, India, Iran, Israel, Russia and Turkey* (September 2013)

Remote warfare is the latest iteration of what can be characterised as the **control paradigm**. This approach is based on the false premise that insecurity can be controlled through military force 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, and eventually the lid blows off. The most obvious recent examples of this approach are the war on terror, which essentially aimed to keep the lid on al-Qaeda without addressing the root causes in Western policy, and the war on drugs, which attempts to keep the lid on the rising tide of cartel violence in Latin America without addressing the root causes of illicit drug consumption in North America. 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.

There is a particular focus within our think tank on remote warfare and the wider control paradigm and the contrasting approach of **sustainable security**. 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. In other words, 'fighting the symptoms' will not work, you must instead 'cure the disease'.

Sustainable security focusses on four interconnected, long-term drivers of insecurity in particular: climate change, competition over resources, marginalisation of the 'majority world' and global militarisation. These factors are the trends that are most likely to lead to substantial global and regional instability, and large-scale loss of life, of a magnitude unmatched by other potential threats. The sustainable security analysis makes a distinction between these trends and other security threats, which might instead be considered symptoms of the underlying causes and tend to be more localised and immediate (for example terrorism or organised crime). It promotes a comprehensive, systemic approach, taking into account the interaction of different trends which are generally analysed in isolation by others. It also places particular attention on how the current behaviour of international actors and Western governments is contributing to, rather than reducing, insecurity.

Sustainable security goes beyond the analysis of threats to the development of a framework for new security policies. It takes global justice and equity as the key requirements of any sustainable response, together with progress towards reform of the global systems of trade, aid and debt relief; a rapid move away from carbon-based economies; bold, visible and substantial steps towards nuclear disarmament (and the control of biological and chemical weapons); and a shift in defence spending to focus on the non-military elements of security. This takes into account the underlying structural problems in national and international systems and the institutional changes that are needed to develop and implement effective solutions. It also links long-term global drivers to the immediate security pre-occupations of ordinary people at a local level (such as corruption or violent crime). By aiming to cooperatively resolve the root causes of threats using the most effective means available, sustainable security is inherently preventative in that it addresses the likely causes of conflict and instability well before the ill-effects are felt.

The sustainable security framework was first set out by our executive director, Chris Abbott, and his colleagues at the Oxford Research Group, Paul Rogers and John Sloboda, in a seminal 2006 report, *Global Responses to Global Threats: Sustainable Security for the 21st Century*, and developed further in their popular 2007 book *Beyond Terror: The Truth About the Real Threats to Our World*. The Oxford Research Group continues to develop the sustainable security framework and Open Briefing and the Remote Control Project are researching its antithesis, remote warfare.

Section V

Business plan

In mid-2016, Open Briefing brought in a business development consultant and fundraising consultant to collaborate with our executive director on the development of our expanded programme of work and the organisational strategy needed to deliver it. This work is being continued by the Open Briefing team, and focusses on:

- 1) Transforming vision into tangible objectives and outcomes.
- 2) Scaling activities and impact.
- 3) Using limited resources in the most effective and efficient way.
- 4) Engaging donors, beneficiaries and partners with greater clarity and focus.
- 5) Learning from the past and being prepared for and managing the future.

Staffing

The programme of work outlined in the previous section is ambitious for an organisation of our size and budget. However, over the past five years we have repeatedly proved our ability to deliver impact and influence far beyond what our limited resources would suggest possible. We are able to do this because of our **skills-based volunteering and pro bono consultancy** programme, the continued support of partner organisations and the flexibility our pool of consultant provides rather than by maintaining a large full-time staff team. This ties in with our radically different organisational model: we are a think tank without walls. This model encourages the development of a decentralised organisation, which takes advantage of the internet, cloud computing, new communication technologies and coworking hubs to carry out activities in a more cost-effective and environmentally friendly way. Having a virtual office and a volunteer network frees us from a specific locality. It means Open Briefing can develop organically and adapt rapidly and easily to future opportunities and challenges.

However, our new programme of work does require additional staffing. We have identified the following roles as necessary to deliver our programme (new roles are in bold text):

- Executive director
- **Intelligence manager**
- **Senior researcher**
- **Innovation programme manager**
- **Innovation and services intern**
- **Policy and intelligence intern**
- Volunteer analysts and researchers
- Advisers
- Consultants
- **Fundraiser**
- **Bookkeeper**

All of these roles except the executive director are still part-time, contract based or voluntary. However, the expanded staff team needed to deliver our ambitious programme of change coupled with the likely increase in demand for our services as communities are repeatedly impacted by natural and environmental disasters or displaced by armed conflict means that we must increase our fundraising efforts at all levels in order to address the vital issue of long-term financial stability. Related to this is the need to expand our communications strategy in order to increase our visibility among all stakeholders, including the public, funders and potential clients

Challenges

Our work to date has identified the conditions and critical success factors necessary for our strategic plan to be effective in delivering the influence and impact we wish to achieve. These are set out in Table 5. We have also identified several challenges that Open Briefing faces in implementing our strategic plan and developed the mitigations measures to address these risks. These are set out in Table 6.

Table 5. Necessary conditions and critical success factors.

Necessary conditions	Critical success factors	Implications
Coherent organisation	Implementation of clear and rational strategy, business plan, budget, monitoring and evaluation framework, brand and governance and management structure.	Working together more effectively. Better and consistent communications. More effective and efficient use of resources.
Technical excellence	Ability to attract and retain high-quality staff, consultants and volunteers.	New and innovative approaches and quality programmes continuously developed, implemented and revised.
Financial stability	Secure and diverse funding sources to enable growth of quality programmes while addressing efficiency of all operations. A coherent financial framework.	More efficient and effective centralised use of resources. Ability to adequately and consistently meet funding requirements.

Necessary conditions	Critical success factors	Implications
Capacity to implement the strategic plan	Necessary capacity to implement the strategic plan.	<p>Capacity to support all office functions, including technical guidance, monitoring and evaluation, quality assurance, proposal development, communications, research and advocacy.</p> <p>Capacity to develop and implement programmes.</p> <p>Capacity to fundraise.</p>
Effective management structures and monitoring and evaluation mechanisms	Robust management of the strategic plan to monitor and track progress of objectives.	<p>A functioning results-based management framework.</p> <p>Assigned accountables for delivery of strategic objectives.</p> <p>Evidence of effective programming models and changes.</p> <p>- Documented outcomes and impacts from programmes.</p> <p>Dissemination and use of quality evidence from programme implementation.</p>
Learning and improvement	Creation of a culture that thrives on knowledge generation and sharing, lessons learned and demonstration of best practice to drive continuous improvement in programming, advocating change, support and management.	<p>Focus on creativity and innovation.</p> <p>Cross-sharing of information and learning.</p> <p>Focus on continuous improvement as an inherent part of Open Briefing's behaviour and culture.</p>
Conducive external environment	Support from stakeholders and public to Open Briefing's operations.	Ability to continuously develop, expand and implement programmes.

Table 6. Major risks and mitigation strategies.

Risk	Mitigation strategy
Insufficient human capital	<p>Consider the requirements and impact that activities will have on staff.</p> <p>Ensure that recruitment of staff of adequate ability and numbers is provided for in budgets.</p> <p>Invest in key technical positions.</p> <p>Develop strategic partnerships for scaled-up implementation.</p>
Over-reliance on a few income streams	<p>Develop a more diversified product mix.</p> <p>Identify and develop new high potential markets.</p> <p>Diversify and expand unrestricted funding sources.</p> <p>Develop an integrated approach to donor relationship management.</p>
Not managing the change process effectively	<p>Develop plans for the various change processes with identified responsible leads and integrate the change process into the annual work plans.</p> <p>Provide timely, effective and efficient financial management.</p>
Work and impact going unrecognised	<p>Strengthen Open Briefing's niche.</p> <p>Measure the impact of Open Briefing's work through an excellent monitoring and evaluation framework.</p> <p>Increase advocacy activity based on evidence from Open Briefing's work.</p> <p>Position Open Briefing as the go-to organisation for media and others seeking information on security and safety in high-risk and insecure environments.</p>

Risk	Mitigation strategy
Taking on too many things at once	<p>Establish annual working plan to prioritise activities that most strongly deliver the strategic plan.</p> <p>Strengthen capacity to meet the rate of growth and manage expectations arising from the strategic plan.</p> <p>Embed new strategy internally and communicate it consistently externally.</p>

Budget

Our organisational model means we are able to keep our overheads low. Our core costs for 2016-17 (as represented by the budget for our development unit) are 17% of our overall budget, as we are focussing on developing new services and research areas; however, by 2017-18 they will be 13% and by 2018-19 **our core costs will be only 11.3% of our overall budget**. This is in line with the finding by Giving Evidence that higher-performing charities spend 11.5% of their costs on administration according to data from GiveWell.⁵

Table 7. Budget broken down by activity area.

Activity	2016-17	2017-18	2018-19
Intelligence	£27,930	£51,845	£58,126
Security	£12,491	£14,305	£15,628
Training	£12,222	£14,035	£15,356
Equipment	£11,889	£14,368	£16,022
Innovation	£11,568	£30,613	£39,393
Research and policy	£10,847	£16,014	£36,453
Development	£15,588	£19,464	£21,345
Total	£102,536	£160,644	£202,323

⁵ <https://giving-evidence.com/2013/05/02/admin-data/>

Table 8. Organisational budget for 2016-19.

Item	2016-17	2017-18	2018-19
Salaries	£72,190	£118,390	£153,162
Promotion	£1,920	£2,880	£3,840
Printing	£600	£800	£1,000
Client subsidy fund	£3,500	£10,500	£14,000
Pro bono intelligence requests	£1,200	£2,500	£3,100
Monthly intelligence briefings	£10,000	£10,000	£10,000
Research and data access	£1,200	£1,600	£2,000
Equipment purchases	£1,000	£1,000	£1,000
Staff training	£4,000	£2,000	£1,000
Insurance	£600	£604	£607
Memberships	£806	£811	£816
Subscriptions	£1,766	£4,221	£4,246
Office costs	£1,494	£1,814	£2,534
Travel	£2,260	£3,525	£5,018
Total	£102,536	£160,644	£202,323

Fundraising

Over the long term, Open Briefing intends to generate at least 50% of our income from consultancy work, in line with the generally accepted criteria for social enterprise. This will allow us to be partly self-financing, and reduce our dependence on grants and donations. For this to be sustainable, our business model must be based on a realistic plan for generating a meaningful and steadily-increasing percentage of our income from non-grant sources. With this in mind, we aim to be generating at least **20% of our income from consultancy work** by 2019.

The rest of our income will come from grantmakers (core and project funding from foundations and statutory sources), crowdfunding (individual donations and major donor giving) and the private sector (company giving programmes and corporate sponsorship). Our financial plan allows us to build up a small reserve of approximately £13,000 at the end of the three years.

Table 9. Fundraising targets by source and year.

Source	2016-17	2017-18	2018-19
Core grants	£73,000	£90,000	£110,000
Project grants	£17,000	£27,500	£33,000
Consultancy	£10,500	£31,500	£42,000
Crowdfunding	£2,000	£3,000	£4,000
Private sector	£5,000	£10,000	£15,000
Total	£107,500	£164,000	£207,000
Budget	£102,536	£160,644	£202,323
Reserve	£4,964	£3,356	£4,677

“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, Iraq Body Count and Every Casualty



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