

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

2014 ANNUAL REPORT



2013 Review | Plans for 2014



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2013/14

Cover images

Top: Iran's President-elect Hassan Rouhani at a press conference in Tehran, 17 June 2013. ANADOLU/Fatemeh Bahrami.

Middle: A wall with paintings urging peace in Colombia. CRISIS GROUP/Christian Voelkel.

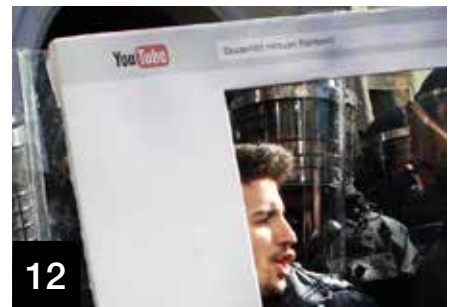
Bottom left: Abu Mahmoud, a 60-year-old Free Syrian Army fighter, carries his weapon as he waits for his son inside a house in the old city of Aleppo, 22 November 2013. REUTERS/Molhem Barakat.

Bottom right: A youth squats inside a burnt-out car in the Central African Republic capital, Bangui, 10 December 2013. REUTERS/Emmanuel Braun.

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FROM THE CO-CHAIRS

A lot happened in 2013, from political breakthroughs in Kosovo, Colombia and Iran to massacres in Syria and state breakdowns in South Sudan and Central African Republic. There was no obvious pattern to any of this. The rise of emerging markets appeared less commanding than it once had. Coordination among major powers was sometimes impressive – as in Kosovo and on Iran, or with the French-led effort in Mali – but continued to seem ad hoc. With the United States cautious of engagement and China forceful in its own region but reticent of engagement beyond, the only two powers anxious to make themselves felt outside their own backyards were Russia and France.

This left a volatile global political environment lacking clear leadership. Where there are solutions they are increasingly local and regional, not driven from the traditional capitals. That poses new challenges and opportunities for International Crisis Group. Its impressive record of anticipating conflicts made it indispensable once again for government officials and the many others who needed to make quick, informed decisions in this fast-moving world. But the decision-makers it needs to reach are now less than ever a club of Western policymakers.

Rather, each crisis has its own circle of policy brokers who have to be reached. On Syria, to take one pressing instance, reaching the U.S. and Russia remains important but it is as important to reach officials in Tehran, Riyadh, Doha and Ankara.

For Crisis Group, 2013 was also a passage of sorts as field operations were folded up in the Balkans, where Crisis Group had its beginnings almost two decades ago. At the same time our pursuit of new flash points that might be leading indicators of violent conflict entailed expanding our work across the Sahel, in Mexico and in the Caucasus.

Our distinctive approach, combining field-based analysis, relevant and pointed policy recommendations and public and private advocacy, relies on our remarkable staff, whose painstaking work protects and enhances Crisis Group's most precious asset: an unmatched reputation for objectivity. The steady increase in Crisis Group's audience throughout 2013 shows that interest in our work is only growing.

We want to extend a very special thanks to our outgoing President and CEO, Louise Arbour, who has guided Crisis Group through the past five years with a

steady hand together with real passion for our mission. Her piercing intelligence, her humour, her commitment, her deep experience and wise counsel have been invaluable as Crisis Group has fought to prevent or resolve conflict. We have been privileged to work with her and hope she will continue her association with Crisis Group as it enters a new era.

We also want to thank our supporters: individuals, corporations, foundations and governments. This past year was another one of belt-tightening at institutions and official agencies, and Crisis Group's budget did not escape the general austerity. We had to make some difficult choices. Helped by our supporters' generosity we have emerged stronger. The need for Crisis Group's work is greater than ever. We hope you will join us in helping meet that need.

Washington DC and London,
1 February 2014

Lord Mark Malloch-Brown
Ambassador Thomas R. Pickering



Mark Malloch-Brown

Mark Malloch-Brown is a former UN Deputy Secretary-General and Administrator of the United Nations Development Programme (UNDP).



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.

FROM THE PRESIDENT

This past year confounded many hopes. The Arab uprisings struggled onward, but Egyptians and Libyans experienced disappointments as deep as their expectations had once been high. New administrations in China and Japan made a tense region tenser as they managed nationalist upsurges. A decade of profound international effort in Afghanistan seemed to be drawing to a close more with a sense of dissatisfaction than of triumph.

In the international community, hopes went unmet as democratic governance halted its long post-Cold War trend of upward growth. The street sought to replace the ballot as the source of democratic legitimacy. Authoritarianism reasserted itself. So did nationalism in Europe and radicalisation elsewhere. The International Criminal Court faced strong, increasingly organised resistance in Africa as the court entered its second decade. The UN Security Council's failure to act on Syria continued to take a heavy toll, carrying with it the high expectations once generated by the doctrine of the responsibility to protect.

Is the system fatally broken? No. But in 2013 it became obvious that doctrines and institutions alike require serious rethinking.

In this questioning year Crisis Group reaffirmed its core mission: to provide on-the-ground analysis and detailed policy prescriptions to prevent or resolve violent conflicts. As geopolitical generalisations weakened, we stuck to specifics.

On 2 January 2013 we published an alert about the advance of Seleka forces in Central African Republic. We reported on this forgotten conflict throughout the year, and when it reached the point where it was no longer forgotten our fieldwork informed the many actors who rushed to find solutions.

Our commitment to rigorous research and advocacy on reform in Myanmar, once so controversial, continued to bear fruit – and when reform faltered our principled engagement included well-researched, firm criticism.



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.

In Colombia, years of Crisis Group work on the long conflict between the government and FARC guerrillas culminated in detailed recommendations to aid peace negotiations. There again, we strove to offer concrete ways to reach both justice and peace without sacrificing one to the other.

Patient, detailed work on the sanctions regime imposed on Iran proved, when the tide turned, invaluable in helping identify the path toward reducing tensions.

We were also able to expand our horizons, addressing new, emerging or potential crisis situations, whether in Niger or Burkina Faso – as part of our increasing focus on the Sahel – or in Mexico, where our study of vigilantism in Michoacán state foretold a tale now very much in the public eye.

That we have this flexibility is very much down to the generous support of our donors. These are challenging times and Crisis Group has not escaped the buffeting. But your commitment to our work, and belief in our mandate, has helped ensure that we have been able to continue covering, on every continent, not just conflicts in the headlines but also those wrongly ignored, often at great cost.

In this past year, our model of fieldwork on the world's violent conflicts – undertaken under difficult conditions and usually with no obvious prospect of immediate success – proved itself again. As I reach the end of my own tenure as President and CEO of Crisis Group, it is my privilege to reaffirm that mission and salute the remarkable people around the world who have made it their own.

Brussels, 1 February 2014

Louise Arbour, President and CEO



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

<p>▶ Operating in the field</p>	<p>Crisis Group’s analysts are drawn mostly from experienced former diplomats, journalists, academics and NGO staff, often leading world experts in their areas. Of 116 positions on 1 February 2014, 63 were based in the field in 26 locations. Others worked from our Brussels head office and other key regional offices. Security for our field staff is monitored by a security team that meets on an ongoing basis.</p>
<p>▶ Determining policy</p>	<p>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, 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, inter-governmental organisations, academics and other think-tanks and NGOs.</p>
<p>▶ Getting the story out</p>	<p>Strong advocacy means effective communication. Crisis Group reports and briefing papers go to tens of thousands of targeted recipients (including government ministers, heads of international agencies, diplomats and officials in key roles, and journalists) as well as to the more than 200,000 subscribers who request specific types of mailings online. We also maintained top-level public exposure through quality mainstream media worldwide, an extensive social media presence, and influential commentary published in multiple languages.</p>
<p>▶ High-level advocacy</p>	<p>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 2013, 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 teams spread out over offices in five continents have increased Crisis Group’s worldwide access and impact.</p>

Left: President Arbour and Latin America and Caribbean Program Director Javier Ciurlizza (closest to podium) launching the report *Transitional Justice and Colombia's Peace Talks* at the Universidad Externado de Colombia in Bogotá. CRISIS GROUP/Anna Crowe. Below: Crisis Group North Africa Project Director Issandr El Amrani (far right) meets with Libyan militia members in Sidra, Libya. CRISIS GROUP/Claudia Gazzini.

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 inter-governmental 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 prescriptions 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. Crisis Group's board is instrumental in giving us access at high levels of governments.



"The International Crisis Group's ground-based and solutions-oriented research in conflicts (and potential conflicts) around the world consistently provides unique insight for policymakers, journalists, and diplomats alike".

Amjad Atallah, Regional Director for the Americas, Al Jazeera Media Network

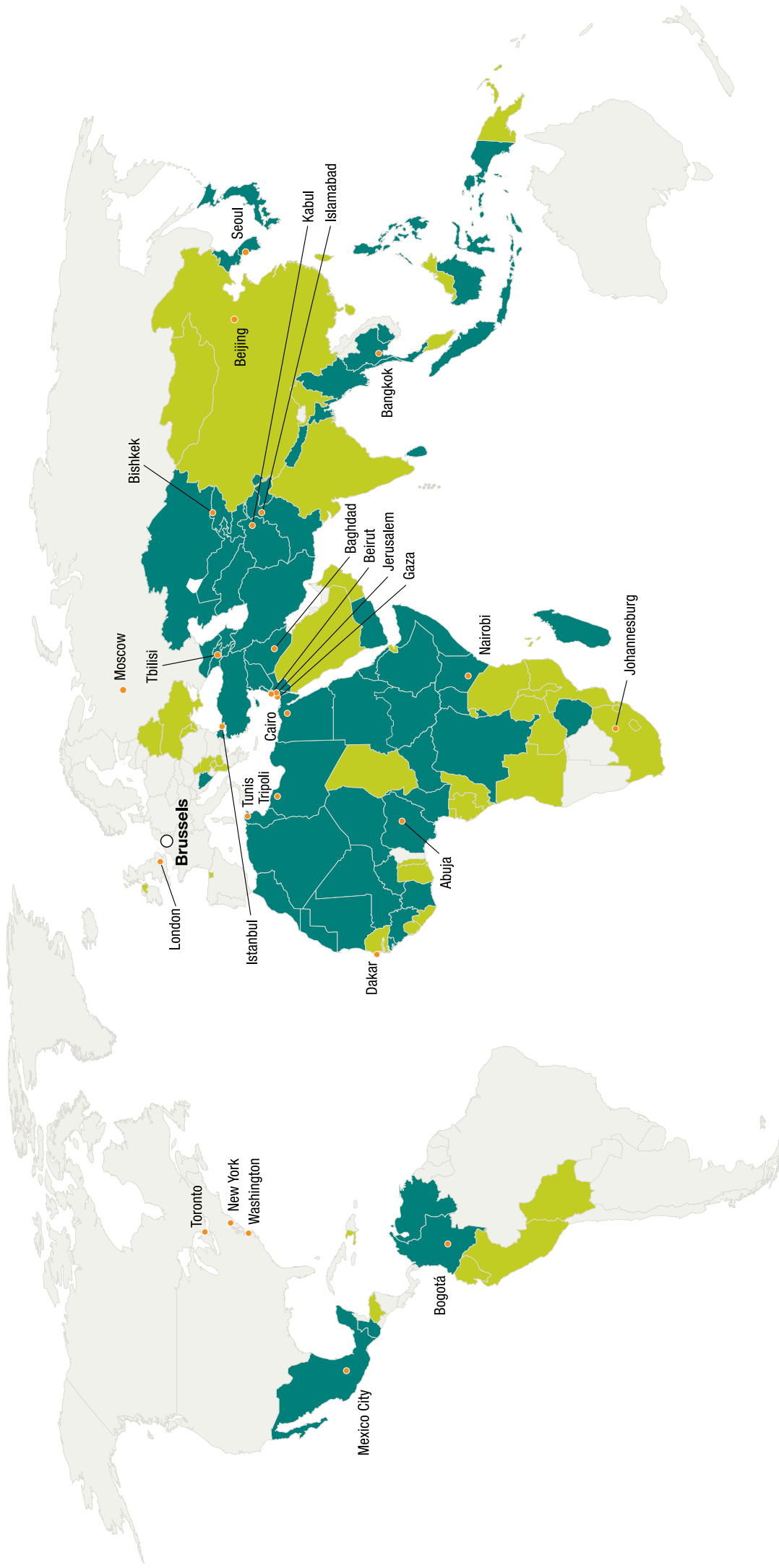
CRISIS GROUP OPERATIONS AROUND THE WORLD

Countries covered by field analysts (coverage planned for 2014)

Afghanistan	Bosnia and Herzegovina	Colombia	Guatemala	Kazakhstan	Myanmar	Russia (North Caucasus)	Tajikistan	Yemen
Algeria	Burkina Faso	Côte d'Ivoire	Guinea	Kenya	Nepal	Somalia	Thailand	Zimbabwe
Armenia	Burundi	Cyprus	Guinea-Bissau	Kyrgyzstan	Niger	South Korea	Tunisia	
Azerbaijan (including Nagorno-Karabakh)	Cameroon	DR Congo	Indonesia	Lebanon	Nigeria	South Sudan	Turkey	
Bangladesh	Central African Republic	Egypt	Iran	Libya	North Korea	Sri Lanka	Turkmenistan	
	China/Japan	Eritrea	Iraq	Madagascar	Pakistan	Sudan	Uganda	
		Ethiopia	Israel/Palestine	Mali	Philippines	Syria	Uzbekistan	
		Georgia	Jordan	Mexico			Venezuela	

In addition to the above countries, *CrisisWatch* monitoring covers

Albania	China (internal)	Gambia	Lesotho	Moldova	Republic of Congo	South Africa	Timor-Leste	Zambia
Angola	Djibouti	Ghana	Liberia	Morocco	Rwanda	Spain (Basque Country)	Togo	
Bahrain	Ecuador	Haiti	Maldives	Mozambique	Saudi Arabia	Swaziland	Ukraine	
Belarus	Equatorial Guinea	Honduras	Malawi	Oman	Senegal	Taiwan	United Kingdom (Northern Ireland)	
Bolivia	Fiji	Kosovo	Malaysia	Papua New Guinea	Serbia	Tanzania	Western Sahara	
Chad	Gabon	Kuwait	Mauritania	Peru	Sierra Leone			



■ Covered by field analysts

■ CrisisWatch monitoring only

○ Brussels headquarters

● Crisis Group office or representation

AFRICA FRAUGHT ELECTIONS AND REGIONAL DIPLOMACY



Religious antagonism, including jihadi terrorism, exacerbated some conflicts in Africa. Even the political coup in Central African Republic ended with Christian and Muslim militias confronting each other. There was much anticipation of election violence but the year included unexpectedly peaceful polls in Mali and Kenya, and an expectedly questionable one in Zimbabwe at the end of July (our report *Election Scenarios* came out in May, *Mugabe's Last Stand* in

July). Regional institutions like the Economic Community of Central African States found themselves in prominent roles, as did the African Union.

In Mali the year might be said to have begun with France's Operation Serval, which turned back a military offensive by somewhat allied jihadi and Tuareg forces and helped recapture Mali's northern cities for the government in Bamako. That was perhaps the easy part:

political and social reconstruction moved forward only tentatively (considered in our April and June reports), and violent jihadis are regrouping in Mali's hinterland and in other countries in the region. Crisis Group's advocacy included meetings by President Arbour with government leaders in Bamako and numerous articles and interviews, notably in *Le Monde*.

KEY ISSUES IN 2014

We will be updating our earlier work on insecurity in the **Gulf of Guinea**, and looking at the political situation in Cameroon as it considers how to handle a transition from the 31 years of rule by Paul Biya. The crisis in the **Central African Republic** will continue to command attention as regional and international bodies attempt to repair the collapsed state. The evolution of the UN intervention brigade in the **Democratic Republic of Congo** – with its unusually robust military mandate – will be the focus of a special report, along with continuation

of our series on local conflicts in Congo, focusing this year on the Kivus.

In West Africa, potentially dangerous and divisive elections will occur in countries that are vital for the region's peace and security: **Nigeria, Côte d'Ivoire, Burkina Faso, Guinea-Bissau** and **Guinea**. Nigeria will be a main emphasis of our work, beginning with a report on Boko Haram and continuing with a consideration of politics, and likely political violence, as Nigerians prepare for elections in 2015. Côte d'Ivoire remains fragile despite

strong economic growth. We have focused first on the troubled western region and will then look at the north as we examine potential sources of instability and how to rebuild the state in this pre-election year. We will be keeping an eye on Burkina Faso as electoral politics gain momentum in advance of 2015 elections and closely monitoring the March general elections in Guinea-Bissau, which were rescheduled after the 2012 coup and may prove problematic. Guinea itself will also hold presidential elections in 2015; we will look at the dangers of failing to deal

Facing page: People in Central African Republic lie on the ground as they are searched by French soldiers during a patrol of villages in Bossangoa, north of the capital, Bangui, 3 January 2014. French and African troops have struggled to stop the violence between Muslim and Christian groups. REUTERS/Andreea Câmpeanu.

The Mali effort was handled from our Dakar office, which also produced strong policy reports on Guinea (*A Way Out of the Election Quagmire*, February), Côte d'Ivoire and Niger (our first).

The program gave Sudan strong emphasis with two instalments in a report series on *Sudan's Spreading Conflict* (in February and June). South Sudan's sudden late-year descent into civil conflict added a new, urgent dimension to the troubled region; we had someone in place in Juba as events

unfolded, allowing us to issue an authoritative statement in late December suggesting some ways out of the worsening conflict as SPLA factions attacked each other in Juba, South Sudan's capital, and elsewhere in the world's newest state.

Somalia's chronic instability, and its spillover, featured in our August report on the Ogaden and a December consideration of the Puntland elections (which occurred the next month). Somalia also featured in more topical writing during and after the Westgate Mall attack in Nairobi, which sadly confirmed the blowback warnings in our 2012 reports on Kenya's military intervention in Somalia and the radicalisation of Kenyan Somalis.

From our Nairobi hub we analysed *Kenya's 2013 Elections* in January, with a follow-up report in May. The International Criminal Court's indictment of the eventual winners, now-President Uhuru Kenyatta and Vice President William Ruto, greatly coloured

those elections and their aftermath. The future promotion of international criminal justice also preoccupied President Arbour in her advocacy work at October's Global Briefing in Brussels and her address to Security Council members at Greentree, NY, in November.

African issues continued to dominate the Security Council's agenda. The Democratic Republic of Congo was the topic of two debates we held with Council members (in March and April) and the innovative UN intervention brigade in DRC was considered in a policy letter from President Arbour to Great Lakes Special Envoy Mary Robinson.

The Central African Republic was an intense preoccupation from our 2 January alert on the swift advance of Seleka forces, through the post-coup *Priorities of the Transition* (June) to *Better Late Than Never* (December), with regular fieldwork throughout the year. Private advocacy in New York and Washington included briefing the White House and holding numerous meetings at the ambassadorial level and above, while public advocacy featured timely blog posts and articles as well as an open letter to the Security Council. (See "Advocacy and Communications").



A South Sudan army soldier next to a machine gun mounted on a truck in Malakal, 497km north east of the capital, Juba, 30 December 2013, a few days after the town was retaken from rebel fighters. REUTERS/James Aken. Right: An Igbo leader Chief Boniface addresses a crowd at the scene of explosions at a bus park in Sabon Gari in Kano, Nigeria, 19 March 2013, in an area where Islamist sect Boko Haram is waging an insurgency against the government. REUTERS/Stringer.



with the fallout there from the 2013 legislative elections. We begin 2014 with a report on **Mali**, looking at how to take advantage of the opportunities created by a popular new president and a focused international community. Having seen how fighters from outside Mali helped destabilise it, we will examine the spillover from southern Libya into **Niger** and **Chad**.

Along with a case study on the foreign policy of **South Africa**, we will look at how the Southern African Development Community

has done as a shaper and observer of electoral processes in **Zimbabwe**, **Swaziland**, **Madagascar** and **Malawi**.

"ICG's analysis and advocacy efforts about what is occurring in conflict zones around the world are simply unrivaled".

Stephen Hadley, former U.S. National Security Advisor

"When we started thinking about an EU response to the challenges in the Gulf of Guinea we were very much inspired by the ICG report *New Danger Zone*, and have engaged with your analysts along the way, which has been extremely useful".

Letter from EEAS West Africa Division chief Sean Doyle to President Arbour

ASIA SOME NATIONAL CONFLICTS COOL, REGIONAL DYNAMICS CHANGE

Increased nationalist posturing in China and Japan put North East Asia on edge, anti-Muslim violence and nationalism gained traction in Myanmar and Sri Lanka, and Afghanistan entered yet another critical phase a year before the international draw-down. Crisis Group honoured Myanmar's President Thein Sein at our annual gala for setting the country on a path towards greater openness, while continuing to report on its internal conflicts (June) and the challenges of political transition (*Not a Rubber Stamp: Myanmar's Legislature in a Time of Transition*, December). An important work on anti-Muslim violence in Myanmar, *The Dark Side of Transition*, came out in October.

Crisis Group produced a final paper on Timor-Leste but continued to report on Indonesia through May, releasing *Stability at What Cost?* and *Tensions over Aceh's Flag*. In another situation of reduced conflict, we investigated the intricate process of demobilisation in the Philippines (*Dismantling Rebel Groups*, June).

Deepening China-Japan tensions were a source of great concern throughout the year. Our East China Sea report (*Dangerous Waters*, April) immediately became a standard reference. The Beijing and Seoul offices collaborated on *Fire on the City Gate: Why China Keeps North Korea Close* in December, while the North East Asia project maintained a steady output of writing and advocacy on North Korean developments.

The easing of conflict in Nepal led to the closing of our office there. We continued our work in Thailand, where the latent national-

level political conflict intensified and a dialogue process between the government and Malay-Muslim insurgents in the south foundered amid unabated violence.

Persistent insecurity and violence intensified in Afghanistan, with the Taliban spurning Kabul and the international community's efforts to reach a negotiated settlement. Our work included *Afghanistan's Parties in Transition* (June). The fate of women in the near future was the preoccupation of *Women and Conflict in Afghanistan* (October).

Pakistan remained relatively stable in 2013. Our focus was on institutions (eg, legal sys-

tems, in January's *Countering Militancy in PATA*, and in a paper on Pakistan's parliament in September). We also considered the growing controversy over drones (May).

Sri Lanka under the Rajapaksa family continued to make feints at reform while solidifying its increasingly authoritarian regime. We chronicled the results, including a violent campaign by nationalist Buddhist groups against the Muslim minority, and pointed the way toward sounder policies in *Sri Lanka's Authoritarian Turn* (February) and *Sri Lanka's Potemkin Peace* (November).



A truck transports a military container in the German army camp in Kunduz, Afghanistan, 2 September 2013. Afghan security forces will move in after the German troops leave. REUTERS/Sabine Siebold.

KEY ISSUES IN 2014

We will focus closely on the dynamic between **China** and **Japan** in the East China Sea and examine how Beijing and its ASEAN neighbours in the South China Sea are trying to move beyond maritime disputes to jointly developing maritime resources. The Seoul office will examine critical factors for political stability on the Peninsula, including the risk of intelligence failure or politicisation of intelligence gathering and analysis in **South Korea**, and the prospects for change in **North Korea**.

We will continue to identify risks to resolution of ethnic conflicts in **Myanmar** as the parties attempt to move beyond armed conflict for the first time in 60 years and will investigate the changing role of Myanmar's powerful military in the politics and economy of the country. We will also focus on violence against the minority Rohingya community in Rakhine State as well as other Myanmar Muslims, and the rise of radicalised Buddhist nationalism. In **Thailand** we will focus on the national-level conflict that has been building since 2006 between, on one hand,

the Pheu Thai Party and the Red Shirt movement, and on the other opponents of controversial former Prime Minister Thaksin Shinawatra, primarily in the traditional establishment. We will also continue to investigate the decade-old insurgency in the Malay-Muslim-majority southernmost provinces.

The deeply flawed election process of January 2014 in **Bangladesh** will lead to an examination of how better to strengthen democracy. We will also focus on new and apparently well-organised but poorly



Top: A man stands in front of a mosque as it burns in Meiktila, Myanmar, 21 March 2013. REUTERS/Soe Zeya. Left: Tun Afghan villagers take part in the burial of a senior female police officer in Helmand province, 16 September 2013. REUTERS/Abdul Malik. Right: Chinese naval soldiers stand guard on China's first aircraft carrier as it travels towards a military base (undated). REUTERS/Stringer.

analysed Islamist groups such as Hefajat-e-Islam. With presidential elections due and the exit of international forces in **Afghanistan**, we will examine the strategies of the insurgency in the lead-up to and after international withdrawal. We will also assess the ability of the Afghan security forces, particularly the national police and local police, to hold insurgents at bay. In **Pakistan**, we begin by investigating the drivers of militancy in the four provincial capitals and identify mechanisms for restoring order. We will also assess counter-terrorism strategies, the impact of

violent conflict on women – a primary target of Islamist radicals – and the capacity of the education system to reduce extremist influence. Because Pakistan will play a crucial role in shaping post-transition Afghanistan, we will examine Islamabad's Afghan policies. An increasingly violent militant Buddhist campaign, apparently tacitly backed by the government, against **Sri Lanka's** Muslims could open a dangerous new line of communal conflict. We will examine this and how Sri Lanka's ethnic conflict continues around the world through immigration and

asylum issues, terrorism, war-crimes cases, and the far-flung initiatives of the Tamil diaspora and the government itself.

“ICG reports are must-reads. They provide reliable expertise, sharp observations and a valuable overview. This is why we need ICG as a source of information and orientation – and why we like to publish articles by its experts”.
 Sylke Tempel, Editor, *Internationale Politik*, German Council on Foreign Relations, Berlin

EUROPE & CENTRAL ASIA CHALLENGES TO CENTRAL POWER

The year brought substantial progress on the conflict between Turkey and the PKK. This has been one of the great intractables, and we analysed both how it had finally moved and how it might progress yet further in *Crying Wolf* (October). Another great intractable, Cyprus, shifted far less, although we found some hope for change, expressed in blog posts and articles, after natural gas finds in the island's waters. The Istanbul office also focused on the problems of Syrian war refugees, both in a report (in April) and in public and private advocacy. Turkey's own internal struggles mid-year led to both the most popular blog writing in Crisis Group's history and public advocacy on *The Charlie Rose Show*, among other major outlets.

A reorganisation led, after nearly two decades, to the closure of the Balkans project at the end of a year that began with major reports on northern Kosovo and on *Bosnia's Dangerous Tango: Islam and Nationalism* (both February). At last, violent conflict in the region has decisively, and we hope permanently, ebbed.

This streamlining also led to Central Asia coming under the Europe program mid-year. *China's Central Asia Problem* (February) was jointly produced by the Beijing and Bishkek offices, while the latter undertook a report on Kazakhstan (October) and the need for planning for a post-Nazarbayev era.

We sounded a warning on Armenia/Azerbaijan in September and brought out the third in our series of reports on the North Caucasus



KEY ISSUES IN 2014

We begin the year with our fourth report in a series on **North Caucasus** and a consideration of tourist development in the region on the occasion of the Sochi Olympics. In the South Caucasus we will focus on the future of the OSCE's Minsk Process – the diplomatic framework, since 1995, for resolving confrontation between **Armenia** and **Azerbaijan**.

The NATO withdrawal from Afghanistan will alter the strategic picture in Central Asia. We will anticipate likely scenarios for Russian

and Chinese policy and the effects for Central Asian countries of an altered geopolitical dispensation. Rising Islamism will inform our research on radical women in **Dagestan** and on how social services in **Kyrgyzstan** have become part of a religious agenda.

Our final report on **Bosnia-Herzegovina** will focus on underlying political patterns and long-term policy prescriptions.

We will also take a look at the long-term failure of talks on a bi-communal federation

for **Cyprus** and consider how a two-state alternative might be implemented. **Turkey** entered the new year in what looked set to be a long-lasting domestic political storm, but the main threats of possible conflict will remain the unfinished business from last year: the still inconclusive peace process with Turkey's insurgent PKK and a stumbling reform process for Turkish Kurds, as well as worries about overspill from Syria's civil war across the porous southern Turkish border and the struggle to cope with some one million Syrian refugees.



Facing page: Women preparing for a demonstration in Istanbul, spring 2013. CRISIS GROUP/Hugh Pope; Police officers block students as they carry a cut-out depicting a YouTube page during protests at the University of Pristina, Kosovo, 3 February 2014. REUTERS/Hazir Reka. This page: In the village (above) of Khadzalmakhi, Dagestan, government officials have encouraged militias to suppress Salafi Islamist activity as part of a return to hardline tactics. Some twenty Salafi families have fled the village. Seven individuals were reported killed. In another village, the house (below left) of the family of a killed insurgent was blown up by officials. Family members (below right) waited outside a cordon as officials did their work. CRISIS GROUP/Varvara Pakhomenko.



James Warlick
@AmbJamesWarlick

Excellent report ... @GoldenTent: The new @CrisisGroup briefing on #Armenia #Azerbaijan #Karabakh: summary <http://bit.ly/15VxfZn>

(this time on governance, elections and the rule of law). Public advocacy included a new Eurasia blog and analysts' articles in the *New York Times* and elsewhere. The Europe

program tightened its relationship with European Union advocacy in a year when the External Action Service seemed to be coming into its own with successes on Kosovo

and Iran, and a heightened profile during Egypt's mid-year crisis. President Arbour also stressed European ties, notably in visits to Paris, Berlin and Moscow.



LATIN AMERICA & THE CARIBBEAN

PROMOTING RULE OF LAW AND POLITICAL SOLUTIONS

A preference for political over military solutions to a chronic conflict led to significant progress towards peace in Colombia, while accountability for an old political wound remained elusive in Guatemala. In both cases, we have gained influence and impact through regular contact with all parties. Our inaugural project in Mexico focused first on violence related to organised crime and the evolution of the government's approach to the problem (March), then looked at vigilantism as a mode of citizen response to lawlessness (May). These reports laid the basis for our future exploration of conflicts involving the state and organised crime.

Crisis Group's Haiti project closed, after eight years and 22 reports, with a renewed call for a national consensus (February). Work in Venezuela continued as the country struggled to find its footing after the death of President Hugo Chávez. Our report in May outlined the deep political divide, while public advocacy continued with a Crisis Alert (March) and articles aimed at showing the way to bridge the considerable gap between governing party and opposition.

The risks of a militarised response to social protest – as part of the complex interplay of indigenous rights and exploitation of natural

resources – was analysed in a report after a massacre in a remote town in Guatemala in February, while the epochal trial of former Guatemalan President Efraín Ríos Montt was covered in a September report as well as public commentary and diplomatic work, including a visit by President Arbour in September.

From its base in Bogotá, the program gave an all-out push on Colombia's peace process with the FARC – the best chance for resolving a decades-long conflict. President Arbour helped launch the report *Transitional Justice and Colombia's Peace Talks* in August with a speech at the Universidad Externado de Colombia and met privately with the main force behind the peace process (President Juan Manuel Santos), the main force against it (former President Álvaro Uribe), Peace Commissioner Sergio Jaramillo and former President César Gaviria.



Left: The Revolutionary Armed Forces of Colombia (FARC) lead negotiator Iván Márquez reads a document at a news conference in Havana, 28 August 2013. REUTERS/Enrique De La Osa. Below: Crisis Group Latin America and Caribbean Program Director Javier Ciurlizza interviewed by CNN's Carmen Aristegui. CNN EN ESPAÑOL. Facing page: Mexican vigilantes stop their convoy after hearing rumours of a possible ambush in Tierra Caliente, 10 January 2014. REUTERS/Alan Ortega.

KEY ISSUES IN 2014

With a new regional office in Mexico City, we will be better positioned to examine how different law enforcement strategies in **Mexico** have brought radically different consequences in the cases of Ciudad Juárez (potentially a success story) and Michoacán (a potential failure). We will also review police reform in Mexico, including options in connection with police certification (vetting), respect for human rights and accountability, criminal investigations and linkages with judicial reform, and the relationship between policing and vigilantism.





Former Guatemalan dictator Efraín Ríos Montt during his trial in the Supreme Court of Justice in Guatemala City, 19 April 2013. REUTERS/Jorge Dan Lopez.



Aristegui Noticias
@AristeguiOnline

#MásLeídasDeLaSemana “Es momento de un plan de urgencia” para #Michoacán: Crisis Group en CNN <http://owl.li/sVhJK>

We will continue our intense engagement in the peace process in **Colombia**, including with a report early in the year on developing talks with the leftist ELN similar to those now ongoing with the FARC. We will also explore post-conflict options for disarmament and demobilisation of FARC and ELN, and how to

prevent Colombia from following the pattern elsewhere of an increase in organised crime.

After presidential and local elections, we will map out the new political landscape in **Venezuela** as it faces high crime and a possible meltdown of its economy. The border of **Guatemala** and **Honduras** is one of the deadliest places in the world, and we will investigate the triggers of conflict and provide recommendations for urgent action to alleviate the immense humanitarian consequences.

Finally, we will intensify engagement with regional actors – the Inter-American Commission on Human Rights of the OAS, UNASUR, and others (eg, SICA) – to discuss policy options for cooperation in security and justice among these increasingly important political actors.

MIDDLE EAST & NORTH AFRICA

ONE BREAKTHROUGH, MANY STALEMATES



The biggest, and possibly least expected, positive story in the region was Iran: the election of President Rouhani (detailed in our August report) and the subsequent overtures to the U.S. A key question in this opening was how to handle sanctions on Iran, which was the subject of our influential February report *Spider Web: The Making and Unmaking of Iran Sanctions*; the report's careful guidance became even more valuable as Iran and the major Western powers looked for ways to ease their disagreements and develop trust.

But the biggest, and unfortunately most expected, negative story remained Syria, where the civil war recorded another year of bloodshed and destruction.

Our eighth report on Syria since the uprising began was on *Syria's Kurds: A Struggle Within a Struggle*, followed by reports on spillover risks for Turkey (April, under Crisis Group's Europe program) and Lebanon (May). The landmark report *Syria's Metastasizing Conflicts* came out in June. The use of chemical weapons on 21 August in a Damascus suburb seemed to (briefly)

change the equation, with U.S. President Barack Obama threatening military action; the ensuing Russian/U.S. initiative to destroy Syria's chemical weapons averted this outcome. (Our statement came out amid these events, on 2 September, and quickly became the most-read document in Crisis Group's history.) In agreeing to this initiative, the Syrian regime sought to move from pariah to negotiating partner, a transition that the opposition's increasingly Islamist hue appeared to facilitate. Talks among Syrians and others took place in January 2014; our report on the opposition (October) suggested how difficult those likely would be.

In Egypt, the process that began with the January 2011 uprising experienced yet another perilous detour with the removal of President Mohammed Morsi by the military. After Morsi's fall in July we issued a statement followed by a full report in August.

The story of the Arab world's transitions is being written elsewhere as well, whether in Tunisia (*Violence and the Salafi Challenge* appeared in February, and a report on the country's borders, subtitled *Jihadism and Contraband*, in November), Libya (April's *Trial by Error*, on the justice system), or Yemen (where we took a close look at its military, in April, and reported on *Yemen's Southern Question* in September).

Meanwhile, Iraq seemed to be heading into a dangerous spiral of renewed sectarian conflict, as detailed in August in *Make or Break: Iraq's Sunnis and the State*.

KEY ISSUES IN 2014

We will continue to press for major adjustments in the peace process for **Israel** and **Palestine**, arguing that it needs to include more groups and address some of the less tangible aspirations of both Israelis and Palestinians.

In **Egypt**, we will consider what is next for the Muslim Brotherhood. The political actors in **Syria**, and their foreign backers, have become trapped in short-term, tactical thinking. We will attempt to take a longer view mid-year, proposing a political horizon

that might help participants in the conflict find routes out of the current stalemate. We will also look at the effects (particularly in **Lebanon**) of Hizbollah's involvement in Syria, and at the consolidation of Syrian Kurdish power under the PYD (Democratic Union Party) and the implications for Syria and its neighbours.

Increased violence in **Iraq** will shape our approach to work on the evolving Shiite political landscape and the results of parliamentary elections. The P5+1 negotiations





Facing page (top): Crisis Group's Senior Libya Analyst Claudia Gazzini in Sidra port talking to militias who have blocked 40 per cent of Libya's oil exports, 24 September 2013. CRISIS GROUP/Issandr El Amrani. Facing page (bottom): A soldier wears a picture of Syrian President Bashar al-Assad on his chest at Al-Hamidieh market in old Damascus, 8 September 2013. REUTERS/Khaled al-Hariri. Above: Residents search for survivors after what activists said were air strikes by forces loyal to Syria's President Bashar al-Assad in the Maysar neighbourhood of Aleppo, 28 December 2013. The neighbourhood was hit by two air strikes, activists said. REUTERS/Jalal Alhalabi. Below: Soldiers riding armoured personnel carriers arrive at Tahrir Square after clashes with pro-Morsi protesters in Cairo, 1 December 2013. Egyptian security forces fired tear gas to disperse protesters demonstrating against the army-backed government in Cairo's Tahrir Square. REUTERS/Amr Abdallah Dalsh.

Despite renewed energy from the U.S., serious obstacles remained on the road toward an Israeli/Palestinian agreement. Our goal has been to point to some of the more structural stumbling blocks, whether in our March report (on Israel's Arab Minority), *Buying Time: Money, Guns and Politics in the West Bank* (May) or November's *Leap of Faith: Israel's National Religious and the Israeli-Palestinian Conflict*, which stressed the need to engage Israel's national-religious community as part of a broader rethinking of the peace process.



with **Iran** over its nuclear program will be the focus of policy briefings on how to overcome the many challenges to a final agreement. In **Yemen** we will look particularly at the North and the entrenched Huthi conflict, while also examining the state of the country's fitful transition and the complex range of its Islamist forces and movements.

Our work in **Libya** will focus on how to hold the country together, whether through federalism or centralisation, and examine the ambitions of radical Islamists in the east.

Islamism will also feature prominently in our work on **Tunisia**, where we will look at the identity crisis of the An-Nahda party.

 **Oxfam International**
@Oxfam

Syria's Metastasizing Conflicts
[ow.ly/mAQyY](https://www.oxfam.org.uk/our-work/crisis-response/syria) via @CrisisGroup
#SyriaPeaceTalks urgently needed

"I am sure you have seen the report from the International Crisis Group in which they had looked at sanctions, evaluated those sanctions ... [B]adly designed sanctions might actually increase the likelihood of Iran getting a nuclear weapon or increase the likelihood of war".

U.S. Senator Elizabeth Warren in an exchange with Undersecretary of State Wendy Sherman, Washington, DC, 4 June 2013

CRISIS GROUP ADVOCACY AND COMMUNICATIONS IN 2013

The year was characterised by increased integration of content with public and private advocacy. This was achieved through greater coordination across the organisation, technological improvements, and better targeting (in terms of topic choice and marketing). By any measure, our audiences grew substantially. Website visits increased, blog readership trebled, and viewership of our YouTube channel increased by a third. With some technical innovation at the end of the year – an interactive map – *CrisisWatch* readership trebled. In 2013 the *CrisisWatch* database was viewed around 10,400 times each month. The bulk of our audience growth came via social-media platforms, which increase the public that comes to our reports, briefings, and other output. The number of Facebook “likes” and of followers on Twitter and Tumblr all increased by more than half in 2013. The number of targeted recipients of our content exceeded 33,000 and more than 200,000 subscribers received a customised selection of documents based on their choices. The main website received over 1.8 million visits and 5.3 million page views.

As always, the foundation of all our work was the full-length reports that are Crisis Group’s signature product. Sixty-three reports and briefings were published in the

year, and 57 translations in 16 languages. New research lines were opened and others closed. We issued our first reports on Niger (September) and Burkina Faso (July) – part of our increasingly flourishing work on the Sahel – and our first two on Mexico (March and May). The North Caucasus project continued to settle in with a third introductory report (September) demonstrating the value of truly expert field-based research. We also bade goodbye to our reporting on Haiti and Timor-Leste.

Both sides to the Iran nuclear talks say our sanctions report (February), a useful case study of the strengths and limitations of sanctions, provided them with analysis and information that helped make it possible to move forward. Our work on parliaments in Pakistan (September) and Myanmar (December) paid attention to an often overlooked pillar of government, and we continued to build up our work on organised crime through our Mexico reporting.

Our paper looking at the issue of transitional justice within the context of peace talks between the government and FARC in Colombia illuminated the challenges in ensuring both that impunity does not prevail and that the pursuit of justice does not derail very

real prospects for peace. Papers on the Ríos Montt trial in Guatemala (September) and on Libya’s fragile justice sector (April) looked at similar issues.

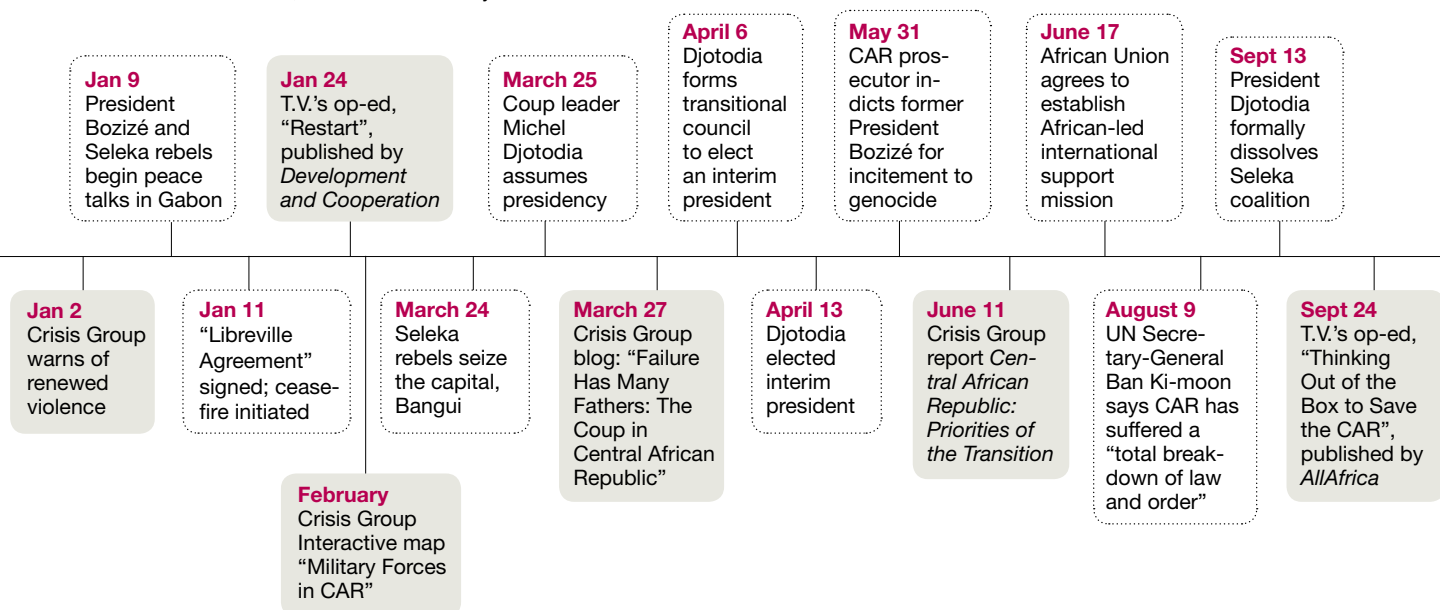
This was a difficult year in Myanmar’s transition, most clearly evidenced by Buddhist-on-Muslim violence. We have tracked this, together with the challenges of bedding down democracy and ensuring a stable, lasting ceasefire-leading-to-peace-agreement. Much the same can be said of our coverage of Turkey’s sputtering peace process with the PKK; in our October report and associated commentary, we offered direct prescriptions to Ankara on how to end that conflict. A local focus also characterised our work on subnational conflict dynamics in Sudan, Yemen, Guatemala, Somalia, Ethiopia, the Democratic Republic of Congo and Pakistan.

Our work on Syria continued to set the bar. Whether looking at the regional spillover in Turkey and Lebanon, Syria’s Kurds, the mutating dynamics of the fighting, the state of the opposition, the perils of Western intervention, the spreading sectarianism in the region, or the urgent need to improve humanitarian access, we have covered this tragedy in meticulous detail, providing clarity when little exists.

Advocacy case study: Central African Republic

T.V. = Thierry Vircoulon, Central Africa Project Director

T.L. = Thibaud Lesueur, Central Africa Analyst



Crisis Group reporting was also marked by its timeliness. Our last Sri Lanka report appeared on the eve of the Commonwealth meeting in Colombo. Our report on the implications of Hassan Rouhani's election as Iran's president came in the immediate aftermath of his victory. Our Egypt report came in the wake of the July mayhem, and reports on Myanmar's confessionally driven violence, China and Japan's increasingly dangerous East China Sea spat or the need for intervention in the Central African Republic were all published at the moment when policymakers were facing difficult choices.

Crisis Group staff authored a remarkable range of articles and essays over the course of the year, beginning in *Foreign Policy* with the second annual "Next Year's Wars" article by President Arbour (shared by three times the number of readers as the previous year's instalment). Staffers distinguished themselves in every genre, from Nathan Thrall's article in the *New York Review of Books* on the Middle East peace process to Ekaterina Sokirianskaia's travelogue on the revival of jihad in Dagestan, from a plangent reflection Peter Harling co-authored on Syria's tragedy to Daniel Pinkston's observations on the role of sport in Korean peninsular diplomacy.

We stayed alert to unexpected synergies: some late-night notes from Cedric Barnes, written immediately after the Westgate Mall attack in Nairobi and intended as the basis for a blog post, turned into an op-ed published in *The New York Times*, *Le Monde* and elsewhere – and helped draw renewed attention (as did a concerted social-media push) to our February 2012 report on the implications of Kenya's military intervention in Somalia.

President Arbour made especially noteworthy contributions to public debate on forms of intervention (whether the responsibility to protect, international criminal justice or efforts to strengthen the rule of law), on global drug policy and on the state of women's rights. She also did so in a keynote speech at the Global Briefing in October.

Social media made it possible to improve timeliness without sacrificing quality, in that they provide a means to publish instantly to a highly influential policymaking audience. This was immensely valuable in the publication of Crisis Group statements, open letters and Crisis Alerts. We published a range of these in 2013: on South Sudan (twice), Syria (twice), Iran, Egypt (twice), Iraq, Mali, Guinea, Venezuela, North Korea, the Central African Republic (twice) and marking the death of Nelson Mandela. We also published

open letters to the UN Secretary-General and to the Security Council – timely interventions that complemented ongoing advocacy at the UN, particularly on African issues, Syria and Iran.

Such timeliness enabled advocacy staffers in Washington, New York and Brussels to enhance their own impact. The timeline below uses the Central African Republic as an example of the integration of field reporting, communications and advocacy.

Crisis Group Vice President Mark Schneider testifying on Central African Republic before the U.S. Senate Foreign Relations Committee, 17 December 2013. Photo: Jay Mallin.



CRISIS GROUP FUNDING IN 2013

2013 was a challenging year for fundraising at Crisis Group. We experienced some unanticipated cuts in government funding, with a number of our longtime donor governments implementing budget reductions in a general climate of fiscal austerity. Governments now represent 47% of our income, down from 50% a year ago, while foundations have risen to 30% and private sources (individuals and corporations) stand at 23%. On a more positive note, we are fortunate that unrestricted, core funding continues to form the mainstay of our support (84% of our revenue).

Anticipating continued uncertainty in the government sector, our Board of Directors and senior staff reached the difficult decision to reduce Crisis Group's budget in 2013 to a more sustainable annual income level of \$18–19 million. The guiding principle behind these changes was to reaffirm our core mandate of preventing and resolving deadly conflict, and to phase out our operations in post-conflict situations where, in our assessment, the risk of deadly violence breaking out had significantly abated. While these decisions were not taken easily, we felt it was the best way to ensure, and ultimately strengthen, our impact in the areas where Crisis Group will be most needed in the future.

We continue to engage closely with our government donors through frequent dialogue in their capitals, in the field and in regional and international organisations. We greatly

value our close relationship with private sector supporters through our thriving Council program, and as we look to strengthen our private fundraising to stabilise our annual income and help meet Crisis Group's future needs, we have launched a special initiative

to increase the membership of our President's Council. We are also deeply grateful to the institutional foundations with whom we enjoy fruitful partnerships, as illustrated in our recent collaboration with Adessium Foundation highlighted on the next page.

The President's Challenge

In 2013 we launched our President's Challenge – a vital campaign to double our President's Council membership and raise \$1 million in additional annual income to sustain our work across the globe. Our President's Council members are individuals and corporations contributing a minimum of \$100,000 per annum to fund our core work. This distinguished group is at the heart of our pursuit of peace, and we invite you to join us in taking forward our ambitious mission to prevent, mitigate and resolve deadly conflict.

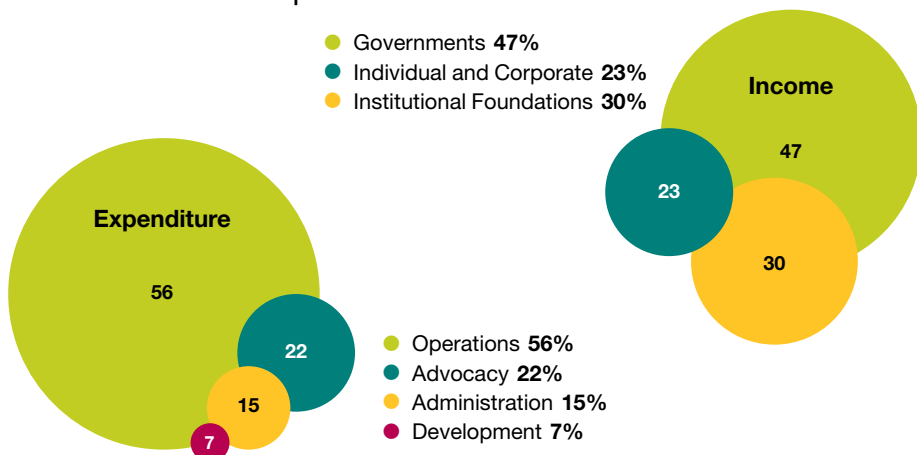
All new memberships to the President's Council will be matched through generous funding provided by Crisis Group Board member Frank Giustra and an anonymous donor, thereby doubling the impact of your gift.

I am supporting this campaign because of my deeply held belief that creating a secure environment is a prerequisite for all forms of development to take place – from human rights, education and health care to economic progress. In joining the President's Council you can have a profound impact on the lives and livelihoods of future generations.

Frank Giustra

For more information on the President's Challenge, please contact Josie Emslie on jemslie@crisisgroup.org

Income and Expenditure in 2013



Total unrestricted income for annual operations for the financial year ending 30 June 2013 was \$18.3 million, of which 84% was core contributions. Total expenditure for the financial year ending 30 June 2013 was \$21.9 million. Contributed services comprising various professional services are reflected in the unrestricted core contributions and administrative expenditure totals. The value of these contributions for the year ending 30 June 2013 was \$1.25 million. Without these contributions the expenditure ratios would be as follows: Development: 7%; Administration: 10%; Advocacy: 23%; Operations (Programs): 60%.

Adessium Foundation Supports Initiative to Strengthen M&E at Crisis Group

In 2013, Adessium Foundation provided generous funding for Crisis Group to review its M&E (Monitoring & Evaluation) methodology and practice, coinciding with our desire to better understand our impact and, with our 20th anniversary approaching, determine whether our methodology was still best suited for today's conflicts. The process began with an assessment by an outside M&E expert, based on interviews with staff members, donors and other civil society groups working on policy advocacy. The expert presented her initial findings in online seminars open to all staff. Almost two thirds of staff participated – as interviewees, in seminars or providing input separately.

Over the summer, a working group with representatives from across Crisis Group reviewed the expert's research and ideas from staff. It concluded that integrating M&E more systematically into our work would help us better prioritise our time and

resources, document best practices and refine activities accordingly. A report summarising the group's findings was distributed to all staff for comment before being approved.

Two pilot projects have now been launched that will test a new M&E methodology for our work in Mali and Thailand through 2014. If successful, they will inform organisation-wide changes to our work, to ensure the right balance of advocacy and analysis, reports and other commentary, all with a keen view to increasing impact on the conflict situations we cover. Crisis Group is also implementing other recommendations from the review such as formalising regular communication between different parts of the organisation, revamping our training for staff, and revising our workplans and core reports so they define goals for the conflicts on which we work and then review our success in meeting them.

Global Briefing and EU Watch List

In October, our signature annual event, the **Global Briefing**, began with a keynote speech, "Doctrines Derailed?" by President Arbour and featured an opening panel on the state of conflict with Kofi Annan, George Soros and Thomas Pickering, moderated by Lyse Doucet. Later that month, as part of our EU funding agreement, we held a special briefing with senior EU officials and began production of a twice-yearly **Watch List** identifying up to ten countries particularly vulnerable to imminent conflict. President Arbour launched the first list in Brussels on 12 December.

"Crisis Group is deeply grateful to Adessium Foundation for their support of this significant initiative, which has successfully engaged all of the staff in a meaningful dialogue about M&E and will ultimately make us a stronger organisation", says Chief Development Officer Emma Cherniavsky.



From Crisis Group's **Award Dinner**, April 2013 (Photos: Fifth Avenue Digital) and **Global Briefing**, October 2013 (Photos: Joke Druyts).

From upper left to right: Trustee Lalit Mansingh; H.M. Queen Noor of Jordan; Italian Foreign Minister Emma Bonino; Former Brazilian President Luiz Inácio Lula da Silva; Crisis Group staff EJ Hogendoorn and Cedric Barnes; Muniba Khan; BBC World News America Anchor Katty Kay; Trustee Wu Jianmin; Lyse Doucet, Co-Chair Tom Pickering, Trustees Kofi Annan and George Soros; Trustee Frank Giustra with guest and Shiv Khemka; Trustee Mo Ibrahim with Crisis Group President Louise Arbour.

Government and Foundation Donors

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	New Zealand (Ministry of Foreign Affairs and Trade)	
	Norway (Ministry of Foreign Affairs)	
	Sweden (Ministry of Foreign Affairs)	

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Adessium Foundation	John D. and Catherine T. MacArthur Foundation	The Stanley Foundation
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The Elders	Open Society Initiative for West Africa	The William and Flora Hewlett Foundation
The Henry Luce Foundation	Ploughshares Fund	VIVA Trust
Humanity United	Rockefeller Brothers Fund	

Listings for governments and foundations reflect contributions received between 1 July 2012 and 30 June 2013.

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Lockwood Financial Ltd.	Ryan Beedie		

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US\$100,000 or more

Anonymous

US\$50,000 or more

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Gifts or support of US\$1,000 or more received between 1 February 2013 and 31 January 2014.

Statement of Activities

For financial years ended 30 June 2013 and 2012 (in U.S. dollars)

Revenues and other support (\$)	Year ended	30 June 2013	30 June 2012
Contributions		16,010,710	20,265,810
Interest income		413,107	159,374
Miscellaneous income		2,777	11,586
	Total	16,426,594	20,436,770
Expenses (\$)			
Africa Program			
Central Africa		651,834	791,119
Southern Africa		478,989	327,507
West Africa		832,584	775,935
Horn of Africa		891,260	828,843
	Total	2,854,667	2,723,404
Asia Program			
Pakistan/Afghanistan		1,221,057	1,230,213
South East Asia		1,140,380	1,071,831
Central Asia		423,183	486,470
North East Asia		797,393	813,264
Sri Lanka		169,594	305,916
Nepal		287,139	340,452
	Total	4,038,746	4,248,146
Europe Program			
South Caucasus		474,434	451,659
North Caucasus		417,703	284,853
Balkans		636,393	531,545
Turkey/Cyprus		258,963	260,790
	Total	1,787,493	1,528,847
Middle East Program			
Iraq, Iran and the Gulf		652,782	466,299
North Africa		592,555	698,808
Egypt, Syria and Lebanon		562,544	722,747
Israel/Palestine		747,898	803,586
	Total	2,555,779	2,691,440
Latin America Program			
Andes		428,208	509,312
Guatemala		345,288	319,449
Mexico		152,689	–
Haiti		142,969	271,616
	Total	1,069,154	1,100,377
	Total program expenses	12,305,839	12,292,214
		4,776,807	5,192,165
Advocacy			
Administration			
Fundraising		1,480,352	1,267,560
Administration		3,337,732	5,077,011
	Total administration expenses	4,818,084	6,344,571
	Total expenses	21,900,730	23,828,950
Change in net assets before other items		(5,474,136)	(3,392,180)
Other items			
Net unrealised/realised gain/(loss) on investments		1,355,803	(572,487)
Net unrealised/realised gain/(loss) on exchange		(69,632)	(1,449,637)
Change in net assets		(4,187,965)	(5,414,304)
Net assets at beginning of the year, as restated		44,330,036	49,744,340
	Net assets at end of year	40,142,071	44,330,036
Net assets comprise			
Unrestricted net assets		6,166,865	5,083,944
Temporarily restricted net assets		9,875,884	12,166,770
Permanently restricted net assets		100,000	100,000
Securing the Future Fund		23,999,322	26,979,322
	Total	40,142,071	44,330,036

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 ending 30 June 2013 was \$14,035,887 (2012: \$16,542,849). Full audited financial statements are available on request, and accessible on Crisis Group's website www.crisisgroup.org.

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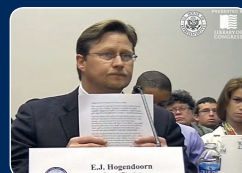
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Crisis Group was established in 1995 by a group of prominent international citizens and foreign policy specialists who were appalled by the international community's failure to act in response to major crises at the time. Their aim was to create a new organisation, which would help governments, inter-governmental bodies and the world community at large to prevent, contain and resolve deadly conflict.