


Form 990



Department of the Treasury  
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter Social Security numbers on this form as it may be made public

By law, the IRS generally cannot redact the information on the form

Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

OMB No 1545-0047

2013

Open to Public Inspection

A For the 2013 calendar year, or tax year beginning 07-01-2013, 2013, and ending 06-30-2014

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization

INTERNATIONAL CRISIS GROUP

Doing Business As

Number and street (or P.O. box if mail is not delivered to street address)

1629 K STREET NW NO 450

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

WASHINGTON, DC 20006

F Name and address of principal officer

JEAN-MARIE GUEHENNO

1629 K STREET NW NO 450

WASHINGTON, DC 20006

H(a) Is this a group return for subordinates?

☐ Yes ☒ No

H(b) Are all subordinates included?

☐ Yes ☐ No

If "No," attach a list (see instructions)

H(c) Group exemption number

I Tax-exempt status

☒ 501(c)(3) ☐ 501(c) ( ) ☐ (insert no ) ☐ 4947(a)(1) or ☐ 527

J Website:

WWW.CRISISGROUP.ORG

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation

1995

M State of legal domicile

DC

Part I		Summary	
Activities & Governance	1	Briefly describe the organization's mission or most significant activities SEE PART III, LINE 1	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets	
	3	Number of voting members of the governing body (Part VI, line 1a)	40
	4	Number of independent voting members of the governing body (Part VI, line 1b)	39
Revenue	5	Total number of individuals employed in calendar year 2013 (Part V, line 2a)	55
	6	Total number of volunteers (estimate if necessary)	39
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0
	b	Net unrelated business taxable income from Form 990-T, line 34	0
	8	Contributions and grants (Part VIII, line 1h)	13,806,544
	9	Program service revenue (Part VIII, line 2g)	885,000
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	664,674
Expenses	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-212,641
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	15,143,577
	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	14,152,856
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0
	b	Total fundraising expenses (Part IX, column (D), line 25)	1,588,833
Net Assets or Fund Balances	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	6,232,230
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	20,385,086
	19	Revenue less expenses Subtract line 18 from line 12	-5,241,509
		Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	41,838,988
	21	Total liabilities (Part X, line 26)	1,696,917
	22	Net assets or fund balances Subtract line 21 from line 20	40,142,071

Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

\*\*\*\*\*

Signature of officer

2015-02-10

Date

BRETT MOODY TREASURER/CFO

Type or print name and title

Prnt/Type preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

Firm's name

GELMAN ROSENBERG & FREEDMAN

Firm's EIN

52-1392008

Firm's address

4550 MONTGOMERY AVE SUITE 650N

BETHESDA, MD 208142930

Phone no

(301) 951-9090

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2013)

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III












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1	Briefly describe the organization's mission				
THE INTERNATIONAL CRISIS GROUP (CRISIS GROUP) IS AN INDEPENDENT, PRIVATE MULTINATIONAL ORGANIZATION COMMITTED TO STRENGTHENING THE CAPACITY OF THE INTERNATIONAL COMMUNITY TO ANTICIPATE, UNDERSTAND AND ACT TO PREVENT AND CONTAIN DEADLY CONFLICT					
2	Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? <div><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</div>				
If "Yes," describe these new services on Schedule O					
3	Did the organization cease conducting, or make significant changes in how it conducts, any program services? <div><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</div>				
If "Yes," describe these changes on Schedule O					
4	Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported				
4a	(Code )	(Expenses \$ 4,686,805	including grants of \$ )	(Revenue \$ )	
CRISIS GROUPS ADVOCACY ENGAGES THE ENTIRE ORGANIZATION, REFLECTING OUR CUMULATIVE UNDERSTANDING OF HOW BEST TO TAILOR AND TARGET OUR MESSAGES TO THE UNIQUE POLICY CONTEXT OF VARIOUS LOCAL, REGIONAL AND INTERNATIONAL ACTORS. WHILE CRISIS GROUPS ADVOCACY EFFORTS ARE CUSTOMIZED TO ADDRESS EACH PARTICULAR CONFLICT SCENARIO, THEY CONSISTENTLY INFLUENCE AN ARRAY OF ACTORS/DECISION-MAKERS IN THE COUNTRY IN QUESTION, THOSE TO WHOM THEY LISTEN, AND THE SPECTRUM OF INFLUENTIAL INTERNATIONAL PLAYERS OR STAKEHOLDERS.					
4b	(Code )	(Expenses \$ 2,326,659	including grants of \$ )	(Revenue \$ )	
ASIACENTRAL ASIA FROM BISHKEK, CRISIS GROUP COVERS CENTRAL ASIA WITH A PARTICULAR FOCUS ON TAJIKISTAN, KAZAKHSTAN AND KYRGYZSTAN BUT FOCUS, REGION WIDE, ON PROBLEMS SURROUNDING ENERGY DISPUTES, RISING NATIONALISM, THREATS FROM EXTREMISM AND THE ROLE THAT RUSSIA PLAYS IN THE REGION. NORTH EAST ASIA FROM SEOUL AND BEIJING, CRISIS GROUP EXAMINES POLICY OPTIONS FOR RESOLVING THE NORTH KOREAN NUCLEAR CRISIS, CONFLICT IN THE SOUTH AND EAST CHINA SEAS AND CHINA'S PERCEPTION AND APPROACH TO REGIONAL CONFLICTS, AS WELL AS ITS EXPANDING GLOBAL INFLUENCE, INCLUDING IN AFRICA. SOUTH EAST ASIA CRISIS GROUP REPORTED ON INDONESIA'S POLITICAL DEVELOPMENTS. ANALYSTS ALSO FOCUS ON THAILAND'S SOUTHERN INSURGENCY AND DOMESTIC POLITICAL TURMOIL, THE TRANSITION IN MYANMAR AND THE PHILIPPINES. SOUTH ASIA CRISIS GROUP ADDRESSES THE SECURITY AND POLITICAL TRANSITION IN AFGHANISTAN, GOVERNANCE, EXTREMISM AND SECTARIAN VIOLENCE IN PAKISTAN, THE SITUATION IN KASHMIR, AND THE GROWING AUTHORITARIANISM AND LEGACY OF THE CIVIL CONFLICT IN SRI LANKA. IT ALSO COVERS THE POLITICAL CRISIS IN BANGLADESH.					
4c	(Code )	(Expenses \$ 2,994,071	including grants of \$ )	(Revenue \$ )	
AFRICACENTRAL AFRICA CRISIS GROUP'S NAIROBI-BASED TEAM MONITORS AND REPORTS ON THE FRAGILE PROCESS OF RECONCILIATION IN THE DEMOCRATIC REPUBLIC OF CONGO, AS WELL AS CONTINUING CHALLENGES TO SECURITY IN BURUNDI, CAMEROON, CHAD AND THE CENTRAL AFRICAN REPUBLIC. WEST AFRICA CRISIS GROUP'S DAKAR-BASED ANALYSTS WATCH EVENTS CLOSELY IN GUINEA, GUINEA-BISSAU, MALI AND COTE D'IVOIRE AND MONITOR NIGER, BURKINA FASO, LIBERIA AND SIERRA LEONE. THE PROJECT ALSO COVERS NIGERIA AND EXAMINES POLITICAL ISSUES OF SUCCESSION, DEMOCRACY AND RISKS TO THE COUNTRY'S STABILITY AS A WHOLE, INCLUDING AS CONSEQUENCE OF THE EBOLA VIRUS HORN OF AFRICA. CRISIS GROUP'S REGION-BASED ANALYSTS FOCUS ON DEVELOPMENTS IN SUDAN AND CIVIL CONFLICT IN SOUTH SUDAN, AS WELL AS TENSIONS IN THE REGIONS EACH SIDE OF THE BORDER BETWEEN THE TWO SUDANS. ELSEWHERE THE PROJECT REPORTS ON GOVERNANCE IN UGANDA, CONFLICT-RELATED DEVELOPMENTS IN KENYA, SOMALIA'S PROBLEMATIC TRANSITION, AND CONTINUING TENSIONS BETWEEN ETHIOPIA AND ERITREA. SOUTHERN AFRICA CRISIS GROUP'S REGION-BASED TEAM REPORT ON ZIMBABWE'S CONTINUING CRISIS, AND COVERS SOUTH AFRICA'S ROLE IN THE REGION. THE PROJECT REPORTS ON THE CRISIS IN MADAGASCAR, MONITORS DEVELOPMENTS IN MOZAMBIQUE AND ANGOLA AND THE CAPACITY OF THE REGIONAL ORGANIZATION, SADC, AND ALSO ENGAGES IN HIGH-LEVEL ADVOCACY WITH THE SOUTH AFRICAN GOVERNMENT AND THE SADC.					
	(Code )	(Expenses \$ 2,327,255	including grants of \$ )	(Revenue \$ 685,029 )	
MIDDLE EAST AND NORTH AFRICAARAB ISRAELI CONFLICT CRISIS GROUP ANALYSTS IN THE REGION CLOSELY MONITOR DEVELOPMENTS IN ISRAEL AND PALESTINE, FOCUSING ON THE STATE OF THE 'PEACE PROCESS' AND POLITICAL TRANSITION STRATEGIES. IRAQ/SYRIA/LEBANON CRISIS GROUP CLOSELY COVERS THE WAR IN SYRIA, INTERNAL DEVELOPMENTS IN LEBANON AND IT ALSO COVERS GOVERNANCE AND SECURITY IN IRAQ. IRAN/GULF STATES CRISIS GROUP CLOSELY COVERS THE NEGOTIATIONS OVER IRAN'S NUCLEAR PROGRAM. IT ALSO COVERS YEMEN, EXAMINING THE COUNTRY'S FRAGILITY AND THE RENEWED CONFLICT IN THE SOUTH. NORTH AFRICA CRISIS GROUP REPORTS ON THE TRANSITIONS IN EGYPT, LIBYA AND TUNISIA.					
	(Code )	(Expenses \$ 1,578,078	including grants of \$ )	(Revenue \$ 288,119 )	
EUROPE AND CENTRAL ASIA PROGRAM					
	(Code )	(Expenses \$ 950,509	including grants of \$ )	(Revenue \$ 379,903 )	
LATIN AMERICA PROGRAM					
4d	Other program services (Describe in Schedule O )				
	(Expenses \$ 4,855,842	including grants of \$ )	(Revenue \$ 1,353,051	)	
4e	Total program service expenses ▶		14,863,377		

Part IV

Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A 	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I 	3	No
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II 	4 Yes	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III 	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV 	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V 	10 Yes	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI. 	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII 	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII 	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX 	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e	No
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X 	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional 	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a Yes	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV 	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV 	15	No
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV 	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II 	18 Yes	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III 	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . .</i>	21		No
22	Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III . . . .</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J . . . .</i>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . .</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . .	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . .	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . .	24d		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I . . . .</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I . . . .</i>	25b		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If so, complete Schedule L, Part II . . . .</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III . . . .</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV . . . .</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M . . . .</i>	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M . . . .</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I . . . .</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II . . . .</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I . . . .</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . .</i>	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2 . . . .</i>	35b		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2 . . . .</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI . . . .</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . .	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

☒

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	51	
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	0	
1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	55	
2b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).		Yes	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?			No
3b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O.			
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		Yes	
b AF, BE, CO, GG, ID, KE, KS, KG, OC, PK, RS, SG, SF, TU If "Yes," enter the name of the foreign country: TU See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			No
5b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			No
5c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			No
6b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			
7 Organizations that may receive deductible contributions under section 170(c).			
7a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		Yes	
7b If "Yes," did the organization notify the donor of the value of the goods or services provided?		Yes	
7c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			No
7d If "Yes," indicate the number of Forms 8282 filed during the year.			
7e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			No
7f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			No
7g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			
7h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			
9 Sponsoring organizations maintaining donor advised funds.			
9a Did the organization make any taxable distributions under section 4966?			
9b Did the organization make a distribution to a donor, donor advisor, or related person?			
10 Section 501(c)(7) organizations. Enter			
10a Initiation fees and capital contributions included on Part VIII, line 12.			
10b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.			
11 Section 501(c)(12) organizations. Enter			
11a Gross income from members or shareholders.			
11b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them).			
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?			
12b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.			
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
13a Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.			
13b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.			
13c Enter the amount of reserves on hand.			
14a Did the organization receive any payments for indoor tanning services during the tax year?			No
14b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.			

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O		
b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
a	The governing body?	Yes	
b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	Yes	
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	Yes	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
b	Describe in Schedule O the process, if any, used by the organization to review this Form 990		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	Yes	
b	Other officers or key employees of the organization	Yes	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed	AR, CA, CO, CT, FL, GA, IL, MA, MD, MI, NJ, NY, OH, PA, VA, WA, AL, AK, HI, KS, WI, WV, RI, SC, TN, VT, KY, ME, MN, MS, OR, NH, NM, NC, ND, OK
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O)	
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year	
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization	BRETT MOODY LEVEL 14 149 AVE LOUISE 1050BRUSSELSBE (322) 502-9038

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

Form **990** (2013)

## Part VII

<b>1b</b>	<b>Sub-Total</b>			
<b>c</b>	<b>Total from continuation sheets to Part VII, Section A</b>			
<b>d</b>	<b>Total (add lines 1b and 1c)</b>	2,568,875	0	335,779

**2** Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization. 32

		Yes	No
3	Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	3	No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .	5	No

## Section B. Independent Contractors

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ►0



Part VIII

Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . . . . . 1a				
	b	Membership dues . . . . . 1b				
	c	Fundraising events . . . . . 1c	1,445,763			
	d	Related organizations . . . . . 1d				
	e	Government grants (contributions) 1e	15,875,534			
	f	All other contributions, gifts, grants, and similar amounts not included above 1f	4,058,216			
	g	Noncash contributions included in lines 1a-1f \$	80,522			
	h	Total. Add lines 1a-1f . . . . .	21,379,513			
Program Service Revenue	2a	MIDDLE EAST AND NORTH AFRICA	Business Code 900099	685,029	685,029	
	b	LATIN AMERICA	900099	379,903	379,903	
	c	EUROPE	900099	288,119	288,119	
	d					
	e					
	f	All other program service revenue				
	g	Total. Add lines 2a-2f . . . . .	1,353,051			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) . . . . .	395,581			395,581
	4	Income from investment of tax-exempt bond proceeds . . . . .				
	5	Royalties . . . . .				
	6a	Gross rents	(i) Real (ii) Personal			
	b	Less rental expenses				
	c	Rental income or (loss)				
	d	Net rental income or (loss) . . . . .				
	7a	Gross amount from sales of assets other than inventory	(i) Securities (ii) Other			
	b	Less cost or other basis and sales expenses				
	c	Gain or (loss)				
	d	Net gain or (loss) . . . . .	290,115			290,115
	8a	Gross income from fundraising events (not including \$ 1,445,763 of contributions reported on line 1c) See Part IV, line 18 . . . . .	a 68,625			
	b	Less direct expenses . . . . . b	292,136			
	c	Net income or (loss) from fundraising events . . . . .	-223,511			-223,511
	9a	Gross income from gaming activities See Part IV, line 19 . . . . .	a			
	b	Less direct expenses . . . . . b				
	c	Net income or (loss) from gaming activities . . . . .				
	10a	Gross sales of inventory, less returns and allowances . . . . .	a			
	b	Less cost of goods sold . . . . . b				
	c	Net income or (loss) from sales of inventory . . . . .				
		Miscellaneous Revenue	Business Code			
	11a					
	b					
	c					
	d	All other revenue . . . . .				
	e	Total. Add lines 11a-11d . . . . .				
	12	Total revenue. See Instructions . . . . .	23,194,749	1,353,051	0	462,185

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.				
2	Grants and other assistance to individuals in the United States. See Part IV, line 22.				
3	Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.				
4	Benefits paid to or for members.				
5	Compensation of current officers, directors, trustees, and key employees.	2,076,167	887,427	997,732	191,008
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).				
7	Other salaries and wages.	7,964,998	7,025,567	287,039	652,392
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).	364,961	307,687	17,279	39,995
9	Other employee benefits.	1,188,685	1,052,953	78,048	57,684
10	Payroll taxes.	1,065,031	760,870	197,596	106,565
11	Fees for services (non-employees):				
a	Management.				
b	Legal.	50,170	37,804	8,869	3,497
c	Accounting.	382,304	263,072	88,598	30,634
d	Lobbying.				
e	Professional fundraising services. See Part IV, line 17.				
f	Investment management fees.				
g	Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).				
12	Advertising and promotion.				
13	Office expenses.	1,142,978	801,272	200,345	141,361
14	Information technology.	87,386	55,713	24,034	7,639
15	Royalties.				
16	Occupancy.	1,239,750	941,251	180,269	118,230
17	Travel.	1,776,042	1,508,506	120,502	147,034
18	Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19	Conferences, conventions, and meetings.	34,520	1,546	52	32,922
20	Interest.				
21	Payments to affiliates.				
22	Depreciation, depletion, and amortization.	53,885	46,805	3,890	3,190
23	Insurance.	1,206,389	1,110,329	48,102	47,958
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):				
a	LOCAL TAXES	39,451	25,932	9,172	4,347
b	CREDIT CARD FEES	35,725	22,781	9,816	3,128
c	MISCELLANEOUS	16,954	13,862	1,843	1,249
d					
e	All other expenses				
25	<b>Total functional expenses.</b> Add lines 1 through 24e.	18,725,396	14,863,377	2,273,186	1,588,833
26	<b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

				(A)		(B)
				Beginning of year		End of year
Assets	1	Cash—non-interest-bearing		2,881,160	1	4,519,814
	2	Savings and temporary cash investments		1,395,815	2	2,766,164
	3	Pledges and grants receivable, net		9,132,952	3	12,283,724
	4	Accounts receivable, net		46,650	4	30,265
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		630,999	9	633,654
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a1,130,621			
	b	Less accumulated depreciation	10b1,079,539	92,161	10c	51,082
	11	Investments—publicly traded securities		27,469,715	11	28,022,374
	12	Investments—other securities See Part IV, line 11			12	
	13	Investments—program-related See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets See Part IV, line 11		189,536	15	167,408
	16	Total assets. Add lines 1 through 15 (must equal line 34)		41,838,988	16	48,474,485
Liabilities	17	Accounts payable and accrued expenses		1,696,917	17	1,333,803
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D			25	
	26	Total liabilities. Add lines 17 through 25		1,696,917	26	1,333,803
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.					
	27	Unrestricted net assets		30,166,187	27	33,062,621
	28	Temporarily restricted net assets		9,875,884	28	13,978,061
	29	Permanently restricted net assets		100,000	29	100,000
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.					
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		40,142,071	33	47,140,682
	34	Total liabilities and net assets/fund balances		41,838,988	34	48,474,485

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	23,194,749
2	Total expenses (must equal Part IX, column (A), line 25)	2	18,725,396
3	Revenue less expenses Subtract line 2 from line 1	3	4,469,353
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	40,142,071
5	Net unrealized gains (losses) on investments	5	1,869,046
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	660,212
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	47,140,682

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
2b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
2c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 52-5170039  
**Name:** INTERNATIONAL CRISIS GROUP

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
LOUISE ARBOUR PRESIDENT & CEO (UNTIL 6/30/2014)	39 00	X		X				266,595	0	97,490
THOMAS PICKERING CHAIR	2 00	X		X				0	0	0
AYO OBE VICE CHAIR	2 00	X		X				0	0	0
GHASSAN SALAME VICE CHAIR	2 00	X		X				0	0	0
MORTON ABRAMOWITZ TRUSTEE	2 00	X						0	0	0
CHERYL CAROLUS TRUSTEE	2 00	X						0	0	0
MARIA LIVANOS CATTAUI TRUSTEE	2 00	X						0	0	0
EMMA BONINO TRUSTEE	2 00	X						0	0	0
FRANK GIUSTRA TRUSTEE	2 00	X						0	0	0
GEORGE SOROS TRUSTEE	2 00	X						0	0	0
PAR STENBACK TRUSTEE	2 00	X						0	0	0
KOFI ANNAN TRUSTEE	2 00	X						0	0	0
WESLEY CLARK TRUSTEE	2 00	X						0	0	0
MARK EYSKENS TRUSTEE	2 00	X						0	0	0
JOSCHKA FISCHER TRUSTEE	2 00	X						0	0	0
LENA HJELM-WALLEN TRUSTEE	2 00	X						0	0	0
WIM KOK TRUSTEE	2 00	X						0	0	0
RICARDO LAGOS TRUSTEE	2 00	X						0	0	0
JOANNE LEEDOM-ACKERMAN TRUSTEE	2 00	X						0	0	0
NAHUM BARNEA TRUSTEE	2 00	X						0	0	0
SAMUEL BERGER TRUSTEE	2 00	X						0	0	0
SHEILA CORONEL TRUSTEE	2 00	X						0	0	0
PAUL REYNOLDS TRUSTEE	2 00	X						0	0	0
JEAN-MARIE GUEHENNO TRUSTEE	2 00	X						0	0	0
MO IBRAHIM TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
ASMA JAHANGIR TRUSTEE	2 00	X						0	0	0
LORD MARK MALLOCH-BROWN TRUSTEE	2 00	X						0	0	0
LALIT MANSINGH TRUSTEE	2 00	X						0	0	0
BENJAMIN MKAPA TRUSTEE	2 00	X						0	0	0
JAVIER SOLANA TRUSTEE	2 00	X						0	0	0
LAWRENCE SUMMERS TRUSTEE	2 00	X						0	0	0
MICHELINE CALMY REY TRUSTEE	2 00	X						0	0	0
LYKKE FRIIS TRUSTEE	2 00	X						0	0	0
WADAH KHANFAR TRUSTEE	2 00	X						0	0	0
LAURENCE PARISOT TRUSTEE	2 00	X						0	0	0
KARIM RASLAN TRUSTEE	2 00	X						0	0	0
LIV MONICA STUBHOLT TRUSTEE	2 00	X						0	0	0
WANG JISI TRUSTEE	2 00	X						0	0	0
WU JIANMIN TRUSTEE	2 00	X						0	0	0
LIONEL ZINSOU TRUSTEE	2 00	X						0	0	0
BRETT MOODY TREASURER/CFO	39 00			X				149,779	0	17,543
CAROLE CORCORAN SEC /LEGAL COUNSEL & DIR OF SP PR	40 00			X				168,286	0	13,861
ALAIN DELETROZ VP (EUROPE) (UNTIL 7/1/2013)	39 00			X				204,786	0	36,393
MARK SCHNEIDER SR VP & SPEC ADVIS LATIN AMERICA	40 00			X				172,306	0	16,416
JONATHAN GREENWALD VICE PRESIDENT (PUBLICATIONS)	40 00			X				128,977	0	7,454
JOOST HILTERMAN CHIEF OPERATING OFFICER	39 00			X				205,500	0	27,423
JONATHAN PRENTICE CHIEF POLICY OFFICER	39 00			X				151,426	0	13,003
EMMA CHERNIAVSKY CHIEF DEV OFFICER (UNTIL 6/30/2014)	39 00			X				149,967	0	11,186
SAMUEL CLAY JOHNSON CHIEF OF HUMAN RESOURCES	39 00			X				127,177	0	14,016
FABIENNE HARA VP (MULTI AFFAIRS)(UNTIL 10/15/2013)	40 00			X				99,966	0	12,279

**Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
ROBERT MALLEY	40 00					X		169,609	0	18,412
MENA PROGRAM DIR (UNTIL 2/19/2014)						X				
PAUL QUINN-JUDGE	40 00					X		146,450	0	13,450
EUROPE AND CENTRAL ASIA PROG DIR						X				
SABINE FREIZER	40 00					X		141,786	0	12,634
EUROPE PROG DIR (UNTIL 5/16/2013)						X				
COMFORT ERO	40 00					X		148,895	0	9,558
AFRICA PROGRAM DIRECTOR						X				
JAVIER CIURLIZZA	40 00					X		137,370	0	14,661
LATIN AMERICA & CARRIBEAN PROG DIR						X				

SCHEDULE A  
(Form 990 or 990EZ)

Department of the  
Treasury  
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.  
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public  
Inspection

Name of the organization INTERNATIONAL CRISIS GROUP	Employer identification number 52-5170039
--	--

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

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Type I

Type II

Type III - Functionally integrated

Type III - Non-functionally integrated

(i)

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(ii)

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(iii)

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(i)

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

(f)

If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box

(g)

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i)

A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?

(ii)

A family member of a person described in (i) above?

(iii)

A 35% controlled entity of a person described in (i) or (ii) above?

h

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
Total									



Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	23,816,897	17,427,944	16,489,290	13,806,544	21,379,513	92,920,188
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	23,816,897	17,427,944	16,489,290	13,806,544	21,379,513	92,920,188
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						8,356,859
6 Public support. Subtract line 5 from line 4						84,563,329

Section B. Total Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
7 Amounts from line 4	23,816,897	17,427,944	16,489,290	13,806,544	21,379,513	92,920,188
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	74,325	62,618	165,349	415,596	395,581	1,113,469
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )	3,587	751	11,586	2,777		18,701
11 Total support (Add lines 7 through 10)						94,052,358
12 Gross receipts from related activities, etc (see instructions)					12	2,238,051
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here . . . . .						▶

Section C. Computation of Public Support Percentage		
14 Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f))	14	89 910 %
15 Public support percentage for 2012 Schedule A, Part II, line 14	15	83 190 %
16a 33 1/3% support test—2013. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	▶	
b 33 1/3% support test—2012. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	▶	
17a 10%-facts-and-circumstances test—2013. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization	▶	
b 10%-facts-and-circumstances test—2012. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization	▶	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	▶	

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)  
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here ▶						

Section C. Computation of Public Support Percentage		
15 Public support percentage for 2013 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2012 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage		
17 Investment income percentage for 2013 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2012 Schedule A, Part III, line 17	18	
19a 33 1/3% support tests—2013. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶		
b 33 1/3% support tests—2012. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶		

**Part IV** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Return Reference	Explanation	
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SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **See separate instructions.** ▶ **Information about Schedule C (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

2013

Open to Public Inspection

If the organization answered "Yes" to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes" to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, Part V, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number  
52-5170039

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1 Provide a description of the organization’s direct and indirect political campaign activities in Part IV
- 2 Political expenditures ▶ \$
- 3 Volunteer hours

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No
- 4a Was a correction made? ☐ Yes ☐ No
- b If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3 Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$
- 4 Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization’s funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A
- Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B
- Check ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No													

4-Year Averaging Period Under Section 501(h)  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?		No	
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?		No	
c	Media advertisements?		No	
d	Mailings to members, legislators, or the public?		No	
e	Publications, or published or broadcast statements?		No	
f	Grants to other organizations for lobbying purposes?		No	
g	Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		40,000
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No	
i	Other activities?		No	
j	Total. Add lines 1c through 1i.			40,000
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV

Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, line 2, and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
PART II-B, LINE 1	AS AN INTEGRAL PART OF OUR TAX EXEMPT PURPOSE AND IN THE REGULAR COURSE OF PURSUING THAT PURPOSE, REPRESENTATIVES OF CRISIS GROUP AT TIMES HAVE DIRECT CONTACT WITH LEGISLATORS, THEIR STAFF AND OTHER GOVERNMENT OFFICIALS. THE PURPOSE OF THOSE CONTACTS IS TO DISCUSS OUR PUBLISHED REPORTS AND BRIEFING PAPERS, AVAILABLE TO THE PUBLIC WITHOUT COST, CONSISTENT WITH OUR MISSION OF STRENGTHENING THE CAPACITY OF THE INTERNATIONAL COMMUNITY TO ANTICIPATE, UNDERSTAND, AND ACT TO PREVENT AND CONTAIN DEADLY CONFLICT. CRISIS GROUP RARELY ADVOCATES IN FAVOR OF OR AGAINST A PARTICULAR LEGISLATIVE ACTION. THE NUMBER SET FORTH ON LINE 1G OF PART IIB ABOVE IS AN ESTIMATE BASED ON THE CUMULATIVE EXPENSES RELATED TO LOBBYING ACTIVITIES FOR FY 2014 WHICH CRISIS GROUP REPORTED TO THE UNITED STATES CONGRESS ON FORM LD2 UNDER THE LOBBYING DISCLOSURE ACT OF 1995. MOST OF THOSE EXPENSES WOULD NOT CONSTITUTE A LOBBYING EXPENDITURE WITHIN THE MEANING OF APPLICABLE TAX LAW.

[illegible]

SCHEDULE D  
(Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2013

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b

▶ Attach to Form 990. ▶ See separate instructions. ▶ Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number  
52-5170039

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education)

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenues included in Form 990, Part VIII, line 1

▶ \$ \_\_\_\_\_

b Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No 52283D

Schedule D (Form 990) 2013



Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3

Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other
- 4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No
- b

If "Yes," explain the arrangement in Part XIII and complete the following table

	Amount
1c	
1d	
1e	
1f	
- 2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No
- b

If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

☐

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current year	(b)Prior year	b (c)Two years back	(d)Three years back	(e)Four years back
1a Beginning of year balance . . . . .	27,389,357	27,080,800	26,959,322	26,948,071	23,718,702
b Contributions . . . . .	20,000	20,000	120,000	20,000	247,000
c Net investment earnings, gains, and losses	2,344,287	1,235,529	1,478	-8,749	2,982,369
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .	1,796,408	946,972			
f Administrative expenses . . . . .					
g End of year balance . . . . .	27,957,236	27,389,357	27,080,800	26,959,322	26,948,071

- 2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a

Board designated or quasi-endowment

99 590 %

b

Permanent endowment

0 410 %

c

Temporarily restricted endowment

The percentages in lines 2a, 2b, and 2c should equal 100%
- 3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations . . . . .

3a(i)

☐ Yes

☐ No

(ii) related organizations . . . . .

3a(ii)

☐ Yes

☐ No
- b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

☐ Yes

☐ No

4

Describe in Part XIII the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .				
b Buildings . . . . .				
c Leasehold improvements . . . . .				
d Equipment . . . . .		709,242	685,574	23,668
e Other . . . . .		421,379	393,965	27,414
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				51,082



Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements . . . . .	1	25,804,339
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12	2e	
a	Net unrealized gains on investments . . . . .	2a	1,869,046
b	Donated services and use of facilities . . . . .	2b	449,057
c	Recoveries of prior year grants . . . . .	2c	
d	Other (Describe in Part XIII ) . . . . .	2d	292,136
e	Add lines 2a through 2d . . . . .	2e	2,610,239
3	Subtract line 2e from line 1 . . . . .	3	23,194,100
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1	4c	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIII ) . . . . .	4b	649
c	Add lines 4a and 4b . . . . .	4c	649
5	Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12 ) . . . . .	5	23,194,749

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements . . . . .	1	19,465,940
2	Amounts included on line 1 but not on Form 990, Part IX, line 25	2e	
a	Donated services and use of facilities . . . . .	2a	449,057
b	Prior year adjustments . . . . .	2b	
c	Other losses . . . . .	2c	
d	Other (Describe in Part XIII ) . . . . .	2d	292,136
e	Add lines 2a through 2d . . . . .	2e	741,193
3	Subtract line 2e from line 1 . . . . .	3	18,724,747
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:	4c	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	
b	Other (Describe in Part XIII ) . . . . .	4b	649
c	Add lines 4a and 4b . . . . .	4c	649
5	Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18 ) . . . . .	5	18,725,396

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
PART V, LINE 4	IN ACCORDANCE WITH THE DONOR'S INTENT, THE CONTRIBUTED FUNDS (\$100,000) ARE TO BE INVESTED IN-PERPETUITY, AND THE INVESTMENT INCOME GENERATED FROM THE INVESTED FUNDS WILL BE USED TO SUPPORT THE GENERAL OPERATIONS OF CRISIS GROUP. THE REMAINING FUNDS RELATE TO THE SECURING THE FUTURE CAPITAL FUND. THE PRIMARY PURPOSE OF THE SECURING THE FUTURE FUND IS TO GENERATE INCOME TO PROVIDE FOR THE LONG-TERM STABILITY, INDEPENDENCE, FLEXIBILITY AND CONTINUITY OF THE ORGANIZATION. THE FUND WOULD BE AVAILABLE FOR OTHER USE, (TRANSITIONAL OR EMERGENCY PURPOSES, OR TO TAKE ADVANTAGE OF SPECIAL OPPORTUNITIES) ONLY IN EXCEPTIONAL CIRCUMSTANCES.
PART X, LINE 2	FOR THE YEAR ENDED JUNE 30, 2014, CRISIS GROUP HAS DOCUMENTED ITS CONSIDERATION OF FASB ASC 740-10, INCOME TAXES, THAT PROVIDES GUIDANCE FOR REPORTING UNCERTAINTY IN INCOME TAXES AND HAS DETERMINED THAT NO MATERIAL UNCERTAIN TAX POSITIONS QUALIFY FOR EITHER RECOGNITION OR DISCLOSURE IN THE FINANCIAL STATEMENTS. THE FEDERAL FORM 990, RETURN OF ORGANIZATION EXEMPT FROM INCOME TAX, IS SUBJECT TO EXAMINATION BY THE INTERNAL REVENUE SERVICE, GENERALLY FOR THREE YEARS AFTER IT IS FILED.
PART XI, LINE 2D - OTHER ADJUSTMENTS	FUNDRAISING EVENT EXPENSES INCLUDED AS EXPENSE ON 292,136 FINANCIAL STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990, PART VIII, LINE 8B.
PART XI, LINE 4B - OTHER ADJUSTMENTS	GAIN ON DISPOSAL OF FIXED ASSETS, SHOWN AS EXPENSE ON 465 THE FINANCIAL STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990, PART VIII, LINE 7D. INTEREST REVENUE NETTED AGAINST EXPENSES ON FINANCIAL 184 STATEMENTS AND REPORTED AS REVENUE ON FORM 990, PART VIII, LINE 3.
PART XII, LINE 2D - OTHER ADJUSTMENTS	FUNDRAISING EVENT EXPENSES INCLUDED AS EXPENSE ON 292,136 FINANCIAL STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990, PART VIII, LINE 8B.
PART XII, LINE 4B - OTHER ADJUSTMENTS	GAIN ON DISPOSAL OF FIXED ASSETS, SHOWN AS EXPENSE ON 465 THE FINANCIAL STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990, PART VIII, LINE 7D. INTEREST REVENUE NETTED AGAINST EXPENSES ON FINANCIAL 184 STATEMENTS AND REPORTED AS REVENUE ON FORM 990, PART VIII, LINE 3.

[illegible]

SCHEDULE F  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990,  
Part IV, line 14b, 15, or 16.  
► Attach to Form 990. ► See separate instructions.  
► Information about Schedule F (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number  
52-5170039

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☐ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- 3 Activites per Region (The following Part I, line 3 table can be duplicated if additional space is needed )

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
( 1) See Add'l Data					
( 2)					
( 3)					
( 4)					
( 5)					
3a Sub-total	14	48			7,182,038
b Total from continuation sheets to Part I	5	57			8,533,236
c Totals (add lines 3a and 3b)	19	105			15,715,274

Part II

Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
( 1 )									
( 2 )									
( 3 )									
( 4 )									

- 2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶
- 3 Enter total number of other organizations or entities . . . . . ▶

**Part III** **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
( 1 )							
( 2 )							
( 3 )							
( 4 )							
( 5 )							
( 6 )							
( 7 )							
( 8 )							
( 9 )							
( 10 )							
( 11 )							
( 12 )							
( 13 )							
( 14 )							
( 15 )							
( 16 )							
( 17 )							
( 18 )							

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*

☐ Yes

☒ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)*

☐ Yes

☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)*

☐ Yes

☒ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)*

☐ Yes

☒ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships. (see Instructions for Form 8865)*

☐ Yes

☒ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713).*

☒ Yes

☐ No



Part V Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

990 Schedule F, Supplemental Information

Return Reference	Explanation
PART I, LINE 3, COLUMN (E)	<p>REGION CENTRAL AMERICA AND THE CARIBBEAN CENTRAL AMERICA CRISIS GROUP RESEARCHES THE LEGACY OF GUATEMALA'S CIVIL WAR AND THE EFFECT OF TRANSNATIONAL ORGANIZED CRIME ON THE COUNTRY'S INSTITUTIONS PART I, LINE 3, COLUMN (E) REGION EAST ASIA AND PACIFIC NORTH EAST ASIA FROM SEOUL AND BEIJING, CRISIS GROUP EXAMINES POLICY OPTIONS FOR RESOLVING THE NORTH KOREA NUCLEAR CRISIS, CONFLICT IN THE SOUTH AND EAST CHINA SEAS AND CHINA'S PERCEPTION AND AN APPROACH TO REGIONAL CONFLICTS, AS WELL AS ITS EXPANDING GLOBAL INFLUENCE, INCLUDING IN AFRICA SOUTH EAST ASIA CRISIS GROUP REPORTED ON INDONESIA'S POLITICAL DEVELOPMENTS ANALYSTS ALSO FOCUS ON THAILAND'S SOUTHERN INSURGENCY AND DOMESTIC POLITICAL TURMOIL, THE TRANSITION IN MYANMAR AND THE PHILIPPINES PART I, LINE 3, COLUMN (E) REGION EUROPE BALKANS CRISIS GROUP CONTINUES TO TRACK THE EVOLUTION OF KOSOVO'S INDEPENDENCE AND THE REFORM CHALLENGES FACING BOSNIA AND HERZEGOVINA TURKEY/CYPRUS CRISIS GROUP'S ISTANBUL BASED ANALYSTS RESEARCH EU TURKEY RELATIONS, TURKEY'S CONTRIBUTIONS TO GLOBAL AND REGIONAL SECURITY AS WELL AS DOMESTIC REFORMS AND ITS ONGOING KURDISH INSURGENCY AND THE CYPRUS CONFLICT PART I, LINE 3, COLUMN (E) REGION NORTH AMERICA MEXICO CRISIS GROUP COVERS THE DRUG-RELATED VIOLENCE IN MEXICO AND ITS IMPACT ON GOVERNANCE PART I, LINE 3, COLUMN (E) REGION MIDDLE EAST AND NORTH AFRICA ARAB ISRAELI CONFLICT CRISIS GROUP ANALYSTS IN THE REGION CLOSELY MONITOR DEVELOPMENTS IN ISRAEL AND PALESTINE FOCUSING ON THE STATE OF THE 'PEACE PROCESS' AND POLITICAL TRANSITION STRATEGIES IRAQ/SYRIA/LEBANON CRISIS GROUP CLOSELY COVERS THE WAR IN SYRIA, INTERNAL DEVELOPMENTS IN LEBANON AND RELATIONS BETWEEN SYRIA AND LEBANON IT ALSO COVERS GOVERNANCE AND SECURITY IN IRAQ IRAN/GULF STATES CRISIS GROUP CLOSELY COVERS THE NEGOTIATIONS OVER IRAN'S NUCLEAR PROGRAM IT ALSO COVERS YEMEN, EXAMINING THE COUNTRY'S FRAGILITY AND THE RENEWED CONFLICT IN THE SOUTH NORTH AFRICA CRISIS GROUP REPORTS ON THE TRANSITIONS IN EGYPT, LIBYA AND TUNISIA</p>

990 Schedule F, Supplemental Information

Return Reference	Explanation
PART I, LINE 3, COLUMN (E)	<p>REGION MIDDLE EAST AND NORTH AFRICA ARAB ISRAELI CONFLICT CRISIS GROUP ANALYSTS IN THE REGION CLOSELY MONITOR DEVELOPMENTS IN ISRAEL AND PALESTINE, FOCUSING ON THE STATE OF THE 'PEACE PROCESS' AND POLITICAL TRANSITION STRATEGIES IRAQ/SYRIA/LEBANON CRISIS GROUP CLOSELY COVERS THE WAR IN SYRIA, INTERNAL DEVELOPMENTS IN LEBANON AND RELATIONS BETWEEN SYRIA AND LEBANON IT ALSO COVERS GOVERNANCE AND SECURITY IN IRAQ IRAN/GULF STATES CRISIS GROUP CLOSELY COVERS THE NEGOTIATIONS OVER IRAN'S NUCLEAR PROGRAM IT ALSO COVERS YEMEN, EXAMINING THE COUNTRY'S FRAGILITY AND THE RENEWED CONFLICT IN THE SOUTH NORTH AFRICA CRISIS GROUP REPORTS ON THE TRANSITIONS IN EGYPT, LIBYA AND TUNISIA PART I, LINE 3, COLUMN (E) REGION RUSSIA AND NEWLY INDEPENDENT STATES CENTRAL ASIA FROM BISHKEK, CRISIS GROUP COVERS CENTRAL ASIA WITH A PARTICULAR FOCUS ON TAJIKISTAN, KAZAKHSTAN AND KYRGYZSTAN BUT FOCUS, R</p> <p>EGION WIDE, ON PROBLEMS SURROUNDING ENERGY DISPUTES, RISING NATIONALISM, THREATS FROM EXTREMISM AND THE ROLE THAT RUSSIA PLAYS IN THE REGION SOUTH CAUCASUS CRISIS GROUP COVERED GEORGIA'S POLITICAL AND ECONOMIC REFORMS AND ITS TROUBLED REGIONS OF SOUTH OSSETIA AND ABKHAZIA, DOMESTIC DEVELOPMENTS IN AZERBAIJAN, ARMENIA, AND THE NAGORNO-KARABAKH CONFLICT PART I, LINE 3, COLUMN (E) REGION SOUTH AMERICA COLOMBIA/ANDES CRISIS GROUP WORKS TO REDUCE CONFLICT IN COLUMBIA AND VENEZUELA BY ANALYZING CONFLICT RELATED DEVELOPMENTS IN THOSE COUNTRIES PART I, LINE 3, COLUMN (E) REGION SOUTH ASIA CRISIS GROUP ADDRESSES THE SECURITY AND POLITICAL TRANSITION IN AFGHANISTAN, GOVERNANCE, EXTREMISM AND SECTARIAN VIOLENCE IN PAKISTAN, THE SITUATION IN KASHMIR, AND THE GROWING AUTHORITARIANISM AND LEGACY OF THE CIVIL CONFLICT IN SRI LANKA IT ALSO COVERS THE POLITICAL CRISIS IN BANGLADESH PART I, LINE 3, COLUMN (E) REGION SUB-SAHARAN AFRICA CENTRAL AFRICA CRISIS GROUP'S NAIROBI-BASED TEAM MONITORS AND REPORTS ON THE FRAGILE PROCESS OF RECONCILIATION IN THE DEMOCRATIC REPUBLIC OF CONGO, AS WELL AS CONTINUING CHALLENGES TO SECURITY IN BURUNDI, CAMEROON, CHAD AND CENTRAL AFRICAN REPUBLIC WEST AFRICA CRISIS GROUP'S DAKAR-BASED ANALYSTS WATCH EVENTS CLO</p> <p>SELY IN GUINEA, GUINEA-BISSAU, MALI AND COTE D'IVOIRE AND MONITOR NIGER, BURKINA FASO, LIBERIA AND SIERRA LEONE THE PROJECT ALSO COVERS NIGERIA AND EXAMINES POLITICAL ISSUES OF SUCCESSION, DEMOCRACY AND RISKS TO THE COUNTRY'S STABILITY AS A WHOLE, INCLUDING AS CONSEQUENCE OF THE EBOLA VIRUS HORN OF AFRICA CRISIS GROUP'S REGION-BASED ANALYSTS FOCUS ON DEVELOPMENTS IN SUDAN AND CIVIL CONFLICT IN SOUTH SUDAN AS WELL AS TENSIONS IN THE REGIONS EACH SIDE OF THE BORDER BETWEEN THE TWO SUDANS ELSEWHERE THE PROJECT REPORTS ON GOVERNANCE I</p> <p>N UGANDA, CONFLICT RELATED DEVELOPMENTS IN KENYA, SOMALIA'S PROBLEMATIC TRANSITION, AND CONTINUING TENSIONS BETWEEN ETHIOPIA AND ERITREA SOUTHERN AFRICA CRISIS GROUP'S REGION-BASED TEAM REPORT ON ZIMBABWE'S CONTINUING CRISIS, AND COVERS SOUTH AFRICA'S ROLE IN THE REGION THE PROJECT REPORTS ON THE CRISIS IN MADAGASCAR, MONITORS DEVELOPMENTS IN MOZAMBIQUE AND ANGOLA AND THE CAPACITY OF THE REGIONAL ORGANIZATION, SADC, AND ALSO ENGAGES IN HIGH LEVEL ADVOCACY WITH THE SOUTH AFRICAN GOVERNMENT AND THE SADC</p>

Additional Data

Software ID:  
Software Version:  
EIN: 52-5170039  
Name: INTERNATIONAL CRISIS GROUP

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
CENTRAL AMERICA AND THE CARIBBEAN	1	1	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	425,574
EAST ASIA AND THE PACIFIC	3	6	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	1,010,127
EUROPE	2	3	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	580,846

**Form 990 Schedule F Part I - Activities Outside The United States**

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
NORTH AMERICA	1	2	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	115,939
MIDDLE EAST AND NORTH AFRICA	1	17	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	2,325,506
RUSSIA AND THE NEWLY INDEPENDENT STATES	3	6	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	1,000,017

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SOUTH AMERICA	1	3	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	407,496
SOUTH ASIA	2	10	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	1,316,533
SUB-SAHARAN AFRICA	3	22	PROGRAM SERVICES	SEE DESCRIPTION CONTINUED ON PART V	2,994,070

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service (s) in region	(f) Total expenditures for region
EUROPE	0	27	MANAGEMENT & GENERAL		4,485,442
NORTH AMERICA	0	1	FUNDRAISING		62,437
EUROPE	2	5	FUNDRAISING		809,503

**Form 990 Schedule F Part I - Activities Outside The United States**

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service (s) in region	(f) Total expenditures for region
RUSSIA AND THE NEWLY INDEPENDENT STATES	0	1	MANAGEMENT & GENERAL		113,175
SUB-SAHARAN AFRICA	0	1	MANAGEMENT & GENERAL		68,609

SCHEDULE G  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information Regarding  
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.  
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

▶ Information about Schedule G (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public  
Inspection

Name of the organization INTERNATIONAL CRISIS GROUP	Employer identification number  52-5170039
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**Part I Fundraising Activities.** Complete if the organization answered "Yes" to Form 990, Part IV, line 17.  
Form 990-EZ filers are not required to complete this part.

- 1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a

☐ Mail solicitations
- e

☐ Solicitation of non-government grants
- b

☐ Internet and email solicitations
- f

☐ Solicitation of government grants
- c

☐ Phone solicitations
- g

☐ Special fundraising events
- d

☐ In-person solicitations
- 2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☐ Yes ☐ No
- b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Total . . . . . ▶						

- 3

List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.
- 
-



Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		ANNUAL AWARD DINNER (event type)	(event type)	(total number)	(add col (a) through col (c))
Revenue	1	Gross receipts . . . .	1,514,388		1,514,388
	2	Less Contributions . .	1,445,763		1,445,763
	3	Gross income (line 1 minus line 2) . . . .	68,625		68,625
Direct Expenses	4	Cash prizes . . . .			
	5	Noncash prizes . .			
	6	Rent/facility costs . .			
	7	Food and beverages .	162,176		162,176
	8	Entertainment . . . .	6,838		6,838
	9	Other direct expenses .	123,122		123,122
	10	Direct expense summary Add lines 4 through 9 in column (d) . . . . . ▶			
	11	Net income summary Subtract line 10 from line 3, column (d) . . . . . ▶			

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col (a) through col (c))
Revenue	1	Gross revenue . . . .			
Direct Expenses	2	Cash prizes . . . .			
	3	Non-cash prizes . . . .			
	4	Rent/facility costs . . . .			
	5	Other direct expenses . . .			
	6	Volunteer labor . . . .	Yes % No	Yes % No	Yes % No
	7	Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶			
	8	Net gaming income summary Subtract line 7 from line 1, column (d) . . . . . ▶			

9 Enter the state(s) in which the organization operates gaming activities \_\_\_\_\_

a Is the organization licensed to operate gaming activities in each of these states? . . . . . ☐ Yes ☐ No

b If "No," explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . . . ☐ Yes ☐ No

b If "Yes," explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does the organization operate gaming activities with nonmembers? ☐ **Yes** ☐ **No**

**12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? ☐ **Yes** ☐ **No**

**13** Indicate the percentage of gaming activity operated in

<b>a</b> The organization's facility	<b>13a</b>	%
<b>b</b> An outside facility	<b>13b</b>	%

**14** Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶

Address ▶

**15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ **Yes** ☐ **No**

**b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ \_\_\_\_\_ and the amount of gaming revenue retained by the third party ▶ \$ \_\_\_\_\_

**c** If "Yes," enter name and address of the third party

Name ▶

Address ▶

**16** Gaming manager information

Name ▶

Gaming manager compensation ▶ \$ \_\_\_\_\_

Description of services provided ▶

☐ Director/officer ☐ Employee ☐ Independent contractor

**17** Mandatory distributions

**a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ **Yes** ☐ **No**

**b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ \_\_\_\_\_

**Part IV** **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

Return Reference	Explanation
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Schedule J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.  
▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number  
52-5170039

Part I

Questions Regarding Compensation

	Yes	No
<div><div>1a</div><div>Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items</div><div><div><div><input type="checkbox"/> First-class or charter travel</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Discretionary spending account</div></div><div><div><input checked="" type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div></div></div>		
<div><div>b</div><div>If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</div></div>	1bYes	
<div><div>2</div><div>Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?</div></div>	2Yes	
<div><div>3</div><div>Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III</div><div><div><div><input type="checkbox"/> Compensation committee</div><div><input type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div></div><div><div><input type="checkbox"/> Written employment contract</div><div><input type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div></div></div>		
<div><div>4</div><div>During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization</div></div>		
<div><div>a</div><div>Receive a severance payment or change-of-control payment?</div></div>	4aYes	
<div><div>b</div><div>Participate in, or receive payment from, a supplemental nonqualified retirement plan?</div></div>	4b	No
<div><div>c</div><div>Participate in, or receive payment from, an equity-based compensation arrangement?</div></div> <div>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III</div>	4c	No
<div><div></div><div>Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.</div></div>		
<div><div>5</div><div>For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of</div></div>		
<div><div>a</div><div>The organization?</div></div>	5a	No
<div><div>b</div><div>Any related organization?</div></div> <div>If "Yes," to line 5a or 5b, describe in Part III</div>	5b	No
<div><div>6</div><div>For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of</div></div>		
<div><div>a</div><div>The organization?</div></div>	6a	No
<div><div>b</div><div>Any related organization?</div></div> <div>If "Yes," to line 6a or 6b, describe in Part III</div>	6b	No
<div><div>7</div><div>For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III</div></div>	7	No
<div><div>8</div><div>Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III</div></div>	8	No
<div><div>9</div><div>If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?</div></div>	9	

**Part II** **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
See Additional Data Table								

**Part III**   **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II  
Also complete this part for any additional information

Return Reference	Explanation
PART I, LINE 1A	THE FOLLOWING EMPLOYEES RECEIVED HOUSING ALLOWANCES, THAT WERE INCLUDED IN THEIR TAXABLE BENEFITS, DURING THE TAX YEAR   LOUISE ARBOUR \$29,520 JONATHAN PRENTICE \$31,326 SAMUEL CLAY JOHNSON \$19,090 JOOST HILTERMANN \$21,239
PART I, LINE 4A	ALAIN DELETROZ RECEIVED A SEPERATION PAYMENT OF \$106,958   SABINE FREIZER RECEIVED A SEPARATION PAYMENT OF \$14,774

# Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 52-5170039  
**Name:** INTERNATIONAL CRISIS GROUP

## Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
LOUISE ARBOUR PRESIDENT & CEO (UNTIL 6/30/2014)	(i)	266,595	0	0	94,343	3,147	364,085	0
	(ii)	0	0	0	0	0	0	0
BRETT MOODY TREASURER/CFO	(i)	149,779	0	0	14,701	2,842	167,322	0
	(ii)	0	0	0	0	0	0	0
CAROLE CORCORAN SEC /LEGAL COUNSEL & DIR OF SP PR	(i)	168,286	0	0	8,414	5,447	182,147	0
	(ii)	0	0	0	0	0	0	0
ALAIN DELETROZ VP (EUROPE) (UNTIL 7/1/2013)	(i)	97,828	0	106,958	16,001	20,392	241,179	0
	(ii)	0	0	0	0	0	0	0
MARK SCHNEIDER SR VP & SPEC ADVIS LATIN AMERICA	(i)	172,306	0	0	8,615	7,801	188,722	0
	(ii)	0	0	0	0	0	0	0
JOOST HILTERMAN CHIEF OPERATING OFFICER	(i)	205,500	0	0	13,479	13,944	232,923	0
	(ii)	0	0	0	0	0	0	0
JONATHAN PRENTICE CHIEF POLICY OFFICER	(i)	151,426	0	0	10,159	2,844	164,429	0
	(ii)	0	0	0	0	0	0	0
EMMA CHERNIAVSKY CHIEF DEV OFFICER (UNTIL 6/30/2014)	(i)	149,967	0	0	4,900	6,286	161,153	0
	(ii)	0	0	0	0	0	0	0
ROBERT MALLEY MENA PROGRAM DIR (UNTIL 2/19/2014)	(i)	169,609	0	0	8,481	9,931	188,021	0
	(ii)	0	0	0	0	0	0	0
PAUL QUINN-JUDGE EUROPE AND CENTRAL ASIA PROG DIR	(i)	146,450	0	0	7,323	6,127	159,900	0
	(ii)	0	0	0	0	0	0	0
SABINE FREIZER EUROPE PROG DIR (UNTIL 5/16/2013)	(i)	127,012	0	14,774	1,787	10,847	154,420	0
	(ii)	0	0	0	0	0	0	0
COMFORT ERO AFRICA PROGRAM DIRECTOR	(i)	148,895	0	0	6,750	2,808	158,453	0
	(ii)	0	0	0	0	0	0	0
JAVIER CIURLIZZA LATIN AMERICA & CARRIBEAN PROG DIR	(i)	137,370	0	0	7,200	7,461	152,031	0
	(ii)	0	0	0	0	0	0	0

SCHEDULE M  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Noncash Contributions

►Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.  
► Attach to Form 990.

►Information about Schedule M (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number  
52-5170039

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art . . . . .				
2 Art—Historical treasures . . . . .				
3 Art—Fractional interests . . . . .				
4 Books and publications . . . . .				
5 Clothing and household goods . . . . .				
6 Cars and other vehicles . . . . .				
7 Boats and planes . . . . .				
8 Intellectual property . . . . .				
9 Securities—Publicly traded . . . . .	X	6	80,522	FMV
10 Securities—Closely held stock . . . . .				
11 Securities—Partnership, LLC, or trust interests . . . . .				
12 Securities—Miscellaneous . . . . .				
13 Qualified conservation contribution—Historic structures . . . . .				
14 Qualified conservation contribution—Other . . . . .				
15 Real estate—Residential . . . . .				
16 Real estate—Commercial . . . . .				
17 Real estate—Other . . . . .				
18 Collectibles . . . . .				
19 Food inventory . . . . .				
20 Drugs and medical supplies . . . . .				
21 Taxidermy . . . . .				
22 Historical artifacts . . . . .				
23 Scientific specimens . . . . .				
24 Archeological artifacts . . . . .				
25 Other ► ( )				
26 Other ►( )				
27 Other ►( )				
28 Other ► ( )				
29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement . . . . .	29	0		
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? . . . . .	30a	Yes	No	No
b If "Yes," describe the arrangement in Part II				
31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?	31			No
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? . . . . .	32a			No
b If "Yes," describe in Part II				
33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II				

Part II

**Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference	Explanation
PART I, COLUMN (B)	THIS COLUMN REPRESENTS THE NUMBER OF CONTRIBUTORS



SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.  
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at  
[www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

2013

Open to Public  
Inspection

Name of the organization  
INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 2	- JOSHUA FINK AND FRANK GIUSTRA HAVE A BUSINESS RELATIONSHIP - JOSHUA FINK AND PAUL REYNOLDS HAVE A BUSINESS RELATIONSHIP - FRANK GIUSTRA AND PAUL REYNOLDS HAVE A BUSINESS RELATIONSHIP - FRANK GIUSTRA AND WESLEY CLARK HAVE A BUSINESS RELATIONSHIP - TOM PICKERING AND CARLA HILLS HAVE A BUSINESS RELATIONSHIP

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11	MANAGEMENT WORKED WITH EXTERNAL ACCOUNTANTS TO PREPARE AND REVIEW THE IRS FORM 990. THE CFO HAD PRIMARY RESPONSIBILITY FOR PREPARING THE FORM WHILE OTHER SENIOR STAFF PROVIDED DIRECT INPUT INTO ITS PREPARATION. THE COMPLETED FORM WAS REVIEWED BY SENIOR STAFF, WHICH WAS THEN FINALIZED WITH THE EXTERNAL ACCOUNTANTS. THE PRESIDENT AND CEO THEN REVIEWED THE FORM WITH THE FINANCE COMMITTEE WHICH REPORTED ITS APPROVAL TO THE BOARD OF DIRECTORS WHO WERE PROVIDED WITH AN ELECTRONIC LINK TO THE APPROVED FORM BEFORE FILING.

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	<p>THE BOARD HAS ADOPTED A CONFLICT OF INTEREST POLICY WHICH IS APPLICABLE TO ALL TRUSTEES AND STAFF MEMBERS. TRUSTEES ARE REQUIRED TO DISCLOSE TO ONE OF THE CO-CHAIRS, AND STAFF MEMBERS TO THE PRESIDENT AND CEO, ANY SITUATION WHICH IS OR MAY BECOME A CONFLICT OF INTEREST. DIFFICULT OR CONTESTED MATTERS ARE DISCUSSED AND RESOLVED WITH THE EXECUTIVE COMMITTEE, FINANCE COMMITTEE, OR AUDIT COMMITTEE AS APPROPRIATE. TRUSTEES ARE REQUIRED TO EXCUSE THEMSELVES FROM ANY DISCUSSIONS AND DECISIONS OF THE BOARD WHICH INVOLVE MATTERS THAT ARE OR MAY RESULT IN A CONFLICT OF INTEREST, AND THE MINUTES OF THE APPLICABLE MEETING REFLECT THE ABSTENTION, WITH THE VOTE NOT BEING COUNTED FOR PURPOSES OF DETERMINING THE QUORUM. STAFF MEMBERS ARE REQUIRED TO SCRUPULOUSLY AVOID ANY CONFLICT BETWEEN THEIR OWN RESPECTIVE INDIVIDUAL INTERESTS AND THOSE OF CRISIS GROUP. ALL TRUSTEES AND STAFF MEMBERS ARE REQUIRED TO SIGN ANNUALLY AN ACKNOWLEDGMENT AND CERTIFICATION REGARDING COMPLIANCE WITH THE CONFLICT OF INTEREST POLICY. THE SECRETARY MONITORS THE ENFORCEMENT OF THE POLICY FOR TRUSTEES AND THE DIRECTOR OF HUMAN RESOURCES MONITORS ENFORCEMENT OF THE POLICY FOR STAFF MEMBERS.</p>

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	<p>THE PRESIDENT AND CEO, IN CONSULTATION WITH THE CHIEF OF HUMAN RESOURCES, SETS THE COMPENSATION OF SENIOR EMPLOYEES AND DETERMINES THAT SUCH COMPENSATION IS REASONABLE TAKING INTO ACCOUNT COMPARABLE COMPENSATION FOR SIMILARLY QUALIFIED PERSONS IN FUNCTIONALLY COMPARABLE POSITIONS AT SIMILARLY SITUATED ORGANIZATIONS, AND THEN SENDS THE APPROVED COMPENSATION PACKAGES AND COMPARABILITY DATA TO THE FINANCE COMMITTEE FOR ITS APPROVAL. THE FINANCE COMMITTEE'S REVIEW AND APPROVAL ARE REPORTED TO THE FULL BOARD. THE CEO MOST RECENTLY CONSIDERED THE REASONABLENESS OF THE COMPENSATION OF SENIOR EMPLOYEES CONSISTENT WITH THE ABOVE POLICY AND PROCEDURES AND SENT THE APPROVED COMPENSATION PACKAGES AND COMPARABILITY DATA TO THE FINANCE COMMITTEE, WHICH REVIEWED THE COMPENSATION PACKAGE AND COMPARABILITY DATA AND APPROVED THOSE COMPENSATION PACKAGES AS REASONABLE ON DECEMBER 18, 2014, RETROACTIVE TO JULY 1, 2014. THE DELIBERATION AND DECISION OF THE FINANCE COMMITTEE WAS CONTEMPORANEOUSLY DOCUMENTED AND WILL BE REPORTED TO THE FULL BOARD.</p>

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST

Return Reference	Explanation
FORM 990, PART XI, LINE 9	NET UNREALIZED/REALIZED LOSS ON EXCHANGE 660,212