Chairman’s Message

Continuing development, expanding on success

In the 2011-2012 Annual Report I wrote that we believed we had crossed two thresholds to achieve our essential strategic goal of making RUSI internationally recognised as a research-led defence and security think tank comparable to the best in the world. The quality of our work as a research organisation is high, and that quality is recognised both nationally and internationally. Our third threshold, was to use such recognition to attract a different order of funding into the Institute for organisational growth and intellectual development.

I am pleased to write that we have made good progress to cross this third threshold over the last year. We have a number of research business development initiatives that are beginning to bear fruit with the help of some of our excellent Trustees and Advisory Council members, to whom I offer my profound thanks.

Our immediate objectives for the coming year are to continue to develop our research outputs and respond strongly to all the changes taking place across the Middle East, Asia and Europe, and in the UK’s own calculations of its defence and security. We want to expand on the success, to date, of RUSI international, to put the Institute’s work in front of a global audience and to make a major effort to market the Institute both domestically and internationally. We aim to cross the third threshold in our development process to attract a different order of funding into the Institute to underpin our expansion.

I again pay tribute to the dedication of all the staff at RUSI for their hard and inventive work to get us to this point where it is capable of reaching a new level of performance and recognition. I am confident we can consolidate on our recent progress and achieve the ambitious objectives we set ourselves in our strategic plan of 2008 as we take it forward towards 2015 and beyond.

Lord Hutton of Furness
Chairman of the Council
A Message from the Director-General

These are difficult days to be a policy-maker, but great days to be an analyst as the world visibly changes around us in one of the world’s key research capitals. During this year we have maintained our reputation for leading the research agenda on defence and security. We were the first to analyse, earlier this year, how the Syrian crisis was creating a civil war across the Levant. We were the first to draw attention to the recommitment of Britain to security in the Gulf, to the diplomatic price of victory in Libya and the prospects of being pulled, albeit unwillingly, into the fringes of the Syrian civil war. We have been the first research organisation to analyse the security implications of the Euro crisis across our continent and we are researching the next series of possible crisis in areas of the world where food, energy and water are simultaneously stressed.

Not least, we are leading research on UK-Japanese defence cooperation; on stability across northeast Asia; and on specific issues relating to military change in North Korea. All this we have done alongside our perennial research programmes in military sciences, nuclear proliferation, defence industries, national security, and international security.

I am very proud of our research record and I know that we will build on it in the coming year. For research to be as good as this it must derive from a solid base of administration and support. I pay tribute to all our staff and associates who work so hard to give RUSI the research edge it now enjoys.

Professor Michael Clarke
Director-General
‘For nearly two-hundred years, the Royal United Services Institute has driven the global debate on defence and security issues and it is now the pre-eminent forum for the innovative critical thinking that is so essential for the policy-makers of today and tomorrow.’

Rt Hon David Cameron MP, Prime Minister
RUSI by numbers

£273,000
increase in research income: up by
20%
from 2011–12

7%
increase in corporate membership to
167

47
Members’ Events

17
conferences

54,839
RUSI Journal full-text downloads on Taylor and Francis Online

4,685
Whitehall Paper downloads on Taylor and Francis Online

22%
increase in hits to RUSI.org

19,000
items in the library catalogue

13
Under-35 Forum events

9,363
guests registering for RUSI events

22%
increase in hits to RUSI.org

150
unique articles published on RUSI.org Analysis

2,014
books newly catalogued in an estimated collection of
25,000

2012–2013
Our Year in 2012–13:

RUSI around the World

During 2012-2013, RUSI has provided new analytical perspectives on some of the thorniest security issues facing the international community.

In early 2013 North Korea resurfaced as a pressing dilemma for international peace and security, with the country launching long-range ballistic missiles and detonating a third, miniaturised nuclear device. RUSI’s extensive media commentary on these issues has been based on long-standing nuclear expertise and exclusive access to high level policy makers in the region. In November 2012, RUSI became one of the first Western think-tanks in history to carry out nuclear talks with the Korean People’s Army in Pyongyang. RUSI also gained access into the unique insights of the Korean Worker’s Party and the North Korean Ministry of Foreign Affairs, all of whom offered dramatic perspectives of the security situation on the Korean peninsula.

Since returning from Pyongyang, RUSI has been asked to brief the UK Foreign and Commonwealth Office, as well as the US Special Representatives for North Korea and the Six-Party Talks, Ambassadors Glyn Davies and Clifford Hart. Insights from RUSI’s first-hand engagement with the North Korean entities involved in their nuclear programme were also featured in Foreign Policy magazine.

These ground-breaking discussions also opened a crucial channel of dialogue for European diplomatic representatives stationed in the North Korean capital. Despite further tensions in the region since RUSI’s meetings in 2012, the visit paved the way for Western diplomatic representatives to have direct dialogue with the North Korean military, rather than relying on talks brokered by Beijing.

The findings of the RUSI Syria Crisis Briefing (July 2012) continue to be cited long into 2013 as the civil war deepens. Although the Assad regime pledged that no chemical weapons would be used for ‘internal developments’, the paper warned that chemical weapon stocks themselves pose a significant international dilemma in a post-Assad Syria. This assessment made in July 2012 holds true with revelations that both sides are in possession of, and possibly using, chemical weapons in spring 2013. The report also outlined in detail the many risks of external intervention and the possibilities of a wider regional conflagration. In addition to RUSI’s in-depth research, the Institute has hosted leading figures from the opposition, including Shaykh Sayyid Muhammad Al-Yaqoubi.

‘RUSI became one of the first Western think-tanks to carry out nuclear talks with the Korean People’s Army’

RUSI’s research on Afghanistan revealed a unique understanding of Taliban thinking. Based on interviews with senior Taliban figures, a RUSI Briefing Paper published in September 2012 suggested that the movement might be open to a ceasefire and be ‘willing to accept US military presence’ up to 2024. Even though RUSI’s finding attracted furious public denunciations from Taliban spokesmen, there is a growing acceptance, not least amongst Pakistan’s politicians, of the need to sit down and negotiate with the Taliban. RUSI’s expertise on Afghanistan was also sought by the House of Commons.
Defence Committee. The Institute was asked to provide written evidence on transition prospects for the country, which was used as the basis for subsequent evidence sessions.

The Afghanistan-Pakistan region has also had to contend with the use of drones, and RUSI has become the principal forum to discuss the use and ethics of unmanned aerial vehicles. In March 2013 RUSI, in collaboration with YouGov, published a poll charting British public opinion on the use of drones for assassinating known terrorists. Surprisingly it stated that a small majority (55 per cent) of the British public would support the UK Government assisting in a drone missile strike to kill a known terrorist overseas, but support dropped substantially if innocent casualties were likely.

While Iran continues to dominate the agendas of Western diplomats and negotiators, RUSI’s research output has helped contextualise Iran’s nuclear ambitions. With Iran facing a Presidential election during the summer of 2013, a RUSI book published in December 2012, argued that, as sanctions began to bite deeply, a narrow window of opportunity to reach an interim deal presented itself for the international community and Iran to seize. As a result of this paper, RUSI was invited to present its finding to the Foreign Affairs Select Committee in February 2013.

RUSI has also challenged long held international assumptions about Russia’s non-strategic nuclear weapons stock. In November 2012, RUSI published a paper that presented a radical new estimate on Russia’s arsenal thus forming a fresh basis for new negotiations. The briefing, Atomic Accounting: A New Estimate of Russia’s Non-Strategic Nuclear Forces has attracted attention from nuclear analysts throughout the world with RUSI experts briefing officials from the United States and other NATO countries.

RUSI gave analytical depth to the UK’s increasingly important strategic relationship with the Gulf. Of RUSI’s many research outputs, its East of Suez paper highlighted a major shift in the UK’s foreign policy ambitions. Whilst this paper drew significant media commentary, RUSI analysts also appeared before the Foreign Affairs Select Committee to help policymakers understand Britain’s relationship with Saudi Arabia and other Gulf countries. And in Qatar, RUSI’s Doha office acted as an important interlocutor between British officials and Qatari policymakers.

RUSI also facilitated track two diplomacy in Asia, specifically hosting dialogue between Indian and Chinese policy-makers to find agreement on post-2014 Afghanistan, maritime security and environmental stress. Through its Tokyo office, RUSI provided for Japanese and UK policymakers new regional approaches to maritime security.

‘The findings of the RUSI Syria Crisis Briefing continue to be cited’

RUSI has challenged long held international assumptions about Russia’s non-strategic nuclear weapons stock. "The findings of the RUSI Syria Crisis Briefing continue to be cited’"
Our Year in 2012–13: UK National Security

As the debate on Scottish independence gathers momentum ahead of the 2014 referendum, RUSI has been the leading voice in highlighting the security consequences of a ‘Yes’ vote in the forthcoming referendum. Hosting discussions with both Unionist and Nationalist voices, RUSI has offered analysis on the strategic and financial implications of an independent Scotland.

‘RUSI has raised new questions for future defence budgets’

RUSI’s experts have appeared before House of Commons Select Committees on three separate occasions presenting dispassionate research on the challenges for Scotland and the rest of the UK. Research on this topic has become a point of reference for the national conversation, in particular a briefing paper, addressing what the armed services of an independent Scotland would be for, as well as providing a financial model for how they might be organised and deployed.

With austerity measures continuing to dominate all policy areas, RUSI has raised new questions for future defence budgets, the multibillion-pound procurement process and the UK defence industries. Ahead of the June 2013 Government Spending Review, RUSI forecast in February the defence budget faced a £1.1 billion annual cut throughout the next decade; this figure has been widely acknowledged in the defence community and specialist media.

Moreover, a RUSI report released in July 2012 on the proposed Ministry of Defence (MoD) plan to outsource the multibillion-pound arm of the government that provides military equipment and support was described as suffering as many weaknesses as it provided solutions. The proposed plan for letting the private sector run Defence Equipment and Support (DE&S) as a government-owned, contractor-operated (GOCO) organisation was described by RUSI experts as a ‘high risk option’. Approaching one year on, the paper still reverberates in both Whitehall and Westminster, and has resulted in direct engagement with MoD Chief of Defence Materiel, Bernard Gray. With implications on
‘RUSI is renowned as a home of informed discussion, incisive research, and thought-provoking debate. This well earned reputation and their insightful forward thinking, makes the contribution of RUSI on national security matters highly valuable in this continually changing sphere.’

Rt Hon Theresa May MP, Home Secretary

both sides of the Atlantic, this paper has been highlighted in the international business media.

Ahead of the London 2012 Olympic and Paralympic Games, RUSI worked closely with the Home Office, LOCOG and the Olympic Delivery Authority on a long-standing initiative to facilitate a deeper understanding of the challenges faced. This culminated last summer in RUSI being at the forefront of authoritative analysis on what has been widely reported as the biggest peacetime security operation.

‘RUSI worked closely with the Home Office, LOCOG and the Olympic Delivery Authority’

In the run-up to the election of Police and Crime Commissioners (PCC) in November 2012, described by senior police officers as the biggest shake-up since the first police force was established, RUSI conducted research into the opportunities and risks associated with this new role. While the government believed the new PCCs would empower local communities to decide policing priorities in their areas, critics feared the move was politicising policing and may prove detrimental to national policing needs. In collaboration with YouGov, RUSI presented polling data to capture the national debate. The findings highlighted that there was no consensus amongst those polled on whether PCCs will deliver local empowerment over policing.

Emphasising RUSI’s strong research on terrorist activities, the Foreign Secretary William Hague chose RUSI to deliver a major policy speech on Countering Terrorism Overseas in February 2013. His speech outlined a new framework for building justice and human rights alliances with countries in the fight against terrorism.
‘As the United Kingdom’s foremost independent defence think tank, RUSI has a long historic record of producing stimulating events, challenging research and insightful publications. In this rapidly changing defence and security environment, when the need for swift and rigorous analysis is essential, RUSI’s work is ever more important.’

Rt Hon Philip Hammond MP, Defence Secretary
‘The Royal United Services Institute is respected across the political spectrum for its incisive analysis. It makes a valuable contribution to the hard thinking which is at the heart of keeping Britain secure in the years and decades to come.’

Rt Hon Ed Miliband MP, Leader of the Opposition
The Research Programme in 2013

RUSI maintains its wide range of competence in different research specialisms, concentrating on Military Sciences, International Security Studies, National Security and Resilience Studies, Nuclear Proliferation Studies, and Defence Industries and Society. Over the last year, the Institute has opened up more dedicated research on the transformations taking place across the Middle East. The Institute has strengthened its team on Middle East security and has integrated the work of its Doha office to create a major initiative looking at the effects of the crisis in Syria on the politics of the Levant and the Gulf.

‘The Institute has strengthened its team on Middle East security’

The Institute is also studying ‘European futures’, analysing the effects of the Euro crisis on European security and Europe's place in the world. In particular, this research has concentrated on southern Europe and the eastern Mediterranean and is concerned to identify the deeper fault lines in European security which the economic crisis appears to have exposed.

During 2013, the Institute has also begun to prepare for the next UK Defence Review, due in 2015, by initiating a series of new studies into the financial, strategic and political context in which the Defence Review will be set.

The Institute continues to take a keen research interest in analysing all significant UK military operations in Afghanistan, in anti-piracy operations, in defence engagement, and in its role as part of the UK’s response to terrorism.

In addition, RUSI is now one of the preferred partners for the Government’s Defence, Science and Technology Laboratory (DSTL), providing a call-down service for many of its research requirements, including futures modelling, studies on deterrence, containment, military history, and other aspects of Governmental research feeding into the next Defence Review.

RUSI has been particularly strong in the last year in its analysis of China and China’s role in Asia. RUSI’s research programme in relation to China has also included some unique openings to North Korea for the purposes of research development. This has gone alongside a major initiative based on the opening of RUSI’s office in Tokyo, to underpin the UK-Japanese Defence Co-operation Agreement with significant research on new possibilities for co-operation between both countries.

‘RUSI is now one of the preferred partners for DSTL’
In a new departure for RUSI, the last year has seen the development of some significant initiatives to extend training and education programmes on the basis of RUSI’s research expertise.

In a partnership with Geneva-based ACTIS, RUSI is providing international, on-line courses for students around the world to obtain ACTIS qualifications in terrorism, counter-terrorism and corporate security studies.

The Institute is also part of a training contract in Qatar, as a component of the new Qatari Staff College; and RUSI offers summer school courses in collaboration with King’s College London for training and education in policy aspects of defence and security.

Such courses and initiatives provide a way for the Institute to disseminate its research excellence and help create a new market for its intellectual products. We expect to develop this aspect of RUSI’s work further in future years.

‘The complexity of today’s defence and security issues demands innovative ways of thinking. RUSI has earned a global reputation as a world leader in research in this field. Its work informs policy-makers as they grapple with the security challenges of the 21st century’

Rt Hon Nick Clegg MP, Deputy Prime Minister
RUSI International is a networking research and discussion vehicle for strategic thinkers from around the world to engage in a series of high profile international events to put RUSI’s research output onto the global stage. After two years of discreet operations it has now got into its stride.

We have used the RUSI international brand to recruit RUSI’s Euronet of 50 prominent thinkers on the future of Europe as part of the Institute’s new major research project. RUSI International opened the Tokyo office in October last year and has provided an invaluable presence in East Asia. RUSI International currently has a network that exists in a virtual space as well as through the offices in Doha, Washington D.C. and now Tokyo.

The RUSI International initiative is an intrinsic part of our strategy to reach a global audience with the RUSI brand and its associated research and perspective.

‘The RUSI International initiative is an intrinsic part of our strategy’

Later in 2013 RUSI international will be hosting a series of high-profile conferences and private strategy discussions in successive weeks in Tokyo and New York to present some of our current networking and thinking.

To oversee its further development, Professor Jonathan Eyal has been designated as the International Director of RUSI, working alongside Professor Malcolm Chalmers, the Research Director, to make the most of the Institute’s global potential.
‘As a leading platform for debates on defence and security, RUSI’s role has been quintessential in fostering co-operation, promoting dialogue and offering strategic solutions to national and international defence and security related issues. The events it has hosted over the years and the values that it has been upholding have made it into the highly revered institution it is today.’

Abdullah II ibn Al Hussein
King of the Hashemite Kingdom of Jordan
Publications and Outreach

The Institute’s publications include a wide range of outputs and ideas. The RUSI Journal continues as the flagship publication of the Institute, representing elements of everything we do. RUSI Journal full-text downloads on the Taylor and Francis online platform – a good measure of student and academic readership – increased by 70.6 per cent in the last year, jumping from 32,000 to almost 55,000. This is part of a sevenfold increase over the last five years. Our Whitehall Papers series, also published by Taylor and Francis, attracted 4,685 full text downloads; an increase of 75 per cent on the previous year and a sixfold increase over the last five years. In addition to the sale of such publications, RUSI derives a royalty from all such downloads.

RUSI Defence Systems continues to provide specialist and commercially-orientated analysis of defence equipment and evolving programmes, and the RUSI Newsbrief has been redesigned to offer enhanced coverage of the ‘analysis behind the news’ in a quick and accessible form. We continue to produce RUSI books and have a number in process for the coming year.

Our electronic outputs have evolved well in the last year. In 2012-13 RUSI.org, our website platform, published 150 unique articles that were not available in any other form, alongside a series of briefings in our United Kingdom Terrorism Analysis, our Syria Crisis and our US Election Survey series. Some fifty-three RUSI videos on YouTube were produced which attracted over 50,000
The Institute continues to have a strong media presence. In the 2012–13 year RUSI was mentioned in the worldwide written media almost 11,000 times, which was down on the previous year’s 13,000 references, but still equates to an average of more than 30 references a day. This number is partly driven by trends in world news and reportage, and TV appearances by RUSI staff grew strongly in both the UK and the US, though audited figures were not available.

All RUSI’s media references and appearances are normally syndicated widely in the UK and around the world. Over the last year our media profile in the Gulf has continued to be prominent, as has our new presence in Tokyo.

The RUSI.org website received 288,000 unique visitors last year (up 22.5 per cent) and 515,000 visitors in total (up 16.7 per cent). In particular, our analysis pages on the website attracted over 190,000 pageviews during the year.

We have consolidated our position in social media with almost 24,000 followers on Twitter, Facebook and Linkedin combined and over 35,000 visits to RUSI.org arising from these networks.

Most read articles:

‘Kingdom’s End?’
Malcolm Chalmers

‘The UK’s Carriers: What Are They Good For?’
Christopher Parry

‘Women in Combat’
Anthony King

2012–2013:

- Over 190,000 unique RUSI.org/Analysis pageviews
- 54,839 RUSI Journal article downloads on Taylor & Francis Online
- 10,977 RUSI mentions in the UK and global media
- 45 print and online books, papers, reports and periodicals released
The RUSI Library of Military History

Over the last year we have made major efforts to rationalise the library collection and implement our three-pronged library strategy of active conservation, improved access and commercial outreach. To this end, over 250 books have been added to the collection (an increase of 1 per cent in the total stock) and our rare book collection now stands at 567 items, in addition to some valuable archive items, plans, maps and illustrations.

Over 2,000 titles have been added to our web-based catalogue and we have been working hard to catalogue properly, by contemporary library standards, our 25,000 volumes.

Almost 19,000 titles have been placed on our online catalogue so far, including our collection of rare books and our plans and illustrations, and we aim to make further advances with our book collection in the coming year.

We are also ensuring that our plans and illustrations will be available for future generations by placing them in archive quality packaging and, with the help of our NADFAS volunteers, we will be doing the same with our book collection later in the year. In the last twelve months the library staff has logged answers in person, by telephone or e-mail to 945 enquiries.

During 2013–14 we have ambitious plans to develop military art exhibitions, collaborative ventures with other libraries and heritage organisations and to make appropriate contributions to the national remembrance of the First World War.

2,014 books newly catalogued
945 queries dealt with in person or by phone and e-mail
256 new acquisitions
‘Almost 19,000 titles have been placed on our online catalogue so far, including our collection of rare books and our plans and illustrations’
Meetings and Events Programme

RUSI held 111 events during 2012-2013, 47 which were Members’ events, 17 delegate conferences and 13 for the Under-35 Members’ Forum. Over 9,000 individuals registered for RUSI events in the last year.

‘Over 9,000 individuals registered for RUSI events in the last year’

During this time RUSI has hosted a number of high profile speakers from all walks of the security and military spheres in a range of public lectures and conferences. Such speakers have included ministers such as Rt Hon Philip Hammond, Secretary of State for Defence and Rt Hon William Hague, Foreign Secretary; and prominent business leaders such as Lady Lynn Forrester de Rothschild, Chief Executive of E.L. Rothschild LLC, Johan Eliasch CEO of Head Sports, and Declan Ganley of Rivada Networks.

Military leaders speaking at RUSI during this year have included General David H. Petraeus (ret’d), who was awarded the 35th Chesney Medal – an award that was first made in 1900. Other regular speakers have included General Sir David Richards, Chief of the Defence Staff; Admiral Sir Mark Stanhope, First Sea Lord; Air Chief Marshal Sir Stephen Dalton, Chief of the Air Staff, General Sir Peter Wall, Chief of the General Staff. General Raymond T Odierno, Chief of Staff, US Army also addressed RUSI members. We were honoured to host an address by HRH The Duke of Gloucester, and also to engage with HRH The Duke of York in a number of detailed briefings and discussions.

Can I attend RUSI events?

Yes. RUSI frequently host world leaders and senior policy makers, and is ideally placed to attract high-quality speakers and participants at its events. These vary in size and format from set-piece lectures to public conferences and seminars, as well as dedicated members’ events. During 2012–2013 RUSI organised over 100 events, including 47 member-only events. To view the most up-to-date event listing, including our full members’ programme, visit www.rusi.org/events.
Membership

We have continued to offer more membership packages to attract a variety of individuals and organisations into membership of the Institute. We currently offer web-only membership, standard and platinum individual memberships, with special rates for students and for military officers under the age of 35. The Institute also offers standard, major and platinum corporate membership packages, and concessionary corporate rates for Diplomatic and Regimental organisations.

We have maintained our formal membership numbers with small increases across the year. Our individual membership stood at 2,542 in March 2013, an increase of 1.4 per cent; and our corporate membership was at 167, a 7 per cent increase. We currently have 304 members in our Under-35s group. Our total membership spans 52 different countries, though 90 per cent of our membership derives from the United Kingdom, the United States and Australia.

Who can become a member of RUSI?

RUSI membership packages provide privileged networking opportunities and benefits tailored to meet the needs of both individuals and large organisations with an interest in defence and security matters.

For more information about RUSI membership, please contact us directly:
www.rusi.org/membership
membership@rusi.org
+44 (0)20 7747 2605

2,542
individual members of RUSI

167
corporate members

7% increase in corporate membership
‘I know what valuable work, in the cause of peace and security, the Royal United Services Institute for Defence and Security Studies carries out in maintaining the essential links between the Armed Forces and those who make decisions under economic and political disciplines.’

Queen Elizabeth II
Corporate members

Platinum Corporate Members

Accenture
BAE Systems
Boeing Defence UK
British Army, Directorate of Force Development
Embassy of the State of Kuwait
Finmeccanica
Northrop Grumman
Oracle
Saab Technologies UK

Major Corporate Members

Aegis Defence Services
Association of Chief Police Officers
Atkins Limited
AWE
Babcock International Group PLC
BT Group Plc
EADS UK Ltd
Exxonmobil Intl
The Foreign and Commonwealth Office
G4S
General Dynamics UK Limited
Grant Thornton UK
HP Defence & Security
i2 Limited
Japan Bank for International Cooperation
JICA UK Office
Krull Corp
L-3 Communications
Lockheed Martin UK
MBDA UK Limited
National Audit Office
NHK Japan Broadcasting
Palantir Technologies
Raytheon Systems Limited
RJITF
Rolls Royce
Taipei Representative Office in the UK
Thales UK
Ultra Electronics
URS Corporation
Standard Corporate Members
47th Regiment Royal Artillery
4T2 Multimedia
AirTanker
Asahi Shimbun
Australian Federal Police
Australian High Commission
Austrian Bureau for Security Policy
Bell Pottinger Special Projects
Berwin Leighton Paisner
Bird & Bird
BMT Defence Services
Booz & Company
Cabinet Office
Canary Wharf Management Ltd
CH2M HILL UK
CNA
Command And Control Research Program
Control Risks Group
Cook Communications
Directorate of History and Heritage
Envitia
ESRI (UK)
European Naval Force
Eversheds
Facewatch
Freshfields Bruckhaus Deringer
Fujitsu Defence
General Atomics
Aeronautical Development
Global Strategies Group
Harmonic Limited
Hitachi
Home Office
House of Commons Library
ICG, Defence Geographic Centre
IFS Defence
Inflexion
Inmarsat S.A
International Centre for Strategic Affairs
International Committee of the Red Cross
ITSC Library
Kellogg Brown & Root
Khalifa University
King’s College London
KNK
L-3 Communications ASA
Lant Thom Consulting
LINK Associates
International Logistics
London Capital
London School of Economics
Maplecroft.net
MINDEF Library & Info Centre
Monarch Bank
Morgan Stanley & Co IntI
National Defence University of Malaysia
NATO Parliamentary Assembly
Office of National Assessments
Outsourced Defence
Intelligence Services
PA Consulting
Pool Reinsurance Company Prospect
Public Safety Canada Information Centre
QinetiQ
Redburn Partners
Regester Larkin
Royal College of Defence Studies
Saab Group
SAIC Solutions
Services Sound & Vision Corporation (SSVC)
SOAS (CISD)
Software AG
Sovereign Global UK
Sparta Inc
Statoil
Steria Limited
Systems Consultants Services
TenCate Advanced Armour
The Carlyle Group
The Dulverton Trust
The King’s Royal Hussars
The London Library
The Somaliland Development Corporation
The Yomiuri Shimbun
Tier-3
University of Southampton
University Of Wales Swansea
US Africa Command

Diplomatic Corporate Members
Austrian Embassy
Canadian High Commission
Chinese Embassy
Embassy of Belgium
Embassy of Finland
Embassy of France
Embassy of Israel
Embassy of Italy
Embassy of Japan
Embassy of Latvia
Embassy of Luxembourg
Embassy of Sweden
Embassy of Switzerland
Embassy of the Arab Republic of Egypt
Embassy of the Czech Republic in London
Embassy of the Federal Republic of Germany
Embassy of the Islamic Republic of Iran
Embassy of the Kingdom of Bahrain
Embassy of the Republic of Korea
Embassy of the Republic of Poland
Embassy of the Republic of Poland (Defence Section)
Embassy of the Republic of Turkey
High Commission for the Islamic Republic of Pakistan
High Commission for the Republic of Singapore
High Commission of India (Military Adviser)
High Commission of India (Naval Adviser)
Qatar Embassy
Royal Danish Embassy
Royal Embassy of Saudi Arabia
Royal Netherlands Embassy

Regimental Corporate Members
1 Rifles
170 Engineer Group
1st Royal Tank Regiment
71st (City of London) Yeomanry Signal Regiment
Directorate of Army Legal Services
HQ 2 MI BN
HQ Allied Rapid Reaction Corps
Irish Guards
Land Scenario Centre
The Royal Scots Dragoon Guards
Staffing and Organisation

Our total staff number stands at 49, of which 47 are full-time employees. The administrative and support staff number 22 full-time equivalents; though some of these individuals are involved in research and/or ongoing collaborative research programmes.

Last year we recruited five new Senior Associate Fellows; Nick Beadle; General Mungo Melvin; Colonel Richard Kemp, Professor Gareth Stansfield and General Sir Paul Newton, and this year we have also recruited Sir Kevin Tebbit, Professor Ali Ansari and Sir Jonathan Evans as Senior Associate Fellows.

The Institute maintains a policy of seeking to offer good opportunities to bright young people who will form the next generation of security policy analysts. Our joint Ph.D programme with the University of Roehampton and supported by BAE, has recruited more students. Our collaboration with the Strategic Studies Institute at the University of Exeter has already created new research opportunities for both organisations and we aim to create a RUSI ‘London Policy Hub’ for university departments and institutes in our field who would value a London presence and a more collaborative intellectual footprint.

Dr Lisa Aronsson
Research Fellow, Transatlantic Studies

Stephanie Bacon
Events Manager

Andrea Berger
Research Fellow, Nuclear Analysis

Emily Callaghan
Project Manager

Hugh Chalmers
Research Fellow, Nuclear Analysis

Prof Malcolm Chalmers
Research Director/ Director, UK Defence Policy Studies

Prof Michael Clarke
Director-General

Michael Codner
Senior Research Fellow/ Director, Military Sciences

Jennifer Cole
Research Fellow, Resilience and Emergency Management

Sophie Cordes
Events Manager

Dr Emma De Angelis
Editor, RUSI Journal

Duncan Depledge
Research Analyst, Environment and Security

Laura Dimmock-Jones
Librarian

Sabrina Downey
Director, Projects and Events

Tim Dumas OBE
Advertising Sales Development Executive

Charlie Edwards
Senior Research Fellow/ Director, National Security and Resilience

Dr Jonathan Eyal
Senior Research Fellow/ Director, International Studies

Claire Forward
Assistant Accountant

Dennis Francis
Buildings Manager

Margaret Gilmore
Senior Research Fellow, Homeland Security

Ashlee Godwin
Production Editor/Deputy Editor, RUSI Journal

Dr Henrik Heidenkamp
Research Fellow, Defence, Industries and Society

Matthew Jamison
Consultant Fellow

Adrian Johnson
Director of Publications

Michael Kamara
Membership Development Executive

Caroline Kirk
Marketing Manager
Last year, we re-organised our staffing to emphasise more flexible working among our research team and to make ourselves more agile as an organisation. We also strengthened our business development profile and this is now bringing its rewards.

The Director General works with three principals among the staff: the Research Director, International Director and the Executive Director (and CFO), to provide appropriate oversight for the core activities of the Institute.

As part of the effort to be more responsive in all aspects of our work, by June 2013 we will have relocated our satellite building from 41 Whitehall to 9 Whitehall, overlooking Trafalgar Square, where a new fit-out allows the majority of us to work together in a single suite of modern office space.

We anticipate that this will have major benefits in all aspects of our work and release space at our established home – the RUSI building at 61 Whitehall – for public events and external hiring. By consolidating our day-to-day office work at 9 Whitehall, we can also consolidate our public presence more effectively at the RUSI main headquarters building.

Dr John Louth  
Director, Defence, Industries and Society

Joanne Mackowski  
Researcher, Defence, Industries and Society

Philip Matfield  
Accountant

Saqeb Mueen  
Director, New Media/RUSI.org

Sue Palin  
PA to Director-General, Research Director, Executive Director

Raffaello Pantucci  
Senior Research Fellow

Avnish Patel  
Project Manager

Peter Quentin  
Research Fellow

Elizabeth Quintana  
Senior Research Fellow, Air Power and Technology

David Roberts  
Research Fellow/Deputy Director, RUSI Qatar

Michael Rose FCMA  
Executive Director and Chief Finance Officer

Edward Schwarck  
Research Fellow, Asia Studies

Daniel Sherman  
Director of Communications

Michael Stephens  
Researcher, RUSI Qatar

Dr Igor Sutyagin  
Research Fellow, Russian Studies

Prof Trevor Taylor  
Professorial Research Fellow/Head, Defence, Industries and Society

Anna Tibbs  
Database Marketing Analyst

Lauren Twort  
Researcher, Defence, Industries and Society

Neil Watling  
Executive Assistant to Director-General/ Membership Executive

Sophie Whitman  
Venue Manager

Matthew Willis  
Research Associate

As of 31 March 2013
Guaranteeing Independence

‘RUSI is an independent think tank. It — rightly — receives no core funding from any government department or body. This is the essential guarantee of our independence, and we defend it robustly.’

Professor Michael Clarke

How is RUSI financed?

RUSI is a registered charity (No. 210639). The Institute relies on the following sources of income:

• Membership subscriptions
• Research contracts
• Income from conferences, including sponsorship
• Room and venue hire
• Donations from foundations and individuals.

RUSI receives no core funding from government.

Can I contribute to RUSI?

You can support the Institute’s activities in a number of ways that go beyond membership, either through single donations or through bequeathing assets to the Institute, to support its work in the future.

The easiest way to do this is to contribute to the General Fund online, but UK taxpayers can also donate through their self-assessment return.

To learn more about the ways to support RUSI’s mission, please contact us directly:

www.rusi.org/support
+44 (0)20 7747 2603
The Institute had a difficult financial year in 2012-13 which produced an overall deficit of £385,742. This has reduced the reserves on the balance sheet to £339,727. Our gross income was down 13 per cent at £3,175,642 due mainly to the gapping between an established contract with the Qatari Ministry of Foreign Affairs and a new, large income stream around our Doha activities that we expect to exceed that amount from this financial year. There was also a delay in some research contract starts last year as commercial funders reacted to another national economic downturn. Conference income also continued to contract, as it has across the board in the think tank conference sector.

Nevertheless, our research income continues to grow and was up by £273,000, an increase of 20 per cent. Other income streams are increasing, notably in facilities hire, with income up 41 per cent and back to pre-recession levels and also membership where income from corporate membership has grown by 5 per cent in what is still a very difficult climate.

We have continued to keep a tight control over costs which remained 5 per cent below budget and 1 per cent below last year’s level.

Looking forward to 2013-14 we can have a degree of confidence that our budget expectations can be achieved, particularly in our core activity of research, where the opening pipeline of guaranteed project work stood at £990,000; up 80 per cent on this time last year.

Michael Rose FCMA
Executive Director and Chief Finance Officer
### Consolidated Financial Statements, Year Ended 31 March 2013

#### Statement of Financial Activities

<table>
<thead>
<tr>
<th>Gross Income</th>
<th>Year</th>
<th>Previous Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>%</td>
<td>£</td>
</tr>
<tr>
<td>Research</td>
<td>1,694,949</td>
<td>-10.9</td>
<td>1,902,547</td>
</tr>
<tr>
<td>Conferences and Events</td>
<td>579,707</td>
<td>-34.3</td>
<td>881,987</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>503,033</td>
<td>4.0</td>
<td>483,602</td>
</tr>
<tr>
<td>Other</td>
<td>397,953</td>
<td>5.1</td>
<td>378,695</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3,175,642</td>
<td>-12.9</td>
<td>3,646,831</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Gross Expenditure</th>
<th>Year</th>
<th>Previous Year</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>%</td>
<td>£</td>
</tr>
<tr>
<td>Research</td>
<td>1,595,853</td>
<td>-0.2</td>
<td>1,599,066</td>
</tr>
<tr>
<td>Conferences and Events</td>
<td>1,008,449</td>
<td>-10.8</td>
<td>1,130,221</td>
</tr>
<tr>
<td>Other Support to Members</td>
<td>957,082</td>
<td>9.5</td>
<td>873,917</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3,561,384</td>
<td>-1.2</td>
<td>3,603,204</td>
</tr>
</tbody>
</table>

(Deficit)/Surplus: (385,742) 43,627 125,407
### Consolidated Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>as at 31/03/2013</th>
<th>as at 31/03/2012</th>
<th>Budget as at 31/03/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td>£ 51,026</td>
<td>£ 52,377</td>
<td>£ 50,000</td>
</tr>
<tr>
<td><strong>Heritage Assets</strong></td>
<td>£ 953,281</td>
<td>£ 952,150</td>
<td>£ 952,150</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£ 1,004,307</td>
<td>£ 1,004,527</td>
<td>£ 1,002,150</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Current Assets</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Debtors &amp; Stock</td>
<td>£ 868,831</td>
<td>£ 1,390,530</td>
<td>£ 1,450,000</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>£ -</td>
<td>£ 55,012</td>
<td>£ 112,000</td>
</tr>
<tr>
<td></td>
<td>£ 868,831</td>
<td>£ 1,445,542</td>
<td>£ 1,562,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Current Liabilities</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Overdraft</td>
<td>£ 16,537</td>
<td>£ -</td>
<td>-</td>
</tr>
<tr>
<td>Creditors</td>
<td>£ 1,156,382</td>
<td>£ 1,336,684</td>
<td>£ 1,350,000</td>
</tr>
<tr>
<td>Subscriptions in advance</td>
<td>£ 211,992</td>
<td>£ 211,916</td>
<td>£ 245,000</td>
</tr>
<tr>
<td>Bank Loan</td>
<td>£ 36,000</td>
<td>£ 30,000</td>
<td>£ 42,000</td>
</tr>
<tr>
<td></td>
<td>£ 1,420,911</td>
<td>£ 1,578,600</td>
<td>£ 1,637,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net Current (Liabilities)/Assets</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£ -552,080</td>
<td>£ -133,058</td>
<td>£ -75,000</td>
</tr>
<tr>
<td>Amount falling due after more than one Year</td>
<td>£ 112,500</td>
<td>£ 146,000</td>
<td>£ 90,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NET Assets</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>£ 339,727</td>
<td>£ 725,469</td>
<td>£ 837,150</td>
</tr>
</tbody>
</table>
Patrons, Chairman and Council

Patron
Her Majesty The Queen

President
HRH The Duke of Kent KG GCMG GCVO

Chairman
Lord Hutton of Furness

Vice-Chairman
Vice Admiral Rory McLean CB OBE

Vice-Presidents
Mr David Abrahams
Lt Gen The Hon Sir Thomas Boyd-Carpenter KBE
Sir Paul Lever KCMG
Dr Alexander Mirtchev
Professor Sir David Omand GCB
His Grace The Duke of Westminster KG OBE TD DL
Mr John Weston CBE

Trustees
Sir Roger Bone KCMG
Lt Gen Sir Robert Fry KCB CBE
John Howe CB OBE
Lord Hutton of Furness
Mr Andrew Jamieson
Mr Sam Keayes
Mr Mike Maiden
Vice Admiral Rory McLean CB OBE
Mr Stephen Phipson CBE
Lt Gen Jonathon Riley CB DSO
Dr Kathryn Vagneur
Mr Ian Willis

Advisory Council
The Rt Hon James Arbuthnot MP
Ms Jane Attwood
Mr Stephen R Ball
Mr Tim Banfield
The Rt Hon Sir Menzies Campbell MP
Lord Dobbs of Wylye
Mr John Dowdy
Mr Jonathan Evans
Mr Nik Gowing
Mr Robert Hannigan
Mr Bob Keen
Mr Michael M Kurth
Dr Jamie MacIntosh
Dr Greg Mills
Mr Richard Norton-Taylor
Mr William Nye
Sir Peter Ricketts GCMG

Ex-Officio
Brigadier-General Michael Dabros
Professor Vernon Gibson FRS
Brigadier Antony Hayward
Commodore Peter Lockwood DSC CSC
Rear Admiral Karl-Wilhelm Ohlms
Brigadier-General John T Quintas, USAF
Rear Admiral Henri Schricke
RUSI Executive Group

Professor Michael Clarke
Mr Michael Rose
Professor Malcolm Chalmers
Professor Jonathan Eyal

RUSI Management Group

Director-General
Professor Michael Clarke

Executive Director and Chief Finance Officer
Mr Michael Rose

Directors
Professor Malcolm Chalmers
Research Director/Director, UK Defence Policy Studies

Mr Michael Codner
Senior Research Fellow/Director, Military Sciences

Mrs Sabrina Downey
Director, Projects and Events

Mr Charlie Edwards
Senior Research Fellow/Director, National Security and Resilience

Professor Jonathan Eyal
Senior Research Fellow/Director, International Studies

Mr Adrian Johnson
Director of Publications

Mr Saqeb Mueen
Director, New Media/RUSI.org

Mr Daniel Sherman
Director of Communications

Professor Trevor Taylor
Professorial Research Fellow/Director, Defence, Industries and Society