

International **Crisis Group**
WORKING TO PREVENT
CONFLICT WORLDWIDE

Annual Report 2012



2011 Review



Plans for 2012



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Chairmen Emeritus

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Former President of Finland

George J. Mitchell

Former U.S. Senate Majority Leader



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Family members of prisoners held at Insein Prison in Yangon wait for their release, 17 May 2011. REUTERS/SOE ZEYA TUN

A soldier of Côte d'Ivoire's Republican Forces holds his weapon in Abidjan during the country's return to civil war, 13 April 2011. REUTERS/LUC GNAGO

Egyptian protesters during a march in Tahrir Square in Cairo on November 2011. REUTERS/AHMED JADALLAH

A bullet attached to a badge bearing the new flag of Libya is worn by an anti-Qadhafi fighter north of the besieged city of Bani Walid, 24 September 2011. REUTERS/SAAD SHALASH



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Ambassador Thomas R. Pickering

Thomas R. Pickering is a former U.S. Under Secretary of State for Political Affairs and Ambassador to the UN, India, Russia, Israel, El Salvador, Nigeria and Jordan, and current Chairman of Hills & Company. He has been Co-Chair of Crisis Group since April 2006 and Chair from April 2010.

Crisis Group FROM THE CHAIR

The past year was marked by the swift pace of world events, particularly in North Africa and the Middle East, where citizens demanded their rights from authoritarian rulers – on the street, through the ballot box and, sometimes, through violent challenge to the regime. The revolutions are by no means over, the results are not yet clear, and the remaining risks are enormous, especially now in Syria. Will stability and economic development follow, or will the upheaval catalyse armed conflict, political polarisation or the resurgence of anti-democratic elites?

Elsewhere, change was no less rapid, if not always enjoying the same media spotlight as the Arab Spring. In Myanmar, top-down reform was delivering unprecedented improvement to that closed society. After decades of civil war, South Sudan became independent, relatively peacefully, though conflict still brews in the north.

In this climate of uncertainty, the International Crisis Group's vision to promote understanding, prevention and resolution of deadly conflict continues to resonate with policymakers as they confront the challenges thrown up by this reworking of the political map. From our offices around the world, Crisis Group has continued to leverage its expertise in order to assist those making critical decisions cope with a fast-moving situation.

Crisis Group pursues an approach shared between field-based analysis, clearheaded policy recommendations, and advocacy at the highest levels. It is an approach that relies on credibility and capacity built up over years reporting from some of the world's most volatile and complex hot spots, and successfully bringing sound policy advice to the lead-

ers, governments and media that shape the international community's response to emerging conflicts.

It is unlikely the quick pace of events will slacken in the upcoming year. Thankfully, Crisis Group under the leadership of President and CEO Louise Arbour continues to provide the same high-calibre, in-depth analysis as always.

I wish to extend special thanks to Lord Christopher Patten, who after seven years of service has stepped down as Co-Chair. We are grateful for the indefatigable support he provided over the years and wish him luck in his new endeavours.

We are continually thankful to all our supporters, who believe in our mission even as continuing economic pressures weigh heavily. Their generosity allows Crisis Group to continue bringing attention to conflicts in need of action. I hope that you will join us in making Crisis Group's cause your own.

Washington DC, 1 February 2012

Ambassador Thomas R. Pickering, Chair

A handwritten signature in black ink that reads "Thomas R. Pickering". The signature is fluid and cursive, with the first name being the most prominent.



Louise Arbour, President and CEO

Louise Arbour served as UN High Commissioner for Human Rights from 2004 to 2008 and Chief Prosecutor for International Criminal Tribunals for the former Yugoslavia and Rwanda from 1996 to 1999. She has been President and CEO of Crisis Group since July 2009.

Crisis Group

FROM THE PRESIDENT

As we reflect on a year that has seen the creation of a new country, repressive regimes toppled, and the hope of rights reclaimed, it is clear that the work of the International Crisis Group in preventing and resolving deadly conflict remains as relevant as ever. Throughout 2011, Crisis Group provided timely analysis of such developments among many others, highlighting the costs of both action and inaction, and advocating political initiatives likely to lead to a peaceful, lasting resolution of acute crises.

The momentous political changes wrought by the Arab Spring dominated headlines throughout the year, as popular protests spreading from Tunisia shook loose entrenched regimes across the region. Egypt and Tunisia saw landmark polls, while in Libya, rebels ousted Muammar Qadhafi after six months of civil war and a Security Council authorised international military intervention. In Bahrain and Yemen, violent confrontations and brutal repression have left societies polarised. As the death toll mounts in Syria, the future of the country and the whole region is at stake, and international consensus is hard to come by.

Our efforts to bring attention to the causes and consequences of deadly conflict, and provide solutions for their resolution, have not gone unnoticed. We consistently advocated for sustained attention to Côte d'Ivoire, where first the former president's refusal to accept election results led to a brief yet brutal return to civil war, and where later, victor's justice has threatened to aggravate divisions. In Afghanistan, we warned that impunity will ultimately undermine aid and reconciliation efforts unless swiftly checked. In Somalia, we pushed for immediate action on the humanitarian crisis while pointing out that future food security disasters can

only be avoided through the creation of a viable, if decentralised, state.

The past year reminded us that the slightest spark can ignite a crisis given the right conditions, underlining the importance of closely monitoring under-reported hot spots. In October, Crisis Group produced its first major report examining the phenomenon of organised crime in Guatemala and the bloody violence it generates. We brought attention to the escalating conflict between Turkish forces and Kurdish militants in northern Iraq. We took the decision in 2011 to set up a project reporting on Europe's bloodiest region: the North Caucasus.

The credit for Crisis Group's continued success lies with its staff working from locations around the world, many covering contentious issues in difficult contexts. I would like to take this opportunity to thank them sincerely for their loyalty and professionalism.

While we at Crisis Group are heartened by hard-won gains in countries such as Tunisia and Myanmar, there can be no room for complacency. We will continue our efforts to help prevent relapse into repression and deadly conflict, and ensure that prospects for lasting peace do not dim.

Brussels, 1 February 2012

Louise Arbour, President and CEO

Crisis Group

MISSION AND METHOD: FIELD WORK, ANALYSIS, ADVOCACY

Crisis Group decides which situations to cover based on a number of factors. These include: the seriousness of a situation, whether we can add value to international understanding and response, whether we have or can raise the necessary resources to ensure high-quality reporting and effective follow-through, and whether we can safely operate in the field.

Policy and Operations

▶ **Operating in the field**

Crisis Group's analysts are drawn mostly from experienced former diplomats, journalists, academics and NGO staff, often leading world experts in their areas. Of 154 positions on 1 February 2012, 97 were based in the field in over 30 locations. Others worked from our Brussels head office and other key regional offices. Security for our field staff is often an issue, requiring, in some cases, operating on a non-disclosed basis.

▶ **Determining policy**

In the initial drafting of reports and briefing papers, field analysts work with our regional program directors. A research and advocacy team in Brussels also provides input, especially on EU and NATO developments, while our Washington and New York advocacy offices assist with U.S. and UN perspectives, supplementing our national and regional advocacy in Beijing, Istanbul, Johannesburg, Jakarta, Nairobi and elsewhere. The policy prescriptions attached to Crisis Group reports are settled with input from field and senior staff, and Board members, as well as consultation with governments, intergovernmental organisations, academics and other think-tanks and NGOs.

▶ **Getting the story out**

Strong advocacy means effective dissemination. By the end of 2011, Crisis Group reports and briefing papers were being sent by email notification to some 32,000 specifically targeted recipients (including government ministers, heads of international agencies, diplomats and officials in key roles, and journalists) and a further 124,000 active subscribers signed up through our website. We also maintained top-level public exposure in terms of mentions in traditional media worldwide, extensive social media presence, and influential commentary published in multiple languages.

▶ **High-level advocacy**

Much of Crisis Group's most successful advocacy is done behind closed doors, requiring access to policymakers in major international centres and in the regions where we operate. In 2011, offices in Brussels, Washington and New York continued to ensure Crisis Group has the access and influence at the highest levels of the U.S. and European governments, as well as with the UN, EU and NATO. Our Beijing and Moscow offices ensure Crisis Group's influence in China and Russia. Our large teams in the Nairobi and Jakarta offices have increased Crisis Group's access and impact in Africa and South East Asia.

Crisis Group Approach – Three Basic Elements

1

Expert field research and analysis

Crisis Group's credibility is founded on its field-based research. Our analysts are based in or near many of the world's trouble spots, where there is concern about the possible outbreak of conflict, its escalation or recurrence. Their main task is to find out what is happening and why. They identify the underlying political, social and economic factors creating the conditions for conflict, as well as the more immediate causes of tension. They find the people who matter and discover what or who influences them. And they consider the actual and potential role for other countries and intergovernmental bodies like the United Nations, European Union and African Union.

2

Practical, imaginative policy prescriptions

Crisis Group's task is not merely to understand conflict but to prevent, contain and resolve it. That means identifying the levers that can be pulled and those who can pull them, whether political, legal, financial or ultimately, military. Some of these tools require action by the national government or local actors; others require the commitment of other governments or international organisations. Some will be within the current marketplace of received ideas; others will be over the horizon but nonetheless the right way forward. These policy prescriptions, along with our field-based research and analysis, are presented in succinct, timely and readable reports.

3

Effective, high-level advocacy

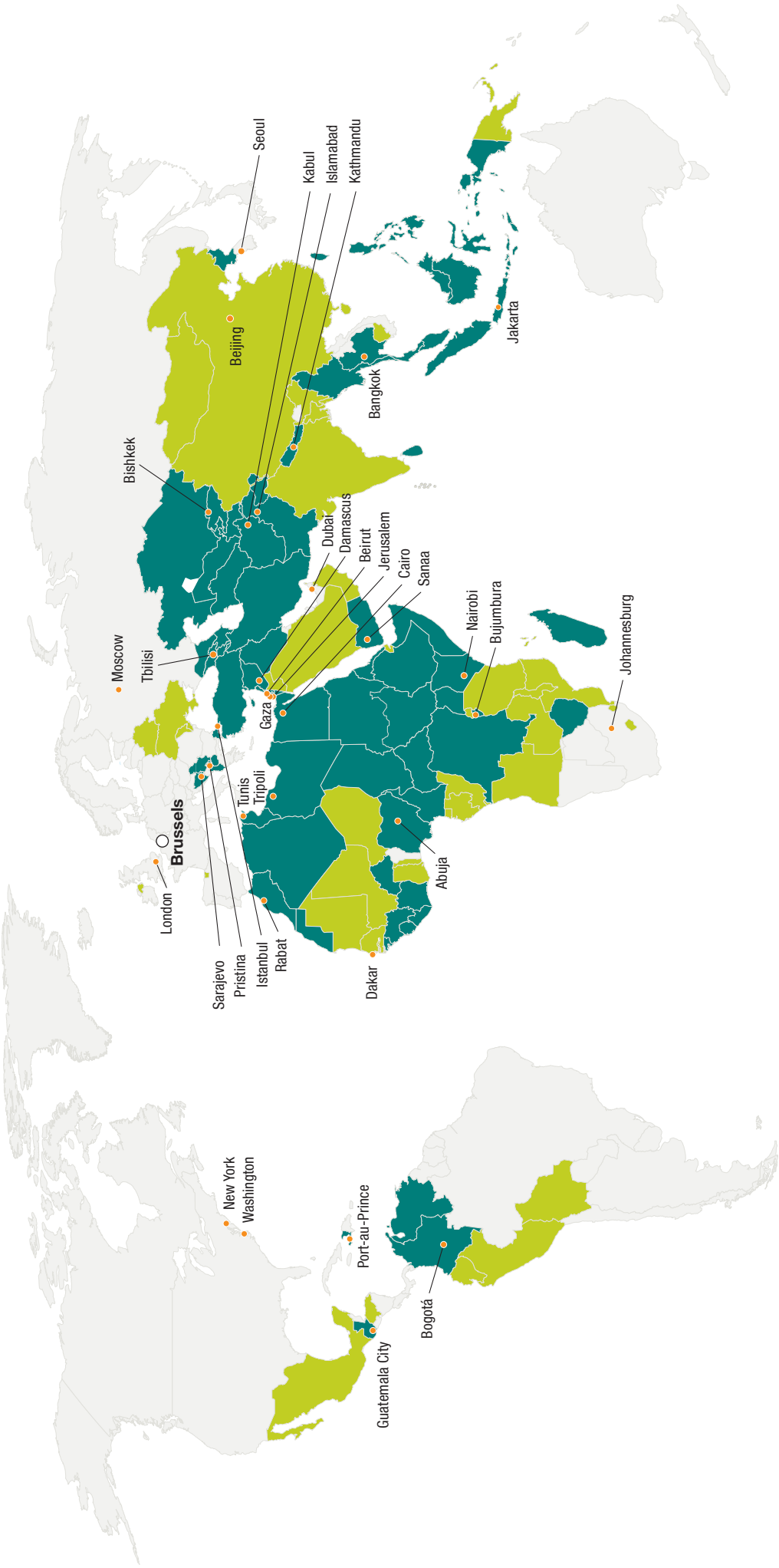
Identifying the problem and the appropriate response is still only part of the story. All too often the missing ingredient is the "political will" to take the necessary action. Crisis Group's task is not to lament its absence but to work out how to mobilise it. That means persuading policymakers directly or through others who influence them, not least the media. That in turn means having the right arguments: moral, political, legal and financial. And it means having the ability to effectively deploy those arguments, with people of the right credibility and capacity.

PHOTO: CRISIS GROUP/ANDREW STROHEILEIN



PHOTO: CEBRI

Left: Crisis Group's Horn of Africa Analyst Abdullahi Boru Halakhe speaks to inhabitants of an Internally Displaced Persons camp near Eldoret, Western Kenya, 2 February 2012. Right: Crisis Group Vice President (Multilateral Affairs) Fabienne Hara speaks at the Centro Brasileiro de Relações Internacionais (CEBRI) in Rio de Janeiro, 13 July 2011.



Covered by field analysts

CrisisWatch monitoring only

Brussels headquarters

Crisis Group office or representation

Crisis Group

OPERATIONS AROUND THE WORLD

Advocacy and liaison offices

Brussels (HQ)

Management, research, report production and distribution, communications, EU and international advocacy and coordination of all field operations.

Washington

Advocacy with the U.S. administration, Capitol Hill, the U.S. media; diplomatic corps, World Bank, Inter-American Development Bank and Organization of American States; policy input.

New York

Advocacy with the UN Secretariat, diplomatic corps and media; liaison with the philanthropic community; policy input.

London

British and other European advocacy and fundraising support.

Beijing

Advocacy and policy input, with a focus on the role of China in conflict areas around the world.

Moscow

Liaison office; advocacy with Russian Government.

Covered by field analysts (coverage planned for 2012)

Afghanistan	Cameroon	Georgia	Kosovo	Philippines	Timor-Leste
Albania	Central African Republic	Guatemala	Kyrgyzstan	Russia (North Caucasus)	Tunisia
Algeria	Chad	Guinea	Lebanon	Serbia	Turkey
Armenia	China (Taiwan Strait)	Guinea-Bissau	Liberia	Sierra Leone	Turkmenistan
Azerbaijan (including Nagorno-Karabakh)	Colombia	Haiti	Libya	Somalia	Uganda
Bahrain	Côte d'Ivoire	India (Kashmir)	Macedonia	South Sudan	Uzbekistan
Bosnia and Herzegovina	Cyprus	Indonesia	Madagascar	Sri Lanka	Venezuela
Burkina Faso	DR Congo	Iran	Morocco	Sudan	Western Sahara
Burma/Myanmar	Egypt	Iraq	Nepal	Syria	Yemen
Burundi	Eritrea	Israel/Palestine	Nigeria	Tajikistan	Zimbabwe
	Ethiopia	Kazakhstan	North Korea	Thailand	
		Kenya	Pakistan		

CrisisWatch monitoring only includes

Angola	Djibouti	India	Moldova	Republic of Congo	Tanzania
Bangladesh	Ecuador	Jordan	Mongolia	Rwanda	Togo
Belarus	Equatorial Guinea	Lesotho	Mozambique	Saudi Arabia	Ukraine
Bolivia	Gabon	Mali	Niger	Senegal	United Kingdom (Northern Ireland)
Cambodia	Gambia	Mauritania	Oman	Spain (Basque Country)	Zambia
China	Ghana	Malawi	Papua New Guinea	Swaziland	
Comoros Islands	Honduras	Mexico	Peru		



Central Africa

Burundi
 Cameroon
 Central African Republic
 Chad
 DR Congo

Uganda

Horn of Africa

South Sudan
 Sudan
 Ethiopia/Eritrea
 Kenya
 Somalia

Southern Africa

Madagascar
 Zimbabwe

West Africa

Côte d'Ivoire
 Guinea
 Guinea-Bissau
 Liberia
 Nigeria

Sahel
 Sierra Leone

Africa

SECESSION AND SUCCESSION

Many of the recommendations in Crisis Group's report *Burundi: From Electoral Boycott to Political Impasse* (February) were subsequently taken up, including our call for increased pressure on the government by donors and the announcement by the President of a truth and reconciliation commission. The impact of a December 2010 report on diamond mining in Central African Republic continued into 2011. Following the report's release, Central African authorities formally communicated initiative to improve the diamond sector. The report and subsequent meetings assisted in putting the country firmly back on the agenda of the Kimberley Process. Recommendations on DR Congo's elections were presented to EU officials in Brussels, U.S. officials in Washington DC, as well as in roundtables with EU Special Representatives for the Great Lakes (*Congo: The Electoral Dilemma, May*).

A more devolved system of governance is needed in Somalia, according to a Crisis Group report, *Somalia: The Transitional Government on Life Support* (February). The UN-supported transition plan for the Somali government now contains many of the recommendations made in the report. A series of reports and updates were released on issues surrounding the secession of South Sudan, including *Politics and Transition in the New South Sudan* (April). Two Conflict Risk Alerts (May & September) were lauded by the Chinese and U.S. special envoys to Sudan, and our recommenda-

[Crisis Group is] an extraordinary, important organization that is relied upon certainly across the world, and that includes the State Department. For more than 15 years, you have helped policymakers see the world more clearly and respond to conflict more effectively.

U.S. Secretary of State Hillary Rodham Clinton, 16 December 2011

tions were incorporated into the roadmap for dialogue by the main opposition parties in Khartoum.

Open letters from Crisis Group to both the UN Security Council and heads of state in West Africa urged decisive political and military measures on Côte d'Ivoire to prevent a wider crisis and protect civilian lives following the refusal of former President Laurent Gbagbo to step down after losing elections. Following polling, Crisis Group pressed nationally and internationally for the review of results in order to stem post-election violence. The report *Côte d'Ivoire: Is War the Only Option?* (March) warned that the country risked a new

civil war unless such calls were heeded. Crisis Group's briefing, *Nigeria's Elections: Reversing the Degeneration?* (February), explained that a repeat of the disastrous and bitterly contested 2007 elections could deepen the vulnerability of West Africa's largest country.

Crisis Group released two reports on Zimbabwe during 2011. *Zimbabwe: The Road to Reform or Another Dead End?* (April) and *Resistance and Denial: Zimbabwe's Stalled Reform Agenda* (November) provided a coherent, balanced analysis in a context of byzantine political machinations and systemic rumour mongering.

Central Africa

Currently ranked among the top hot spots for piracy worldwide, a Crisis Group report will analyse the escalating threat in the **Gulf of Guinea** and explore the nexus of transnational crime, states' disputes and poor governance.

Burundi. Crisis Group will examine how failures of the peacebuilding agenda in Burundi contributed to the resumption of conflict between the army and the militant group Forces Nationales de Libération.

Democratic Republic of Congo. If confirmed, the discovery of new oil in central DRC could have serious geopolitical consequences. Will new oil sites make the country more fragile or kick-start development?

Horn of Africa

Kenya. A report will provide recommendations aimed at promoting credible elections in 2012 under the new constitution, and measures to

help avoid the violence that marred the 2007 general elections.

Somalia. As the timeframe for Somalia's government-led transition comes to a close in August 2012, Crisis Group will produce a briefing with an expanded vision for a political framework addressing the challenges Somalia is facing.

South Sudan. As the world's youngest state turns one, Crisis Group will report on its progress towards peace and stability.

Sudan. A Crisis Group report will analyse the quest for a peaceful national dialogue on how Sudan should be governed following the re-emergence of conflict in the "New South", Southern Kordofan and the Blue Nile State.

Ethiopia/Eritrea. Ethiopia has so far refused to accept the final boundary delimitation with Eritrea, and in 2011 indicated it would assist armed Eritrean opposition groups. An update briefing will analyse the current impasse and suggest a strategy to move the process forward.

West Africa

An upcoming report will examine the threats posed by arms proliferation, religious extremism and criminal networks to the **Sahel** region, as well as individual countries' responses.

Côte d'Ivoire. Focusing on insecurity, the security sector, and national reconciliation, a Crisis Group report will examine the Ouattara administration's record one year after coming to power.

Nigeria. Against the backdrop of electoral violence and the ongoing emergence of terrorist group Boko Haram, Crisis Group will examine factors contributing to pervasive political violence in Nigeria and provide suggestions on how to stem the tide.

Sierra Leone. An upcoming report will examine the achievements and failures of President Koroma's administration as the country prepares for its third post-war general election in 2012, and will assess the contribution of the international community to the stabilisation of the country.

Southern Africa

Madagascar. A briefing update will focus on the prospects for the electoral process planned for 2012. Can a transitional government facilitate a credible electoral process or will polls exacerbate existing tensions?

Zimbabwe. China is now the fourth biggest trading partner with Zimbabwe, part of the "Look East" policy adopted in response to economic sanctions. A new paper will examine the role of China in Zimbabwe and its impact on tensions in the country.

KEY ISSUES IN 2012



REUTERS/FINBARR O'REILLY



Central Asia

Kazakhstan
Kyrgyzstan
Tajikistan
Turkmenistan
Uzbekistan

South Asia

Afghanistan
India (Kashmir)
Nepal
Pakistan
Sri Lanka

South East Asia

Indonesia
Malaysia
Myanmar/Burma
The Philippines
Thailand

Timor-Leste

North East Asia

China (Taiwan Strait)
North Korea

Asia

VICTORS, REFORMERS, AND INSURGENTS

The fallout from the June 2010 violence in Kyrgyzstan dominated much of the Central Asia project's attention in 2011, after Crisis Group's 2010 report, *The Pogroms in Kyrgyzstan* (August) prefigured and laid some of the groundwork for investigations by the government commission. In Tajikistan, *The Changing Insurgent Threats* (May) examined the continuing decline of the political, social and security situation in the country, sparking considerable debate in the region and in the international community.

Crisis Group examined insurgent groups in seven provinces of Afghanistan in 2011, generating widespread interest among international military forces, diplomatic missions, U.S. Congressional briefings and the local press. Bilateral donors to Afghanistan further indicated that the findings of *Aid and Conflict in Afghanistan* (August) helped shape their aid programs. Electoral reform is now on the EU and U.S. agendas after *Reforming Pakistan's Electoral System* (March) outlined measures to help entrench democratic rule in Pakistan. Focusing on the importance of combating militancy and religious extremism, the report, *Islamic Parties in Pakistan* (December) included briefings to high-level U.S. and EU officials, including a Congressional delegation, on the importance of supporting a still fragile transition.

Crisis Group's report, *Reconciliation in Sri Lanka: Harder than Ever* (July), generated wide

media coverage from nearly 200 news outlets, as well as being cited in debate in the British Parliament and in presentations on Capitol Hill that helped produce new legislation in December 2011 requiring a new report in 45 days by the U.S. Special Ambassador on War Crimes. We were ahead of most other observers in highlighting major reforms underway in Myanmar, including moves to address domestic conflict (*Myanmar: Major Reform Underway*, September; *Myanmar: A New Peace Initiative*, November). According to a senior U.S. official, "Crisis Group has been instrumental in changing U.S. policy" on the country.

Engagement with policymakers in China has kindled receptiveness to Crisis Group's recommendations, as evidenced by various government actors taking the initiative to reach out to Crisis Group for consultations. The Beijing office also continued to advocate

effective engagement with China on conflict issues, including by delivering briefings to high-level U.S. officials and U.S. Congressional leaders. Activities in the Korean peninsula included advice to U.S. Forces in Korea and the South Korean Joint Chiefs of Staff on the heels of the report, *The Risks of War in the Yellow Sea* (December), as well as meetings with the South Korean unification minister on the humanitarian situation in North Korea.

Senior Adviser Sidney Jones speaks with Abidin Wakano, lecturer at the State Islamic Institute in Ambon, Indonesia, 18 January 2012. Abidin is one of the "peace provocateurs", a group that uses SMS and social media to dampen incitement and check facts of alleged attacks to keep violence from spiralling out of control.

Sharp and highly informative reports, particularly in late 2011 on Myanmar's reformist shift: the International Crisis Group seems to have called it right, ahead of many others.

Gwen Robinson, Bangkok correspondent, *Financial Times*, 23 January 2012



Central Asia

A briefing paper will examine **China's** ambitions in Central Asia amid concerns the region is a breeding ground for separatist challenges to its own territory.

Kyrgyzstan. Following up Crisis Group's report on violence in southern Kyrgyzstan, an upcoming report will examine the changing nature of nationalism in the country and the risk it poses to minorities, political development and the rule of law.

South Asia

Afghanistan. Crisis Group will identify constitutional mechanisms to enhance the separation of powers between Afghanistan's executive, legislative and judicial branches, and to strengthen provincial and district-level governance.

A forthcoming report will assess the prospects, opportunities and risks in negotiating a political settlement to the conflict in Afghanistan.

One of the great failures in the political development of Afghanistan has been restrictions on political parties. A report will examine how the country can strengthen this essential component of a functioning democracy.

Nepal. Crisis Group will survey a variety of radical Hindu, royalist, anti-federalist and upper caste groups and assess their potential for violence as Nepal's political structures evolve.

KEY ISSUES IN 2012

Pakistan. A new Crisis Group report will examine the role of domestic factors, including the Pakistani military's jihadi proxies, in determining Pakistan's relations with India.

A forthcoming report will examine counter-terrorism strategies and tactics in **Pakistan's** Provincially Administered Tribal Areas as well as external factors affecting terror networks in the region, particularly safe havens in Afghanistan.

Sri Lanka. The brutal strategies used by the Sri Lankan government to defeat the Tamil Tigers and crush political opposition will be further examined, as well as the reaction of the UN and powerful states.

Crisis Group will look at how the ethnic conflict in Sri Lanka is still being played out around the world through court cases, immigration issues, ethnic politics and the reorganisation of the diaspora.

South East Asia

Myanmar. The economy will be critical to the reform process in Myanmar, but with insecurity along overland trade routes and in the absence of any reserves, can the government meet the population's increasing expectations that reforms will deliver economic benefits?

Thailand. The Yingluck government has pledged to pursue decentralisation as a means to better address grievances of marginalised peoples of the insurgency-ravaged South, but how do stakeholders perceive this idea, and what governance models might work best?

Timor-Leste. A Crisis Group report will review the priorities for reforms in Timor-Leste's security sector following the planned end-year withdrawal of the UN peacekeeping operation.

North East Asia

North Korea. The North Korean regime's pledge to address the country's economic problems will not be possible without the abandonment of WMD and the lifting of sanctions. Crisis Group will explore whether this is compatible with the long-espoused "military first" policy and the regime's renewed sense of insecurity following Kim Jong-il's death.

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REUTERS/CHINA DAILY





Balkans

Albania
Bosnia and Herzegovina
Kosovo
Macedonia
Serbia

Caucasus

Armenia
Azerbaijan (including
Nagorno-Karabakh)
Georgia

Russia (North
Caucasus)

Turkey/Cyprus

Addresses primarily the Cyprus
conflict and Turkey's geostrategic role

Europe DEADLOCK AND DISQUIET

Crisis Group's report, *State Institutions Under Attack* (May), highlighted the state of political crisis between domestic political elites and with the international community in Bosnia and Herzegovina. At the height of the dispute, Crisis Group advocated that the EU step in to defuse tensions, which it successfully did. Recommendations in *Brčko Unsupervised* (December) likewise helped move thinking among officials to close down international supervision in 2012.

As described in a 2011 report on Macedonia, *Ten Years after the Conflict* (August), inter-party and inter-ethnic tensions are again growing. Crisis Group emphasised the importance of Macedonia and Greece arriving at a consensus solution regarding the name of the former Yugoslav republic to clear the way for EU and NATO membership and boost regional stability. Following our report on Nagorno-Karabakh, *Armenia and Azerbaijan: Preventing War* (February), Crisis Group became an organisation of reference on the prospects of war, was regularly requested to brief policymakers and journalists, and was asked to prepare background material on the conflict for a high-level meeting in May in the UK.

Widely read throughout the policy community, our briefing, *Georgia-Russia: Learn to Live like Neighbours* (August), described strains between Georgia and its neighbour Russia three years after the 2008 war over South

@carlbildt: Wise words from experienced peace promoters on situation in northern Kosovo and what needs to be done. I hope it's read.

Tweet from Carl Bildt, Foreign Minister of Sweden, 2 February 2012, on Crisis Group's report, *Kosovo and Serbia: A Little Goodwill Could Go a Long Way*

Ossetia. High-level officials in both countries expressed support for our recommendations. In November, the European Parliament adopted a resolution on the conflict between Georgia and Russia which included Crisis Group recommendations, some verbatim, from 2010 and 2011 reports. Our report entitled *The Javakheti Region's Integration Challenges* (May) was extensively discussed, providing the impetus for a subsequent increase in coverage within Georgian media.

Responding to the stalemate on a comprehensive settlement in Cyprus, our report *Cyprus: Six Steps Toward a Settlement* (February) was well received by foreign affairs officials, garnering invitations from the EU enlargement commissioner and Turkish media to elaborate on the report's recommendations. Disputed rights in the Aegean Sea continue to unsettle relations between Turkey and Greece. A report on the

topic, *Turkey and Greece: Time to Settle the Aegean Dispute* (July), formed the basis of proposals for a solution drawn up for the UK parliament by a former British ambassador. Crisis Group was also invited to brief Turkish officials, a Turkish Kurd conference, and foreign officials following its well-received report, *Ending the PKK Insurgency* (September), in addition to making several appearances on media outlets ranging across the political spectrum.

Analyst Medea Turashvili (second from left) with a European Union Monitoring Mission patrol and two of the last residents of a Georgian village, all-but-abandoned since the war in 2008, along the Administrative Boundary Line marking South Ossetia, 16 February 2012.



KEY ISSUES IN 2012

The Balkans

Kosovo. A new report will contain a comprehensive appraisal of the implementation of the Ahtisaari Plan in the parts of Kosovo under government control, with particular attention to controversial minority issues.

Bosnia. With a new government in place pledging to make essential reforms, Crisis Group will provide suggestions on how to take the steps needed to move the country along its EU accession track.

Serbia and Bosnia. Crisis Group will survey the different factions of the Bosnia and Serbia (Sandjak) Islamic communities as the election of a new religious leader threatens to divide the region's Muslims.

The Caucasus

Armenia. A forthcoming report will describe who key decision-makers are within the Armenian government, and the condition of state institutions and political life, in the run-up to the Spring 2012 parliamentary elections.

Armenia and Azerbaijan. Crisis Group plans to follow up its February 2011 briefing on the potential for conflict in Nagorno-Karabakh with a report that will propose ways to decrease tensions and, through incremental steps, move the negotiations process forward possibly in a different format from the one currently led by the OSCE.

Georgia. A Crisis Group report will focus on the future of Abkhazia, including the nature of the current political system, conflict dynamics, attitudes toward Russia and Georgia, and internal dynamics with regards to ethnic communities.

Two background reports will provide a snapshot of conflicts in the **North Caucasus**, including tensions over land, ethnic disputes and the Islamic insurgency. They will also describe Moscow's response and the ability of local institutions to address conflict.

Crisis Group plans to investigate why a growing number of women are attracted to radical Islam in defiance of local tradition and even family culture in **Dagestan**.

Turkey/Cyprus

Turkey. Crisis Group will clarify the main issues in this complex dispute over maritime boundaries in the region which affects Turkey's relations with Greece, Israel and Lebanon over freedom of movement in the Mediterranean.

Crisis Group will analyse how Kurdish grievances can best be addressed in the new Turkish constitution, including possible changes to the definition of Turkishness, the role of Kurdish language in government affairs, decentralisation and education.

REUTERS/DADO RUVIC



REUTERS/DANILO KRSTANOVIC



Colombia/Andes
Colombia
Venezuela

Guatemala
Covers governance

Haiti
Covers peacebuilding and political transition

Latin America & the Caribbean

CRIME WITHOUT BORDERS

The outcome of the October municipal and departmental elections in Colombia provided evidence of an entrenched culture of illegality and violence still prevalent in some parts of the country. Recommendations from our report *Cutting the Link between Crime and Local Politics: Colombia's 2011 Elections* (July) were mirrored in a range of government initiatives to shield the elections and resulted in an invitation to Crisis Group to join a high-level national commission on electoral issues as an observer. Crisis Group's well-received report on *Moving Beyond Easy Wins: Colombia's Borders* (October) built the case for bolder policies to cope with the violence and build civilian state capacity in the country's periphery.

Regardless of the outcome of the 2012 elections in Venezuela, crime and violence remain the main threat to the country. Crisis Group's report *Violence and Politics in Venezuela* (August) shed light on the escalation of criminal violence and demonstrated that knowledge of the situation is inadequate and distorted, both internally and externally. The report ranks among the most consulted of the program since its establishment.

Crisis Group's briefing, *Guatemala's Elections: Clean Polls, Dirty Politics* (June), which examined the dangers posed to democracy by unregulated campaign donations, was disseminated and discussed with policymakers in New York, Washington, Brussels and Otta-

wa, including representatives of the United Nations, high-level diplomats, donors and academics. Both international donors and Guatemalan civil society have embraced the recommendations contained in the report *Learning to Walk without a Crutch: The International Commission Against Impunity in Guatemala* (April), leading policymakers in other Central American countries to consider similar measures to curb corruption and criminal behaviour. Our background report, *Guatemala: Drug Trafficking and Violence* (October), explored the institutional failures that have allowed drug traffickers to operate with impunity, while at the same time drawing attention to positive signs of change, including the prosecution or extradition of high-level traffickers and corrupt officials.

Our briefing, *Post-quake Haiti: Security Depends on Resettlement and Development* (June) outlined the importance of clearly defined government policies for sustainable rebuilding following the 2010 earthquake. The findings and recommendations were discussed with U.S., Canadian, Latin American and OAS officials, as well as UN officials in New York and Brasilia. Subsequent briefings *Keeping Haiti Safe: Police Reform* (September) and *Keeping Haiti Safe: Justice Reform* (October) analysed the need for urgent reforms to establish an efficient National Police and an independent and credible judicial and penal system. As a result, Crisis Group is frequently called upon to participate in debates around Haiti's security and

stability, for instance appearing at a special U.S. Congressional briefing on Haiti and hearing on Latin America, and at a special session on Latin America in the UN Security Council.

Peacebuilding is amongst the most vital and complex endeavors of our times. Objective and candid analyses such as the International Crisis Group's are key to its perfection.

Alejandro Eder, Director of the Colombian Agency for Reintegration, January 2012

Andes

Colombia. New illegal armed groups and paramilitary successors feature as the main threat to the country's security today. A policy briefing will discuss effective policies to disbanding the groups.

After half a century of armed struggle, Colombian guerrillas will not lay down their arms without serious concessions. What incentives might prompt key sectors of Colombian society and the international community to end decades of bloodshed?

Guatemala. Despite tens of millions of dollars of donor funds, police still complain that gangs and drug traffickers outgun and outrun them.

A short briefing will examine efforts to transform the national police into an effective force that operates within the rule of law.

Amid allegations that children younger than thirteen are being recruited to carry out violent crimes, Crisis Group reporting will examine the impact of gang violence on urban communities in Guatemala while also exploring efforts to rehabilitate gang members and protect youth at risk.

A forthcoming report will examine the sources of violence and corruption in a specific region, particularly in those affected by drug-related killings perpetrated by trafficking networks, and the dangers they pose for border regions and Guatemala as a whole.

Venezuela. A policy report will examine conflict risks ahead of the 2012 presidential election in light of the climate of political uncertainty, polarisation and entrenched levels of violence.

The degree of polarisation and militarisation of Venezuelan society makes a volatile post-electoral scenario likely. A policy briefing will respond to the short- and medium-term challenges following the October 2012 presidential elections.

Haiti

The impact of the UN mission to Haiti will be assessed after seven years of operations, as well as the challenges Haitian authorities and the international community will face under reductions in the size or mandate of the mission.

Complementing work on security system reforms carried out in 2011, Crisis Group will assess the state of institutional reforms in Haiti and propose practical ways to speed and enhance its implementation.

KEY ISSUES IN 2012



REUTERS/JORGE LOPEZ



Iraq, Iran and the Gulf
Bahrain
Yemen

Egypt, Syria and Lebanon

Israel/Palestine

North Africa
Algeria
Libya
Morocco
Tunisia
Western Sahara

Middle East & North Africa

CHANGE AND CHALLENGES

In 2011, Crisis Group continued to report on periodic flare-ups and political initiatives that took place against the backdrop of a paralysed peace process in Israel/Palestine. *Radical Islam in Gaza* (March), examining groups operating in Gaza, was praised by U.S., Israeli, Palestinian Authority and Gaza officials alike. *Palestinian Reconciliation: Plus Ça Change* (July) and *Curb Your Enthusiasm: Israel and Palestine after the UN* (September) were described by a senior UN official as “standard references on the topics”.

Shortly after Hosni Mubarak’s fall in Egypt, Crisis Group published *Egypt Victorious?* (February), which was widely praised by local actors and international policymakers as “authoritative” and “prescient”. A Conflict Risk Alert was released in November after the authorities returned to violence to dislodge protesters from Tahrir Square. In the turmoil in Syria, Crisis Group was, for a significant

period in 2011, the sole independent international organisation with access to both protesters and regime members. As early as March 2011, a Conflict Risk Alert called for the Syrian regime to lead immediate and sweeping reforms. Subsequent back-to-back reports played a key role in shaping perceptions on the Syrian crisis: *The Syrian People’s Slow-motion Revolution* (July) and *The Syrian Regime’s Slow-motion Suicide* (July).

Following the brutal suppression of the March uprising in Bahrain, Crisis Group issued a background report followed by subsequent field-based analysis – *The Bahrain Revolt* (April) and *Bahrain’s Rocky Road to Reform* (July) – which was cited in the final report of the independent Bassiouni Commission charged with investigating the violence. The report, *Breaking Point: Yemen’s Southern Question* (October), was touted inside the country as groundbreaking by a number of diplomats and Yemeni stakeholders and was widely covered in the national press. One insider said it was “a mirror in front of us that promotes self-reflection”.

Against the backdrop of the impending U.S. troop withdrawal from Iraq and a continuing attempt at completing the formation of a new government, Crisis Group released two reports. The second, *Failing Oversight: Iraq’s Unchecked Government* (September), provided the basis for a subsequent *New York Times*

editorial quoting Crisis Group on authoritarian and sectarian tendencies within the Maliki government.

In Tunisia, political actors and officials warmly welcomed the report, *Tunisia’s Way* (April), as the first in-depth treatment of the revolution and a useful guide to future challenges. U.S. officials also asked for briefings based on the report. On Libya, Crisis Group provided analysis and policy prescriptions throughout the uprising, civil war and toppling of the old regime, including an Open Letter to the UN Security Council in March and direct advocacy with the U.S. National Security Council. The reports *Making Sense of Libya* (June) and *Holding Libya Together: Security Challenges After Qadhafi* (December) were widely read and well received.

Crisis Group Fellow Cale Salih speaks with Zamalek team Ultras at Tahrir Square on 2 December 2011.

[Crisis Group’s] recommendations help shape policymakers’ thinking. Even if we don’t agree with them, they force us to come up with alternatives.

Ad Melkert, United Nations Special Representative of the Secretary-General to Iraq, May 2011

KEY ISSUES IN 2012

Israel/Palestine

Crisis Group will look at the impact of the Arab Spring on the Palestinian Islamist movement Hamas in a forthcoming report.

Crisis Group will examine the role of Palestinian prisoners detained in Israeli jails, who have long played an important part in shaping Palestinian politics, to better understand how they affect the conflict.

Egypt, Syria and Lebanon

Egypt. A forthcoming report will examine the evolution of the Egyptian Brotherhood since the 2011 revolution and analyse its political strategy in the new environment.

Lebanon. A briefing will examine the repercussions of the crisis on various Lebanese actors, notably Hezbollah and the Future Current.

Syria. An upcoming briefing will look at the continuing evolution of the Syrian crisis and examine the dangers that it poses to the country and the region.

Iraq, Iran and the Gulf

Bahrain. A Crisis Group report will look at the state of play in Bahrain following publication of the Bassiouni report detailing human rights abuses during the crackdown that followed the 2011 uprising. Is the government beginning to institute reforms?

Iran. Crisis Group will look at Turkey's role in the West's standoff with Iran, with a focus on the nuclear crisis and the sanctions question.

Iraq. Crisis Group will look at the political situation within Iraq's Sunni community, focusing on political actors like the Iraqiya coalition and the Awakening movement, whose integration is vital for longer-term stability.

North Africa

Algeria. Although witnessing its share of turbulence in recent months, the Algerian regime has yet to be threatened. A forthcoming briefing will explain what has occurred, what has not, and why.

Libya. Crisis Group will publish an overview of the political landscape of the new Libya, taking into account major interests and power brokers.

Morocco. A new Crisis Group report will describe socio-political dynamics in Morocco as the monarchy seeks to pre-empt domestic strife by announcing far-reaching political reform.

Tunisia. How will socio-economic conditions evolve and impact the future of the Tunisian revolution? A report will examine the social question and how it is shaping political dynamics.

An upcoming briefing will look at the outlook and role played by Tunisia's Islamists, notably the Ennahda party following their election to the National Assembly.



ERIC HINOJOSA

Crisis Group

PROGRESS IN 2011

Operations

The Arab uprisings threw into stark relief many of the issues we confront all over the world: questions of institution-building; political transition; establishment of meaningful security; justice; and the limits of international intervention. In Africa, the birth of South Sudan, the crisis in Côte d'Ivoire, and the deeply flawed elections in DR Congo were major areas of emphasis. The ongoing challenges in ensuring peaceful, credible elections on the continent will remain a theme of our work. Asia saw us again focus on Sri Lanka and the pursuit of accountability for the alleged serious crimes at the end of the civil war. We produced an extensive look at the situation of Tamil women in that country. Afghanistan and Pakistan continued to engage our attention while we documented, even anticipated, the positive developments in Myanmar in 2011. We resumed reporting on Venezuela and deepened our engagement on Guatemala, in addition to ongoing coverage of events in Colombia and Haiti. In Europe we focused on heightened tensions in Kosovo, the political logjam in Bosnia, and the dangers of ignoring conflicts such as Nagorno-Karabakh in the Caucasus.

Output

Crisis Group published 92 reports and briefing papers in 2011. We also published 72 translations in seventeen relevant languages including Arabic, Chinese, Greek, Hebrew, Indonesian, Korean, Nepali, Portuguese, Russian, Serbian, Spanish, Thai and Turkish. By the end of 2011, we were sending our material to some 32,000 specifically targeted recipients and 124,000 active subscribers who signed up directly through our website, bringing the total number of regular recipients to over 156,000. Crisis Group staff and Board members also regularly write commentary articles for major media outlets – 205 were published in 2011, a remarkably high figure for an organisation of Crisis Group's size. Crisis Group publications and

commentary are posted on our website, which in 2011 received nearly two million visits.

On 24–25 October 2011, Crisis Group successfully organised its second Global Briefing: a two-day, high-level private event led by senior staff and Board members and attended by about 90 delegates from international diplomacy, business and civil society.

Crisis Group's monthly bulletin *CrisisWatch* published its hundredth edition on 1 December 2011, marking over eight years covering some 80 situations of current or potential conflict. *CrisisWatch* is also available as an online database, tracking developments by country or conflict since 2003. Over 130,000 people subscribe, with the database viewed some 10,000 times each month.

Support

Crisis Group achieved solid income results during fiscal year 2010–2011, despite the ongoing uncertainty in the global economy. We worked to maintain and strengthen our rela-

International Crisis Group's reports have certainly helped cast new light and new thinking on a vast variety of conflicts. You achieved a lot in a very short period of time and your analysis cannot be ignored, even when we don't quite implement your recommendations.

Pierre Vimont, Secretary General of the European External Action Service, 15 February 2012

tionships with donor governments, foundations and individual supporters, while also pursuing diversification of income through the cultivation of prospective new donors. Consistent with recent years, the proportion of income given as unrestricted support remained strong at 77 per cent of total income.

Fundraising efforts were boosted by the *In Pursuit of Peace Award Dinner* held in New York on 16 December 2011, where U.S. Secretary of State Hillary Rodham Clinton delivered the keynote address. Crisis Group presented four activists – Claudia Paz y Paz Bailey (Guatemala), Sihem Bensedrine (Tunisia), Shukri Ismail (Somaliland) and Sima Samar (Afghanistan) – with the Stephen J. Solarz Award in honour of their work to promote peaceful, free and fair societies in some of the world's most conflict-affected regions (pictured below, left to right with Louise Arbour in centre). U.S. President Bill Clinton and CNN's Wolf Blitzer spoke on the importance of Crisis Group's mission while Grammy-winning singer Sarah McLachlan provided the evening's entertainment.



Crisis Group

COMMUNICATIONS IN 2011

Crisis Group's website (crisisgroup.org) remains our most important public advocacy tool, with some two million visits annually. It is not only a broad distribution channel for publications – including reports, urgent alerts, commentary articles, speeches and blogs – but it also hosts audio podcasts, video and multimedia presentations.

After years of increasing engagement with social media, these tools are unquestionably an essential part of Crisis Group's advocacy work today. Facebook was the number one referral site to crisisgroup.org in 2011. This year saw us reach over 12,000 people who "like" our main Facebook page, while we also added new pages for Latin America and South East Asia, along with Arabic and Russian-language pages.

We also strengthened our presence on Twitter, reaching almost 18,000 followers. Our most popular tweet, which announced the Syria briefing *Uncharted Waters: Thinking Through Syria's Dynamics*, reached almost 147,000

people over Twitter. In June, Crisis Group's Communications Director Andrew Stroehlein (@astroehlein) was listed on *Foreign Policy* magazine's "FP Twitterati 100", a who's who of the foreign policy Twitterverse.

Our podcasting efforts have expanded exponentially over the past two years. In 2011, Crisis Group produced 88 audio presentations in Arabic, English, French, Portuguese and Spanish. While the podcasts are increasingly popular on our website and through iTunes, they are also now appearing on news websites elsewhere. These emerging relationships represent an important shift in the journalistic landscape, as news outlets are featuring our material wholly unedited, underscoring their need for reliable content and further illustrating the trend toward journalism-NGO partnerships.

Four new Crisis Group blogs were launched in 2011, covering the Balkans, Korea, Latin America and Sri Lanka, adding to our existing blogs on Turkey/Cyprus/EU and Africa. The Communications Unit has also continued

to develop online multimedia presentations, producing three interactive presentations during the year: on North Korea, Afghanistan and South Sudan. Our presence on YouTube and Vimeo was expanded to include a full library of all our videos.

Of course, Crisis Group's traditional media impact in 2011 continued to be strong, with more than 5,000 newspaper articles, TV/radio programs and new media outlets in numerous languages citing Crisis Group publications or quoting our analysts. Including reprints, the figure rises to over 14,000. We published 205 commentary articles in major international newspapers last year. Crisis Group has developed long-term relationships with the editorial boards and commentators at many influential outlets, and we have thus helped to guide their own editorials on a significant number of occasions.



PHOTO: CRISISGROUP/ANDREW STROEHLIN



From left, Senior Analyst Kunle Amuwo and Fellow Titilope Ajayi speaking with Nigerian national newspaper editors in Lagos, 6 February 2012.

Crisis Group

FUNDING IN 2011

Crisis Group relied on a wide range of public and private partners to sustain the organisation's internal capacity and external impact during the 2010–2011 fiscal year. We are deeply grateful to all of them for their loyal and generous support, which enabled Crisis Group to pursue vital conflict prevention and resolution work in dozens of countries around the world. As our organisation looks ahead with a new strategic framework in place, we hope to maintain and strengthen existing relationships with our key donors while continuing to broaden and deepen our funding base. A strong and growing base of support will be essential to meet the demands that continue to be placed on us, including appeals to establish new field presences in places where sophisticated early warning analysis is currently lacking; deepen existing field presences in a number of countries that are high on the international agenda; deliver increased briefings and analysis to high-level policymakers in the field as well as

in key Western and non-Western capitals; and fill growing gaps in public awareness resulting from the significantly reduced foreign news coverage of many conflict situations.

Securing the Future Fund

In 2008, Crisis Group launched a capital fund – the Securing the Future Fund – to provide long-term financial stability to the organisation. Due to the financial climate of 2011 and the uncertain outlook for 2012, our fundraising efforts have been focused on maintaining full operational capacity rather than building the capital fund.

Governments and Institutional Foundations

As in the past, Crisis Group's main financial support in the past year came from its government partners. Despite difficult financial times, government support continued to hold steady both in absolute and relative terms, represent-

The Crisis Group platform is uniquely powerful – insightful field analysts and engaged Board members work together to get the right message to the right people. Reports are prepared with a keen eye toward context and practicability.

Seth Ginns, Jennison & Associates.
International Advisory Council member,
February 2011

ing 50 per cent of total funding and coming predominantly in the form of crucial core support. A majority of government donors have now provided grants for more than seven consecutive years, thus demonstrating their long-term commitment to supporting our work. Governments are set to remain a key source of financial support, as we seek to expand cooperation with several of our key existing supporters and cultivate new relationships with others.

Crisis Group was also fortunate to count on the financial support of institutional foundations, which represented 21 per cent of total organisational support during the last fiscal year. Alongside government funding, institutional foundations continue to be a vital source of multi-year support, despite the challenges they too have faced in the global economic crisis.

Governments

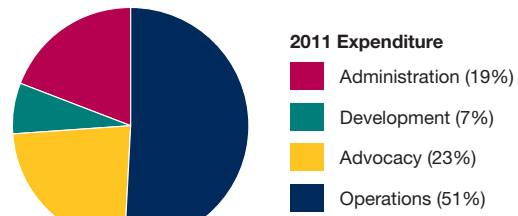
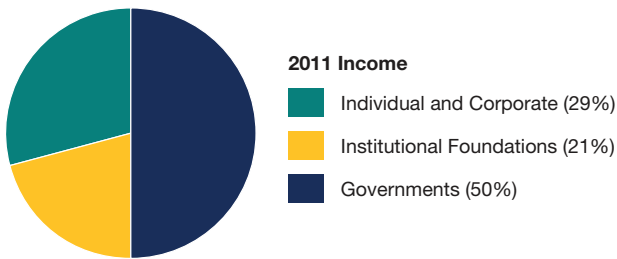
Australia (Agency for International Development; Department of Foreign Affairs and Trade)
Austria (Austrian Development Agency)
Belgium (Ministry of Foreign Affairs)
Canada (Canadian International Development Agency; Foreign Affairs and International Trade Canada; International Development Research Centre)
Czech Republic (Ministry of Foreign Affairs)
Denmark (Ministry of Foreign Affairs)
European Commission
Finland (Ministry of Foreign Affairs)
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Ireland (Irish Aid)
Liechtenstein

Luxembourg (Ministry of Foreign Affairs)
The Netherlands (Ministry of Foreign Affairs)
New Zealand (Agency for International Development)
Norway (Ministry of Foreign Affairs)
Slovenia (Ministry of Foreign Affairs)
South Korea
Sweden (Ministry of Foreign Affairs; Swedish International Development Cooperation Agency)
Switzerland (Federal Department of Foreign Affairs)
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United States (U.S. Agency for International Development)

Institutional Foundations

Adessium Foundation
Carnegie Corporation of New York
Clifford Chance Foundation
Elders Foundation
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Korea Foundation
Open Society Institute
Ploughshares Fund
Radcliffe Foundation
Rockefeller Brothers Fund
The Charitable Foundation
VIVA Trust
William and Flora Hewlett Foundation

Listings for governments and foundations reflect contributions received between 1 July 2010 and 30 June 2011.



Total income for annual operations for the financial year ending 30 June 2011 was \$19.5 million, of which 77% was in unrestricted core contributions. Total expenditure for the financial year ending 30 June 2011 was \$20.3 million.

Individual and Corporate Benefactors

Crisis Group has built a fruitful working relationship with the private sector, discussing political and economic developments and exchanging analysis. Major individual and corporate supporters are invited to join the Crisis Group Council – jointly composed of the President’s Council and the International Advisory Council. Council members regularly use our analysis and field-based research in their

geopolitical risk assessments, attend Board of Trustee meetings and other Crisis Group events, and meet Crisis Group senior staff and field analysts. Private donors’ support for Crisis Group during fiscal year 2010–2011, including revenue from our annual gala dinner, reached 29 per cent of total income for the year and was almost entirely for core budgetary support, thus helping to reinforce the organisation’s independence. We are extremely fortunate to

welcome the engagement of new supporters year after year and to enjoy longstanding relationships with many of our donors, whose multi-annual commitments provide us with highly valued financial stability.

President’s Council

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International Advisory Council

Private donors and supporters contributing between US\$25,000 and US\$99,999 per annum:

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Other Individual and Corporate Support

US\$500,000 or more

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Frank Giustra

US\$10,000 or more

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 Minky Worden

*Listings for individual and corporate supporters include gifts of US\$1,000 or more received
 between 1 February 2011 and 31 January 2012.*

From upper left to right, at Crisis Group's In Pursuit of Peace Award Dinner, unless otherwise stated: Secretary Hillary Rodham Clinton; Sarah McLachlan; Sant Chatwal with Trustee Frank Giustra; Trustee Kofi Annan (Global Briefing, Brussels). Award Dinner Chair Marc Lasry; Council members Nina Solarz and Margery Kraus; supporters Owuraka Koney and Tameka Watler; Trustees Ghassan Salamé and Mo Ibrahim (Board Meeting, Istanbul). President Bill Clinton with Trustee Lord Mark Malloch-Brown. *Photos: George L. Koroneos, Guerdin Frederic, Françoise Spiekermeier.*



Statement of Activities

For financial years ended 30 June 2011 and 2010 (in U.S. dollars)

Revenues and other support (\$)	Year ended	30 June 2011	30 June 2010
Contributions		20,761,041	26,073,877
Interest income		62,618	74,325
Miscellaneous income		751	3,587
	Total	20,824,410	26,151,789
Expenses (\$)			
Africa Program			
Central Africa		671,236	760,957
Southern Africa		178,994	204,875
West Africa		768,688	659,872
Horn of Africa		628,224	704,788
	Total	2,247,142	2,330,492
Asia Program			
Pakistan/Afghanistan		1,066,474	875,096
South East Asia		878,579	666,398
Central Asia		457,475	455,883
North East Asia		558,076	545,776
Sri Lanka		558,061	1,210,114
Nepal		384,368	351,102
	Total	3,903,033	4,104,369
Europe Program			
Caucasus		448,051	307,112
Balkans		521,352	418,338
Turkey/Cyprus		258,130	203,604
	Total	1,227,533	929,054
Middle East Program			
Iran and the Gulf		233,333	203,452
North Africa		332,690	23,819
Iraq, Syria and Lebanon		661,840	650,754
Israel/Palestine		867,857	687,444
	Total	2,095,720	1,565,469
Latin America Program			
Andes		473,158	366,257
Guatemala		220,931	54,189
Haiti		219,641	221,008
	Total	913,730	641,454
	Total program expenses	10,387,158	9,570,838
Advocacy		4,597,424	4,986,004
Administration			
Fundraising		1,425,244	1,134,897
Administration		3,890,668	2,776,647
	Total administration expenses	5,315,912	3,911,544
Total expenses		20,300,494	18,468,386
Change in net assets before other items		523,916	7,683,403
Other items			
Net unrealised/realised gains/(loss) on investments		(24,759)	2,885,231
Net unrealised/realised gain/(loss) on exchange		2,464,709	38,831
Change in net assets		2,963,866	10,607,465
Net assets at beginning of the year, as restated		46,780,474	36,173,009
Net assets at end of year		49,744,340	46,780,474
Net assets comprise			
Unrestricted net assets		7,903,382	6,226,225
Temporarily restricted net assets		14,881,636	13,606,178
Securing the Future Fund		26,959,322	26,948,071
	Total	49,744,340	46,780,474

Contributions and grants for both program and multi-year funding agreements are recorded in full as revenue in the year that notification is received from the donor of the commitment. The amount of income from such agreements which was available for use in the year ended 30 June 2011 was \$13,896,134 (2010: \$14,059,746). Full audited financial statements are available on request, and accessible on Crisis Group's website www.crisisgroup.org.

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