



INTERNATIONAL
**CRISIS
GROUP**



ABOUT

International Crisis Group

PREVENTING WAR. SHAPING PEACE.

Bullet holes on Bentiu mosque wall in Sudan where opposition forces killed some 200 Darfurian civilians a month previously. May 2014.



Our History

► In the **early 1990s**, the international community failed to either anticipate or respond to the tragedies unfolding in Somalia, Rwanda and Bosnia. Frustrated statesmen and women rallied to create an independent, field-centred organisation that could raise the alarm about crises in a way that would be heard by governments and others in a position to take early action to prevent the outbreak of violence. Our founders were led by Morton Abramowitz, president of the Carnegie Endowment for International Peace and a former U.S. ambassador. ► In **1995**, International Crisis Group was officially established with generous support from financier and philanthropist George Soros, Nordic countries and others. The new Crisis Group helped raise \$10 million for election support in Sierra Leone and began a broad engagement with Bosnia that defined its early years. ► In **2000**, former Australian Foreign Minister Gareth Evans took over and led a decade of rapid expansion as Crisis Group became the world's leading independent conflict prevention organisation.

► In **2009**, Canada's Louise Arbour took the helm. As a former UN High Commissioner for Human Rights and prosecutor for the international tribunals for the former Yugoslavia and Rwanda, she brought a focus on justice and accountability, especially in the aftermath of the Sri Lanka war. ► In **2014**, France's Jean-Marie Guéhenno, former head of UN peacekeeping, became President. He brought emphasis on global security, multilateralism and transnational themes arising from Crisis Group's deep expertise on the local politics of war, like jihad in modern conflict. ► In **2018**, Robert Malley, Crisis Group's Chief of Policy and also the founder and former director of its Middle East and North Africa Program, became President & CEO. He was a Special Assistant to former U.S. President Barack Obama as well as Senior Adviser to the President for the Counter-ISIL Campaign, and White House Coordinator for the Middle East, North Africa and the Gulf region. Previously, he served as President Bill Clinton's Special Assistant for Israeli-Palestinian Affairs.

Our Vision and Mission

Our vision is a world in which deadly conflict is better understood, prevented, mitigated and resolved. We analyse wars and peace processes at the global, regional and local levels. Our ultimate aim is that affected populations experience greater, more sustainable peace, security and development.

The pillars of lasting peace, Crisis Group believes, include broad engagement, dialogue and negotiation; more inclusive politics; the better provision of basic public goods and services; and, at the heart of this, better governance, representative and accountable institutions that uphold human rights and the rule of law.

Our mission is to prevent, resolve and mitigate deadly conflict around the world by informing and influencing the perceptions and actions of policymakers and other key conflict actors. Whether we are sounding the alarm or proposing intelligent new policies, our central goal is saving lives. To this end, Crisis Group endeavours to talk to all sides, conduct independent field-centred research, and supply expert analysis and advice.

“Our strategic framework is clear on our core principles: meticulous research; inclusivity; bold, principled, practical policies; independence; impartiality; timeliness; transparency; collaborative actions with partners; long-term engagement; and, not least, bucking orthodoxy when required.”

ROBERT MALLEY

President & CEO, International Crisis Group



A road sign in Diffa, Niger, where Crisis Group was conducting field research in October 2016, proclaims “There is no development without security”.

Crisis Group Senior Adviser for Iraq Maria Fantappie talking to activist Hanaa Edwar, founder and general-secretary of Iraqi Al-Amal Association, and co-founder of the Iraqi Women's Network. Baghdad, November 2018.



Our Methodology

1 Field research

Crisis Group's credibility is founded on field-centred research. Drawn from diplomacy, media, civil society and academia, our analysts work in or near trouble spots where conflict may break out, escalate or recur. Their main task is to find out what is happening and why. They identify the political, social and economic factors driving conflict. They meet the people who matter on all sides and discover what or who influences them. They integrate gender perspectives, draw on our presence in major capitals and engage expert partners. And they consider the actual and potential role for other countries and inter-governmental bodies like the UN, European Union and African Union.

2 Sharp-edged analysis

Crisis Group's task is not merely to understand conflict but to prevent, contain and resolve it. Analysis from the field identifies levers that can be pulled and those who can pull them, whether political, legal, financial or, ultimately, military actors. It also shapes practical recommendations for action by local actors, governments, distant powers, international organisations, the business community or civil society. Some will be within the current marketplace of ideas, while others will be unorthodox and innovative, requiring a change in paradigm. These policy prescriptions, along with our field-centred research and analysis, are presented in succinct, timely and readable reports.

3 Targeted advocacy

Identifying the problem and the right response is only part of the story. All too often the missing ingredient is the political will to act. Crisis Group's task is not to lament its absence, but to work out how to mobilise it through winning over a critical mass of policy actors, from officials to the media, and from civil society activists to front-line commanders. That in turn means having good arguments – moral, political, legal and financial; taking into account the interests of governments and actors involved; and engaging people with the right credibility and capacity. Together with our analysts, project and program directors, Crisis Group's Board of Trustees helps us gain high-level access.

● **The struggle for an Iran nuclear deal**

Crisis Group was a lone voice in 2003 when it began advocating that Iran could continue to enrich uranium, but under strict limits and international monitoring. We persisted until the idea became mainstream. Crisis Group's 40-step proposal in 2014 presaged the negotiators' 2015 breakthrough. Iranian team members commended our role, and a senior U.S. official wrote: "I am sure you recognise your language in the final text".

● **Shaping Colombia's Peace Process**

Fifteen years of Bogotá-based research and advocacy helped foster the flexible, initially controversial approach to transitional justice that became a cornerstone of Colombia's 2016 peace accord – a spectacular breakthrough after five decades of war. Government negotiator Oscar Naranjo called Crisis Group reports "most detailed and realistic", and his FARC rebel counterpart said our work was "useful and objective".

● **An Inside Player in Yemen Peace Efforts**

Crisis Group shaped public discourse and engaged behind the scenes with all front-line actors of the Yemen war. One success in 2018 was in advocating against a Saudi-led coalition offensive on the port of Hodeida, vital for humanitarian supplies. All sides saw our 2017-2018 reports as setting a basis for reviving talks. Our Yemen expert was seconded for six months in June 2018 to UN Envoy to Yemen Martin Griffiths, who said "the careful and rigorous reports of Crisis Group ... give me a better chance of getting my job done".

● **Reconceptualising Israel-Palestine**

Crisis Group was far ahead of the curve when it published a detailed Israel-Palestine peace plan in 2002. The reports defined an endgame, not an Oslo-style incremental approach. It was "a solid basis for ... a fair solution", said Amr Moussa, then Secretary-General of the Arab League. In 2006, Crisis Group mobilised 135 global leaders behind our call for urgent action on putting the "endgame first", the model for most peace plans since then.

● **Sounding the Alarm in Cameroon**

In August 2017, seven years after warning of impending instability, Crisis Group was among the first to alert the outside world to the growing insurrection in Cameroon's Anglophone regions. In April, responding to requests from officials, civil society, religious leaders and diplomats for fresh ideas, we called on the Catholic Church to mediate. Diplomats used our report as a starting point in encouraging Church leaders' subsequent push for a conference among Anglophone groups as a first stage in national negotiations.

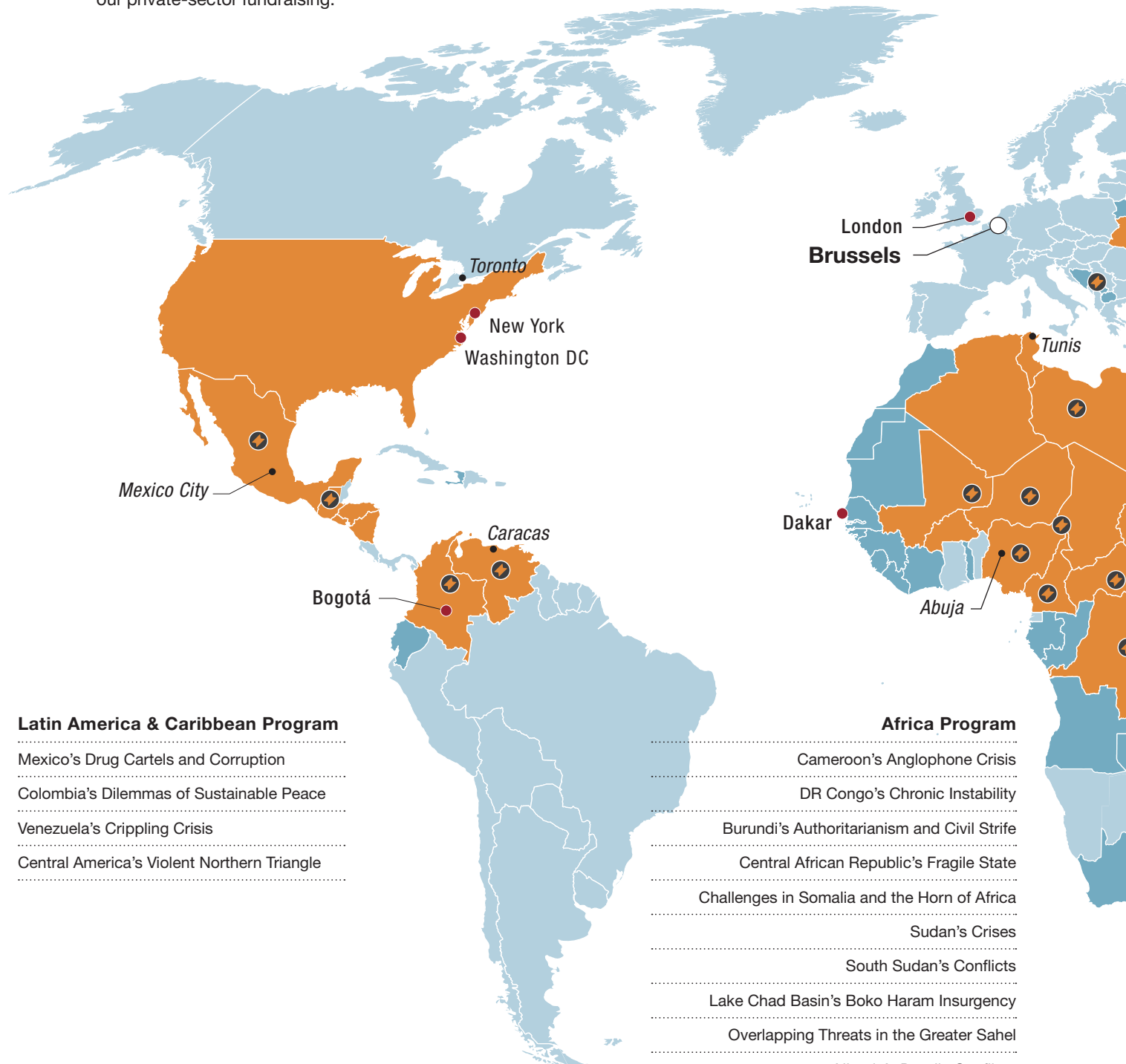
● **A Peaceful Transfer of Power in Nigeria**

Crisis Group helped avert a bloody confrontation around the 2015 elections in Nigeria. We raised awareness of the risks among international leaders and encouraged them to dissuade the competing politicians from resorting to violence. The teams of U.S. Secretary of State John Kerry and former UN Secretary-General and Crisis Group trustee Kofi Annan consulted our experts before those statesmen visited the country. On election night, the losing incumbent rejected pressure from party hardliners to dig in. A senior State Department official told us the U.S. "benefited enormously" from their briefing and that our reporting helped "orient efforts".

Our **Impact Notes**, available on our website, provide more examples of how Crisis Group plays a significant role in shaping peace around the globe.

Global Operations

Our headquarters is in Brussels, Belgium, where we manage global research and publications, media and digital platforms, government fundraising and administration. Field research and advocacy on some 55 conflicts or crises are run by six regional Programs covering **Africa**; **Asia**; **Latin America & the Caribbean**; **Europe & Central Asia**; the **Middle East & North Africa**; and the **United States**. The programs' policy advocacy and outreach is supported from our offices in Brussels, Washington, New York and London, while the last two offices also conduct our private-sector fundraising.



Latin America & Caribbean Program

-
- Mexico's Drug Cartels and Corruption
-
- Colombia's Dilemmas of Sustainable Peace
-
- Venezuela's Crippling Crisis
-
- Central America's Violent Northern Triangle
-

Africa Program

-
- Cameroon's Anglophone Crisis
-
- DR Congo's Chronic Instability
-
- Burundi's Authoritarianism and Civil Strife
-
- Central African Republic's Fragile State
-
- Challenges in Somalia and the Horn of Africa
-
- Sudan's Crises
-
- South Sudan's Conflicts
-
- Lake Chad Basin's Boko Haram Insurgency
-
- Overlapping Threats in the Greater Sahel
-
- Nigeria's Deadly Conflicts
-

Crisis Group also has a presence in a number of other countries, the details of which are not disclosed primarily for reasons of field-based staff security.

-  Principal deadly conflict or geopolitical crisis reported on by Crisis Group
-  Country covered in field reports and included in CrisisWatch
-  CrisisWatch monitoring
-  Crisis Group registered office
-  Crisis Group presence

Europe & Central Asia Program

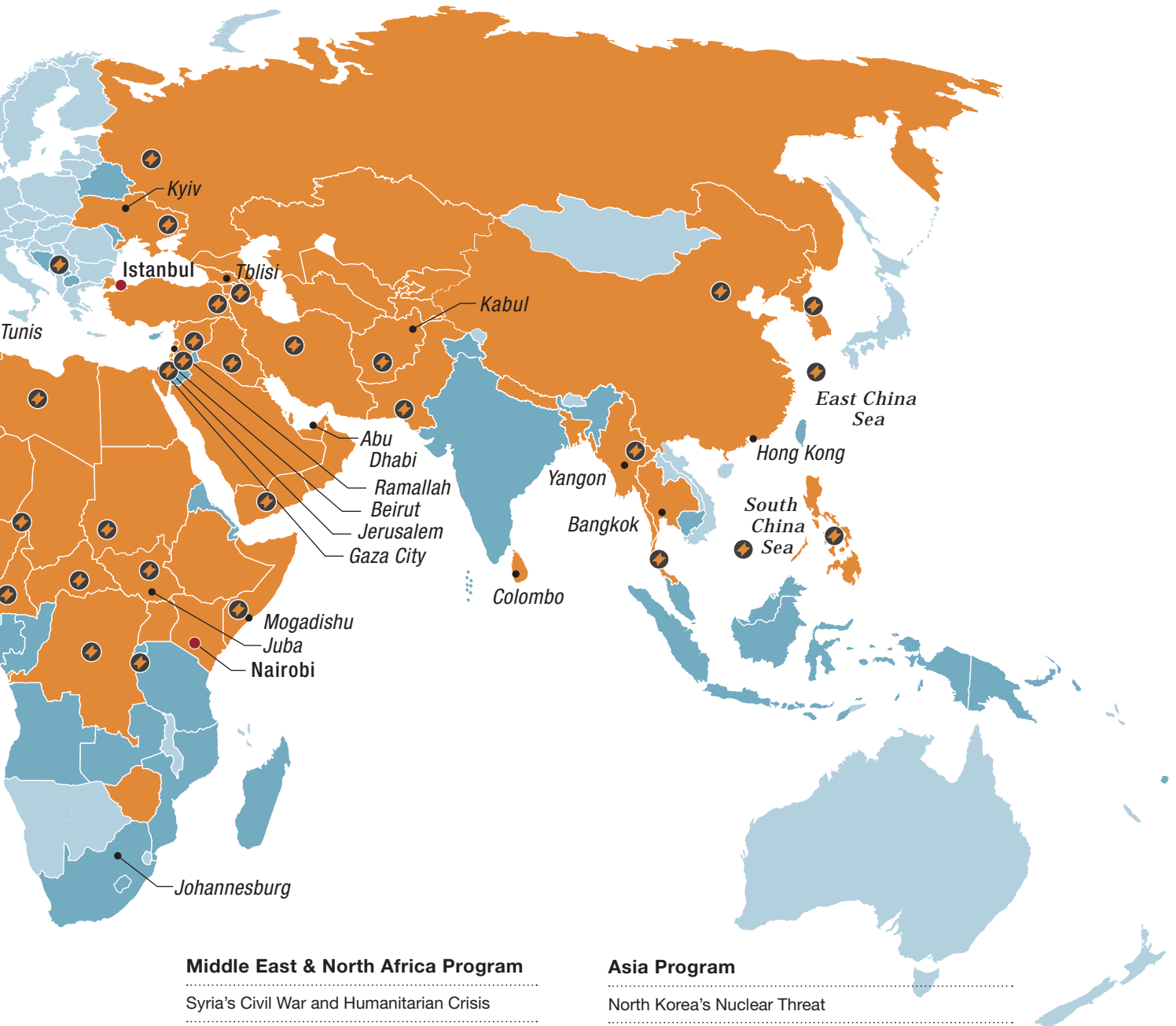
Turkey's PKK Insurgency

Escalation Risks in Russia's and Europe's Shared Neighbourhood

Conflict in Eastern Ukraine

Tensions and Talks in the Western Balkans

The Nagorno-Karabakh Conflict



Middle East & North Africa Program

Syria's Civil War and Humanitarian Crisis

Iraq's Internal Upheaval

Preserving the Iran Nuclear Deal

Yemen's Civil War and Humanitarian Crisis

Israeli-Iranian Rivalry over Syria

Israeli-Palestinian Deadlock

Gaza-Israel Tensions

Libya's State Collapse

Asia Program

North Korea's Nuclear Threat

China's Global Role

Asia's Disputed Sea Boundaries

Afghanistan's Contested Future

Pakistan's Multi-dimensional Extremist Threats

Myanmar's Multiple Conflicts

Thailand's Southern Insurgency

The Philippines' Protracted Mindanao Peace Process

Our Programs



The **Africa Program**'s priorities are to forge responses to the threat of violent jihadism, particularly in the greater Sahel and Lake Chad basin area, and to help prevent political un-rest and build peace in the troubled states of Democratic Republic of Congo (DRC), Nigeria, and South Sudan. Leading the Program's work since 2011 is **Comfort Ero**, formerly Africa Program deputy director at the International Centre for Transitional Justice, and a member of the board of several journals including International Peacekeeping.

The **Asia Program** focuses on strategies to prevent and resolve conflict, particularly regarding North Korea and Afghanistan, and to reduce violent extremism and transnational militancy. The Program also explores China's growing global role and the narrowing democratic space in many Asian countries. It has been led since January 2019 by **Laurel Miller**. Previously the U.S. Acting Special Representative for Afghanistan and Pakistan, her career has spanned diplomacy, law, and policy research with the RAND Corporation.



The **Europe & Central Asia Program** acts to contain conflict risks in the EU's and Russia's shared neighbourhood, particularly in Ukraine and Nagorno-Karabakh, and threats to regional states' stability, particularly Turkey. The Program's work is headed since January 2019 by **Olga Oliker**, who holds a doctorate from the Massachusetts Institute of Technology and writes widely on Eurasian security. She was previously Director of the Russia and Eurasia Program at the Center for Strategic and International Studies in Washington DC.

The **Latin America & Caribbean Program**'s main goal is to reduce the risks of political violence and civil war, particularly in Venezuela and Colombia; and to inform regional policies to address migration, corruption and criminality in Mexico and in Central America more broadly. The Program has been led since 2016 by **Ivan Briscoe**, who has worked on the region since 1996 as a senior research fellow at the Clingendael Institute of the Netherlands and Spain's FRIDE, and as a journalist in Argentina and Spain, including for *El País*.



The **Middle East & North Africa Program**'s principal aims are to urge warring parties to reach peace settlements in the region's most violent conflicts, especially in Syria, Yemen and Libya; to sustain the 2015 Iran nuclear deal in the face of dangerous headwinds; and to avert direct or indirect confrontation between Iran and Israel and/or between Iran and its Gulf neighbours. The Program has been led since 2015 by **Joost Hiltermann**, a frequent contributor to the New York Review of Books and author of *A Poisonous Affair*.

The **Future of Conflict Program** ensures we consistently and credibly integrate economic, climate and technology topics into our conflict analysis, extend our field interviews with cutting-edge data and research methods, and bring local insights to global decisionmakers in government, civil society and the private sector. This program is led by Crisis Group's Chief Economist **Tarek Ghani** who directs our work on the Economics of Conflict, Technology & War, and Climate Change & Conflict.



Crisis Group Board of Trustees

The 47 members of International Crisis Group's Board of Trustees hail from 31 countries and have served at the highest levels of government, business and inter-governmental institutions. Their expertise, influence and global reach lends weight to Crisis Group's efforts to prevent, manage and resolve deadly conflict. The Board's regional working groups act as sounding boards as they review each Crisis Group Report before

publication. Our Board Meetings, held twice a year in rotating capitals, are intimate, intense, two-day-long opportunities for our Trustees to discuss and debate Crisis Group's policies related to our conflict prevention work across the globe. We pride ourselves on having Board members who can engage our analysts in a challenging debate about the sources of conflict and effective ways to advance the cause of peace.

"International Crisis Group is independent of any national interest. It answers to no single donor. Like our policy analysts, each member of the Board is committed to upholding Crisis Group's impartiality, and taking its advocacy on behalf of the actual and potential victims of conflict to the highest corridors of power."

LORD (MARK) MALLOCH-BROWN

Co-Chair of the Board and former UN Deputy Secretary-General



Board members and senior staff during a break in the Board Meeting in London, October 2016.

Crisis Group Board of Trustees

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Robert Malley Former White House Coordinator for the Middle East, North Africa and the Gulf region

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Ahmed Rashid Author and Foreign Policy Journalist, Pakistan

Ghassan Salam  Former UN Secretary-General's Special Representative and Head of the UN Support Mission in Libya; Former Minister of Culture of Lebanon; Founding Dean of the Paris School of International Affairs, Sciences Po University

Juan Manuel Santos Calder n Former President of Colombia; Nobel Peace Prize Laureate 2016

Wendy Sherman Former U.S. Under-Secretary of State for Political Affairs and Lead Negotiator for the Iran Nuclear Deal

Ellen Johnson Sirleaf Former President of Liberia

Alexander Soros Deputy Chair of the Global Board, Open Society Foundations

George Soros Founder, Open Society Foundations and Chair, Soros Fund Management

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Jake Sullivan Former Director of Policy Planning at the U.S. Department of State, Deputy Assistant to President Obama, and National Security Advisor to Vice President Biden

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Helle Thorning-Schmidt CEO of Save the Children International; Former Prime Minister of Denmark

Wang Jisi Member, Foreign Policy Advisory Committee of the Chinese Foreign Ministry; President, Institute of International and Strategic Studies, Peking University

Said about Crisis Group's Work

"Crisis Group's work is precious, not just for journalists, but for all those seeking to understand the world."

PHILIPPE DESCAMPS

Editor-in-Chief of Le Monde diplomatique – June 2017

"Whenever a new analysis from Crisis Group is issued or presented to my colleagues, it is always integrated in the EEAS work. Even when the EU and Crisis Group disagree in some cases, your criticism always comes as a constructive suggestion."

FEDERICA MOGHERINI

EU High Representative for Foreign Affairs and Security Policy – November 2018

"In Darfur, for example, International Crisis Group was ringing the alarm bell They gave us insight. We didn't always agree with them. It's not their role to come into agreement with us. It's their role to reflect ground truth."

GENERAL COLIN POWELL

65th U.S. Secretary of State – 2011

"I read all of your reports and kept your recommendations in mind all the time. You cannot know how valuable those reports have been."

CATHERINE SAMBA-PANZA

Former President of the Central African Republic – February 2016

"Your 2014 report was timely and one of the most objective published. If the sides had adopted the suggestions in your reports, we'd be in a much better position now."

SELAHATTIN DEMIRTAŞ

Co-Chair of Turkey's leading pro-Kurdish Peoples' Democratic Party, Turkey – February 2016

"For a complex mediation like the one required in the Syrian conflict, if we did not have ICG we would probably suggest that it be created."

STAFFAN DE MISTURA

Former UN Envoy for Syria – September 2018