

Phase II

RESEARCH PLAN (RP)

A. Design

The project is designed in accordance with a proprietary research methodology, which utilizes a mixed qualitative and quantitative design. The data collection is emergent and iterative, moving from qualitative measures through to quantitative methods. The typical research process can broadly be defined in three phases, each with its own aims and measures as detailed below:

1. Identification of Campaign Target Group(s)¹: The initial phase focuses on identifying the groups that are most viable and relevant to the Non-Desired Behavior (NDB) - in other words to reduce behaviors that support or are conducive to violent Jihadist recruitment. This is done in part during the MSP (Phase I), but is confirmed with initial Field Research. The outcome of this phase will be the identification of a number of potential Campaign Target Groups (CTGs).
2. Understanding Campaign Target Group(s): The potential CTGs are investigated further in terms of their psychosocial composition and the environmental context in which they operate, using specifically targeted Field Research. The outcome of this phase is a detailed description of a few highly relevant CTGs as well as emerging hypotheses on how to influence them in the most effective way. In addition, a baseline for Measures of Effectiveness (MOE) is established at this point.
3. Understanding Target Audience(s)²: The final phase involves obtaining a detailed psychosocial understanding of the groups that can be used to most effectively influence the CTGs - these groups are termed Target Audiences (TAs). Again, Field Research is used to identify the psychosocial composition of the TAs and the environment in which they operate, thereby defining a clear influence path to the CTGs.

B. Instruments

To ensure accuracy and validity, data on selected psychosocial research parameters are collected through a range of instruments as follows:

Desk-Based Research: Preliminary stage completed but ongoing throughout project lifetime

Systematic remote research and data collection will be conducted from pre-existing available sources where appropriate, for example, with relatively fixed, easily observable, and publicly available phenomena. This will also include obtaining locally produced publications and other materials from the relevant areas. Priority will be given to trusted statistical sources, such as earlier studies, reports commissioned by NGOs, and official Government data (such as census information). The Desk-Based Research will yield data which will then be used to establish basic Target Audience statistics and guide the subsequent research design and data collection. Strict standards of research will be adhered to, and where information is not available from dependent sources, it will be derived from independent sources and critically evaluated.

Expert Interviews: Preliminary stage completed but ongoing throughout project lifetime

A series of Expert Interviews will be conducted with local, regional and topical experts on indigenous culture, tradition, history, and the current socio-political environment. Specifically, information will be obtained regarding Relevant Issues, Historic Context, Language, Literacy, Channel Exposure, Channel Credibility, Noise, Values, Attitudes and Beliefs, Current Behavior, Common Enemies, Binary Opposition, and Motivations. The Interviews will be recorded, and subsequently transcribed.

Semi-Structured Depth Interviews: To be commenced

Semi-structured Depth Interviews will be used to develop a broader contextual understanding of the Non-Desired Behavior, the various groups associated with the behavior and the influence pathways and groups. Each Interview will last between one

6. Campaign Target Group refers to the group within the wider population that is closely linked or in some way contributing to the Project Objectives, and whose behavior the campaign aims to change.

7. Campaign Target Audience refers to the group within the wider population that has a direct influence over the Campaign Target Group, and towards whom the campaign ultimately is directed

and two hours and they will be conducted by trained researchers in the local language.

The Interviews will be emergent and tailored to progress from the general to the specific; hence, they will be continuously revised as recurrent themes emerge to refine and test specific hypotheses. In addition, the Interviews will yield data on a number of key parameters, including Channel Exposure, Source Credibility, Power Structures, Reward Structures, Motivations, Values, Attitudes and Beliefs, Noise, Message Appeals, Decision Paths, Skills, Intent, Propensity for Change, Relevant Issues, Historic Context, Binary Oppositions, Language, and Literacy. The Interviews will be translated into English and transcribed as summaries.

Questionnaire: To be commenced

The Questionnaire will be based on information obtained from initial semi-structured Depth Interviews and the Desk-Based Research. Responses will be recorded on either Likert scales or Semantic Differential scales. To prevent automated responses, a number of the items will be reversed and the order of the questions relating to different parameters will be alternated. Each Questionnaire is estimated to take approximately 30 minutes to complete and will be guided by the researcher.

The Questionnaire will consist of 35 items, and questions will measure a range of psychosocial parameters including Channel Credibility, Channel Exposure, Source Credibility, Group Membership, Normative Affiliation, Values, Attitudes and Beliefs, Power Structures, Reward Structures, Motivations, Current Behavior, and Propensity for Change.

The Questionnaire also asks respondents to provide basic demographic information, including age, gender, location, level of education, religious affiliation and ethnicity.

Respondents and Recruitment: To be commenced

The research in each target location (i.e. Ma'rib and al-Mukalla) will include the three research phases described in Section A. For each of these phases, an independent stratified sampling technique representative of the known demographics of the general and specific populations being examined will be employed. The total sample in each target location will include 30 In-Depth Interviews and 300 guided interviews.

Names will not be collected. All information collected will be categorized at the point of collection through pre-structured reporting methods. No association will be made between the respondent and answer sheets.

As stated in the research proposal, the series of target locations in each area reflect recent historical evidence of support for, or membership of, Salafi-Jihadist organizations or their activities (e.g. Al-Qa'ida).

Target locations

Target Locations are:

Target Location	Governorate	Brief Rationale
Ma'rib	Ma'rib	<p>Ma'rib has been the location of recent terrorist attacks by Salafi-Jihadist networks and has a history of association with violent Jihadist activities. The Ma'rib foothills have been the focus of previous recruitment efforts by violent Jihadists.</p> <p>Ma'rib has since mid-2006 been one of the main operating areas for Jund al-Yemen, an umbrella name for a number of overlapping Salafi-Jihadist networks who have carried out terrorist attacks in the area. This included the 2 July 2007 suicide VBIED attack on Spanish tourists at the Bilquis temple. This attack was attributed to the Khalid bin Walid Brigades, a group active in several locations in the Hadramout Governorate and the Ma'rib area in particular.</p>
Al-Mukalla	Hadramout	<p>Al-Mukalla has long been associated with Salafi-Jihadist activity. The area was a focus of operations for the Aden-Abyan Islamic Army in the late-1990's, and thereafter the terrorist networks responsible for the attack on the oil tanker Limburg (2002) and the landside gates of Al-Mukalla's main oil export terminals (2006).</p> <p>The location has most recently been an area of operations for the Al-Qaqa'a bin Omar al-Tamimi Brigades, a militant group which open source reports suggest was led by veteran Jihadist Hamza al-Quayti until his death in a counterterrorism operation on 13 August 2008. Al-Quayti is understood to have had strong family ties to Al-Mukalla. Sporadic attacks on Yemeni security forces and oil infrastructure were reported in the Al-Mukalla area throughout 2008 and attributed to the al-Tamimi Brigades. Counterterrorist activities in and around Al-Mukalla during the same period suggest the area remains a violent Jihadist area of operations.</p> <p>The al-Tamimi Brigades, which previously claimed responsibility for attacks under the umbrella name of Jund al-Yemen, is one of several semi-autonomous terrorist networks which reports suggest is now broadly aligned with the Shura council of Al-Qa'ida in the Arabian Peninsula (AQAP), the recently declared Salafi Jihadist organization in Yemen.</p>

The Research Leader, a local national with prior experience in research, will be responsible for recruiting, and managing research staff throughout the research phase of the project and ensuring the quality of the results. In addition, the local Research Leader, an expert on the area and the community, will be responsible for recruiting the required number of respondents from a variety of locations, including schools, factories, etc.

In-Country Research Phases and Timeline

Three phases of research will be completed in each target location:

Phase 1: Identification of Campaign Target Groups

Duration: 5 days

Start / Finish dates: 3rd-8th June 2009

Activity: Respondents will be sourced from a range of different professions and socioeconomic groups. 33% will be 14-20 years old, 33% will be 21-30 years old, and 33% will be 31-55 years old; 60% of respondents will be male and 40% will be female.

Phase 2: Investigation of Campaign Target Group(s)

Duration: 22 days

Start / Finish dates: 10th June - 1st July 2009

Activity: This phase will aim to further investigate and understand the Campaign Target Group(s). The research teams will conduct 15 semi-structured interviews and 300 guided questionnaires in each of the target locations.

Phase 3: Investigation of Target Audience(s)

Duration: 15 days

Start / Finish dates: 2nd-7th July 2009

Activity: The third phase will focus on understanding the Target Audience(s). The research teams will conduct nine further interviews in each target location.

NB; Timelines for each phase are approximate and are subject to change depending on circumstances in-theatre.

C. Procedure

Research

Experienced Research Leaders will be trained in the methodology over a five-day period. The Research Leaders will be subsequently responsible for recruiting, training and managing their own teams of eight local researchers. The Research Leaders will receive ongoing guidance and feedback on their performance as and when required and no less than three times per week. In addition, the Research Leaders will be briefed over a two-day period at the end of the project.

Preparation of Instruments

All research instruments will be translated into local languages by a qualified translator. To ensure accuracy of translation, each of the Research Leaders will subsequently provide a translation of the Questionnaire back to English. At this stage, any ambiguities in the translation will be addressed in the light of the feedback provided.

Field Research

The Field Research will take place between June 2009 and July 2009. A cover story will be used to explain the purpose of the research to the researchers; the local researchers will not be informed of the objectives or sponsors of the study. The questionnaire and interview protocol will be completely non-attributable to the original source.

All participation in the study will be entirely voluntary. Prior to completing the interview or the questionnaire, all participants will be given a rationale for the study (i.e., that the study is part of a university research programme or a market research programme) and they will be informed that their responses will be kept confidential. All personally identifiable information will be removed at the point of data recording. Moreover, respondents will be informed that they are not obliged to answer any questions that they did not feel comfortable with and that they could interrupt the study at any time without having to provide a reason or incur a penalty. Where applicable, explicit consent will be obtained by the researcher for the audio-recording of interviews. Respondents will be debriefed afterwards.

The respondents will be allocated to either the Questionnaire group or the Depth-Interview group; no respondents will complete both. Respondents will be excluded if they do not match the demographic criteria.

Depth Interviews

Expert and Semi-Structured Interviews will be held in temporary field offices. Respondents will be given assurances that they will not be able to be identified based on recorded data from the interviews. Prior to commencing the interview, the interview format will be explained and informed consent will be obtained. Interviews will last on average 90 minutes (range 60-120 minutes) and will be completed in one or two sittings. The interviews will follow a semi-structured format which will be continuously revised in the light of emerging themes obtained from previous interviews to test and refine hypotheses. Audio and video recording of interviews will be left to the discretion of the Research Leaders.

Questionnaires

The questionnaires will be completed individually in a temporary field office in the presence of the researcher who facilitates the completion process. Where respondents are illiterate, the questionnaire will be conducted orally. The questionnaire will take around 30 minutes to complete and small incentives in the form of tea and snacks will be provided at the Research Leaders' discretion.

D. Risk Register

Risk Category	Risk Origin	Probability (1-5)	Impact (1-5)	Risk Score	Mitigation	Contingency
Security	Increased situational terrorism threat	2	5	7	<p>Pre-deployment strategic and tactical security threat assessment to be provided with input from expert contributors</p> <p>Research team supplied daily with security threat intelligence from sources inside and outside Yemen to allow research to progress at minimum possible risk or permit change of plans in light of shifting threat level</p> <p>All team members to be briefed on basic personal security awareness prior to start of field work.</p>	Off-site training and management of the project will be maintained from Muscat or Dubai.
Security	State security operation in intended target location	2	3	5	<p>Few mitigation options available as little if any advance notice of CT operations in target locations is likely. Efforts will be made to ensure field work is completed as quickly as possible without compromising quality of research.</p>	Temporarily limit field work to unaffected areas or suspend field work as necessary. Recent kinetic CT operations by Yemeni security forces in and around target locations are generally of short duration; field work could be resumed after a pause of a few days. After-effects of large operations may however affect short term access and co-operation by local residents (see below)
Security	Civil unrest	4	3	7	<p>Pre-deployment strategic and tactical security threat assessment to be provided with input from expert contributors</p> <p>Research team supplied daily with security threat intelligence from sources inside and outside Yemen to allow research to progress at minimum possible risk or permit change of plans in light of shifting threat level</p> <p>All team members to be briefed on basic personal security awareness prior to start of field work.</p>	<p>Restrict operations to areas of target location unaffected by unrest.</p> <p>Temporarily suspend field work if unrest more widespread and serious or if risk of targeted violence increased (e.g. anti-western demonstrations)</p>

Security	Targeted terrorism threat	2	5	7	<p>Pre-deployment strategic and tactical security threat assessment to be provided with input from expert contributors</p> <p>Research team supplied daily with security threat intelligence from sources inside and outside Yemen to allow research to progress at minimum possible risk or permit change of plans in light of shifting threat level</p> <p>All team members to be briefed on basic personal security awareness prior to start of field work.</p> <p>Information on aims and objectives of project to be communicated on a strictly need-to-know basis to reduce risk of targeting e.g. LN researchers will not be told about aims and objectives of project and will be briefed that they are conducting a interviews and polling for a social science research project.</p>	Research Team to follow Emergency protocols, including evacuation guidelines in the event of a major incident.
Security	Robbery / kidnapping	2	5	7	<p>Pre-deployment strategic and tactical security threat assessment to be provided with input from expert contributors</p> <p>Research team supplied daily with security threat intelligence from sources inside and outside Yemen to allow research to progress at minimum possible risk or permit change of plans in light of shifting threat level</p> <p>All team members to be briefed on basic personal security awareness prior to start of field work.</p> <p>Risk of kidnap significantly reduced by the use of local nationals as researchers. Researchers will be instructed to practice simple security drills such as varying travel routes and times of travel to minimize pattern-setting and reduce risk of targeted kidnapping operations.</p>	Research Team to follow Emergency protocols, including evacuation guidelines in the event of a major incident
Security	Targeted detention / questioning by state security forces	2	4	6	<p>Risk can be reduced by eliminating reasons for a targeted detention / questioning in the first place. E.g. limiting research team members' knowledge of project aims, objectives, and clients.</p> <p>Equipping team leader and LN researchers with a simple, plausible, consistent legend to allow staff to easily explain the nature of their work in the target locations.</p> <p>All foreign national team members to liaise with contact at British embassy and register with UK FCO LOCATE service</p>	Project leader to refer to Communications and Emergency packs and liaise with British embassy. Replacement team member to be dispatched to target country immediately.

Environmental	Flood	1	2	3	Serious flash flooding affected parts of Hadramout province in 2008, leaving thousands homeless. Little can be done to mitigate this risk other than ensuring research team is in possession of suitable equipment and vehicles to enable egress from target location in the event of a flash flood	Research Team to follow Emergency protocols, including evacuation guidelines in the event of a major incident
Medical	Epidemic	1	3	4	As a country with a history of natural disaster and high levels of poverty, consideration should be given to all health procedures used by the research team.	Research Team to follow Health protocols, including evacuation guidelines in the event of a major incident
Medical	Serious injury / illness affecting one or more team members	3	3	6	Malaria affects thousands of people in both Marib and Hadramout each year and there is a risk of one or more team members contracting other illnesses such as dysentery. Prescriptions of anti-Malarial medicines (and inoculations for visiting foreign national team members) should mitigate such risks	Project leader to assess severity of problem and refer to emergency and communication packs as necessary. Replacement to be sent to country if necessary.
Research	Target audience uncooperative	1	4	5	Research can be difficult in areas where locals are hostile to research efforts. The risk is mitigated by careful pre-planning and the use of local teams	It is felt that the methodology renders contingency for this risk unnecessary.
Information assurance	Electronic data loss	2	3	5	Pre-empt by storing documentation securely and producing backup copies.	
Information assurance	Documentation damaged, lost, or stolen	2	3	5	Pre-empt by storing documentation securely and producing backup copies.	If document loss includes passport(s), contact British embassy.
Travel	Team member refused entry to target country	2	5	7	Majority of in-country research team to be local nationals from target locations to reduce risk of complications at national borders.	Project leader to refer to Communications pack and liaise with relevant party to determine whether a further attempt to enter the country should be made. If this is not possible then replacement team member to be dispatched immediately.
Environmental	Weather conditions too extreme e.g. temperatures too high for outside work	3	2	5	Schedule research efforts to times of day when movement and research outside is possible. Ensure team members are aware of need to ensure adequate intake of water and electrolytes.	Research Team to follow Health protocols, including evacuation guidelines in the event of a major incident
Personnel	Team member becomes unsuitable / decides to leave	3	2	5	Project leader to ensure quick access to suitable replacement personnel is possible	Project leader to use discretion to replace team member if necessary. Repeated violations of travel advice will require replacement.

Equipment	Equipment becomes faulty / inoperative	2	3	5	Chances are fair that some equipment will become faulty. Delays through equipment failure can be minimized by taking as much backup equipment as is practicable into country and identifying sources of replacement equipment in Sana'a if possible. Sources of replacement equipment are unlikely to be easily accessible in the target locations. Team members should receive proper technical training in order to reduce likelihood of equipment failure through incorrect usage.	Replacement of some equipment may be possible from sources in Sana'a.
Equipment	Equipment stolen or confiscated	3	2	5	Target locations known for petty crime and highway robbery. Team members to mitigate risk by taking sensible precautions to protect equipment e.g. equipment in rucksacks, not on display for long periods etc.	Replacement of some equipment may be possible from sources in Sana'a. Some backup items of equipment may be held in –country by project leader
Equipment	Equipment does not pass customs	2	2	4	Yemen not known to require declaration of audio-visual recording or computing equipment on arrival. Team members to be issued with letter of introduction by The Research Institute explaining academic uses for the equipment	Replacement essential equipment can be acquired from sources in Sana'a.
Project Delivery	Time slip through work volume, bureaucracy, externality etc	3	2	5	Project leader to conduct regular reviews of progress and assign vary team numbers and level of effort accordingly. Clear milestones, regular assessments and effective management to be encouraged.	