

Companies House

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THE INTERNATIONAL CRISIS GROUP

Company number **FC018735**

Overseas company address

1629 K Street Nw, Suite 450, Washington Dc 20006, Usa, United States

Company status

Active

Company type

Overseas company

First UK establishment opened on

10 July 1995

Accounts

Required to publish accounts from **1 July** to **30 June** within **5 months** under parent law

Last accounts made up to **30 June 2017**

Company details in the country of incorporation

Incorporated in

UNITED STATES

Registration number

950690

Legal form

Private Non-Profit Corporation With Limited Liability

Parent registry

Government Of The District Of Columbia Dept. Of Consumer Affairs

Governing law

Law Of The District Of Columbia - U.S.A.

Objects of the company

Charitable & educational purposes (sect.501(c)(3) int.rev.code.)

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FILE COPY



CERTIFICATE OF REGISTRATION OF AN OVERSEA COMPANY

(Establishment of a branch)

Company No. FC018735

Branch No. BR003074

The Registrar of Companies for England and Wales hereby certifies that

THE INTERNATIONAL CRISIS GROUP

has this day been registered under Schedule 21A to the Companies Act 1985 as having established a branch in England and Wales

Given at Companies House, Cardiff, the 17th August 1995

A handwritten signature in black ink, appearing to read 'J.D.M. Stephens'.

J.D.M. STEPHENS

For The Registrar Of Companies



C O M P A N I E S H O U S E

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THE INTERNATIONAL CRISIS GROUP

Company number **FC018735**

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78 officers / 69 resignations

CORCORAN, Carole

Correspondence address **442 West 23 Street, Apt D, New York, Ny 10011, United States**

Role Active **Secretary**

Appointed on **11 October 2003**

Nationality **American**

Occupation **General Counsel**

ANSARY, Hushang

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc, United States, 20006**

Role Active **Director**

Date of birth **July 1927**

Appointed on **1 July 2014**

Nationality **American**

Country of residence **United States**

Occupation **Chairman Parman Capital Group**

CATTAUI, Maria Livanos

Correspondence address **34 Rue De St-Cergue, Ch-1270 Trelex, Switzerland**

Role Active **Director**

Date of birth **June 1941**

Appointed on **1 July 2006**

Nationality **Swiss**

Occupation **Director**

FADEL, Robert

Correspondence address **708 3rd Avenue, New York, Ny 10017, United States**

Role Active **Director**

Date of birth **January 1970**

Appointed on **6 October 2018**

Nationality **French,Lebanese**

Country of residence **Lebanon**

Occupation **None**

GIUSTRA, Frank

Correspondence address **3350 Radcliffe Ave, Vancouver, Bc V7v1g6, Canada**

Role Active **Director**

Date of birth **August 1957**

Appointed on **1 July 2006**

Nationality **Canadian**

Occupation **President & Ceo**

MALLEY, Robert

Correspondence address **708 3rd Avenue, New York, Ny 10017, United States**

Role Active **Director**

Date of birth **August 1963**

Appointed on **1 January 2018**

Nationality **American**

Country of residence **United States**

Occupation **None**

MALLOCH-BROWN, Mark

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc, United States, 20006**

Role Active **Director**

Date of birth **September 1953**

Appointed on **1 July 2014**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Chairman**

OBE, Ayoola Modupe Ogussola

Correspondence address **35b Raymond Njoku Street, S,W, Ikoyi, Lagos, Nigeria**

Role Active **Director**

Date of birth **May 1955**

Appointed on **1 July 2006**

Nationality **Nigerian,British**

Occupation **Legal Practitioner**

SOROS, Alexander George

Correspondence address **708 3rd Avenue, New York, Ny 10017, United States**

Role Active **Director**

Date of birth **October 1985**

Appointed on **4 October 2018**

Nationality **American**

Country of residence **United States**

Occupation **None**

ABRAMOWITZ, Morton I

Correspondence address **800 25th Street Nw, Washington Dc 20037, Usa**

Role Resigned **Secretary**

Appointed on **17 August 1995**

Resigned on **17 August 1995**

HINTON, Nicholas John

Correspondence address **22 Westmoreland Place, London, SW1V 4AE**

Role Resigned **Secretary**

Appointed on **17 August 1995**

Resigned on **17 August 1995**

MCHUGH, Matthew F

Correspondence address **Falls Church, Virginia, Usa, IRISH**

Role Resigned **Secretary**

Appointed on **17 August 1995**

Resigned on **17 August 1995**

SOLARZ, Stephen J

Correspondence address **1120 Belleview Road, Maclean, Va 22102, Usa**

Role Resigned **Secretary**

Appointed on **17 August 1995**

Resigned on **11 October 2003**

ABRAMOWITZ, Morton I

Correspondence address **800 25th Street Nw, Washington Dc 20037, Usa**

Role Resigned **Director**

Date of birth **January 1933**

Appointed on **17 August 1995**

Resigned on **7 October 2013**

Nationality **American**

Occupation **Executive**

ABU-ODEH, Adnan Said

Correspondence address **5 Ali Hussein AlOlouzy St. Sweileh, Amman, 11191**

Role Resigned **Director**

Date of birth **November 1933**

Appointed on **1 July 2006**

Resigned on **30 June 2012**

Nationality **Jordanian**

Occupation **Retired**

ADELMAN, Kenneth

Correspondence address **4018 N 27th Street, Arlington, Va 22207, Usa**

Role Resigned **Director**

Date of birth **June 1946**

Appointed on **1 July 2006**

Resigned on **30 June 2012**

Nationality **American**

Occupation **Writer/Teacher/Consultant**

AL-FAISAL, Turki

Correspondence address **King Fahad Road, Olaya, Riyadh, Saudi Arabia**

Role Resigned **Director**

Date of birth **February 1945**

Appointed on **1 July 2008**

Resigned on **30 June 2010**

Nationality **Saudi Arabian**

Occupation **Chairman**

ALATAS, Ali

Correspondence address **Jalan Benda 19, Kemang Selatan, Jakarta, West Java 12560, Indonesia**

Role Resigned **Director**

Date of birth **November 1952**

Appointed on **1 July 2008**

Resigned on **11 December 2008**

Nationality **Indonesian**

Occupation **Of Counsel**

ANNAN, Kofi

Correspondence address **Rue De Varembe 9-11, Geneva 1202, Switzerland**

Role Resigned **Director**

Date of birth **April 1938**

Appointed on **1 July 2008**

Resigned on **30 June 2014**

Nationality **Ghanaian**

Occupation **Director**

ARBOUR, Louise

Correspondence address **59 Spruce Street, Ontario, M5a 2hb, Canada**

Role Resigned **Director**

Date of birth **February 1947**

Appointed on **1 July 2008**

Resigned on **30 June 2014**

Nationality **Canadian**

Occupation **Lawyer**

ARIOLU, Ersin

Correspondence address **Haci Resit Pasa Sk. No. 7, Camlica, Istanbul, 34676, Turkey**

Role Resigned **Director**

Date of birth **June 1940**

Appointed on **1 July 2006**

Resigned on **30 June 2008**

Nationality **Turkish**

Occupation **Civil Engineer**

ARMITAGE, Richard

Correspondence address **9979 Stone Vale Drive, Vienna, Va 22181-5932, United States**

Role Resigned **Director**

Date of birth **April 1945**

Appointed on **1 July 2008**

Resigned on **30 June 2010**

Nationality **United States**

Occupation **Sonsulting Company President**

ASHDOWN, Jeremy John Durham, The Rt Hon

Correspondence address **Street Vane Cottage, Great Street, Norton Sub Hamdon, Somerset, TA14 6SG**

Role Resigned **Director**

Date of birth **February 1941**

Appointed on **1 July 2008**

Resigned on **21 November 2009**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of House Of Lords**

BARNEA, Nahum

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **October 1944**

Appointed on **1 July 2010**

Resigned on **30 June 2014**

Nationality **Israeli**

Country of residence **Israel**

Occupation **Journalist**

BEN-AMI, Shlomo, Professor D Phil

Correspondence address **10 Mishol Hakela, Kfar-Saba, Israel, 44535**

Role Resigned **Director**

Date of birth **July 1943**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Israeli**

Country of residence **Israel**

Occupation **Vice-President**

BERGER, Samuel Richard

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **October 1945**

Appointed on **1 July 2010**

Resigned on **30 June 2014**

Nationality **American**

Country of residence **United States Of America**

Occupation **Consultant**

BONINO, Emma

Correspondence address **Piazza S Giovanni Della Malva 8, Rome, 00153, Italy**

Role Resigned **Director**

Date of birth **March 1948**

Appointed on **1 July 2008**

Resigned on **30 June 2014**

Nationality **Italian**

Occupation **Director**

BRAHIMI, Lakhdar

Correspondence address **12 Rue De Tournon, Paris 75006, France**

Role Resigned **Director**

Date of birth **January 1934**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Algerian**

Country of residence **France**

Occupation **Retired Diplomat**

BRZEZINSKI, Zbigniew

Correspondence address **1800 K Street Nw, Washington Dc, 20006, Usa**

Role Resigned **Director**

Date of birth **March 1928**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **American**

Occupation **Counselor**

CAMPBELL, Avril Phaedra Douglas Kim

Correspondence address **5 Rue De Conde, 1 Etage, Paris, 75006**

Role Resigned **Director**

Date of birth **March 1947**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Canadian**

Occupation **Consultant**

CAROLOUS, Cheryl Ann

Correspondence address **19 Maxwell Macdonald Street, Hurlingham, Sandton, 2196, South Africa**

Role Resigned **Director**

Date of birth **May 1957**

Appointed on **1 July 2006**

Resigned on **5 October 2018**

Nationality **South African**

Occupation **Executive Chairman**

CHANDRA, Naresh

Correspondence address **C-4/4053 Vasant Kunj, New Dehli - 110070, India**

Role Resigned **Director**

Date of birth **August 1934**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Indian**

Occupation **Retired**

CHISSANO, Joaquim Alberto

Correspondence address **1962 Avenida Armando Tivane Ave, Maputo, 1100, Mozambique**

Role Resigned **Director**

Date of birth **October 1939**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Mozambique**

Occupation **Former President**

CHU, Victor Lap-Lik

Correspondence address **Flat 4a, Century Tower I,, 1 Tregunter Path,, Hong Kong, China**

Role Resigned **Director**

Date of birth **June 1957**

Appointed on **1 July 2006**

Resigned on **30 June 2008**

Nationality **British**

Country of residence **China**

Occupation **Lawyer**

CLARK, Wesley

Correspondence address **1 Crestmont Drive, Little Rock, Arkansas 72227, Usa**

Role Resigned **Director**

Date of birth **December 1944**

Appointed on **1 July 2006**

Resigned on **30 June 2014**

Nationality **American**

Occupation **Business Consultant**

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Filter officers

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78 officers / 69 resignations

CORONEL, Sheila Soto

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **July 1958**

Appointed on **1 July 2010**

Resigned on **30 June 2014**

Nationality **Filipino**

Country of residence **New York, United States Of America**

Occupation **Professor**

COX, Pat

Correspondence address **17 Ashboro, Shanakiel, Cork, Ireland**

Role Resigned **Director**

Date of birth **November 1952**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Irish**

Occupation **Self-Employed**

EGELAND, Jan Laurits

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **September 1957**

Appointed on **1 July 2010**

Resigned on **8 December 2011**

Nationality **Norwegian**

Country of residence **Norway**

Occupation **Director Of The Norwegian Institute Of Internation**

ELLEMANN-JENSEN, Uffe

Correspondence address **Sundvaenget 50, Hellerup Dk-2905, Denmark**

Role Resigned **Director**

Date of birth **November 1941**

Appointed on **1 July 2006**

Resigned on **30 June 2012**

Nationality **Danish**

Country of residence **Denmark**

Occupation **Chairman**

EVANS, Gareth

Correspondence address **Rue De Jancker, 40, Brussels 1060, Belgium**

Role Resigned **Director**

Date of birth **September 1944**

Appointed on **1 July 2006**

Resigned on **30 June 2012**

Nationality **Australian**

Occupation **President & Ceo**

EYSKENS, Mark

Correspondence address **Graaf De Grunnelaan 23, 3001 Leuven (Heverlee), Belgium**

Role Resigned **Director**

Date of birth **April 1933**

Appointed on **1 July 2006**

Resigned on **30 June 2014**

Nationality **Belgian**

Occupation **Former Prime Minister**

FISCHER, Joschka

Correspondence address **Brahmstrasse 16, Berlin, D-14193, Germany**

Role Resigned **Director**

Date of birth **April 1948**

Appointed on **1 July 2006**

Resigned on **30 June 2014**

Nationality **German**

Occupation **Consultant**

FUNABASHI, Yoichi

Correspondence address **6-3-9 Kitaterao, Tsurumi-Ku, Yokohama, 230-0074, Japan**

Role Resigned **Director**

Date of birth **December 1944**

Appointed on **1 July 2006**

Resigned on **27 September 2013**

Nationality **Japanese**

Occupation **Editor-In-Chief**

GAIDAR, Yegor Timurovich, Dr

Correspondence address **Osenyaya 4-2-14, Moscow, 121069, Russian Federation**

Role Resigned **Director**

Date of birth **March 1956**

Appointed on **1 July 2008**

Resigned on **16 November 2009**

Nationality **Russian**

Occupation **Think Tank Director**

GELB, Leslie Howard

Correspondence address **150 E. 69th Street #16n, New York, Ny 10021, Usa**

Role Resigned **Director**

Date of birth **March 1937**

Appointed on **1 July 2006**

Resigned on **1 January 2009**

Nationality **American**

Occupation **President Emeritus**

GUÉHENNO, Jean-Marie, President & Ceo, Director Ex Officio

Correspondence address **708 3rd Avenue, New York, Ny 10017, United States**

Role Resigned **Director**

Date of birth **October 1949**
Appointed on **1 September 2014**
Resigned on **31 December 2017**
Nationality **French**
Country of residence **United States**
Occupation **None**

HILLS, Carla Anderson

Correspondence address **3125 Chain Bridge Road, Washington Dc 20016, Usa**
Role Resigned **Director**
Date of birth **January 1934**
Appointed on **1 July 2006**
Resigned on **19 August 2013**
Nationality **American**
Occupation **Lawyer, Ceo And Chair**

HJELM-VALLEN, Lena

Correspondence address **Syregatan 9, 73337 Sala, Sweden**
Role Resigned **Director**
Date of birth **January 1943**
Appointed on **1 July 2006**
Resigned on **30 June 2014**
Nationality **Swedish**
Occupation **Director**

HUNT, Swanee

Correspondence address **168 Brattle Street, Cambridge, Ma 02138, Usa**
Role Resigned **Director**
Date of birth **May 1955**
Appointed on **1 July 2006**
Resigned on **30 June 2012**
Nationality **American**
Occupation **President**

IBRAHIM, Anwar

Correspondence address **11 Bukit Segambut, Segambut Dalam, Kuala Lumpur, 512000, Malaysia**
Role Resigned **Director**

Date of birth **July 1947**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Malaysian**

Occupation **Politician**

IBRAHIM, Mo

Correspondence address **12 Avenue Des Spelugues, Monte Carlo, 98000, Monaco**

Role Resigned **Director**

Date of birth **May 1946**

Appointed on **15 November 2008**

Resigned on **30 June 2014**

Nationality **British**

Occupation **Chairman Mo Ibrahim Foundation**

IVANOV, Igor

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **September 1945**

Appointed on **1 July 2010**

Resigned on **30 September 2013**

Nationality **Russian**

Country of residence **Russia**

Occupation **Professor**

JAHANGIR, Asma

Correspondence address **121 E/1 Gulberg Iii, Lahore, Punjab 54000, Pakistan**

Role Resigned **Director**

Date of birth **January 1952**

Appointed on **1 July 2006**

Resigned on **30 June 2014**

Nationality **Pakistani**

Occupation **Lawyer**

KASSEBAUM BAKER, Nancy

Correspondence address **2750 Z Avenue, Burndick, Ks 66838, Usa**

Role Resigned **Director**

Date of birth **July 1932**
Appointed on **1 July 2006**
Resigned on **30 June 2008**
Nationality **American**
Occupation **Former Us Senator**

KIMSEY, James Verlin

Correspondence address **600 Chainbridge Road, Mclean, Va 22101, Usa**
Role Resigned **Director**
Date of birth **September 1939**
Appointed on **1 July 2006**
Resigned on **30 June 2010**
Nationality **American**
Occupation **Retired**

KOK, Willem

Correspondence address **Shell Centre, London, SE1 7NA**
Role Resigned **Director**
Date of birth **September 1938**
Appointed on **1 July 2006**
Resigned on **30 June 2014**
Nationality **Dutch**
Occupation **Former Prime Minister**

KWASNIEWSKI, Aleksander

Correspondence address **Al Przyjaciol 8/1a, Warsaw, 00565, Poland**
Role Resigned **Director**
Date of birth **November 1954**
Appointed on **1 July 2008**
Resigned on **30 June 2010**
Nationality **Polish**
Occupation **University Distinguished Scholar**

LAGOS, Ricardo

Correspondence address **Roberto Del Rio 1151, Providencia, Santiago**
Role Resigned **Director**
Date of birth **March 1938**

Appointed on **1 July 2006**
Resigned on **30 June 2014**
Nationality **Chilean**
Occupation **Former President**

LEEDOM-ACKERMAN, Joanne

Correspondence address **3229 R Street Nw, Washington Dc, 20007, Usa**
Role Resigned **Director**
Date of birth **February 1947**
Appointed on **1 July 2006**
Resigned on **30 June 2014**
Nationality **American**
Occupation **Writer**

MATTHEWS, Jessica Tuchman

Correspondence address **132 Gresham Place, Falls Church, Va 22046, United States**
Role Resigned **Director**
Date of birth **April 1946**
Appointed on **1 July 2008**
Resigned on **30 June 2012**
Nationality **United States**
Occupation **Foundation President**

NAIM, Moises

Correspondence address **500 River Hill Road, Bethesda, Md 20816, United States**
Role Resigned **Director**
Date of birth **July 1952**
Appointed on **1 July 2008**
Resigned on **30 September 2013**
Nationality **United States**
Occupation **Editor In Chief**

OCKRENT, Christine

Correspondence address **4 Rue De Guynemer, Paris, 75006**
Role Resigned **Director**
Date of birth **April 1944**
Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Belgian**

Occupation **Ceo**

PATTEN, Christopher Francis, Lord

Correspondence address **25 Berkeley Square, London, W1J 6HB**

Role Resigned **Director**

Date of birth **May 1944**

Appointed on **1 July 2006**

Resigned on **4 April 2011**

Nationality **British**

Country of residence **United Kingdom**

Occupation **University Chancellor And Director**

PICKERING, Thomas Reeve

Correspondence address **2318 Kimbro Street, Alexandria, Virginia 22307-1822, United States**

Role Resigned **Director**

Date of birth **November 1931**

Appointed on **1 July 2006**

Resigned on **5 October 2018**

Nationality **American**

Occupation **Consultant**

PINCHUK, Victor

Correspondence address **42/44 Shelkovychnaya, Kyiv, 01610, Ukraine**

Role Resigned **Director**

Date of birth **December 1960**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Ukrainian**

Country of residence **Ukraine**

Occupation **Chairman**

POWER, Samantha

Correspondence address **171 Winthrop Shore Drive #2, Winthrop, Ma 02152, Usa**

Role Resigned **Director**

Date of birth **September 1970**

Appointed on **1 July 2006**

Resigned on **2 February 2009**

Nationality **American**

Occupation **Professor And Author**

RAMOS, Fidel Valdez

Correspondence address **128 Banaba Street, Ayala Alabang Village, Muntinlupa City 1780, Philippines**

Role Resigned **Director**

Date of birth **March 1928**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Filipino**

Occupation **Former President**

REYNOLDS, Paul David

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc 20006, Usa, United States**

Role Resigned **Director**

Date of birth **March 1963**

Appointed on **3 April 2011**

Resigned on **30 June 2014**

Nationality **Canadian**

Country of residence **Canada**

Occupation **Ceo**

SABANCI, Guler

Correspondence address **Buyukdere Mahallesi Cubukcu Sokak No 1, Buyukdere Sariyer, Istanbul, Turkey**

Role Resigned **Director**

Date of birth **August 1955**

Appointed on **1 July 2008**

Resigned on **30 June 2012**

Nationality **Turkish**

Country of residence **Istanbul/ Turkey**

Occupation **Chairman**

SALAME, Ghassan, Professor

Correspondence address **41 Avenue D'Iena, Paris, 75116, France**

Role Resigned **Director**

Date of birth **May 1951**

Appointed on **1 July 2006**

Resigned on **10 April 2016**

Nationality **Lebanese/French**

Occupation **University Professor**

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Filter officers

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78 officers / 69 resignations

SCHOEN, Douglas

Correspondence address **1111 Park Aevnue, New York, Ny 10128, Usa**

Role Resigned **Director**

Date of birth **June 1953**

Appointed on **1 July 2006**

Resigned on **30 June 2008**

Nationality **American**

Occupation **Founding Partner**

SOLANA, Javier, Dr

Correspondence address **1629 K Street Nw, Suite 450, Washington Dc, Washington Dc 20006, United States**

Role Resigned **Director**

Date of birth **July 1942**

Appointed on **1 July 2010**

Resigned on **30 June 2014**

Nationality **Spanish**

Country of residence **Spain**

Occupation **President Of Esadegeo**

SOLARZ, Stephen J

Correspondence address **1120 Belleview Road, Maclean, Va 221022, Usa**

Role Resigned **Director**

Appointed on **17 August 1995**

Resigned on **29 November 2010**

Nationality **American**

Occupation **Business Consultant**

SOROS, George

Correspondence address **178 Cantitoe Street, Katonah, Ny 10536, United States**

Role Resigned **Director**

Date of birth **August 1930**

Appointed on **1 July 2006**

Resigned on **4 October 2018**

Nationality **American**

Occupation **Chairman**

STENBACK, Par Olav Mikael

Correspondence address **Hirbolebagen 15 B, Esbo, Fin-02160, Finland**

Role Resigned **Director**

Date of birth **August 1941**

Appointed on **1 July 2006**

Resigned on **30 June 2014**

Nationality **Finnish**

Occupation **Volunteer Work**

STOLTENBERG, Thorvald

Correspondence address **Hausmannsq 7, Pob 1 Groenland, Oslo, 0133, Norway**

Role Resigned **Director**

Date of birth **July 1931**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Norwegian**

Occupation **President**

SUMMERS, Lawrence Henry

Correspondence address **79 Jfk Street, Room 244, Cambridge, Ma 02183**

Role Resigned **Director**

Date of birth **November 1954**

Appointed on **1 July 2008**

Resigned on **20 January 2009**

Nationality **United States**

Occupation **Professor**

ZEDILLO PONCE DE LEON, Ernesto

Correspondence address **196 Hartford Turnpike, Hamden, Ct 06517, Usa**

Role Resigned **Director**

Date of birth **December 1951**

Appointed on **1 July 2006**

Resigned on **30 June 2010**

Nationality **Mexican**

Country of residence **United States**

Occupation **Director**

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THE INTERNATIONAL CRISIS GROUP

Company number **FC018735**

Date	Type	Description	View / Download
26 Apr 2019	OSTM01	Termination of appointment of Jean-Marie Gu��henno as a director on 31 December 2017	(2 pages)
26 Apr 2019	OSTM01	Termination of appointment of Cheryl Ann Carolous as a director on 5 October 2018	(2 pages)
26 Apr 2019	OSTM01	Termination of appointment of George Soros as a director on 4 October 2018	(2 pages)
26 Apr 2019	OSTM01	Termination of appointment of Thomas Reeve Pickering as a director on 5 October 2018	(2 pages)
26 Apr 2019	OSAP01	Appointment of Robert Fadel as a director on 6 October 2018	(3 pages)
26 Apr 2019	OSAP01	Appointment of Robert Malley as a director on 1 January 2018	(3 pages)
26 Apr 2019	OSAP01	Appointment of Alexander George Soros as a director on 4 October 2018	(3 pages)
21 Dec 2017	AA	Full accounts made up to 30 June 2017	(25 pages)
27 Jul 2017	OSTM03	Termination of appointment for a UK establishment - Transaction OSTM03- BR003074 Person Authorised to Accept terminated 07/04/2017 jonathan prentice	(2 pages)
27 Jul 2017	OSAP07	Appointment of Sabrina Boehmer as a person authorised to accept service for UK establishment BR003074 on 8 April 2017.	(2 pages)
21 Apr 2017	AA	Full accounts made up to 30 June 2016	(20 pages)
21 Apr 2017	AA	Full accounts made up to 30 June 2015	(19 pages)
05 Jul 2016	OSAP07	Appointment of Jonathan Prentice as a person authorised to accept service for UK establishment BR003074 on 1 June 2016.	(2 pages)
05 Jul 2016	OSTM03	Termination of appointment for a UK establishment - Transaction OSTM03- BR003074 Person Authorised to Accept terminated 14/08/2015 josie emslie	(3 pages)
27 Jun 2016	OSCH01	Details changed for a UK establishment - BR003074 Address Change 88 kingsway, london, WC2B 6AA,31 March 2016	(3 pages)
12 May 2016	OSTM01	Termination of appointment of Ghassan Salame as a director on 10 April 2016	(2 pages)
18 Apr 2015	OSTM01	Termination of appointment of Morton I Abramowitz as a director on 7 October 2013	(2 pages)

30 Mar 2015	OSTM03	Termination of appointment for a UK establishment - Transaction OSTM03- BR003074 Person Authorised to Accept terminated 18/03/2015 william shawcross	(2 pages)
30 Mar 2015	OSAP07	Appointment of Josie Emslie as a person authorised to accept service for UK establishment BR003074 on 16 March 2015.	(2 pages)
30 Mar 2015	OSAP01	Appointment of President & Ceo, Director Ex Officio Jean-Marie Guéhenno as a director on 1 September 2014	(3 pages)
05 Mar 2015	AA	Full accounts made up to 30 June 2014	(19 pages)
05 Mar 2015	AA	Full accounts made up to 30 June 2013	(27 pages)
26 Feb 2015	OSCH01	Details changed for a UK establishment - BR003074 Address Change 48 gray's inn road, london, , WC1X 8LT,5 December 2014	(3 pages)
11 Jul 2014	OSAP01	Appointment of a director	(3 pages)
11 Jul 2014	OSAP01	Appointment of a director	(3 pages)

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Company number **FC018735**

Date	Type	Description	View / Download
03 Jul 2014	OSTM01	Termination of appointment of Par Stenback as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Javier Solana as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Paul Reynolds as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Joanne Leedom-Ackerman as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Ricardo Lagos as a director	(3 pages)
03 Jul 2014	OSTM01	Termination of appointment of Willem Kok as a director	(3 pages)
03 Jul 2014	OSTM01	Termination of appointment of Asma Jahangir as a director	(3 pages)
03 Jul 2014	OSTM01	Termination of appointment of Mo Ibrahim as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Lena Hjelm-Vallen as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Joseph Fischer as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Mark Eyskens as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Sheila Coronel as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Wesley Clark as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Emma Bonino as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Samuel Berger as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Nahum Barnea as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Louise Arbour as a director	(2 pages)
03 Jul 2014	OSTM01	Termination of appointment of Kofi Annan as a director	(3 pages)
20 Nov 2013	OSTM01	Termination of appointment of Carla Hills as a director	(2 pages)
20 Nov 2013	OSTM01	Termination of appointment of Igor Ivanov as a director	(2 pages)
20 Nov 2013	OSTM01	Termination of appointment of Moises Naim as a director	(2 pages)
20 Nov 2013	OSTM01	Termination of appointment of Yoichi Funabashi as a director	(2 pages)
23 May 2013	AA	Group of companies' accounts made up to 30 June 2012	(19 pages)
31 Jul 2012	OSTM01	Termination of appointment of Adnan Abu-Odeh as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Jessica Matthews as a director	(2 pages)

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31 Jul 2012	OSTM01	Termination of appointment of Guler Sabanci as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Gareth Evans as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Jan Egeland as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Kenneth Adelman as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Swanee Hunt as a director	(2 pages)
31 Jul 2012	OSTM01	Termination of appointment of Uffe Ellemann-Jensen as a director	(2 pages)
20 Jul 2012	AA	Group of companies' accounts made up to 30 June 2011	(18 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSTM01	Termination of appointment of Stephen J Solarz as a director	(2 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
10 Jun 2011	OSAP01	Appointment of a director	(3 pages)
13 May 2011	OSTM01	Termination of appointment of Christopher Patten as a director	(2 pages)
26 Jan 2011	AA	Group of companies' accounts made up to 30 June 2010	(16 pages)
02 Sep 2010	AA	Full accounts made up to 30 June 2009	(15 pages)
02 Sep 2010	AA	Full accounts made up to 30 June 2008	(15 pages)
12 Aug 2010	AA	Full accounts made up to 30 June 2007	(14 pages)
09 Aug 2010	OSTM01	Termination of appointment of Samantha Power as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Ernesto Zedillo Ponce De Leon as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Thorvald Stoltenberg as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Fidel Ramos as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Victor Pinchuk as a director	(2 pages)

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Date	Type	Description	View / Download
09 Aug 2010	OSTM01	Termination of appointment of Christine Ockrent as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Aleksander Kwasniewski as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of James Kimsey as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Anwar Ibrahim as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Pat Cox as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Turki Al-Faisal as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Joaquim Chissano as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Yegor Gaidar as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Naresh Chandra as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Avril Campbell as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Zbigniew Brzezinski as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Lakhdar Brahimi as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Jeremy Ashdown as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Shlomo Ben-Ami as a director	(2 pages)
09 Aug 2010	OSTM01	Termination of appointment of Richard Armitage as a director	(2 pages)
16 Oct 2009	OSTM01	Termination of appointment of Samantha Power as a director	(4 pages)
07 Apr 2009	BR4	Director appointed mo ibrahim	(4 pages)

07 Apr 2009	BR4	Appointment terminated director lawrence summers	(4 pages)
07 Apr 2009	BR4	Appointment terminated director ali alatas	(4 pages)
07 Apr 2009	BR4	Appointment terminated director leslie gelb	(4 pages)
30 Oct 2008	BR4	Director appointed willem kok	(4 pages)
09 Sep 2008	BR4	Director's change of particulars / ernesto zedillo ponce de leon / 01/07/2008 / middle name/s was: zedillo ponce, now: ; surname was: de leon, now: zedillo ponce de leon	(4 pages)
08 Aug 2008	BR4	Director appointed lord christopher francis patten	(4 pages)
08 Aug 2008	BR4	Appointment terminated director ersin ariolu	(4 pages)
08 Aug 2008	BR4	Appointment terminated director victor chu	(4 pages)

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Date	Type	Description	View / Download
08 Aug 2008	BR4	Appointment terminated director nancy kassebaum baker	(4 pages)
08 Aug 2008	BR4	Appointment terminated director douglas schoen	(4 pages)
08 Aug 2008	BR4	Director appointed ali alatas	(4 pages)
08 Aug 2008	BR4	Director appointed turki al-faisal	(4 pages)
08 Aug 2008	BR4	Director appointed kofi annan	(4 pages)
08 Aug 2008	BR4	Director appointed louise arbour	(4 pages)
08 Aug 2008	BR4	Director appointed richard armitage	(4 pages)
08 Aug 2008	BR4	Director appointed lord jeremy john durham ashdown	(4 pages)
08 Aug 2008	BR4	Director appointed emma bonino	(4 pages)
08 Aug 2008	BR4	Director appointed aleksander kwasniewski	(4 pages)
08 Aug 2008	BR4	Director appointed yegor timurovich gaidar	(4 pages)
08 Aug 2008	BR4	Director appointed jessica tuchman matthews	(4 pages)
08 Aug 2008	BR4	Director appointed moises naim	(4 pages)
08 Aug 2008	BR4	Director appointed guler sabanci	(4 pages)
08 Aug 2008	BR4	Director appointed lawrence henry summers	(4 pages)
07 Jun 2008	BR4	Director appointed george soros	(4 pages)
07 Jun 2008	BR4	Director appointed joschka fischer	(4 pages)
07 Jun 2008	BR4	Director appointed joanne leedom-ackerman	(4 pages)
07 Jun 2008	BR4	Director appointed joaquim alberto chissano	(4 pages)
07 Jun 2008	BR4	Director appointed james verlin kimsey	(4 pages)
07 Jun 2008	BR4	Director appointed kenneth adelman	(4 pages)
07 Jun 2008	BR4	Director appointed uffe ellemann-jensen	(4 pages)
07 Jun 2008	BR4	Director appointed victor pinchuk	(4 pages)
07 Jun 2008	BR4	Director appointed victor LAP-lik chu	(4 pages)
07 Jun 2008	BR4	Director appointed zbigniew brzezinski	(4 pages)

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Date	Type	Description	View / Download
07 Jun 2008	BR4	Director appointed nancy kassebaum baker	(4 pages)
07 Jun 2008	BR4	Director appointed par olav mikael stenback	(4 pages)
07 Jun 2008	BR4	Director appointed frank guistra	(4 pages)
07 Jun 2008	BR4	Director appointed fidel valdez ramos	(4 pages)
07 Jun 2008	BR4	Director appointed wesley clark	(4 pages)
07 Jun 2008	BR4	Director appointed ghassan salame	(4 pages)
07 Jun 2008	BR4	Director appointed ernesto zedillo ponce de leon	(4 pages)
07 Jun 2008	BR4	Secretary appointed carole corcoran	(4 pages)
07 Jun 2008	BR4	Director appointed lakhdar brahimi	(4 pages)
07 Jun 2008	BR4	Director appointed yoichi funabashi	(5 pages)
07 Jun 2008	BR4	Appointment terminated secretary nicholas hinton	(4 pages)
07 Jun 2008	BR4	Director appointed mark eyskens	(4 pages)
07 Jun 2008	BR4	Director appointed pat cox	(4 pages)
07 Jun 2008	BR4	Director appointed ricardo lagos	(4 pages)
07 Jun 2008	BR4	Director appointed shlomo ben-ami	(4 pages)
07 Jun 2008	BR4	Director appointed naresh chandra	(4 pages)
07 Jun 2008	BR4	Director appointed swanee hunt	(4 pages)
07 Jun 2008	BR4	Director appointed leslie howard gelb	(4 pages)
07 Jun 2008	BR4	Director appointed samantha power	(4 pages)
07 Jun 2008	BR4	Director appointed maria livanos cattaui	(4 pages)
07 Jun 2008	BR4	Director appointed lena hjelm-vallen	(4 pages)
07 Jun 2008	BR4	Director appointed thomas reeve pickering	(4 pages)
07 Jun 2008	BR4	Director appointed gareth evans	(4 pages)
07 Jun 2008	BR4	Director appointed douglas schoen	(4 pages)
07 Jun 2008	BR4	Director appointed asma jahangir	(4 pages)

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07 Jun 2008	BR4	Appointment terminated secretary matthew mchugh	(4 pages)
07 Jun 2008	BR4	Appointment terminated secretary morton ambramowitz	(4 pages)
07 Jun 2008	BR4	Director appointed ayoola modupe ogussola obe	(4 pages)
07 Jun 2008	BR4	Director appointed christine ockrent	(4 pages)
07 Jun 2008	BR4	Director appointed cheryl ann maxwell	(4 pages)
07 Jun 2008	BR4	Director appointed carla anderson hills	(4 pages)
07 Jun 2008	BR4	Director appointed ersin ariolu	(4 pages)
07 Jun 2008	BR4	Director appointed thorvald stoltenberg	(4 pages)
07 Jun 2008	BR4	Director appointed adnan said abu-odeh	(4 pages)
07 Jun 2008	BR4	Director appointed anwar ibraim	(4 pages)
07 Jun 2008	BR4	Director appointed avril phaedra douglas kim campbell	(4 pages)
07 Jun 2008	BR4	Appointment terminated director and secretary stephen solarz	(4 pages)
23 Nov 2007	BR5	BR003074 address change 12/10/07, cambridge house, 5TH floor, cambridge grove, london W6 0LE	(2 pages)
17 Dec 2006	AA	Full accounts made up to 30 June 2006	(14 pages)
28 Nov 2005	AA	Full group accounts made up to 30 June 2005	(15 pages)
25 Jan 2005	AA	Full group accounts made up to 30 June 2004	(14 pages)
18 Feb 2004	BR5	BR003074 address change 02/02/04, mezzanine floor, block 2, elizabeth house 39 york road, london, SE1 7NQ	(2 pages)

18 Feb 2004	BR3	Change of address 21/09/02 1800M	(3 pages)
11 Feb 2004	AA	Full accounts made up to 30 June 2003	(13 pages)
21 Feb 2003	AA	Full accounts made up to 30 June 2002	(14 pages)
20 Dec 2002	BR5	BR003074 address change 30/09/02, 3 clarendon close, london, W2 2NS	(2 pages)
20 Dec 2002	BR5	BR003074 address change 01/11/01, 3 catherine place, london, SW1E 6DX	(2 pages)
20 Dec 2002	BR2	Altn constitutional doc 040698	(19 pages)
20 Dec 2002	BR2	Altn constitutional doc 270600	(19 pages)
24 Oct 2002	AA	Full accounts made up to 30 June 1998	(11 pages)

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17 Sep 2002	AA	Full accounts made up to 30 June 2001	(11 pages)
17 Sep 2002	AA	Full accounts made up to 30 June 2000	(11 pages)
17 Sep 2002	AA	Full accounts made up to 30 June 1999	(11 pages)
16 Oct 1998	AA	Full accounts made up to 30 June 1997	(32 pages)
27 Jun 1997	BR6	BR003074 pa appointed 22/05/97 william shawcross 3 claredon close london W2	(6 pages)
27 Jun 1997	BR6	BR003074 pr appointed 22/05/97 morton l abramowite 800 25TH street nw washington dl 20037 usa	(3 pages)
27 Jun 1997	BR6	BR003074 par terminated 22/05/97 nicholas hinton	(2 pages)
27 Jun 1997	BR2	Altn constitutional doc 220597	(19 pages)
18 Apr 1997	AA	Full accounts made up to 30 June 1996	(24 pages)
17 Aug 1995	BR1-PAR	BR003074 par appointed mr nicholas hinton 22 westmoreland place pimlico london SW1V 4AE This document is not available online but it may be possible to order a copy from the Contact Centre. Telephone +44(0)303 1234 500.	
17 Aug 1995	BR1-BCH	BR003074 registered This document is not available online but it may be possible to order a copy from the Contact Centre. Telephone +44(0)303 1234 500.	
17 Aug 1995	BR1	Initial branch registration	(68 pages)

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Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

☐☐

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

(See note on page 4)

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COMPANIES HOUSE

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or LP - 4 Edinburgh 2**

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm, show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment, or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6



Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes



Frank

Guistra

3350 Radcliffe Ave

Vancouver, BC V7V1G6

Country Canada



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

2 2 0 8 1 9 5 7

Canadian

President & CEO

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of
co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address^{††}
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

^{††} Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page

Signature

Signed

Carla Corcoran

Date

5/29/08

- delete as appropriate

* director / secretary / ~~permanent~~ representative



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--

--

--

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

THURSDAY



A26

A9Y6V0BI

05/06/2008

127

COMPANIES HOUSE

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

**DX 235 Edinburgh
or LP - 4 Edinburgh 2**

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line.

Give previous forenames or surnames except:

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames.

- * Voluntary details
- + Directors only

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment, or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s).

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence).

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

Country USA

+ Date of birth

+ Nationality

+ Business Occupation

Please list all other directorships

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6



Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes



Samantha

Power

171 Winthrop Shore Drive #2

Winthrop, MA 02152



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

2 1 0 9 1 9 7 0

American

Professor and Author

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of
co-authorised person(s))

ALTERATION OF PARTICULARS

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

(this section is not for appointments or resignations)

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address**

(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year
-----	-------	------

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year
-----	-------	------

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Cash Cow

Date

5/29/08

* delete as appropriate

- ~~director / secretary / permanent representative~~



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number BR 003704

Corporate name

The International Cnsis Group

Branch name
(if different)

Resignation, etc.

Date of resignation etc

(This includes any
form of ceasing to
hold office e.g
death or removal
from office)

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day	Month	Year
<input type="checkbox"/>		
<input type="checkbox"/>		
Please mark the appropriate box If resignation etc is as a director and secretary mark both boxes		
Day	Month	Year

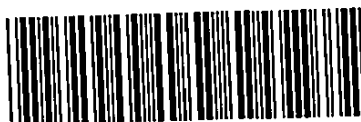
(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel	
DX number	DX exchange

THURSDAY



A26

AYY6Z0BM

05/06/2008

123

COMPANIES HOUSE

(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

DX 235 Edinburgh

or LP - 4 Edinburgh 2

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

Country Ukraine

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6



Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes



Victor

Pinchuk

42/44 Shelkovychnaya

Kyiv 01610



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

1 4 1 2 1 9 6 0

Ukrainian

Chairman

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address^{††}
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

^{††} Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carth Cousins

Date

5/29/08

- delete as appropriate

* ~~director~~ / secretary / permanent representative



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

Date of resignation etc

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--

--

--

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

THURSDAY



A26

05/06/2008

74

COMPANIES HOUSE

(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

DX 33050 Cardiff

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

DX 235 Edinburgh

for branches registered in Scotland

or LP - 4 Edinburgh 2

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except
- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential
address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6

☒☐

Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes

Wesley

Clark

1 Crestmont Drive

Little Rock

Arkansas 72227

Country USA

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

2 3 1 2 1 9 4 4

American

Business Consultant

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of
co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address^{††}

(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

^{††} Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐ May be exercised alone, or

☐ Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page

Signature

Signed

Cath Corcoran

Date

May 29, 2008

- delete as appropriate

* ~~director / secretary / permanent representative~~



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

Date of resignation etc

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

☐☐

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

THURSDAY



A26

05/06/2008

121

COMPANIES HOUSE

(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

**DX 235 Edinburgh
or LP - 4 Edinburgh 2**

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except
- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment, or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6



Please mark the appropriate box
If appointment is as a director and secretary mark both boxes



Zbigniew

Brzezinski

1800 K Street, NW

Washington DC 20006

Country USA



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

2 8 0 3 1 9 2 8

American

Counselor

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address^{††}

(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

^{††} Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carl Crown

Date

5/29/08

* delete as appropriate

* director / secretary / ~~permanent representative~~



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--

--

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

--

Day Month Year

--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

THURSDAY



A26 *Ayy7A0BY* 112
05/06/2008
COMPANIES HOUSE

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

DX 235 Edinburgh

or LP - 4 Edinburgh 2

(10/03)

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except
- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

Day Month Year

0 1 0 7 2 0 0 6

☒

Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes

☐

George

Soros

178 Cantitoe Street

Katonah, NY 10536

Country USA

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

1 2 0 8 1 9 3 0

+ Date of birth

+ Nationality

American

+ Business Occupation

Chairman

Please list all other directorships

+ Other directorships

None

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment, or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Scope of authority

The extent of the authority to represent the company is
(give details)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

(this section is not for appointments or resignations)

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

(name previously notified to Companies House)

Surname

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address**
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

--	--	--	--	--	--	--	--	--	--

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

--	--	--	--	--	--	--	--	--	--

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐ May be exercised alone, or

☐ Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carth Coors

Date

5/29/08

- delete as appropriate

^a director / secretary / permanent representative.



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--	--	--	--	--

--

--

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

--	--	--	--	--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

TUESDAY



LD5

05/08/2008

153

COMPANIES HOUSE

(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

**DX 235 Edinburgh
or LP - 4 Edinburgh 2**

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 8



Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes



Kofi

Annan

Rue de Varembe 9-11

Geneva 1202

Country Switzerland



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

0 8 0 4 1 9 3 8

Ghanaian

Director

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address**
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an oversea company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carth Cocon

Date

7/25/08

* delete as appropriate

* director / secretary / permanent representative



BR4

CHFP000

Please complete in typescript, or
in bold black capitals.

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day	Month	Year

<input type="checkbox"/>	Please mark the appropriate box If resignation etc is as a director and secretary mark both boxes
<input type="checkbox"/>	

Day	Month	Year

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel	
DX number	DX exchange

TUESDAY



(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

DX 33050 Cardiff

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

DX 235 Edinburgh

for branches registered in Scotland

or LP - 4 Edinburgh 2

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS If the director or secretary is a Corporation or Scottish firm show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except
- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 8



Please mark the appropriate box
If appointment is as a director and secretary mark both boxes



Lawrence Henry

Summers

79 JFK Street, Room 244

Cambridge, MA 02183

Country USA



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

3 0 1 1 1 9 5 4

American

Professor

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address^{††}

(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

--	--	--	--	--	--

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

--	--	--	--	--	--

☐

^{††} Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carth Cores

Date

7/24/08

- delete as appropriate

* director / secretary / ~~permanent representative~~



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e g
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--

☐☐

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

TUESDAY



LD5 05/08/2008 162
COMPANIES HOUSE
(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

DX 33050 Cardiff

for branches registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

DX 235 Edinburgh

for branches registered in Scotland

or LP - 4 Edinburgh 2

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm, show the name on surname line and registered or principal office on the usual residential address line.

Give previous forenames or surnames except:

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
- A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

- * Voluntary details
- + Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment, or whether they are subject to express limitations) where the powers are exercised jointly, give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 6



Please mark the appropriate box. If appointment is as a director and secretary mark both boxes



Lord Patten of Barnes

Christopher Francis

Patten

25 Berkeley Square

London

W1J 6HB

Country UK



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

1 2 0 5 1 9 4 4

British

University Chancellor and Director

Cadbury plc

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address**
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page.

Signature

Signed

Carth Connor

Date

7/24/08

* delete as appropriate

* director / secretary / permanent representative



BR4

CHFP000

Please complete in typescript, or
in bold black capitals

**Return by an overseas company subject to branch
registration of change of directors or secretary
or of their particulars**

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985)

Company number

FC018735

Branch number

BR 003704

Corporate name

The International Crisis Group

Branch name
(if different)

Resignation, etc.

(This includes any
form of ceasing to
hold office e.g.
death or removal
from office)

Date of resignation etc

Resignation etc, as director

Resignation etc, as secretary

Forenames

Surname

Date of birth (directors only)

Day Month Year

--	--	--	--	--	--

--

--

Please mark the appropriate box
If resignation etc is as a director and secretary
mark both boxes

Day Month Year

--	--	--	--	--	--

(See note on page 4)

This return is delivered in respect of all the branches listed on page 4

You do not have to give any contact
information in the box opposite but if
you do, it will help Companies
House to contact you if there is a
query on the form. The contact
information that you give will be
visible to searchers of the public
record

Tel

DX number

DX exchange

TUESDAY



LD5

LJMG720F

05/08/2008

171

COMPANIES HOUSE

(10/03)

When you have completed and signed the form please send it to the
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ

for branches registered in England and Wales

or Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB

for branches registered in Scotland

DX 33050 Cardiff

DX 235 Edinburgh

or LP - 4 Edinburgh 2

Appointment

(Turn to page 3
notify alteration of
particulars)

NOTES

Show the full forenames NOT INITIALS. If the director or secretary is a Corporation or Scottish firm, show the name on surname line and registered or principal office on the usual residential address line

Give previous forenames or surnames except

- for a married woman the name before marriage need not be given
- for names not used since the age of 18 or for at least 20 years
A peer or individual known by a title may state the title instead of or in addition to the forenames and surnames

* Voluntary details
+ Directors only

Please list all other directorships

Give brief particulars of the extent of the powers exercised (e.g. whether they are limited to powers expressly conferred by the instruments of appointment or whether they are subject to express limitations) where the powers are exercised jointly give the name(s) of the person(s)

Mark as applicable

This return must be delivered to the Registrar within 21 days of the notice being received in Great Britain in due course of post (if despatched with due diligence)

Date of appointment

Appointment of director

Appointment of secretary

Name *Style/title

Forenames

Surname

* Honours etc

Previous forenames

Previous surname

Usual residential address**

Post town

County / region

Postcode

+ Date of birth

+ Nationality

+ Business Occupation

+ Other directorships

Scope of authority

Day Month Year

0 1 0 7 2 0 0 8



Please mark the appropriate box
If appointment is as a director and secretary
mark both boxes



Lord Ashdown

Jeremy John Durham

Ashdown

Street Vane Cottage

Great Street

Norton sub Hamdon

Somerset

TA14 6SG

Country England



** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

Day Month Year

2 7 0 2 1 9 4 1

British

Member of the House of Lords

None

The extent of the authority to represent the company is
(give details)

These powers

☐

May be exercised acting alone

☐

Must be exercised with - (give names of co-authorised person(s))

ALTERATION OF PARTICULARS

(this section is not for appointments or resignations)

Complete this section in all cases where particulars of a serving director / secretary have changed and then the appropriate section below

Date of change of particulars

Change of particulars, as director

Change of particulars, as secretary

Forenames

Surname

(name previously notified to Companies House)

Date of birth (directors only)

Change of name (enter new name)

Forenames

Surname

Change of usual residential address**
(enter new address)

Post town

County / region

Postcode

Country

Change to authority to act (if applicable)

Give brief particulars of any change in the authority of a director to represent the company, including any alteration to the manner in which existing or new powers may be exercised (e.g. requiring them to be exercised with other persons)

Nationality

Mark as applicable

Day Month Year

Day	Month	Year

☐
☐

Please mark the appropriate box
If change of particulars is as a director and secretary mark both boxes

Day Month Year

Day	Month	Year

☐

** Do not tick this box unless the address shown is a service address for the beneficiary of a Confidentiality Order granted under the provisions of section 723B of the Companies Act 1985

The extent of the authority of the above person to represent the company has been altered to - (give details)

These powers

☐

May be exercised alone, or

☐

Must be exercised with (give names of co-authorised persons)

Form BR 4

[illegible]

NOTE - A return must be delivered in respect of any alteration to the company particulars by each branch of an overseas company. If, however, a company has more than one branch in THE SAME PART of Great Britain, it may deliver only one form in respect of all those branches, provided it completes the table above on this page

Signature

Signed

Carl Cour

Date

7/24/08

- delete as appropriate

* director / secretary / permanent representative

In accordance with
Section 1046 of the
Companies Act 2006
& Regulation 13 of the
Overseas Companies
Regulations 2009

OS AP01

Appointment of director of an overseas company



Companies House

☒ What this form is for
You may use this form to appoint
an individual as a director of an
overseas company

☐ What this form is NOT for
You cannot use the form to appoint
a corporate director of an overseas
company. To do this, please use
OS AP02 'Appointment of corporate
director of an overseas company'

WED TUESDAY



A3BPK2E

A05 08/07/2014 #43

COMPANIES HOUSE
A3AS3455

A18 25/06/2014 #40

COMPANIES HOUSE

1 Overseas company details	
Company number	F C 0 1 8 7 3 5
Company name in full or alternative name as registered in the UK	The International Crisis Group
2 Date of director's appointment	
Date of appointment	01 07 2014
3 New director's details	
Title*	Mr
Full forename(s)	Mark
Surname	Malloch-Brown
Former name(s) ①	
Country/State of residence ②	United Kingdom
Nationality	United Kingdom
Date of birth	1 6 0 9 1 9 5 3
Business occupation (if any) ③	Chairman, Europe, Middle East and Africa, FTI Consulting (FCN)
4 New director's service address ④	
Please complete your service address below. You must also complete your usual residential address in Section 4a.	
Building name/number	1629
Street	K Street NW
	Suite 450
Post town	Washington DC
County/Region	Washington DC
Postcode	2 0 0 0 6
Country	United States of America

→ Filling in this form
Please complete in typescript or in
bold black capitals
All fields are mandatory unless
specified or indicated by *

① Former name(s)
Please provide any previous names
which have been used for business
purposes in the past 20 years
Married women do not need to give
former names unless previously used
for business purposes
Continue in Section 8 if required

② Country/State of residence
This is in respect of your usual
residential address as stated in
Section 4a

③ Business occupation
If you have a business occupation,
please enter here. If you do not,
please leave blank

④ Service address
This is the address that will appear
on the public record. This does not
have to be your usual residential
address.


If you provide your residential
address here it will appear on the
public record

OS AP01

Appointment of director of an overseas company

5	Director's authority	
Extent of authority	Please enter the extent of your authority as director Please tick one box <input type="checkbox"/> Limited ❶ <input checked="" type="checkbox"/> Unlimited	
Description of limited authority, if applicable	Are you authorised to act alone or jointly? Please tick one box <input checked="" type="checkbox"/> Alone <input type="checkbox"/> Jointly ❷	
If applicable, name(s) of person(s) with whom you are acting jointly		
❶ If you have indicated that the extent of your authority is limited, please provide a brief description of the limited authority in the box below ❷ If you have indicated that you are not authorised to act alone but only jointly, please enter the name(s) of the person(s) with whom you are authorised to act below		

6	UK establishments	
A return must be delivered in respect of any alteration to the company particulars by each UK establishment. If, however, a company has more than one UK establishment, it may deliver only one form in respect of all those UK establishments, provided it completes the table below		
	Registration number	
UK establishment name		
The International Crisis Group	B R 0 0 3 0 7 4	

7	Signature	
Signature	Signature <div style="text-align: center;">  </div>	
This form may be signed and authorised by Director, Secretary, Permanent representative		

8	Additional former name(s) (continued from Section 3)	
Former name(s) ❶	❶ Additional former names Use this space to enter any additional names	

OS AP01

Appointment of director of an overseas company



Presenter information

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name **Zahra Shahab**

Company name **White & Case LLP**

Address **5 Old Broad Street**

London

Post town

County/Region

Postcode **E C 2 N 1 D W**

Country **United Kingdom**

DX

Telephone **+44 20 7532 1366**



Checklist

We may return forms completed incorrectly or with information missing

Please make sure you have remembered the following

- ☐ The company name and number as registered in the UK match the information held on the public Register
- ☐ You have completed the date of appointment
- ☐ You have included all former names used for business purposes over the last 20 years
- ☐ You have completed the nationality box in Section 3
- ☐ You have provided a correct date of birth
- ☐ You have provided a business occupation if there is one
- ☐ You have provided both the service address and the usual residential address.
- ☐ Addresses must be a physical location. They cannot be a PO Box number (unless part of a full service address), DX or LP (Legal Post in Scotland) number
- ☐ You have enclosed a relevant higher protection application if applying for this at the same time as completing this form
- ☐ You have entered the extent of the director's authority in Section 6
- ☐ You have completed Section 6, if applicable
- ☐ You have signed the form



Important information

Please note that all information on this form will appear on the public record, apart from information relating to usual residential addresses.



Where to send

You may return this form to any Companies House address

England and Wales

The Registrar of Companies, Companies House,
Crown Way, Cardiff, Wales, CF14 3UZ
DX 33050 Cardiff

Scotland

The Registrar of Companies, Companies House,
Fourth floor, Edinburgh Quay 2,
139 Fountainbridge, Edinburgh, Scotland, EH3 9FF
DX ED235 Edinburgh 1
or LP - 4 Edinburgh 2 (Legal Post)

Northern Ireland

The Registrar of Companies, Companies House,
Second Floor, The Linenhall, 32-38 Linenhall Street,
Belfast, Northern Ireland, BT2 8BG
DX 481 N R Belfast 1

Higher protection

If you are applying for, or have been granted, higher protection, please post this whole form to the different postal address below
The Registrar of Companies, PO Box 4082,
Cardiff, CF14 3WE



Further information

For further information, please see the guidance notes on the website at www.companieshouse.gov.uk or email enquiries@companieshouse.gov.uk

This form is available in an alternative format. Please visit the forms page on the website at www.companieshouse.gov.uk

In accordance with
Section 1046 of the
Companies Act 2006
& Regulation 13 of the
Overseas Companies
Regulations 2009.

OS AP01

Appointment of director of an overseas company



Companies House

☒ **What this form is for**
You may use this form to appoint
an individual as a director of an
overseas company.

☐ **What this form is NOT**
You cannot use the form to appoint
a corporate director of an overseas
company. To do this, please use form
OS AP02 'Appointment of corporate
director of an overseas company'.

TUESDAY



A08 *A831PNJK* #247
09/04/2019
COMPANIES HOUSE

1 Overseas company details

Company number F C 0 1 8 7 3 5

Company name in full or alternative name as registered in the UK THE INTERNATIONAL CRISIS GROUP

→ **Filling in this form**
Please complete in typescript or in
bold black capitals.

All fields are mandatory unless
specified or indicated by *

2 Date of director's appointment

Date of appointment d 0 4 m 1 0 y 2 0 y 1 8

3 New director's details

Title*
Full forename(s) ALEXANDER GEORGE
Surname SOROS
Former name(s) ①
Country/State of residence ② USA
Nationality AMERICAN
Month/year of birth ③ X X m 1 0 y 1 9 y 8 5
Business occupation (if any) ④

① **Former name(s)**
Please provide any previous names
(including maiden or married names)
which have been used for business
purposes in the last 20 years.

Continue in Section 8 if required.

② **Country/State of residence**
This is in respect of your usual
residential address as stated in
Section 4a.

③ **Month and year of birth**
Please provide month and year only.
Provide full date of birth in
section 3a.

④ **Business occupation**
If you have a business occupation,
please enter here. If you do not,
please leave blank.

4 New director's service address ⑤

Please complete your service address below. You must also complete your usual
residential address in **Section 4a**.

Building name/number 708
Street 3RD AVENUE
Post town NEW YORK
County/Region NY
Postcode 1 0 0 1 7
Country USA

⑤ **Service address**
This is the address that will appear
on the public record. This does not
have to be your usual residential
address.

If you provide your residential
address here it will appear on the
public record.

Appointment of director of an overseas company

Please enter the extent of your authority as director. Please tick one box.

☐ Limited **1**
☒ **Unlimited**

Are you authorised to act alone or jointly? Please tick one box.

☒ Alone

☐ Jointly ②

1 If you have indicated that the extent of your authority is limited, please provide a brief description of the limited authority in the box below.

② If you have indicated that you are not authorised to act alone but only jointly, please enter the name(s) of the person(s) with whom you are authorised to act below.

A return must be delivered in respect of any alteration to the company particulars by each UK establishment. If, however, a company has more than one UK establishment, it may deliver only one form in respect of all those UK establishments, provided it completes the table below.

Registration number

B	R	0	0	3	0	7	4
---	---	---	---	---	---	---	---

Signature

Signature

^x Carol Connor

This form may be signed and authorised by:

~~Director, Secretary, Permanent representative.~~

Former name(s) ³

3 Additional former names
Use this space to enter any additional names.

**Presenter information**

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name	CAROLE CORCORAN
Company name	INTERNATIONAL CRISIS GROUP
Address	708 THIRD AVENUE
Post town	NEW YORK
County/Region	NY
Postcode	1 0 0 1 7
Country	USA
DX	
Telephone	2128130820

**Checklist**

We may return forms completed incorrectly or with information missing.

Please make sure you have remembered the following:

- ☐ The company name and number as registered in the UK match the information held on the public Register.
- ☐ You have completed the date of appointment.
- ☐ You have included all former names used for business purposes over the last 20 years.
- ☐ You have completed the nationality box in Section 3.
- ☐ You have provided a correct date of birth.
- ☐ You have provided a business occupation if there is one.
- ☐ You have provided both the service address and the usual residential address.
- ☐ Addresses must be a physical location. They cannot be a PO Box number (unless part of a full service address), DX or LP (Legal Post in Scotland) number.
- ☐ You have enclosed a relevant higher protection application if applying for this at the same time as completing this form.
- ☐ You have entered the extent of the director's authority in Section 6.
- ☐ You have completed Section 6, if applicable.
- ☐ You have signed the form.

**Important information**

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DX 481 N.R. Belfast 1.

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In accordance with
Section 1046 of the
Companies Act 2006
& Regulation 13 of the
Overseas Companies
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OS AP01

Appointment of director of an overseas company



Companies House

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company. To do this, please use form
OS AP02 'Appointment of director of an overseas company'.



A08 *A831PNJC* #246
09/04/2019
COMPANIES HOUSE

1 Overseas company details

Company number **F C 0 1 8 7 3 5**

Company name in full
or alternative name as
registered in the UK **THE INTERNATIONAL CRISIS GROUP**

→ **Filling in this form**
Please complete in typescript or in
bold black capitals.
All fields are mandatory unless
specified or indicated by *

2 Date of director's appointment

Date of appointment **d 0 d 1 m 0 m 1 y 2 y 0 y 1 y 8**

3 New director's details

Title*
Full forename(s) **ROBERT**
Surname **MALLEY**
Former name(s) ¹
Country/State of residence ² **USA**
Nationality **AMERICAN**
Month/year of birth ³ **X X m 0 m 8 y 1 y 9 y 6 y 3**
Business occupation
(if any) ⁴

1 Former name(s)
Please provide any previous names
(including maiden or married names)
which have been used for business
purposes in the last 20 years.
Continue in Section 8 if required.
2 Country/State of residence
This is in respect of your usual
residential address as stated in
Section 4a.
3 Month and year of birth
Please provide month and year only.
Provide full date of birth in
section 3a.
4 Business occupation
If you have a business occupation,
please enter here. If you do not,
please leave blank.

4 New director's service address ⁵

Please complete your service address below. You must also complete your usual
residential address in Section 4a.

Building name/number **708**
Street **3RD AVENUE**
Post town **NEW YORK**
County/Region **NY**
Postcode **1 0 0 1 7**
Country **USA**

5 Service address
This is the address that will appear
on the public record. This does not
have to be your usual residential
address.
If you provide your residential
address here it will appear on the
public record.

OS AP01

Appointment of director of an overseas company

5 Director's authority

Please enter the extent of your authority as director. Please tick one box.		1 If you have indicated that the extent of your authority is limited, please provide a brief description of the limited authority in the box below. 2 If you have indicated that you are not authorised to act alone but only jointly, please enter the name(s) of the person(s) with whom you are authorised to act below.
Extent of authority	<input type="checkbox"/> Limited 1 <input checked="" type="checkbox"/> Unlimited	
Description of limited authority, if applicable	Are you authorised to act alone or jointly? Please tick one box. <input checked="" type="checkbox"/> Alone <input type="checkbox"/> Jointly 2	
If applicable, name(s) of person(s) with whom you are acting jointly		

6 UK establishments

A return must be delivered in respect of any alteration to the company particulars by each UK establishment. If, however, a company has more than one UK establishment, it may deliver only one form in respect of all those UK establishments, provided it completes the table below.

UK establishment name	Registration number							
THE INTERNATIONAL CRISIS GROUP	B	R	0	0	3	0	7	4

7 Signature

Signature	Signature X <i>Carole Courvoisier</i> X
This form may be signed and authorised by: Director , Secretary, Permanent representative.	

8 Additional former name(s) (continued from Section 3)

Former name(s) 3		3 Additional former names Use this space to enter any additional names.

OS AP01

Appointment of director of an overseas company



Presenter information

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Company name	INTERNATIONAL CRISIS GROUP
Address	708 THIRD AVENUE
Post town	NEW YORK
County/Region	NY
Postcode	1 0 0 1 7
Country	USA
DX	
Telephone	2128130820



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- ☐ You have completed the nationality box in Section 3.
- ☐ You have provided a correct date of birth.
- ☐ You have provided a business occupation if there is one.
- ☐ You have provided both the service address and the usual residential address.
- ☐ Addresses must be a physical location. They cannot be a PO Box number (unless part of a full service address), DX or LP (Legal Post in Scotland) number.
- ☐ You have enclosed a relevant higher protection application if applying for this at the same time as completing this form.
- ☐ You have entered the extent of the director's authority in Section 6.
- ☐ You have completed Section 6, if applicable.
- ☐ You have signed the form.



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This form is available in an alternative format. Please visit the forms page on the website at www.gov.uk/companieshouse

FILE COPY



**CERTIFICATE OF REGISTRATION
OF AN OVERSEA COMPANY**

(Establishment of a branch)

Company No. FC018735

Branch No. BR003074

The Registrar of Companies for England and Wales hereby certifies that

THE INTERNATIONAL CRISIS GROUP

has this day been registered under Schedule 21A to the Companies
Act 1985 as having established a branch in England and Wales

Given at Companies House, Cardiff, the 17th August 1995

A handwritten signature in black ink, appearing to read 'J.D.M. Stephens'.

J.D.M. STEPHENS

For The Registrar Of Companies



C O M P A N I E S H O U S E



BB
610391
E20

BR1

This form should be completed in black.

**Return delivered for registration of a branch of
an overseas company**
(Pursuant to Schedule 21A, paragraph 1 of the Companies Act 1985)

(See note 5) **Corporate name**
(name in parent state)

Business name
(if different to corporate name)

Country of Incorporation

Identity of register
(if applicable)

Legal form
(See note 3)

For office
use only

CN

FC 18735

BN

BR 3074

THE INTERNATIONAL CRISIS GROUP.

UNITED STATES OF AMERICA

REGISTERED AT THE GOVERNMENT OF THE DISTRICT OF COLUMBIA,

DEPARTMENT OF CONSUMER AFFAIRS and registration no. 950690

PRIVATE NON-PROFIT CORPORATION WITH LIMITED LIABILITY

(SEE SECTION 5.1 OF THE CORPORATION BY-LAWS).

1 See note 2

PART A - COMPANY DETAILS ¹

* State whether the company is
a credit or financial institution

* Is the company subject to Section 699A of the Companies Act 1985?

YES

☐

NO

☒

(1) These boxes need not be completed by companies formed in EC member state.

Governing law
(See note 4)

THE LAW OF THE DISTRICT OF COLUMBIA,
UNITED STATES OF AMERICA

**Accounting
requirements**

Period for which the company is required to prepare accounts by
parent law. from JULY 1ST to JUNE 30TH

Period allowed for the preparation and public disclosure of accounts
for the above period 4½ months

BB 20 610391



(2) This box need NOT be completed by companies from EC member states, OR where the constitutional documents of the company already show this information.

Address of principal place of
business in home country

1800M STREET NW, SUITE 700 NORTH

WASHINGTON DC 20036 USA

Objects of company

SEE ATTACHED SHEET

Issued share capital

NIL

Currency --

Company Secretary(ies)

(See note 10)

Name

*Style/Title MR

Forenames NICHOLAS

Surname HINTON

*Honours etc. CBE

Previous Forenames

Previous surname

Address

22 WESTMORELAND PLACE

PIMLICO

Post town LONDON

County/Region

Postcode SW1V 4AE

Country UK

Usual residential address must be
given. In the case of a corporation,
give the registered or principal
office address.

Company Secretary(ies)

(See note 10)

Name

*Style/Title MR

Forenames STEPHEN

Surname SOLARZ

*Honours etc.

Previous Forenames

Previous surname

Address

1120 BELLEVIEW ROAD

MACLEAN VA 22102

Post town

County/Region

Postcode

Country USA

Usual residential address must be
given. In the case of a corporation,
give the registered or principal
office address.

(You may photocopy this page
if required)

Persons authorised to represent the company or accept service of process.

Give details of all persons who are authorised to represent the company as permanent representatives of the company in respect of the business of the branch.
Give details also of all persons resident in Great Britain, who are authorised to accept service of process on the company's behalf.

* Delete as appropriate

SCOPE OF AUTHORITY

This part does not apply to a person
-ly authorised to accept service on
-half of the company)

ve brief particulars of the extent
the powers exercised. (e.g. whether
ey are limited to powers expressly
onferred by the instrument of
ppointment; or whether they are
bject to express limitations.)
here the powers are exercised,
intly give the name(s) of the person(s).
ncerned. You may cross refer to the
etails of person(s) disclosed elsewhere
n the form.

Mark box(es) as appropriate)

*Style/Title _____

Forenames _____

Surname _____

Address _____

Post town _____

County/Region _____

Postcode _____

Is # ☐ Authorised to accept service of process on the company's behalf

*AND/OR

Is # ☐ Authorised to represent the company in relation to that business

The extent of the authority to represent the company is :- (give details)

These powers :-

☐ May be exercised alone

OR

☐ Must be exercised with :-

(Give name(s) of co-authorised person(s))

(You may photocopy this page
as required)

Address of branch

(See note 11)

Address	3 CATHERINE PLACE	
Post town	LONDON	
County\Region		Postcode SW1E 6DX

Branch Details

(See note 12)

Date branch opened	100795
Business carried on at branch	SEE OBJECTS OF ICG
	ALL BUSINESS OF ICG

SIGNATURE

Signed	<u>[Signature]</u> (Director / Secretary / Permanent representative)
Date	8 August 1995
This form contains 1 continuation sheets.	

To whom should Companies House
direct any enquiries about the
information on this form?

Name	MR JOE VAITILINGAM	
Address	61 CHARTERHOUSE STREET	
	LONDON	
		Postcode EC1M 6HA
Telephone	0171 251 1122	Extension

When completed, this form together with any enclosures should be delivered to the Registrar of Companies at
for branches established in England and Wales

Companies House
Crown Way
Cardiff
CF4 3UZ

for branches established in Scotland

Companies House
100 - 102 George Street
Edinburgh
EN2 3DJ



APOSTILLE

(Convention de La Haye du 5 octobre 1961)

1. *District of Columbia*
United States of America

DANA Y. MOORE

2. This public document has been signed by _____
NOTARY PUBLIC IN AND FOR THE DISTRICT OF COLUMBIA

3. acting in the capacity of _____

DANA Y. MOORE, NOTARY PUBLIC IN AND FOR

4. bears the seal/stamp of _____
THE DISTRICT OF COLUMBIA

CERTIFIED

5. at Washington, D. C.

6. the 19TH day of JULY 1995

7. by Secretary of the District of Columbia

8. No. 24898

9. Seal/Stamp



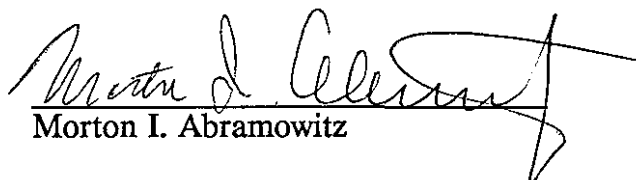
10. Signature

Marianne Coleman Niles
Marianne Coleman Niles

DIRECTOR'S CERTIFICATE

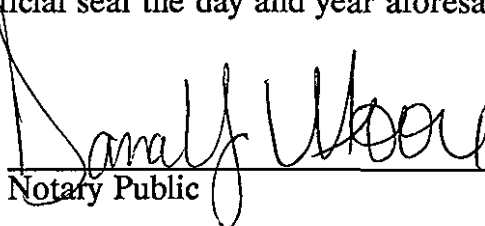
I, Morton I. Abramowitz, Director of The International Crisis Group, formed and existing under the laws of the District of Columbia, do hereby certify that the attached document is a true and complete copy of the Bylaws of this nonprofit corporation as submitted and read to, and adopted by, the Board of Trustees on June 2, 1995.

IN WITNESS WHEREOF, I have hereunder subscribed my name on this 18 day of July, 1995.


Morton I. Abramowitz

On this 18 day of July, 1995, personally appeared before me, Morton I. Abramowitz, who acknowledged he signed the foregoing instrument and acknowledged the same to be his free act and deed.

WITNESS my hand and official seal the day and year aforesaid.


Notary Public

My Commission Expires: October 31, 1998

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THE INTERNATIONAL CRISIS GROUP

BYLAWS

ARTICLE I

OFFICES

Section 1.1 Principal Office. The Board of Trustees shall determine the location of the principal office of The International Crisis Group (hereinafter referred to as the "Corporation"). The Corporation may from time to time have such other offices, within or without the United States, as the Board of Trustees may determine or as the affairs of the Corporation may require.

Section 1.2 Registered Office. The Corporation shall have and continuously maintain, in the District of Columbia, a registered office and a registered agent whose office is located in such registered office. The registered office may be, but need not be, located in the principal office of the Corporation. The address of the registered office may from time to time be changed by the Board of Trustees.

ARTICLE II

TRUSTEES

Section 2.1 Powers and Qualifications. The policies of the Corporation shall be determined, and its affairs shall be managed, by its Board of Directors. The Board of Directors shall be called the Board of Trustees, and the directors shall be referred to as the trustees. The trustees shall act only as a Board of Trustees, or as a committee thereof;

individual trustees shall have no power as such. Trustees need not be citizens of the United States, nor residents of the District of Columbia.

Section 2.2 Number. The initial number of trustees of the Corporation shall be fixed by the Articles of Incorporation. Thereafter, the number of trustees shall be not less than three (3), nor more than forty (40). Such number may be increased or decreased from time to time by the Board of Trustees within such limits; however, no decrease shall reduce the term of any incumbent trustee.

Section 2.3 Election. Trustees shall be elected at the annual meeting of the Board of Trustees at which a quorum is present, by majority vote of the members of the Board of Trustees present.

Section 2.4 Term. The trustees shall serve staggered terms of office, such that one-fifth (1/5) of the trustees' terms shall expire each year, beginning with the second annual meeting. Such staggered terms shall be accomplished as follows: the trustees elected at the first annual meeting shall serve for a one (1) year term and until their successors are elected and qualified. At the second annual meeting of the Board of Trustees, the Executive Committee shall nominate a slate of candidates to be elected by the Board of Trustees for one (1), two (2), three (3), four (4) and five (5) year terms. Thereafter, the trustees shall serve for a term of five (5) years and until their successors are elected and qualified, or until their earlier resignation, removal or death.

Section 2.5 Resignations. Any trustee may resign at any time by notifying the Board of Trustees in writing. Such resignation shall take effect at the time specified therein. Acceptance by the Board of Trustees of such resignation shall not be necessary to make it effective.

Section 2.6 Removal. Trustees may be removed from office at any time, with or without cause, upon a majority vote of the Board of Trustees at a meeting called for that purpose. Notice of the interest to remove a trustee shall be given in accordance with Section 2.13 of this Article.

Section 2.7 Vacancies. Vacancies in the Board of Trustees shall be deemed to exist in the event of the resignation, removal, or death of a trustee, or in the event of an increase in the number of trustees. Any such vacancy shall be filled by a majority vote of the remaining members of the Board of Trustees, though less than a quorum. A trustee elected to fill a vacancy shall hold office for the unexpired term of his/her predecessor. In the case of an increase in the number of trustees, a trustee shall hold office until the next annual meeting.

Section 2.8 Chair and Vice Chairs. The trustees shall elect a Chair of the Board of Trustees, who shall preside over meetings, and three (3) Vice Chairs. The Chair and the Vice Chairs shall be elected for two (2) year terms. The Chair and Vice Chairs shall perform such other duties as may be assigned to them by the Board of Trustees, and shall be considered officers of the Corporation.

MEETINGS OF THE BOARD OF TRUSTEES

Section 2.9 Location of Meetings. All meetings of the Board of Trustees may be held within or without the District of Columbia and may be held by means of telephone conference.

Section 2.10 Annual Meeting. The annual meeting of the Board of Trustees shall be held at such time and place as shall be determined by the Board of Trustees and designated in the notice or waiver of notice of the meeting.

Section 2.11 Regular Meetings. Regular meetings of the Board of Trustees may be held at such time and place as shall be determined from time to time by the Board of Trustees.

Section 2.12 Call of Special Meetings. The president may call, or upon the request of a majority of the members of the Board of Trustees, the secretary shall call, special meetings of the Board of Trustees.

Section 2.13 Notice of Special Meetings. Notice of special meetings of the Board of Trustees shall be in writing, signed by the president, or the secretary, and shall be served personally or sent to each trustee by mail or telegram addressed to his/her last known address at least seven (7) days before the time designated for such meeting. Notice of special meetings shall state the time and place of the meeting. The purpose or purposes of such meetings need not be specified, unless otherwise required under the provisions of the District of Columbia Nonprofit Corporation Act, in the Articles of Incorporation, or these Bylaws.

Section 2.14 Waiver of Notice. Whenever notice is required to be given to any trustee under the provisions of the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice. Such waiver need not specify the purpose or purposes of the meeting.

Section 2.15 Quorum. One-third (1/3) of the trustees then in office shall constitute a quorum for the transaction of business at any meeting of the Board of Trustees, unless otherwise required by the District of Columbia Nonprofit Corporation Act, the Articles of

Incorporation, or these Bylaws. However, if a quorum is not present at any meeting of the Board of Trustees, those trustees present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 2.16 Action by Majority Vote. Except as required by the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, any action by a majority of the trustees present at a meeting at which a quorum is present shall be deemed the action of the Board of Trustees.

Section 2.17 Action by Written Consent. Any action required or permitted to be taken at a meeting of the Board of Trustees may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the trustees.

COMMITTEES

Section 2.18 Executive Committee. The Board of Trustees shall designate one-third (1/3) of their number, but not less than eight (8) trustees, to constitute an Executive Committee, which shall conduct the business of the Board of Trustees between meetings and shall perform such other duties as shall be delegated by the Board of Trustees, including but not limited to oversight of the operations of the Corporation. The Executive Committee shall meet as necessary between Board meetings.

Section 2.19 Advisory Committee. The Board of Trustees may also designate an Advisory Committee, whose membership may include persons who are not trustees, to advise the Board of Trustees from time to time.

Section 2.20 Other Committees. The Board of Trustees may also establish such other committee or committees as deemed necessary and proper, the members of which shall consist of two (2) or more trustees appointed by the Board.

Section 2.21 Powers. Each committee shall have, and may exercise, such powers not inconsistent with the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, as authorized by the Board of Trustees. The designation of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Trustees, or any individual trustee, of any responsibility imposed upon it or him/her by law. The members of a committee shall act only as a committee.

Section 2.22 Term. Members of a committee shall serve for a term of three (3) years, until their successors are appointed, or until their earlier resignation, removal with or without cause, or death, or until the committee shall sooner be terminated.

Section 2.23 Meetings. Meetings of a committee may be held within or without the District of Columbia, and may be held by means of telephone conference. The chair of the any such committee may fix the time and place of its meetings. Each committee shall keep records of its actions, and report such actions to the Board of Trustees and the president.

Section 2.24 Quorum/Action. A majority of the then serving members of any committee shall constitute a quorum. Any action of the majority of those present at a meeting at which a quorum is present shall be deemed the action of the committee, except when a committee has only two (2) members, then any action must be by unanimous consent.

ARTICLE III

OFFICERS

Section 3.1 Designation. The officers of the Corporation shall consist of the Chair and Vice Chairs of the Board of Trustees, as provided in Section 2.8, a president, a secretary, and a treasurer, and may include one (1) or more vice presidents, and such other

officers, assistant officers, and agents as may be deemed necessary, each to have such duties and authority as are provided in these Bylaws, or as the Board of Trustees may from time to time determine. Any two (2) or more offices may be held by the same person, except the offices of president and secretary. Titles other than president, vice president, secretary and/or treasurer may be used.

Section 3.2 Election. The officers shall be elected by the Board of Trustees immediately following the election of trustees at the annual meeting of the Board of Trustees. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as may be convenient.

Section 3.3 Term. Officers shall serve for a term of one (1) year, until the next annual meeting of the Board of Trustees and until their successors are elected and qualified, or until their earlier resignation, removal, or death; provided, however, that the president shall serve for a three (3) year term and the Chair and Vice Chairs for two (2) year terms.

Section 3.4 Resignations. Any officer may resign at any time by notifying the Board of Trustees in writing. Such resignation shall take effect at the time specified therein. Acceptance by the Board of Trustees of such resignation shall not be necessary to make it effective.

Section 3.5 Removal. Any officer may be removed, either with or without cause, by a majority vote of the Board of Trustees at any regular or special meeting.

Section 3.6 Vacancies. A vacancy in any office caused by resignation, removal, or death may be filled for the unexpired term of the predecessor in office by the Board of Trustees at any regular or special meeting.

Section 3.7 President. The president shall have general supervision over the affairs of the Corporation, and shall perform all duties incident thereto and have such power as may from time to time be assigned by the Board of Trustees.

Section 3.8 Vice President. The vice president, or if there shall be more than one (1), the vice presidents in the order so determined by the Board of Trustees, shall, in the absence or disability of the president, perform the duties and exercise the powers of the president, and shall perform such other duties and have such other powers as the Board of Trustees may from time to time prescribe.

Section 3.9 Secretary. The secretary shall: (i) act as secretary of all meetings of the Board of Trustees and of such other committees as the Board of Trustees shall specify; (ii) keep the minutes thereof in the proper book or books; (iii) see that the reports, statements, and other documents required by law are properly kept and filed; and, (iv) in general, perform all the duties incident to the office of secretary and such related duties as may from time to time be assigned by the Board of Trustees or the president. The books, records, and papers in the hands of secretary shall at all times be subject to the inspection, supervision, and control of the Board of Trustees and the president. At the expiration of his/her term of office, the secretary shall turn over to his/her successor in office all books, records, papers, and other properties of the Corporation.

Section 3.10 Treasurer. The treasurer shall: (i) collect and keep an account of all moneys received and expended for the use of the Corporation; (ii) deposit sums received by the Corporation in the name of the Corporation in such depositories as shall be approved by the Board of Trustees; (iii) present reports of the finances of the Corporation at each annual meeting and when called upon by the president; and, (iv) perform such related duties

as shall be directed by the Board of Trustees or the president. The funds, books, and vouchers in the hands of the treasurer shall at all times be subject to the inspection, supervision, and control of the Board of Trustees and the president. At the expiration of his/her term of office, the treasurer shall turn over to his/her successor in office all books, records, monies, and other properties of the Corporation.

Section 3.11 Other Officers. Other officers elected or appointed by the Board of Trustees shall, in general, perform such duties and have such powers as shall be assigned to them by the Board of Trustees or the president.

ARTICLE IV

COMPENSATION OF TRUSTEES AND OFFICERS

Section 4.1 Compensation of Trustees. The Board of Trustees shall fix the compensation to be paid to trustees for their services to the Corporation, provided that such compensation shall not be excessive in amount and shall be for services which are reasonable and necessary for performance of the Corporation's purposes. The Board of Trustees may authorize reimbursement of trustees for all expenses incurred in connection with the performance of services for the Corporation, including but not limited to attendance at annual, regular, or special meetings of the Corporation.

Section 4.2 Compensation of Officers. Salaries or other compensation of the officers may be fixed from time to time by the Board of Trustees, provided that such salaries and compensation shall not be excessive in amount and shall be for services which are reasonable and necessary for performance of the Corporation's purposes.

ARTICLE V

LIABILITY AND INDEMNIFICATION

Section 5.1 Liability. In the absence of fraud or bad faith, the trustees of the Corporation shall not be personally liable for its debts, obligations, or liabilities.

Section 5.2 Indemnification. The Corporation shall indemnify any trustee or officer, or former trustee or officer, against expenses incurred in connection with the defense of any action, suit, or proceeding in which he/she is made a party by reason of being, or having been, such trustee or officer, to the maximum extent permitted by law. Such indemnification shall not be deemed exclusive of any other rights to which such trustee or officer may be entitled, under these Bylaws, any agreement, vote of the Board of Trustees, or otherwise.

Section 5.3 Prohibition Against Self-Dealing. Anything contained in this Article to the contrary notwithstanding, the Corporation shall in no event indemnify any person otherwise entitled to such indemnification if such indemnification would constitute "self-dealing" as defined in Section 4941 of the Internal Revenue Code of 1986, as amended.

ARTICLE VI

GENERAL PROVISIONS

Section 6.1 Grants. The Board of Trustees may prospectively or retroactively authorize any officer or officers, agent or agents, in the name, and on behalf of the Corporation, and in the administration of an approved program, to make any grants or contributions or provide financial assistance to any qualified individuals or organizations.

Section 6.2 Execution of Contracts. The Board of Trustees, except as otherwise provided in these Bylaws, may prospectively or retroactively authorize any officer or officers,

agent or agents, in the name, and on behalf of the Corporation, to enter into any contract, or execute and deliver any instrument as may be necessary to carry out the purposes of the Corporation. Any such authority may be general or confined to specific instances.

Section 6.3 Loans. The Board of Trustees may authorize the president or any other officer or agent of the Corporation to: (i) obtain loans and advances at any time for the Corporation from any bank, trust company, firm, corporation, individual, or other institution; (ii) make, execute, and deliver promissory notes, bonds, or other certificates or evidences of indebtedness of the Corporation; and (iii) pledge and hypothecate, or transfer any securities or other property of the Corporation as security for any such loans or advances. Such authority conferred by the Board of Trustees may be general or confined to specific instances. No loans shall be made by the Corporation to any trustee or officer thereof.

Section 6.4 Gifts. The Board of Trustees may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the purposes of the Corporation.

Section 6.5 Investments. The Corporation shall have the right to invest and reinvest any funds held by it according to the judgment of the Board of Trustees. The Board of Trustees is restricted to the prudent investments which a trustee is or may hereafter be permitted by law to make.

Section 6.6 Voting of Securities Held by the Corporation. Stocks and other securities owned by the Corporation shall be voted, in person or by proxy, as the Board of Trustees may specify. In the absence of any direction by the Board of Trustees, such stocks and securities shall be voted as the president may determine.

Section 6.7 Books and Records. There shall be kept at the principal office of the Corporation correct books of accounts of all the business and transactions of the Corporation.


Section 6.8 Depositories. The funds of the Corporation not otherwise employed shall from time to time be deposited to the order of the Corporation in such banks, trust companies, or other depositories as the Board of Trustees may select, or as may be selected by any one (1) or more officers or agents of the Corporation to whom such power may from time to time be delegated by the Board of Trustees.

Section 6.9 Signatories. All checks, drafts, and other orders for payment of money out of the funds of the Corporation, and all notes and other evidences of indebtedness of the Corporation shall be signed on behalf of the Corporation in such manner as shall from time to time be determined by the Board of Trustees. In the absence of such determination by the Board of Trustees, such instruments shall be signed by the treasurer and countersigned by the president of the Corporation.

Section 6.10 Annual Audit. The Board of Trustees may require an annual audit be made of the books and accounting records of the Corporation.

Section 6.11 Fiscal Year. The fiscal year of the Corporation shall be determined by resolution of the Board of Trustees.

Section 6.12 Corporate Seal. The Corporation shall have a corporate seal with its name, year of incorporation, and the words "Corporate Seal, District of Columbia" inscribed thereon. The seal shall be in the custody of the secretary and used by him/her, or any other officer so authorized by the Board of Trustees, by causing it, or a facsimile thereof, to be impressed, affixed, or reproduced otherwise on any instrument or document as may be



required by law, these Bylaws, the Board of Trustees, or president. The presence or absence of the seal on any instrument, or its addition thereto, shall not affect the character, validity, or legal effect of the instrument in any respect.

ARTICLE VII

AMENDMENTS

These Bylaws, or any one (1) or more of the provisions thereof, may be altered, amended, or repealed and new Bylaws adopted by a two-thirds (2/3) vote of the trustees present at a meeting of the Board of Trustees expressly called for that purpose. Notice of the intent to alter, amend, or repeal and adopt new Bylaws shall be given in accordance with Article II, Section 2.13 hereof.

ARTICLE VIII

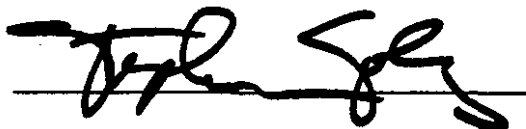
EFFECT OF PROVISIONS OF LAW AND ARTICLES OF INCORPORATION

Each of the provisions of these Bylaws shall be subject to and controlled by specific provisions of the District of Columbia Nonprofit Corporation Act or the Articles of Incorporation which relate to their subject matter, and shall also be subject to any exceptions or more specific provisions dealing with the subject matter appearing in these Bylaws, as amended from time to time.

SECRETARY'S CERTIFICATE

I, Stephen Solon Secretary of The International Crisis Group, formed and existing under the laws of the District of Columbia, do hereby certify that the foregoing is a true and complete copy of the Bylaws of this nonprofit corporation as submitted and read to, and adopted by, the Board of Trustees on June 2, 1995.

IN WITNESS WHEREOF, I have hereunder subscribed my name and affixed the Seal of the Corporation on this 2 day of June, 1995.



[Corporate Seal]

wa01\199979.2



APOSTILLE

(Convention de La Haye du 5 octobre 1961)

1. *District of Columbia*
United States of America
2. This public document has been signed by PATRICIA E. GRAYS
3. acting in the capacity of ACTING SUPERINTENDENT OF CORPORATIONS
CORPORATIONS DIVISION, RECORDS BRANCH
4. bears the seal/stamp of D. C. DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS

CERTIFIED

5. at Washington, D. C.
6. the 19th day of JULY 1995
7. by Secretary of the District of Columbia
8. No. 24899
9. Seal/Stamp



10. Signature

Marianne Coleman Niles
Marianne Coleman Niles

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
BUSINESS REGULATION ADMINISTRATION

950690



C E R T I F I C A T E

THIS IS TO CERTIFY that all applicable provisions of the DISTRICT
OF COLUMBIA NONPROFIT CORPORATION ACT have been complied with and
accordingly, this **CERTIFICATE of INCORPORATION** is hereby issued to
THE INTERNATIONAL CRISIS GROUP

as of **FEBRUARY 28TH , 1995 .**

Hampton Cross
Director

Katherine A. Williams
Acting Administrator
Business Regulation Administration

Acting

Patricia E. Grays
Superintendent of Corporations
Corporations Division

Marion Barry, Jr.
Mayor

ARTICLES OF INCORPORATION
OF
THE INTERNATIONAL CRISIS GROUP

TO: The Department of Consumer and Regulatory Affairs
Washington, D.C.

We, the undersigned natural persons of the age of twenty-one years or more, acting as incorporators for the purpose of creating a nonprofit corporation under the District of Columbia Nonprofit Corporation Act, D.C. Code, Title 29, Chapter 5, adopt the following Articles of Incorporation for such corporation:

- FIRST:** The name of the corporation (hereinafter the "Corporation") is The International Crisis Group.
- SECOND:** The period of duration of the Corporation shall be perpetual.
- THIRD:** The Corporation is organized and shall be operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (the "Code").

In furtherance of these purposes, the Corporation will seek to heighten governments' sense of obligation to undertake effective means to prevent, mitigate and resolve large-scale humanitarian emergencies; advocate strategies and measures for early action by governments and inter-governmental organizations; strengthen the world's capability to anticipate and prevent man-made disasters; mobilize official and public support for concerted international, national and private response efforts; and help increase public confidence in the international crisis response system.

The Corporation may engage in any and all other charitable activities permitted to an organization exempt from federal income tax under Section 501(c)(3) of the Code or corresponding future provisions of the federal tax law. To these ends, the Corporation may do and engage in any and all lawful activities that may be incidental or reasonably necessary to any of these purposes, and it shall have and may exercise all other powers and authority now or hereafter conferred upon nonprofit corporations in the District of Columbia.

FILED
FEB 28 1995

BY: 

No part of the income or principal of the Corporation shall inure to the benefit of any director or officer of this Corporation or any other private individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services actually rendered to it, and to make reasonable payments and distributions in furtherance of the aforementioned purposes of the Corporation. The Corporation shall not engage in any activity which is prohibited to a corporation exempt from federal income tax under Section 501(c)(3) of the Code or any corresponding future provision of the federal tax law. In accordance with the existing federal tax law, the Corporation shall not participate or intervene in any political campaign on behalf of any candidate for public office by publishing or distributing statements, or in any other way. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation.

FOURTH: The Corporation shall not have members.

FIFTH: A statement as to the manner in which directors shall be elected or appointed shall be set forth in the bylaws of the Corporation. Sole voting power in the Corporation shall be vested in the Board of Directors.

SIXTH: Provisions for the regulation of the internal affairs of the Corporation, including provisions for distribution of assets on dissolution or the termination of the Corporation are as follows:

Although the period of duration of the Corporation is perpetual, if for any reason the Corporation is to be dissolved or otherwise terminated, no part of the property of the Corporation or any of the proceeds shall be distributed to or inure to the benefit of any of the directors of the Corporation. Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code, or the corresponding section of any future federal tax code. Any such assets not so distributed shall be disposed of by a Court of Competent Jurisdiction of the district or county in which the principal office of the Corporation is then located, exclusively for such exempt purposes within the meaning of Section 501(c)(3) of the Code or the corresponding section of any future federal tax code, or to such organization or organizations as said Court shall determine, which are organized and operated exclusively for such exempt purposes.

SEVENTH: The address, including street and number of its initial registered office is 1800 M Street, N.W., Suite 700 North, Washington, D.C. 20036, and the name of its initial registered agent at such address is Celia Roady.

EIGHTH: The number of directors constituting the initial Board of Directors is three, and the names and addresses of the persons who are to serve as initial directors until the first annual meeting or until their successors are elected and qualified are:

Morton I. Abramowitz
Carnegie Endowment for International Peace
2400 N Street, N.W.
Washington, D.C. 20037

Matthew McHugh
World Bank
1818 H Street, N.W.
Washington, D.C. 20006

Stephen Solarz
1120 Bellview Road
McLean, Virginia 22102


NINTH: The name and address of each incorporator is:

Morton I. Abramowitz
Carnegie Endowment for International Peace
2400 N Street, N.W.
Washington, D.C. 20037

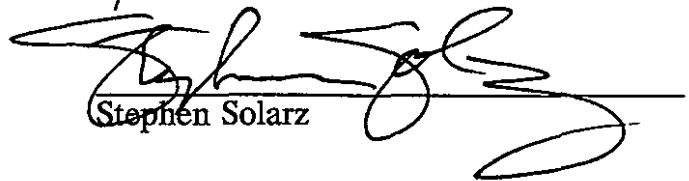
Paul Balaran
Carnegie Endowment for International Peace
2400 N Street, N.W.
Washington, D.C. 20037

Stephen Solarz
1120 Bellview Road
McLean, Virginia 22102

IN WITNESS WHEREOF we have hereunto set our hands and seals, this 27th day
of February, 1995.

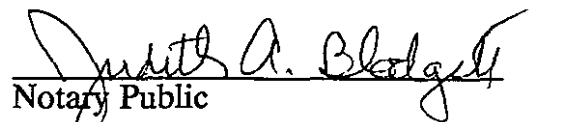

Morton I. Abramowitz


Paul Balaran


Stephen Solarz

District of Columbia, ss:

I Judith A. Blodgett Notary Public, hereby certify that on the 27th day of
February, 1995, Morton I. Abramowitz, Paul Balaran and Stephen Solarz
appeared before me and signed the foregoing document as incorporators, and have averred
that the statements therein contained are true.


Notary Public
JUDITH A. BLODGETT
NOTARY PUBLIC, DISTRICT OF COLUMBIA
MY COMMISSION EXPIRES JULY 14, 1995

My Commission Expires: _____

DISTRICT OF COLUMBIA

DEPARTMENT OF CONSUMER
AND LABORATORY AFFAIRS

I hereby certify that this is a true
and correct copy of the document
filed in this office, the Corporations
Division of the Business Regulation
Administration, and that this docu-
ment was entered to record in
File # 750690

Date of Certification 11/15/75

Superintendent of Corporations

By [Signature]

(2) This box need NOT be completed by companies from EC member states, OR where the constitutional documents of the company already show this information.

Address of principal place of
business in home country

Objects of company

Issued share capital

_____ Currency _____

Company Secretary(ies)

(See note 10)

Name

*Style/Title MR

Forenames MORTON I

Surname ABRAMOWITZ

*Honours etc. _____

Previous Forenames _____

Previous surname _____

800 25TH STREET NW

WASHINGTON DC 20037

Post town _____

County/Region _____

Postcode _____

Country

USA

* Voluntary details

Address

Usual residential address must be
given. In the case of a corporation,
give the registered or principal
office address.

Company Secretary(ies)

(See note 10)

Name

*Style/Title _____

Forenames _____

Surname _____

*Honours etc. _____

Previous Forenames _____

Previous surname _____

Post town _____

County/Region _____

Postcode _____

Country

Address

Usual residential address must be
given. In the case of a corporation,
give the registered or principal
office address.

(You may photocopy this page
if required)

Directors

(See note 10)

Name

* Voluntary details

Address

Usual residential address must be given. In the case of a corporation, give the registered or principal office address.

SCOPE OF AUTHORITY

Give brief particulars of the extent of the powers exercised. (e.g. whether they are limited to powers expressly conferred by the instrument of appointment; or whether they are subject to express limitations.) Where the powers are exercised jointly give the name(s) of the person(s) concerned. You may cross refer to the details of person(s) disclosed elsewhere on the form.

Mark box(es) as applicable

(You may photocopy this page as required)

*Style/Title	MR
Forenames	MORTON I
Surname	ABRAMOWITZ
*Honours etc.	
Previous Forenames	
Previous surname	
800 25TH STREET NW	
WASHINGTON DC 20037	
Post town	
County/Region	
Postcode	
Country	USA
Date of Birth	2 0 0 1 3 3
Nationality	US CITIZEN
Business Occupation	FOUNDATION EXECUTIVE
Other Directorships	NATIONAL DEMOCRATIC INSTITUTE, AMERICAN UNIVERSITY OF BULGARIA INTERNATIONAL RESCUE COMMITTEE

The extent of the authority to represent the company is :- (give details)

THE DIRECTORS ARE AUTHORISED TO REPRESENT THE CORPORATION IN ALL MATTERS.

These powers :-

☐ May be exercised alone

OR

☒ Must be exercised with :-

(Give name(s) of co-authorised person(s))

STEPHEN SOLARZ

MATTHEW McHUGH

Directors

(See note 10)

Name

* Voluntary details

Address

Usual residential address must be given. In the case of a corporation, give the registered or principal office address.

SCOPE OF AUTHORITY

Give brief particulars of the extent of the powers exercised. (e.g. whether they are limited to powers expressly conferred by the instrument of appointment; or whether they are subject to express limitations.)
Where the powers are exercised jointly give the name(s) of the person(s) concerned. You may cross refer to the details of person(s) disclosed elsewhere on the form.

Mark box(es) as applicable

(You may photocopy this page as required)

*Style/Title MR
Forenames MATTHEW F
Surname McHUGH
*Honours etc. _____
Previous Forenames _____
Previous surname FALLS CHURCH

Post town _____
County/Region VIRGINIA
Postcode _____ Country USA
Date of Birth

0	6	1	2	3	8
---	---	---	---	---	---

 Nationality US CITIZEN
Business Occupation COUNSELLOR TO PRESIDENT, THE WORLD BANK
Other Directorships NATIONAL ENDOWMENT FOR DEMOCRACY CENTRAL
AND EASTERN EUROPEAN LAW INITIATIVE BOARD
MOUNT ST MARY'S COLLEGE (MARYLAND)

The extent of the authority to represent the company is :- (give details)

THE DIRECTORS ARE AUTHORISED TO REPRESENT THE CORPORATION
IN ALL MATTERS

These powers :-

☐ May be exercised alone

OR
☒ Must be exercised with :-

(Give name(s) of co-authorised person(s))

STEPHEN SOLARZ

MORTON ABRAMOWITZ

Directors

(See note 10)

Name

* Voluntary details

Address

Usual residential address must be given. In the case of a corporation; give the registered or principal office address.

SCOPE OF AUTHORITY

Give brief particulars of the extent of the powers exercised. (e.g. whether they are limited to powers expressly conferred by the instrument of appointment; or whether they are subject to express limitations.) Where the powers are exercised jointly give the name(s) of the person(s) concerned. You may cross refer to the details of person(s) disclosed elsewhere on the form.

Mark box(es) as applicable

(You may photocopy this page as required)

*Style/Title	MR		
Forenames	STEPHEN J		
Surname	SOLARZ		
*Honours etc.			
Previous Forenames			
Previous surname			
1120 BELLEVIEW ROAD			
Post town	MACLEAN		
County/Region	VA22102		
Postcode		Country	USA
Date of Birth	1 2 0 9 4 0	Nationality	US CITIZEN
Business Occupation	INTERNATIONAL BUSINESS CONSULTANT		
Other Directorships	IRI, ASTRUM, FIRST PHILIPPINE FUND		
	GLYNN TECHNOLOGY CORPORTION		
The extent of the authority to represent the company is :- (give details)			
THE DIRECTORS ARE AUTHORISED TO REPRESENT THE CORPORTION			
IN ALL MATTERS			
These powers :-			
#	<input type="checkbox"/>	May be exercised alone	
	OR		
#	<input checked="" type="checkbox"/>	Must be exercised with :-	
	(Give name(s) of co-authorised person(s))		
	MORTON I ABRAMOWITZ		
	MATTHEW McHUGH		

Constitution of company

(See notes 6 to 9)

#Mark box(es)
as applicable

(See note 9)

- # ☒ A certified copy of the instrument constituting or defining the constitution of the company
AND
☐ * A certified translation
*is/~~are~~ delivered for registration

* Delete as applicable

AND/OR

A certified copy of the constitutional documents and latest accounts of the company, together with a certified translation of them if they are not in the English language, must accompany this form.

- # ☐ A copy of the latest accounts of the company
AND
☐ A certified translation
*is/are delivered for registration

THE US CORPORATION WAS FORMED ON 28TH FEBRUARY 1995 AND THE FIRST SET OF ACCOUNTS WILL NOT BE PUBLISHED UNTIL NOVEMBER 1995. HENCE NO SET OF ACCOUNTS IS SUBMITTED WITH THIS APPLICATION.

AND/OR

The company may rely on constitutional and accounting documents previously filed in respect of another branch registered in the United Kingdom.

- # The
☐ Constitutional documents (*and certified translations)
AND/OR
☐ The latest accounts (*and certified translations)
of the company were previously delivered on the registration of the branch of the company at :-
Cardiff ☐ Edinburgh ☐ Belfast ☐
Registration no.

AND/OR

The company may also rely on particulars about the company previously filed in respect of another branch in that part of Great Britain, provided that any alterations have been notified to the Registrar.

- ☐ the particulars about the company were previously delivered in respect of a branch of the company registered at THIS registry.

Registration no.

AND/OR

The company may also rely on constitutional documents and particulars about the company officers previously filed in respect of a former Place of Business of that company, provided that any alterations have been notified to the Registrar.

- The
☐ Constitutional documents (*and certified translation)
AND/OR
☐ Particulars of the current directors and secretary(s)
were previously delivered in respect of a place of business of the company registered at THIS registry.

Registration no.

NOTE :- In all cases, the registration number of the branch or place of business relied upon must be given.

PART B - BRANCH DETAILS

Persons authorised to represent the company or accept service of process.

Give details of all persons who are authorised to represent the company as permanent representatives of the company in respect of the business of the branch. Give details also of all persons resident in Great Britain, who are authorised to accept service or process on the company's behalf.

* Delete as appropriate

SCOPE OF AUTHORITY

(This part does not apply to a person only authorised to accept service on behalf of the company)

Give brief particulars of the extent of the powers exercised. (e.g. whether they are limited to powers expressly conferred by the instrument of appointment; or whether they are subject to express limitations.) Where the powers are exercised, jointly give the name(s) of the person(s) concerned. You may cross refer to the details of person(s) disclosed elsewhere on the form.

Mark box(es) as appropriate

*Style/Title MR
 Forenames NICHOLAS
 Surname HINTON
 Address 22 WESTMORELAND PLACE
PIMLICO
 Post town LONDON
 County/Region _____ Postcode SW1V 4AE

Is # ☒ Authorised to accept service of process on the company's behalf

*AND/OR

Is # ☒ Authorised to represent the company in relation to that business

The extent of the authority to represent the company is :- (give details)

SEE ATTACHED SHEET

These powers :-

☒ May be exercised alone

OR

☐ Must be exercised with :-

(Give name(s) of co-authorised person(s))

Part A Question 2.

1. Objects of Company

The corporation is organised and shall be operated exclusively for charitable and educational purposes within the meaning of S.501 (C)(3) of the Internal Revenue code of 1986 (the "code").

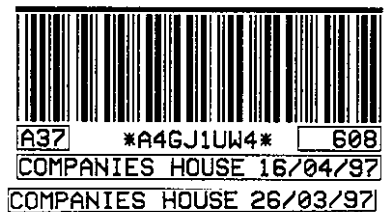
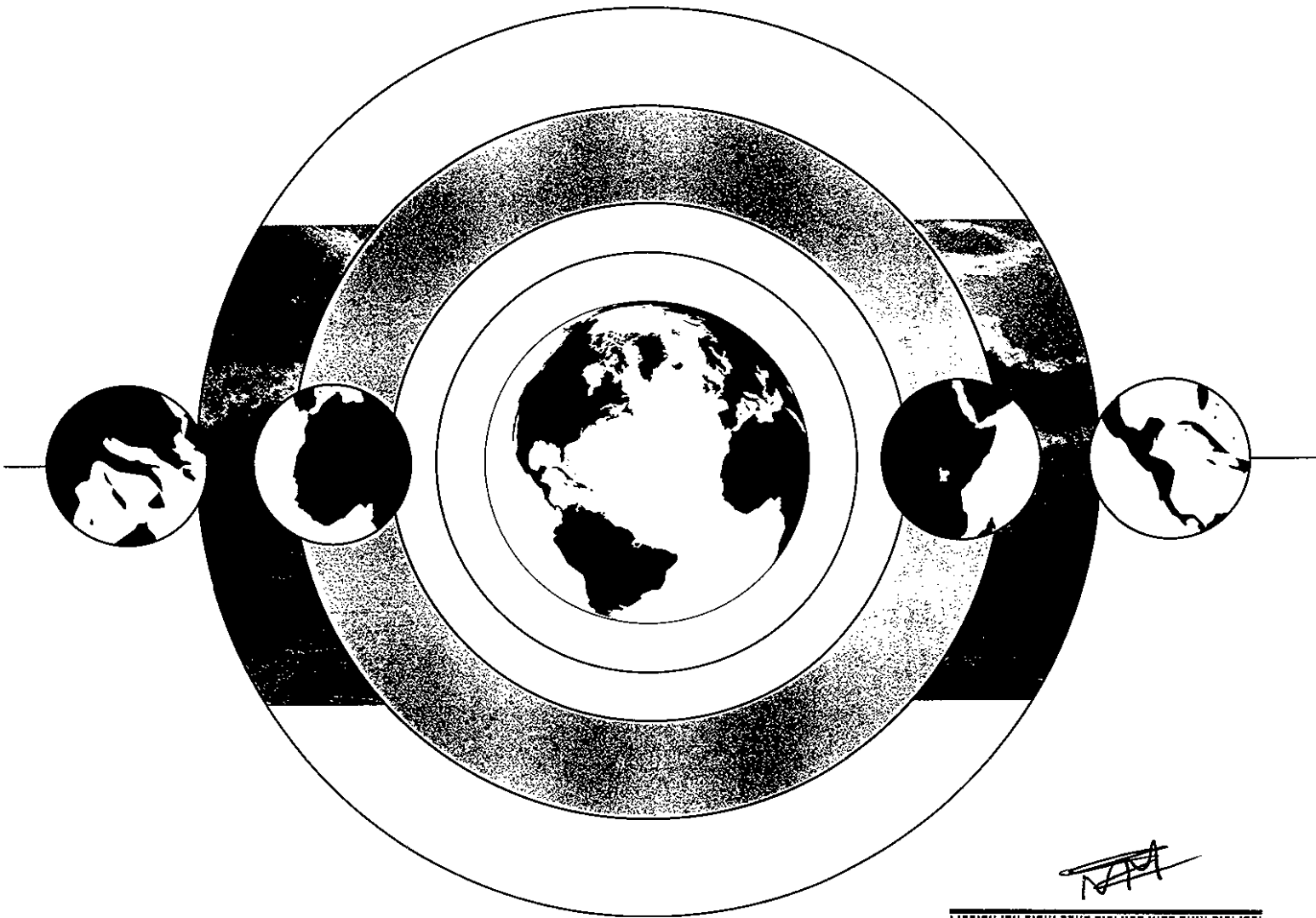
In furtherance of these purposes, the corporation will seek to heighten "governments' sense of obligation to undertake effective means to prevent, mitigate and resolve large scale humanitarian emergencies; advocate strategies and measures for early action by Governments and inter-governmental organisations; strengthen the world's capability to anticipate and prevent man-made disasters; mobilise official and public support for concerted international, national and private response efforts; and help increase public confidence in the international crisis response system.

Part B

2. Scope of authority of Nicholas Hinton to represent the company

Mr Hinton is authorised to;

- (a) Enter into a contract for the releasing of space for offices of the company in London for a period not to exceed six months and at rental not to exceed £2,000 per month.
- (b) To purchase or lease furniture, furnishings and equipment for the London office, including a telephone system, computers, fax machine, photocopier, and further necessary office equipment; and
- (c) To enter into agreements and to open and operate accounts on behalf of the company with suppliers of such services and equipment.
- (d) To select a London depository for the funds of the Corporation.
- (e) To open a checking account and such other accounts as needed from time to time with the said depository.
- (f) To execute such form resolutions prescribed by said depository for the opening of such accounts.
- (g) To enter into various employment contracts for members of the company's staff.
- (h) To engage such legal and accounting services on behalf of the Corporation as he may deem necessary.



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315
000744

ICG 1995 - 1996 Review
International Crisis Group Annual Review and Financial Statements

ICG Board Members

George J Mitchell, Chair
Former U.S. Senate Majority Leader

Nicholas Hinton
President of the International Crisis Group

Stephen Solarz, Vice Chair
Former U.S. Congressman

Han Sung-Joo, Vice Chair
*Former Minister of Foreign Affairs
of the Republic of Korea*

Graça Machel, Vice Chair
*Former Minister of Education
of Mozambique*

Morton I Abramowitz
*President, Carnegie Endowment
for International Peace*

Abdlatif Y Al-Hamad
*Director-General, Arab Fund for
Economic and Social Development*

Oscar Arias Sanchez
*Former President of Costa Rica;
Nobel Peace Prize, 1987*

Gianfranco Dell'Alba
Member of the European Parliament

Maria Livanos Cattau
*Secretary-General,
International Chamber of Commerce*

HRH El-Hassan bin Talal
Crown Prince of Jordan

Mark Eyskens
Former Prime Minister of Belgium

Issam M Fares
Chairman, Wedge International

Malcolm Fraser
Former Prime Minister of Australia

Marianne Heiberg
*Special Advisor to Director-General
of UNESCO*

Attiya Inayatullah
Former Chair, UNESCO

James C Ingram
*Former Executive Director,
UN World Food Programme*

Max Jakobson
Former Ambassador of Finland to the UN

Margaret Jay
Member, House of Lords, UK

Kim Kyung Won
*Former Ambassador of the Republic
of Korea to the UN and US*

Chen-fu Koo
Chairman, Taiwan Cement Corporation

Pieter H Kooijmans
*Former Minister of Foreign Affairs
of the Netherlands*

Bernard Kouchner
Member of the European Parliament

Joanne Leedom-Ackerman
Journalist and Novelist

Allan J MacEachen
*Senator and Former Deputy
Prime Minister of Canada*

Nobuo Matsunaga
*President, Japan Institute
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Barbara McDougall
*Former Secretary of State
for External Affairs, Canada*

Matthew McHugh
*Senior Counsellor to the President,
World Bank*

Olusegun Obasanjo
*Former Grand Commander
of the Federal Republic of Nigeria*

Olara Otunnu
Former Foreign Minister of Uganda

Michel Rocard
Former Prime Minister of France

Christian Schwarz-Schilling
*Member, Bundestag of
the Federal Republic of Germany*

William Shawcross
Journalist and Author

Michael Sohlman
*Executive Director of
the Nobel Foundation*

George Soros
President, Soros Fund Management

Pär Stenbäck
*Secretary-General of the Nordic Council
of Ministers*

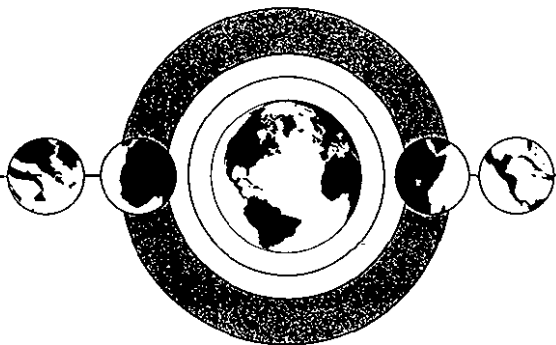
Thorvald Stoltenberg
*Former Former Minister of
Foreign Affairs of Norway*

Leo Tindemans
Former Prime Minister of Belgium

Ed Turner
*Executive Vice President,
Turner Broadcasting, Inc*

Shirley Williams
*Former British Secretary of State
for Education and Science*

Muhammad Yunus
*Founder, Managing Director,
Grameen Bank, Bangladesh*



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From the Chair

The International Crisis Group

is a brave new venture. Time and again the international community has failed to prevent humanitarian disasters and has had to pay a high price both in monetary terms and more importantly in terms of human lives.

The experience of ICG's first year of operation has shown that there is a viable alternative. There are fresh approaches that we, the world community, can take to head off crises. Government, business, non-governmental organisations and others can come together to avert disaster if only opportunities are provided to air mutual interests and coordinate effective action. ICG has shown that it can provide just such opportunities.

In Sierra Leone, ICG was able to focus the attention of governments and the media on that country's plight; to influence international policy decisions; reinforce the role of the UN; and encourage the involvement of the business community. In Bosnia, ICG has played both a monitoring role and made a tangible contribution to realising the goals of the Dayton Peace Accords, as well as providing an information resource for other non-governmental organisations (NGOs), the media and the international community. In Burundi, ICG has again acted as a facilitator, bringing together the various representatives of the African countries concerned, the United Nations and representatives of western governments. In the year ahead ICG will maintain its commitment to Bosnia, Sierra Leone, Nigeria and Burundi and undertake major new strategic assessments in the Balkans and the Great Lakes region of central Africa.

We are most grateful to all those who have given financial support to ICG, as an act of faith, through the early stages of its development. We are particularly grateful to the governments of Australia, Canada, Finland, Ireland, Japan, The Netherlands, New Zealand, Norway, the Republic of China, the States of Jersey, Sweden and the United States and to the foundations and individuals who have supported us with donations. Without such assistance, ICG could not have made such a promising start.

Finally, may I thank all members of the Board. Much is expected and much has been achieved by their collective and individual efforts to bring influence to bear on governments and others in order to avert humanitarian crises.



*Senator George J. Mitchell
December 1996*



Senator Mitchell chairs the board of the International Crisis Group. He served formerly as Democratic Senator for the US State of Maine and Majority Leader of the United States Senate.



From the President

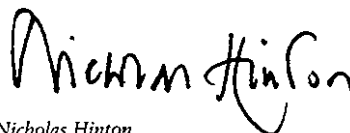
ICG can claim to be unique in the sense that it brings to the relatively new discipline of conflict prevention a particular blend of high quality field assessment and high-level international advocacy. However, ICG would by no means claim to be alone in the conflict prevention field; quite the reverse. Recent years have seen the emergence of a plethora of organisations of varying size and complexion, all declaring an interest in this area. In addition, many universities now offer courses in conflict prevention, and in both North America and Europe, significant resources are being devoted to documenting conflict prevention efforts. Perhaps not surprisingly, many initiatives in the field of conflict prevention have their origins in the non-government sector, thus continuing the traditional role of non-governmental bodies as pioneers of fresh approaches to solving some of the most vexed problems faced by human society.

There is a growing tendency today among more far-sighted politicians towards acknowledging the importance of conflict prevention as a means of avoiding the substantial and ever-increasing costs of post facto humanitarian and military intervention. ICG has been in the vanguard of organisations adding their voice to this encouraging trend. But much work remains to be done to translate the rhetoric of prevention into concrete action.

The task ahead for those of us advocating a fresh approach to

dealing with nascent conflicts will not be an easy one as long as governments continue to view last-minute interventions as convenient and politically expedient means of demonstrating that they have acted decisively in the face of a crisis. The sad reality is that often humanitarian aid can actually obstruct the search for political solutions to a crisis and impede moves towards preventive action. Perhaps nowhere has this been more evident in recent years than in the Great Lakes region of Central Africa.

In order to move forward there is a relatively simple step that governments, major foundations and indeed the larger operational NGOs could take. They could review their funding structures in the light of the changed realities of life in our post Cold War world, shifting resources from the substantial budgets currently allocated to the delivery of humanitarian aid and creating new budgets for preventive work. How long we will have to wait for this crucial change in the culture of donor organisations to take root will depend to a large extent on how much longer we are all of us prepared to tolerate the appalling levels of death and human misery arising from the sort of disasters that we have witnessed in recent years.



Nicholas Hinton
December 1996



Nicholas Hinton is the President and chief executive of the International Crisis Group. Until 1995 he served for ten years as Director General of the humanitarian relief agency Save the Children UK.

World in Crisis

"If all the conflicts, collapses, and atrocities of the last five years have taught us anything it is that it is cheaper, kinder and wiser to head off crises before they develop, than to wait until after the event and then pick up the pieces."

ICG chair, Senator George J Mitchell

Somalia
Rwanda
Bosnia
Sri Lanka
Afghanistan
Chechenya
Burma
Burundi
Nigeria
Zaire...

The past six or seven years have seen an explosion in the number of complex crises around the world. As each new crisis breaks, policy-makers in the west seem caught in the headlights, unsure of what to do or how and when to do it. The tragedies of the last few years tell a story of immeasurable human suffering and economic loss but they also demonstrate how poorly the world community responds to signs of crisis and instability and how reluctant decision-makers are to act decisively when preventive action is called for to stop crises escalating out of control.

The poor performance of the international community in preventing crises is understandable but it is not excusable. The Cold War, for all the terrible risks, costs and barriers it created, made for a more stable and predictable world order. International policy was developed according to fixed and clearly defined rules of engagement. Events around the world were viewed through the prism of East-West relations. Underlying ethnic tensions and disputes over resources were effectively kept in the deep-freeze during years when any minor conflict was treated as a potential trigger for east-west confrontation. On this basis it was relatively easy to explain why

the US, for example, should spend money and risk lives shoring up unstable countries in Africa, Asia or central America as long as failure to do so might have resulted in those countries falling under Soviet influence. But with the spectre of the Soviet 'threat' gone, and domestic opinion in most western countries turning ever more inward, it is much harder to make the case for international engagement. New rules, new rationales and a new resolve are all sorely needed.

The mass graves of Bosnia, Rwanda and Somalia bear grim testimony to the failure of the world community to adapt. Crises have developed unchecked. Millions have been killed, millions more thrown out of their homes. Billions of dollars have been spent providing humanitarian relief to the victims – five billion on emergency aid in one year alone. Billions more have gone on peacekeeping and the longer term task of reconstructing shattered infrastructure, buildings, roads and amenities. The wider economic fall-out can be felt even further afield as regional economies falter and businesses lose their investments, shedding jobs and pushing up prices.



Spanish soldiers of IFOR stand guard in front of war-damaged buildings at the demarcation line in the war-ridden Bosnia city of Mostar, 14 January 1996.



Approach

It was against this backdrop that the International Crisis Group came into being. Established on 1 July 1995, ICG's mission is to help policy-makers at all levels of the international community to identify the root causes of actual and potential crises and to devise and implement strategies to prevent them developing into fully-fledged humanitarian disasters. ICG's front-line in this effort is its 41-strong board, whose members include former prime ministers, presidents and foreign ministers, parliamentarians, diplomats, journalists, business people and officials from the World Bank and UN agencies. The board is led by former Majority Leader of the US Senate, George Mitchell. Michel Rocard, former prime minister of France, Malcolm Fraser, former prime minister of Australia, George Soros, the American financier and Ed Turner of CNN are among the board members.

ICG's greatest strength lies in its special ability to combine strong and independent analysis of the causes of crises with high-level international advocacy aimed at building support for preventive solutions. The board draws on advice from ICG staff based both in-country and at the organisation's London office and seeks to generate wide international support for effective preventive policy measures.

Typically, ICG's approach can be broken down into three elements:

- Analysis of potential and breaking crises and of preventive policy options
- Advocacy of preventive action at international, regional and local levels.
- Assistance for local initiatives

Analysis

Approach

ICG's analyses of crises form the policy base on which the organisation's other activities stand or fall.

Great effort and expertise go into producing analyses that are clear, practical and comprehensive. Information is gathered and processed by experienced professionals usually based in the field for an extended period. They consult with a variety of groups, organisations and individuals, including political leaders, public servants, the military, opposition groups and journalists. The views of ethnic and religious groups, community and women's groups, non-governmental organisations and the business sector are also sought.

A hallmark of ICG's analyses is their breadth. Rather than focus on one particular aspect of a given crisis, for example human rights abuses, environmental degradation or political corruption, ICG produces a comprehensive overview of the often complex web of factors fuelling the crisis. Political, social, economic, military, ethnic and ecological perspectives are incorporated into a wide screen allowing governments, business and others an accurate view of what is happening and what can be done about it.

Outcomes

ICG produced the following analytical reports during 1996:

- Sierra Leone: Field Report (*February*)
- Nigeria: Options (*February*)
- Eastern Slavonia (*March*)
- Policing Bosnia (*March*)
- Bosnia: Security, Repatriation, Elections and Reconstruction (*April*)
- Burundi Policy Report (*April*)
- Bosnia: Post-IFOR (*April*)
- Bosnia: Policy Framework (*April*)
- Bosnia: Conditions for Elections (*May*)
- Bosnia: Political Crisis in Republika Srpska (*May*)
- Bosnia: Elections in Mostar (*May*)
- Bosnia: A Six Month Review of Dayton (*June*)
- Burundi: Briefing Pack (*July*)
- Bosnia: Inside Radovan's Republika (*July*)
- Global Human Rights in Crisis (*July*)
- Bosnia: Lessons from Mostar (*July*)
- Nigeria: Survey of International Opinion (*August*)

- Bosnia: Electioneering (*August*)
- Why the Bosnian Elections Must Be Postponed (*August*)
- Bosnia: Brcko (*August*)
- Bosnia: Election Report (*September*)
- Burundi in Crisis (*October*)
- Nigeria: Action Plan (*November*)
- Getting the Dayton Peace Process Back on Track (*November*)

The following reports were in preparation at the time of writing and are due for release in late 1996/early 1997:

- Sierra Leone: An Economic Analysis
- Sierra Leone: Labour Market, Employment and Training
- Bosnia: War Crimes

ICG CrisisWeb

To obtain copies of ICG's latest analyses, visit the ICG Website, CrisisWeb, at:

<http://www.intl-crisis-group.org>

"ICG is reputed for the rigour of its political analyses."

Le Monde, 17 August, 1996

Advocacy

Approach

For ICG, analyses are a means to an end. They provide the ICG board and the wider international community with accurate, up-to-date information on which to base decisions. They also set out practical action plans designed to stem crises at source. But no analysis of this type, however trenchant, will be worth the effort unless its findings can be brought to the notice of those in positions of power. Nor, even when this is achieved, is there any guarantee that the strategies and actions proposed by ICG will be put into effect to prevent a crisis escalating.

Much of ICG's work is therefore directed at persuading, pressuring and influencing governments, international organisations and other bodies to act upon ICG's proposals for preventive action. ICG board members play a key part in this process, approaching senior officials in national governments, the UN, the EU, the World Bank, the business sector and other relevant organisations and seeking their support for ICG's policy prescriptions. This strategy is reinforced on occasion by the media. Journalists play an important role in convincing decision-takers of the need for action by raising public awareness, pushing for effective policy responses and creating a momentum in favour of action.



photo: Associated Press

President Clinton and George Mitchell talk with the media outside the president's hotel in Chataqua, NY, 4 October, 1996.

Outcomes

ICG achieved the following outcomes as a result of its advocacy efforts during 1996:

- Funding towards the 1996 national elections in Sierra Leone
- Funding for humanitarian aid programs in Sierra Leone
- Support for peace negotiations between the Sierra Leone government and rebel forces
- International media coverage of the crises in Sierra Leone and Burundi
- Funding for the Commission on Displaced Persons and Refugees in Bosnia
- An agreed response to a number of unresolved issues relating to the northern Bosnian town of Brcko
- Comprehensive, critical and investigative media coverage of international policy in Bosnia
- A decision to delay municipal elections in Bosnia pending an improvement in conditions
- International recognition of the shortcomings in the process and outcomes of the Bosnian general election (September 1996)
- Agreement of key western countries to play a greater role in efforts to head off genocide in Burundi
- Renewed interest on the part of western and central African governments in the proposal to send a multinational peacekeeping force to Burundi to prevent a genocide occurring there.

“ICG recognises that all the insight, analysis and policy prescriptions in the world will not stop crises developing unless they are accompanied by firm, resolute and effective action.”

Assistance

Approach

In addition to approaching decision-makers on issues of international strategy and policy, ICG has won significant support from governments and international institutions for a range of locally-based initiatives. Vital for the role they play in binding societies together at the grass-roots, these initiatives, which include media projects, youth, community, and human rights groups, women's organisations and writers fora, help to create a culture of community accountability, raising awareness about citizens' rights and fostering the kind of conditions in which lasting stability can take root.

The form of support ICG can offer such initiatives varies. ICG has on occasion directly supplied advice, expertise and even basic office and operating equipment to local groups in urgent need of such forms of assistance. When more substantial financial input is required ICG can play an important facilitating role by bringing the resource needs of local groups to the attention of international organisations and fund-holders.

"While governments and international bodies need to devise strategies to stave off crises in the short-term, it is only through the engagement of individuals and groups within threatened civil societies that stability can be nurtured in the longer-term and future crises made less likely."

Outcomes

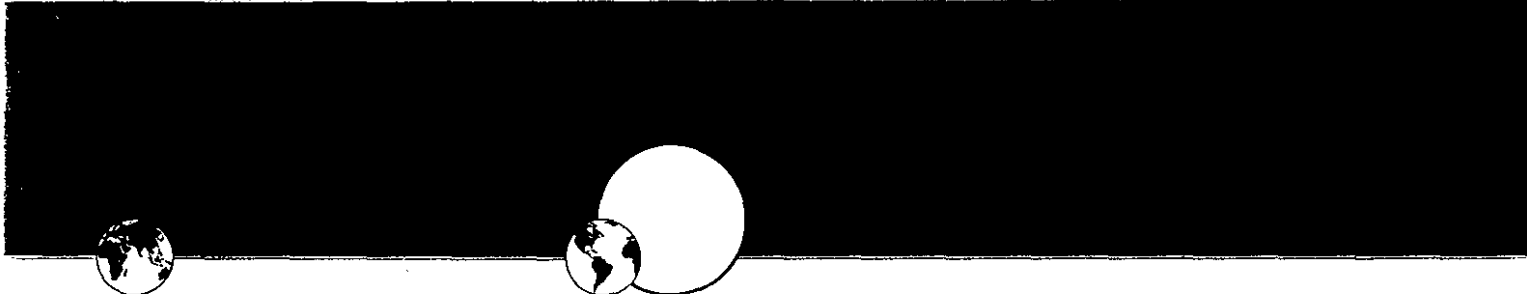
During 1996 ICG attracted the following assistance to local initiatives:

- Funding for local media projects in Republika Srpska (Bosnia)
- Funding for repatriation projects in Sarajevo
- Equipment and resources for local inter-ethnic community development projects in Bosnia
- Sustained funding, expertise and administrative support for the Campaign for Good Governance in Sierra Leone, a local NGO, created by ICG, that provides support to state institutions and key groups within civil society
- Funding and technical expertise for a series of training workshops on democracy and governance for new parliamentarians, members of the Cabinet, judges, civil servants and journalists in Sierra Leone
- Fundraising support for WOMEN, the leading women's rights organisation in Sierra Leone
- Fundraising support for a cultural centre in Sierra Leone
- Support, funding and technical expertise for a civic education campaign on democracy and citizens' rights to be conducted on national radio and through local workshops in Sierra Leone
- Funding and expertise to facilitate the establishment of a mobile legal advice centre in Sierra Leone



Zainab Bangura, co-ordinator of the Campaign for Good Governance, addresses a workshop for newly-elected parliamentarians in Sierra Leone, arranged and facilitated by ICG, April 1996.

Joanne Leedom-Ackerman, ICG board-member.



Funding

ICG is grateful to those governments, individuals, foundations and companies that have provided funds for ICG in its first year. Fundraising for all non-governmental organisations is hard going, particularly for those that are breaking new ground.

Consolidating and expanding ICG's financial base remains a priority for ICG. The organisation has begun to demonstrate that it can make a difference; that it can add considerable value to organisations, such as the United Nations, involved in preventing humanitarian disasters. A shortage of funds means that ICG inevitably has to let pass important opportunities to make an early and positive impact on the course of events in many crisis-prone countries around the world. In the coming year, ICG will be extending its appeal for funding in a bid to ensure that the benefits it seeks to bring, both to countries that are in or facing crisis and to the broader international community, are realised as fully and spread as widely as possible.

ICG plans to raise at least an additional \$2 million during 1997.

To achieve this it will:

- i) Seek to maintain support from its existing donors, both public and private;
- ii) Seek additional support from individuals and foundations with an interest in ICG's goals;
- iii) Seek support from a number of additional governments, particularly those within the European Union;
- iv) Seek support from the European Commission for specific ICG conflict prevention projects.

Sources of Funding

Public Sector:

*Australia
Canada
Finland
Ireland
Japan
Netherlands
New Zealand
Norway
Republic of China (Taiwan)
States of Jersey
Sweden
United States*

Private Sector:

*Charities Aid Foundation
Daewoo Corporation
Jim Dickie
Families USA Foundation
Fares Foundation
Federal Express
Nippon Foundation
Reebok Foundation
Rockefeller Brothers
Soros Fund
Winston Foundation
Anonymous Individual Donors*

Bosnia

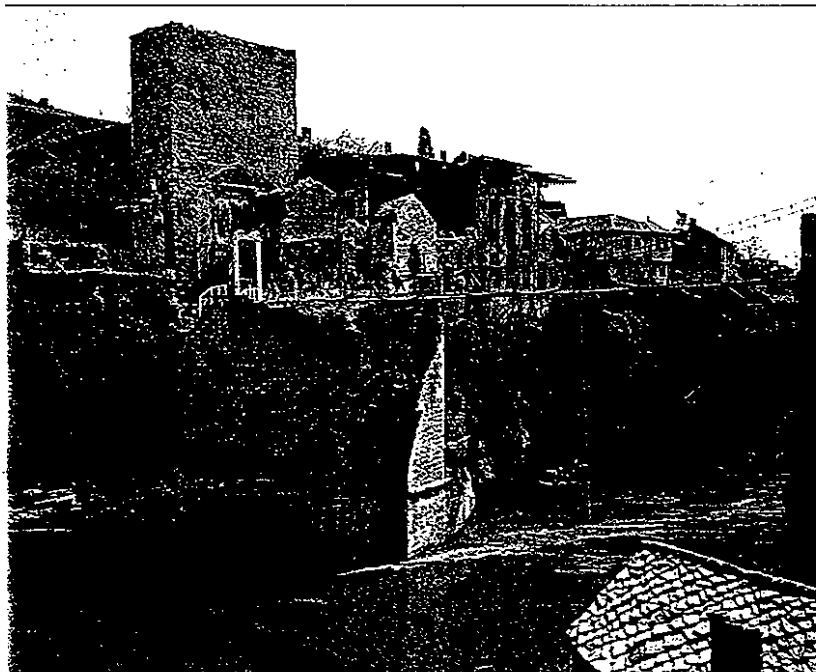
Case Study

Up to 22 ICG staff members have been stationed in Bosnia since early 1996, their task to monitor and evaluate progress towards the implementation of the Dayton Peace Agreement. Working closely with international agencies, local groups and the media, the ICG team seeks to chart a course through the many hazards that obstruct the path to peace for Bosnia by identifying potential flash-points and advising on ways to defuse them.

Building peace in a country torn apart by the most brutal and bloody war in Europe for fifty years was bound to be a complex and painstaking task. The peace accords signed at Dayton in November 1995 succeeded in stopping the fighting, but they left many of the fundamental causes of conflict unresolved. If peace is to take root and last in the longer-term, a number of major issues that still divide the various communities within Bosnia

will have to be addressed. ICG has spoken out often during 1996 on a wide range of issues including security, war criminals, elections, repatriation and human rights. Some 25 analytical reports and papers on Bosnia were issued up to November 1996. ICG's findings and recommendations were brought to the attention of decision-takers both on the ground and in foreign capitals via members of the board, staff and the media.

The primary targets of ICG's advocacy included senior officials in the Organisation for Security and Cooperation in Europe, the Office of the UN High Representative, the governments of the Muslim-Croat Federation and Republika Srpska, the European Union and the US, UK and French governments.



A temporary footbridge spans the Neretva River at Mostar, April 1996. The original bridge, built in 1556, was destroyed on 9 November 1993.

photo: ICG/Charles Radcliffe

Bosnia

Case Study

ICG's achievements in Bosnia during 1996 included:

- Helping to focus international attention on the issue of war crimes and, in particular, the need to arrest and extradite all those indicted by the International War Crimes Tribunal in the Hague;
- Highlighting the deep flaws in conditions on the ground in the lead-up to Bosnia's September elections. ICG's assessment that conditions would not support free and fair elections led to the postponement of municipal elections originally scheduled to coincide with national elections in September 1996;
- Unveiling serious electoral irregularities in the conduct of the parliamentary and presidential elections held in September 1996. Evidence collected by ICG showed a 104 percent turnout that could only be explained by the widespread stuffing of ballot boxes with false ballot papers;
- Contributing to the resolution of contentious issues relating to the future of the northern Bosnian town of Brcko, a potential future flash-point between Republika Srpska and the Muslim-Croat Federation; and

- Attracting international support for a number of local initiatives and organisations, including funding for a local project aimed at encouraging Sarajevo Serbs to remain in the city after the hand-over to Federation rule; funding for the Commission on Displaced Persons and Refugees; equipment for independent media projects; and advice to refugee groups seeking a change in the law affecting the property rights of refugees returning to claim abandoned homes and possessions.

During 1997, ICG will retain a field team in Bosnia. The team will focus on the key issues of repatriation, reconciliation, war crimes and entrenching Bosnia's new democratic national institutions. In addition, ICG will embark on a major new regional assessment project aimed at identifying future potential sources of tension, crisis and conflict in the wider Balkan region (including Serbia, Croatia, Albania and the Former Yugoslav Republic of Macedonia).

We would like to acknowledge the generous support of the US State Department in relation to ICG's work on refugees and repatriation issues.

The shattered remains of Bosnia's National Library in Sarajevo, April 1996. The library and much of national archive were destroyed by a rocket-launched bomb at the start of the war in Bosnia in 1992.

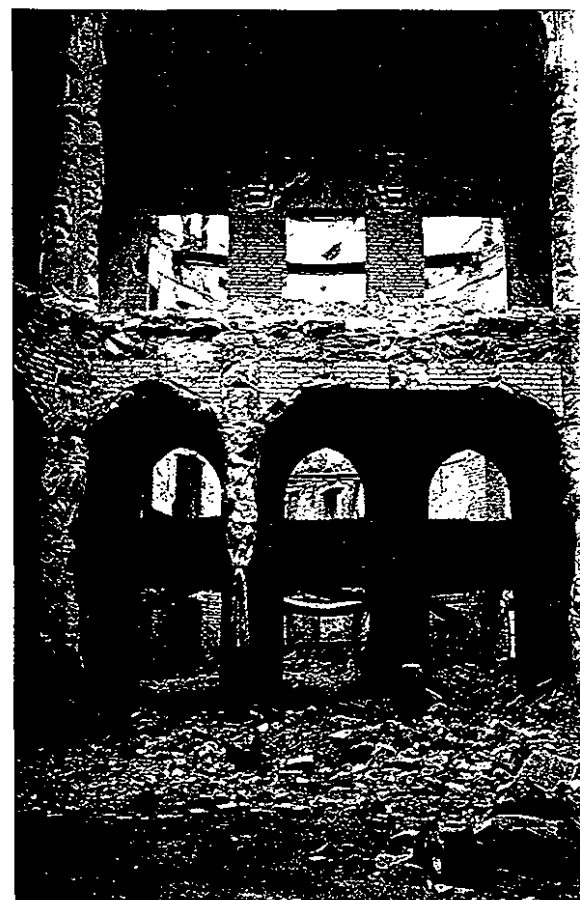


photo: ICG/Charles Kad, Ltd

Sierra Leone

Case Study

The small west African state of Sierra Leone is no stranger to crises. The country has spent much of the past 30 years trapped in a cycle of corruption, repression, violence and instability. In 1991, the situation deteriorated as the country slid into full-blown civil war. During the four years that followed, some 50,000 people were killed and hundreds of thousands displaced as fighting intensified between government soldiers and rebel forces.

Towards the end of 1995, hopes of a breakthrough were raised. With the military conflict deadlocked, the country's restless young president offered to step down and hand over to a democratically elected civilian government. Sierra Leoneans, in common with most on-lookers, welcomed the prospect of change but feared the dangers that went with it. Would the military accept the proposed transition to civilian rule?

How could an election be held while war still raged and many parts of the country were inaccessible and insecure? Who would pay for the elections? What impact would the transition plan and an election campaign have on hopes for peace? These and other questions hung heavily over the country.

ICG field staff arrived in Sierra Leone as these issues were surfacing. The team travelled extensively throughout the country and consulted with a wide range of local people including the political leadership, the military, civil servants and judges, civic leaders, women's organisations and youth, community, ethnic and church groups. They also met with personnel from the US and UK embassies, the EU delegation, UN agencies and NGOs in the field.

In December 1995, ICG produced a comprehensive analysis of the problems facing Sierra Leone. It proposed a range of concrete actions that the international community might take to help address those problems and to shore up the country's delicate and risky transition towards peace, democracy and stability. On the basis of the recommendations contained in ICG's analysis, members of the board took immediate action, raising money for the elections, encouraging the media to cover developments on the ground and pressing governments to step up levels of humanitarian support to the country.

When doubts were raised over the holding of national elections in Sierra Leone in February 1996, demonstrators took to the streets of the capital, Freetown, demanding that the poll proceed as planned.



photo: ICG/Alice Jay

Sierra Leone

Case Study

In February and March 1996, elections went ahead as planned producing Sierra Leone's first democratically-elected government in over 25 years. Shortly afterwards ICG issued a report welcoming the election outcome, whilst emphasising the vital importance of maintaining international support for Sierra Leone. In particular, the report stressed the need to provide assistance to the new democratic institutions and key groups and organisations within Sierra Leone's fragile and war-damaged civil society. Since this time, ICG has sought to ensure that recent progress in Sierra Leone is not undermined, first by striving to maintain international interest in developments in the country and secondly, by devising and carrying out a program of good governance on the ground.

In March 1996, ICG established the Campaign for Good Governance (CGG). The CGG is a new NGO based in Freetown, led and staffed by Sierra Leoneans. Its purpose is to support both public and private efforts to improve the quality and accountability of government and to raise awareness of issues relating to good governance and citizens' rights through training support and civic education projects. ICG provides core support for the CGG in the form of direct funding and assistance with further fund-raising, office space, computer and communications equipment and administrative support. ICG also supplies strategic and policy advice and provides international experts to facilitate CGG activities as necessary.

Much has been achieved in a short period of time by ICG and the CGG in Sierra Leone. Working together, the two organisations have already made a dramatic impact on the level of awareness of issues relating to good governance among Sierra Leone's new civic and political leaders and journalists. But still more needs to be done. During the first half of 1997, ICG, in collaboration with the CGG, will focus on strengthening citizens' participation and understanding of the roles and responsibilities of government; encouraging dialogue between the government and citizens on major policy issues; maintaining international attention on the plight of Sierra Leone; and providing further strategic proposals for economic recovery and solutions to the crisis in the labour market.

A jubilant voter taunts government soldiers at a Freetown polling station on election day, 26 February 1996.



photo: Associated Press

Burundi

Case Study

Burundi has been on the list of countries at risk of severe crisis for many years. It has stayed close to the top of that list since 1994 when genocide swept through neighbouring Rwanda killing close to a million people and causing massive and destabilising refugee movements to surge through the region. A brutal ethnic war continues to simmer in Burundi where attacks on civilians by both rebel militia and government forces kill on average some 700 people every week. Fears are rife that a continuing deterioration in local conditions or a major massacre carried out by government forces or rebel militia could trigger genocide in Burundi at any time.

In April 1996, following consultations with UN officials, governments, journalists and a range of NGOs, ICG published a policy paper on Burundi. The report assessed the adequacy and effect of the international response to the crisis in Burundi and identified scope for further action on the part of the international community.

Since the report's release, ICG staff and board members have argued for a number of steps to be taken to prevent a worsening of the situation in Burundi. First, ICG has emphasised the need to keep political pressure on the leaders of the region as well as on factional leaders within Burundi to engage in dialogue. Secondly, ICG has called for urgent action to clamp down on extremists who are trying to turn international refugee camps into private military bases from which to

attack civilian settlements. Finally, the organisation has strongly backed the UN Secretary General's appeal for a multinational peacekeeping force to be sent to Burundi to provide security cover while negotiations on the country's future proceed.

ICG has pursued its objectives vigorously, lobbying President Clinton, the Congress, the US Department of State and the Department of Defence to support a more pro-active US policy on Burundi. ICG board members have met privately with key Administration officials as well as diplomatic representatives from the Great Lakes region and national representatives on

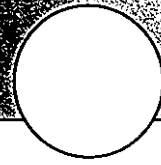
the UN Security Council. ICG has used its contacts to press for the Burundi/Great Lakes crisis to be placed on the agenda at the 1996 summit of the G7. Finally, ICG has provided briefings for journalists and encouraged newspapers and TV networks to send crews to Burundi in a bid to help focus international attention on the crisis.

In 1997 ICG will build on its work to date in Burundi with a new regional assessment of the Great Lakes area, including Burundi, Rwanda, Zaire, Tanzania and Uganda. The project will examine present and potential problems in the region and suggest where long term solutions may lie.



photo: Associated Press

Continuing ethnic bloodshed in Burundi has forced hundreds of thousands of Burundians to flee their homes and seek sanctuary in camps across the border in neighbouring Zaire, adding to the region's already severe refugee crisis.



Nigeria

Case Study

Nigeria is a country exhibiting numerous signs of impending crisis. These include potentially explosive tensions between various ethnic groups; economic decline leading to soaring inequality and poverty; an authoritarian and deeply repressive military regime; widespread human rights abuses; and rampant and systemic corruption.

At the present time, the military regime in Abuja is able to maintain order only by using harsh and brutal measures to stamp out potential challenges to its authority and quash dissent. Without some let up, however, in the climate of economic hardship, favouritism, corruption and repression, there is a real risk that public unrest could spark increased civil disturbance leading to a complete breakdown in order, massive refugee flows and, in the worst case, civil war on a scale unseen since the Biafra war of 1968.

Civil war or even unrest within Nigeria would have a far-reaching, destabilising effect on the rest of the west African region. Nigeria itself is a giant among African states. Its population is roughly equal to that of its 15 west African neighbours combined and accounts for one quarter of Africa's total population. Its military might and economic power far outstrip those of any other country in the region. It is closely enmeshed in regional economic and security frameworks (ECOWAS and ECOMOG). Nigeria's fate therefore is of enormous importance both to neighbouring countries and to Africa as a whole. Its collapse could well spill across national boundaries sparking political, economic, ethnic and humanitarian crises throughout west Africa.

ICG has been monitoring events in Nigeria since early 1996. In August 1996 the organisation published a report containing the findings of a survey of international opinion on Nigeria. The survey encompassed all the major stakeholders in the Nigeria crisis, including the governments of the United Kingdom, the United States and South Africa; the Commonwealth; the United Nations; the European Union; the oil industry; opposition groups in Nigeria; and Nigeria experts, academics and campaigners based outside Nigeria. The results exposed a basic lack of any coherent, co-ordinated international response to events in Nigeria.

ICG believes that key to moving Nigeria out of crisis is a stepping up of pressure on the regime in Abuja from both within and without Nigeria. Increasing pressure from within Nigeria requires the strengthening of the pro-democracy movement, opposition groups, local NGOs and the media. ICG will encourage and support existing initiatives, both governmental and non-governmental, designed to achieve that end. However, ICG believes it equally important that pressure from beyond Nigeria is increased and it is in this area that the organisation feels it has most to offer. Accordingly ICG is currently developing a project designed to stiffen international resolve to increase pressure on the Nigerian regime through a series of limited, targeted but potentially highly effective measures. In pursuing this course of action, ICG will seek to build a broad, robust and united international front capable of arresting Nigeria's slide into crisis and moving the country on to more stable ground.



Nigerian citizens protesting at the execution of the author Ken Saro-Wiwa, Lagos, November 1995.

photo: Associated Press



Financial Statements

Report of Independent Public Accountants

*To the Board of Directors of
International Crisis Group*

We have audited the accompanying statement of financial position of International Crisis Group ('ICG', a District of Columbia not-for-profit corporation) as of June 30, 1996 and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of ICG's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of International Crisis Group as of June 30, 1996 and the change in its net assets and its cash flows for the year then ended, in conformity with generally accepted accounting principles.

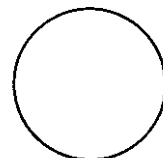
Arthur Andersen LLP

Washington, D.C.,
18 November 1996

International Crisis Group Statement of Financial Position as of June 30, 1996

Assets	1996
Current assets:	
Cash and cash equivalents (Note 3)	\$605,102
Contributions receivable (Note 4)	<u>233,000</u>
Total current assets	<u>838,102</u>
Non-current assets:	
Vehicles and office equipment, at cost, less accumulated depreciation of \$15,879	<u>141,405</u>
Total assets	<u>\$979,507</u>
Liabilities and Net Assets	
Current liabilities:	
Accounts payable and accrued liabilities	\$137,768
Total current liabilities	<u>137,768</u>
Net assets:	
Unrestricted	230,709
Temporarily restricted (Note 5)	<u>611,030</u>
Total net assets	<u>841,739</u>
Total liabilities and net assets	<u>\$979,507</u>

The accompanying notes are an integral part of this statement.



Financial Statements

International Crisis Group Statement of Activities for the year ended June 30, 1996

	Unrestricted	Temporarily Restricted	Total
Revenues and other support:			
Contributions	\$1,059,504	\$1,141,354	\$2,200,858
Investment income	17,300	8,668	25,968
Net assets released from restrictions:			
Satisfaction of program restrictions	538,992	(538,992)	-
Total revenues and other support	<u>1,615,796</u>	<u>611,030</u>	<u>2,226,826</u>
Expenses:			
Program services:			
Bosnia program	453,826	-	453,826
Sierra Leone program	86,772	-	86,772
Supporting services	277,390	-	277,390
Fund raising costs	272,001	-	272,001
Management and general costs	295,098	-	295,098
Total expenses	<u>1,385,087</u>	<u>-</u>	<u>1,385,087</u>
Change in net assets	230,709	611,030	841,739
Net assets at beginning of year	-	-	-
Net assets at end of year	<u>\$230,709</u>	<u>\$611,030</u>	<u>\$841,739</u>

The accompanying notes are an integral part of this statement.

Financial Statements & Notes

International Crisis Group Statement of Cash Flows as of June 30, 1996

Cash flows from operating activities:

Changes in net assets	\$841,739
Depreciation	15,879
Change in assets and liabilities:	
(Increase) in contributions receivable	(233,000)
Increase in accounts payable and accrued liabilities	<u>137,768</u>
Net cash provided by operating activities	<u>762,386</u>

Cash flow from investing activities:

Additions to fixed assets	<u>(157,284)</u>
Net cash used in investing	<u>(157,284)</u>
Increase in cash equivalents	605,102
Cash and cash equivalents, beginning of year	<u>—</u>
Cash and cash equivalents, end of year	<u>\$605,102</u>

The accompanying notes are an integral part of this statement.

International Crisis Group Notes to Financial Statement as of June 30, 1996

1. Organisation

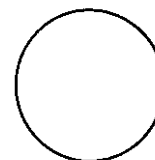
International Crisis Group ('ICG') is a Not-for-Profit corporation committed to reinforcing the capacity of the international community to understand, anticipate and prevent crisis arising from human causes. It was incorporated in the District of Columbia on February 28, 1995 and commenced operations on July 1 of that year.

ICG's goals are to:

- engender support among officials and the general public for concerted international, national and private response efforts at times of impending or erupted crisis;
- promote strategies aimed at assisting governments and international organisations to translate early warning signs of impending disaster into early action in order to avert crisis; and
- foster a heightened sense of awareness and obligation among governments to deal with the problems posed by large-scale emergencies.

ICG has at present one physical location in London but operates temporary sites in Bosnia and Sierra Leone.

The concept for ICG was created and developed under the auspices of Carnegie Endowment for International Peace ('Carnegie') during the periods both prior to and following ICG's incorporation until July 1, 1995. During this period, Carnegie received contributions from donors of \$540,700 towards establishing ICG, of which \$179,500 was remitted to ICG to fund its operations from commencement on July 1, 1995. The balance of the \$540,700 had been spent on ICG's behalf by Carnegie prior to July 1, 1995. The financial statements report as contributions only the \$179,500.



Notes

2. Significant Accounting Policies

The Financial Statements have been prepared in conformity with Statement of Financial Accounting Standards ('SFAS') No.116, 'Accounting for Contributions Received and Contributions Made' and No. 117, 'Financial Statements of Not-for-Profit Organisations', issued by the United States Financial Accounting Standards Board.

Basis of preparation

ICG maintains its accounts on the accrual basis of accounting.

Net Assets

ICG classifies net assets in two categories: unrestricted and temporarily restricted. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor.

Temporarily restricted net assets are contributions with temporary, donor-imposed time and/or program restrictions. These temporary restrictions require that resources be used for specific purposes or in a later period. Temporarily restricted net assets become unrestricted when any time restrictions expire or the funds are used for their restricted purpose. At this time they are reported in the statement of activities as net assets released from restrictions.

Taxes

ICG is exempt from Federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

Cash and cash equivalents

Cash and cash equivalents are considered to be all cash and temporary investments with original maturities of three months or less.

Contributions

ICG recognizes contribution revenue in the year the money is received or the unconditional pledge is made.

ICG receives donations from foundations, governments and individuals. For the year ended June 30, 1996, 34% of its donations were received from one foundation.

Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at June 30, 1996 and the reported amounts of revenues and expenses during the year then ended. Actual results could differ from those estimates.

Fixed assets

Depreciation is calculated utilizing the straight line method over three years based on the estimated useful life of the assets. Depreciation expense for the year ended June 30, 1996 was \$15,879.

3. Cash and Cash Equivalents

Cash and cash equivalents were composed of the following at June 30:

Money market	\$313,288
Cash at bank, including deposit	279,650
Other cash	<u>12,164</u>
	<u>\$605,102</u>

The cost basis of cash and cash equivalents is equal to market value at year end.

4. Contributions receivable

The contribution receivable of \$233,000 represents money promised to ICG in the year ended June 30, 1996.

The money is receivable within one year.

5. Temporarily restricted net assets

Temporarily restricted net assets at June 30, 1996 are available for the following purposes or periods:

	1996
Bosnia program	\$307,011
Research and analysis program	46,019
Human rights assistance program	25,000
For periods after June 30, 1996	<u>233,000</u>
	<u>\$611,030</u>

Press Quotes

Selected press quotes from around the world

"An eminent citizens' organisation"

New York Times, 18 November 1996

"The International Crisis group earned widespread respect when it helped unveil mass scale manipulation in refugee voter registration (in Bosnia) in August."

Reuters, 14 November, 1996

"A respected independent think-tank."

The Daily Telegraph, 21 September, 1996

"An influential pressure group."

The Australian, 17 August, 1996

"An independent and influential group."

NRC Handelsblad, 16 August 1996

"An leading independent think-tank."

The European, 15 August, 1996

"The International Crisis Group, an influential monitoring body, was right yesterday to call for elections to be postponed (in Bosnia)."

The Financial Times, 15 August, 1996

"A potent collection of business, political and media leaders from around the globe whose aim is to prevent world crises through early intervention."

The Washington Times, 5 May, 1996

"A project worthy of support."

The Boston Globe, 27 February 1996

“A
project
worthy
of
support.”

ICG Staff

December 1996

UNITED KINGDOM

Nicholas Hinton
President

Charles Radcliffe
Director of Policy and Communications

Paul Manning
Assistant to President

Martin Gairdner
Financial Controller

Simon Sheehan
Assistant to Director of Policy and Communications

Sue Blackmore
Executive Secretary

SIERRA LEONE

Simon Clarke
Field Officer

BOSNIA-HERZEGOVINA

Hrair Balian
Director

Natasha Nadazdin
Deputy Director

Sandra Coliver
Legal Advisor

Chris Bennett
Senior Political Analyst

Laurence Berg
Refugees/Repatriation Officer

Anna Husarska
Media Relations

Senad Lulo
Logistics Officer

Alma Hadzic
Receptionist

Sead Hodjic
Driver

ACKNOWLEDGMENTS

The International Crisis Group would like to thank the following for their contribution to the organisation's work during 1996: Sir Terence Clark (Director ICG Bosnia February to October 1996), John Fawcett, and John Arch MacInnis; Chris Fay, Ryan Grist, Danielle de Knocke van de Meulen, Zlatko Kovach, Samantha Power, Amira Sadikovic, Brian Steers, Chuck Sudetic, Victor Tanner, and Kurt Tjossem; David Shearer and Alice Jay.

International Crisis Group is a private non-profit corporation.

Cri'sis n. turning point or decisive moment, esp.
time of acute danger or difficulty (pl. cri'ses [-sez])



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CrisisWeb <http://www.intl-crisis-group.org>

Package: 'Laserform'
by Laserform International Ltd.

BR2

CHFP025

This form should be completed in black.

Return by an overseas company subject to branch registration of an alteration to constitutional documents

(Pursuant to Schedule 21A, paragraph 7(1) of the Companies Act 1985.)

Company number

FC018735

Company name

The International Crisis Group

Branch number

BR003074

Branch Name

CONSTITUTIONAL DOCUMENTS

* Delete as applicable

Note:- A company is only required to make a return in respect of a branch where the document altered is included amongst the material registered in respect of that branch.

On

Day	Month	Year
2	7	0
6	2	0
0	0	0

 an alteration was made to the constitutional document(s) of the company

A copy of the new instrument is attached

~~* A certified translation is also attached~~

Signed

* Director / Secretary / Permanent representative

Date

18th September 2002



When completed, this form should be returned to the address overleaf

To whom should Companies House direct any enquiries about the information on this form

Name White & Case

Address 7-11 Moorgate
London
EC2R 6HH

Telephone no. 020 7 600 7300

When completed, this form should be delivered to :-

For branches registered in England and Wales

The Registrar of Companies
Companies House
Crown Way
Cardiff
CF14 3UZ

For branches registered in Scotland

The Registrar of Companies
Companies House
37 Castle Terrace
Edinburgh
EH1 2EB

THE INTERNATIONAL CRISIS GROUP

**AMENDED AND RESTATED
BYLAWS**

Effective as of June 27, 2000

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THE INTERNATIONAL CRISIS GROUP

**AMENDED AND RESTATED
BYLAWS**

ARTICLE I

OFFICES

Section 1.1 Principal Office. The Board of Trustees shall determine the location of the principal office of The International Crisis Group (hereinafter referred to as the "Corporation"). The Corporation may from time to time have such other offices, within or without the United States, as the Board of Trustees may determine or as the affairs of the Corporation may require.

Section 1.2 Registered Office. The Corporation shall have and continuously maintain, in the District of Columbia, a registered office and a registered agent whose office is located in such registered office. The registered office may be, but need not be, located in the principal office of the Corporation. The address of the registered office may from time to time be changed by the Board of Trustees.

ARTICLE II

TRUSTEES

Section 2.1 Powers and Qualifications. The policies of the Corporation shall be determined, and its affairs shall be managed, by its Board of Directors. The Board of Directors shall be called the Board of Trustees, and the directors shall be referred to as the trustees. The trustees shall act only as a Board of Trustees, or as a committee thereof; individual trustees shall have no

power as such. Trustees need not be citizens of the United States, nor residents of the District of Columbia.

Section 2.2 Number. The initial number of trustees of the Corporation shall be fixed by the Articles of Incorporation. Thereafter, the number of trustees shall be not less than three (3), nor more than sixty (60) or such number in between as may be fixed by the Board of Trustees from time to time. Such number may be increased or decreased from time to time by the Board of Trustees within such limits; however, no decrease shall reduce the term of any incumbent trustee.

Section 2.3 Election. Trustees shall be elected at any meeting of the Board of Trustees at which a quorum is present, by majority vote of the members of the Board of Trustees present. Candidates to be trustees shall be nominated by the Executive Committee at such meeting.

Section 2.4 Term. The trustees shall serve fixed terms of two (2) years or until their earlier resignation, removal or death. Trustees may be reelected for a further term by the Board of Trustees on the recommendation of the Executive Committee.

Section 2.5 Resignations. Any trustee may resign at any time by notifying the Board of Trustees in writing. Such resignation shall take effect at the time specified therein. Acceptance by the Board of Trustees of such resignation shall not be necessary to make it effective.

Section 2.6 Removal. Trustees may be removed from office at any time, with or without cause, upon a majority vote of the Board of Trustees at a meeting called for that purpose. Notice of the meeting to remove a trustee shall be given in accordance with Section 2.13 of this Article.

Section 2.7 Vacancies. Vacancies in the Board of Trustees shall be deemed to exist in the event of the resignation, removal, or death of a trustee, or in the event of an increase in the number of trustees. Any such vacancy shall be filled by a majority vote of the remaining members of the Board of Trustees, though less than a quorum. A trustee elected to fill a vacancy shall hold office for the

unexpired term of his/her predecessor. In the case of an increase in the number of trustees, a trustee shall hold office until the next annual meeting.

Section 2.8 Chair and Vice Chairs. The trustees shall elect a Chair of the Board of Trustees, who shall preside over meetings, and two (2) Vice Chairs. The Chair and the Vice Chairs shall be elected for two (2) year terms; provided, however, that no trustee shall serve as Vice Chair for more than three consecutive terms. The Chair and Vice Chairs shall perform such other duties as may be assigned to them by the Board of Trustees, and shall be considered officers of the Corporation.

MEETINGS OF THE BOARD OF TRUSTEES

Section 2.9 Location of Meetings. All meetings of the Board of Trustees may be held within or without the District of Columbia and may be held by means of telephone conference.

Section 2.10 Annual Meeting. The annual meeting of the Board of Trustees shall be held at such time and place as shall be determined by the Board of Trustees and designated in the notice or waiver of notice of the meeting.

Section 2.11 Regular Meetings. Regular meetings of the Board of Trustees may be held at such time and place as shall be determined from time to time by the Board of Trustees.

Section 2.12 Call of Special Meetings. The president may call, or upon the request of a majority of the members of the Board of Trustees, the secretary shall call, special meetings of the Board of Trustees.

Section 2.13 Notice of Special Meetings. Notice of special meetings of the Board of Trustees shall be in writing, signed by the president, or the secretary, and shall be served personally or sent to each trustee by mail or telegram addressed to his/her last known address at least seven (7)

days before the time designated for such meeting. Notice of special meetings shall state the time and place of the meeting. The purpose or purposes of such meetings need not be specified, unless otherwise required under the provisions of the District of Columbia Nonprofit Corporation Act, in the Articles of Incorporation, or these Amended and Restated Bylaws (the "Bylaws").

Section 2.14 Waiver of Notice. Whenever notice is required to be given to any trustee under the provisions of the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice. Such waiver need not specify the purpose or purposes of the meeting. In addition, a trustee's attendance at any meeting shall constitute waiver of notice of such meeting.

Section 2.15 Quorum. One-third (1/3) of the trustees then in office shall constitute a quorum for the transaction of business at any meeting of the Board of Trustees, unless otherwise required by the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws. However, if a quorum is not present at any meeting of the Board of Trustees, those trustees present may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 2.16 Action by Majority Vote. Except as required by the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, any action by a majority of the trustees present at a meeting at which a quorum is present shall be deemed the action of the Board of Trustees.

Section 2.17 Action by Written Consent. Any action required or permitted to be taken at a meeting of the Board of Trustees may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the trustees.

COMMITTEES

Section 2.18 Executive Committee. The Board of Trustees shall designate up to one-third (1/3) of their number, but not less than eight (8) trustees, to constitute an Executive Committee, which shall conduct the business of the Board of Trustees between meetings and shall perform such other rights, powers and duties as shall be delegated by the Board of Trustees, including but not limited to oversight of the operations of the Corporation. The Executive Committee shall meet as necessary between Board meetings.

Section 2.19 Advisory Committee. The Board of Trustees may also designate an Advisory Committee, whose membership may include persons who are not trustees, to advise the Board of Trustees from time to time.

Section 2.20 Other Committees. The Board of Trustees may also establish such other committee or committees as deemed necessary and proper, the members of which shall consist of two (2) or more trustees appointed by the Board.

Section 2.21 Powers. Each committee shall have, and may exercise, such powers not inconsistent with the District of Columbia Nonprofit Corporation Act, the Articles of Incorporation, or these Bylaws, as authorized by the Board of Trustees. The designation of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Trustees, or any individual trustee, of any responsibility imposed upon it or him/her by law. The members of a committee shall act only as a committee.

Section 2.22 Term. Members of the Executive Committee shall serve for a term of two (2) years and members of any other committee shall serve for a term of three (3) years, in each case until such members are no longer trustees, their successors are appointed, or their earlier resignation,

removal with or without cause, or death, or until the respective committee shall sooner be terminated.

Section 2.23 Meetings. Meetings of a committee may be held within or without the District of Columbia, and may be held by means of telephone conference. The chair of the any such committee may fix the time and place of its meetings. Each committee shall keep records of its actions, and report such actions to the Board of Trustees and the president.

Section 2.24 Quorum/Action. A majority of the then serving members of any committee shall constitute a quorum. Any action of the majority of those present at a meeting at which a quorum is present shall be deemed the action of the committee, except when a committee has only two (2) members, then any action must be by unanimous consent.

ARTICLE III

OFFICERS

Section 3.1 Designation. The officers of the Corporation shall consist of the Chair and Vice Chairs of the Board of Trustees, as provided in Section 2.8, a president, a secretary, and a treasurer, and may include one (1) or more vice presidents, and such other officers, assistant officers, and agents as may be deemed necessary, each to have such duties and authority as are provided in these Bylaws, or as the Board of Trustees may from time to time determine. Any two (2) or more offices may be held by the same person, except the offices of president and secretary. Titles other than president, vice president, secretary and/or treasurer may be used.

Section 3.2 Election. The officers shall be elected by the Board of Trustees immediately following any election of trustees at the annual meeting of the Board of Trustees. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as may be convenient.

Section 3.3 **Term.** Officers shall serve for a term of one (1) year, until the next annual meeting of the Board of Trustees and until their successors are elected and qualified, or until their earlier resignation, removal, or death; provided, however, that the Chair and Vice Chairs shall serve for two (2) year terms.

Section 3.4 **Resignations.** Any officer may resign at any time by notifying the Board of Trustees in writing. Such resignation shall take effect at the time specified therein. Acceptance by the Board of Trustees of such resignation shall not be necessary to make it effective.

Section 3.5 **Removal.** Any officer may be removed, either with or without cause, by a majority vote of the Board of Trustees at any regular or special meeting.

Section 3.6 **Vacancies.** A vacancy in any office caused by resignation, removal, or death may be filled for the unexpired term of the predecessor in office by the Board of Trustees at any regular or special meeting.

Section 3.7 **President.** The president shall have general supervision over the affairs of the Corporation, and shall perform all duties incident thereto and have such power as may from time to time be assigned by the Board of Trustees.

Section 3.8 **Vice President.** The vice president, or if there shall be more than one (1), the vice presidents in the order so determined by the Board of Trustees, shall, in the absence or disability of the president, perform the duties and exercise the powers of the president, and shall perform such other duties and have such other powers as the Board of Trustees may from time to time prescribe.

Section 3.9 **Secretary.** The secretary shall: (i) act as secretary of all meetings of the Board of Trustees and of such other committees as the Board of Trustees shall specify; (ii) keep the minutes thereof in the proper book or books; (iii) see that the reports, statements, and other documents required by law are properly kept and filed; and, (iv) in general, perform all the duties

incident to the office of secretary and such related duties as may from time to time be assigned by the Board of Trustees or the president. The books, records, and papers in the hands of secretary shall at all times be subject to the inspection, supervision, and control of the Board of Trustees and the president. At the expiration of his/her term of office, the secretary shall turn over to his/her successor in office all books, records, papers, and other properties of the Corporation.

Section 3.10 Treasurer. The treasurer shall: (i) collect and keep an account of all moneys received and expended for the use of the Corporation; (ii) deposit sums received by the Corporation in the name of the Corporation in such depositories as shall be approved by the Board of Trustees; (iii) present reports of the finances of the Corporation at each annual meeting and when called upon by the president; and, (iv) perform such related duties as shall be directed by the Board of Trustees or the president. The funds, books, and vouchers in the hands of the treasurer shall at all times be subject to the inspection, supervision, and control of the Board of Trustees and the president. At the expiration of his/her term of office, the treasurer shall turn over to his/her successor in office all books, records, monies, and other properties of the Corporation.

Section 3.11 Other Officers. Other officers elected or appointed by the Board of Trustees shall, in general, perform such duties and have such powers as shall be assigned to them by the Board of Trustees or the president.

ARTICLE IV

COMPENSATION OF TRUSTEES AND OFFICERS

Section 4.1 Compensation of Trustees. The Board of Trustees shall fix the compensation to be paid to trustees for their services to the Corporation, provided that such compensation shall not be excessive in amount and shall be for services which are reasonable and

necessary for performance of the Corporation's purposes. The Board of Trustees may authorize reimbursement of trustees for all expenses incurred in connection with the performance of services for the Corporation, including but not limited to attendance at annual, regular, or special meetings of the Corporation.

Section 4.2 Compensation of Officers. Salaries or other compensation of the officers may be fixed from time to time by the Board of Trustees, provided that such salaries and compensation shall not be excessive in amount and shall be for services which are reasonable and necessary for performance of the Corporation's purposes.

ARTICLE V

LIABILITY AND INDEMNIFICATION

Section 5.1 Liability. In the absence of fraud or bad faith, the trustees of the Corporation shall not be personally liable for its debts, obligations, or liabilities.

Section 5.2 Indemnification. The Corporation shall indemnify any trustee or officer, or former trustee or officer, against expenses incurred in connection with the defense of any action, suit, or proceeding in which he/she is made a party by reason of being, or having been, such trustee or officer, to the maximum extent permitted by law. Such indemnification shall not be deemed exclusive of any other rights to which such trustee or officer may be entitled, under these Bylaws, any agreement, vote of the Board of Trustees, or otherwise.

Section 5.3 Prohibition Against Self-Dealing. Anything contained in this Article to the contrary notwithstanding, the Corporation shall in no event indemnify any person otherwise entitled to such indemnification if such indemnification would constitute "self-dealing" as defined in Section 4941 of the Internal Revenue Code of 1986, as amended.

ARTICLE VI

GENERAL PROVISIONS

Section 6.1 Grants. The Board of Trustees may prospectively or retroactively authorize any officer or officers, agent or agents, in the name, and on behalf of the Corporation, and in the administration of an approved program, to make any grants or contributions or provide financial assistance to any qualified individuals or organizations.

Section 6.2 Execution of Contracts. The Board of Trustees, except as otherwise provided in these Bylaws, may prospectively or retroactively authorize any officer or officers, agent or agents, in the name, and on behalf of the Corporation, to enter into any contract, or execute and deliver any instrument as may be necessary to carry out the purposes of the Corporation. Any such authority may be general or confined to specific instances.

Section 6.3 Loans. The Board of Trustees may authorize the president or any other officer or agent of the Corporation to: (i) obtain loans and advances at any time for the Corporation from any bank, trust company, firm, corporation, individual, or other institution; (ii) make, execute, and deliver promissory notes, bonds, or other certificates or evidences of indebtedness of the Corporation; and (iii) pledge and hypothecate, or transfer any securities or other property of the Corporation as security for any such loans or advances. Such authority conferred by the Board of Trustees may be general or confined to specific instances. No loans shall be made by the Corporation to any trustee or officer thereof.

Section 6.4 Gifts. The Board of Trustees may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the purposes of the Corporation.

Section 6.5 Investments. The Corporation shall have the right to invest and reinvest any funds held by it according to the judgment of the Board of Trustees. The Board of Trustees is restricted to the prudent investments which a trustee is or may hereafter be permitted by law to make.

Section 6.6 Voting of Securities Held by the Corporation. Stocks and other securities owned by the Corporation shall be voted, in person or by proxy, as the Board of Trustees may specify. In the absence of any direction by the Board of Trustees, such stocks and securities shall be voted as the president may determine.

Section 6.7 Books and Records. There shall be kept at the principal office of the Corporation correct books of accounts of all the business and transactions of the Corporation.

Section 6.8 Depositories. The funds of the Corporation not otherwise employed shall from time to time be deposited to the order of the Corporation in such banks, trust companies, or other depositories as the Board of Trustees may select, or as may be selected by any one (1) or more officers or agents of the Corporation to whom such power may from time to time be delegated by the Board of Trustees.

Section 6.9 Signatories. All checks, drafts, and other orders for payment of money out of the funds of the Corporation, and all notes and other evidences of indebtedness of the Corporation shall be signed on behalf of the Corporation in such manner as shall from time to time be determined by the Board of Trustees. In the absence of such determination by the Board of Trustees, such instruments shall be signed by the treasurer and countersigned by the president of the Corporation.

Section 6.10 Annual Audit. The Board of Trustees may require an annual audit be made of the books and accounting records of the Corporation.

Section 6.11 Fiscal Year. The fiscal year of the Corporation shall be determined by resolution of the Board of Trustees.

Section 6.12 Corporate Seal. The Corporation shall have a corporate seal with its name, year of incorporation, and the words "Corporate Seal, District of Columbia" inscribed thereon. The seal shall be in the custody of the secretary and used by him/her, or any other officer so authorized by the Board of Trustees, by causing it, or a facsimile thereof, to be impressed, affixed, or reproduced otherwise on any instrument or document as may be required by law, these Bylaws, the Board of Trustees, or president. The presence or absence of the seal on any instrument, or its addition thereto, shall not affect the character, validity, or legal effect of the instrument in any respect.

ARTICLE VII

AMENDMENTS

These Bylaws, or any one (1) or more of the provisions thereof, may be altered, amended, or repealed and new Bylaws adopted by a two-thirds (2/3) vote of the trustees present at a meeting of the Board of Trustees expressly called for that purpose. Notice of the intent to alter, amend, or repeal and adopt new Bylaws shall be given in accordance with Article II, Section 2.13 hereof.

ARTICLE VIII

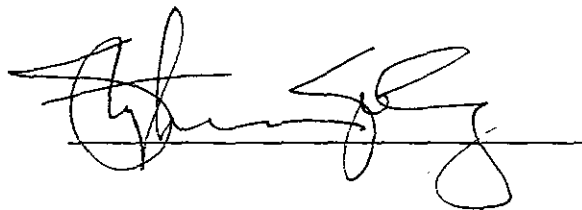
EFFECT OF PROVISIONS OF LAW AND ARTICLES OF INCORPORATION

Each of the provisions of these Bylaws shall be subject to and controlled by specific provisions of the District of Columbia Nonprofit Corporation Act or the Articles of Incorporation which relate to their subject matter, and shall also be subject to any exceptions or more specific provisions dealing with the subject matter appearing in these Bylaws, as amended from time to time.

SECRETARY'S CERTIFICATE

I, Stephen J. Solarz, Secretary of The International Crisis Group, formed and existing under the laws of the District of Columbia, do hereby certify that the foregoing is a true and complete copy of the Amended and Restated Bylaws of this nonprofit corporation as submitted and read to, and adopted by, the Board of Trustees on June 4, 1998, and incorporating the amendment to the Amended and Restated Bylaws approved and ratified by the Board of Trustees on June 27, 2000.

IN WITNESS WHEREOF, I have hereunder subscribed my name and affixed the Seal of the Corporation on this 25 day of July, 2001.

A handwritten signature in black ink, appearing to read "Stephen J. Solarz", written over a horizontal line.

[Corporate Seal]

Companies House

Companies House does not verify the accuracy of the information filed
(<http://resources.companieshouse.gov.uk/serviceInformation.shtml#complInfo>).

THE INTERNATIONAL CRISIS GROUP

Company number **FC018735**

1 UK establishments
1 open, 0 closed

Name	Number	Town	Status
THE INTERNATIONAL CRISIS GROUP (https://beta.companieshouse.gov.uk/company/BR003074)	BR003074	London	open
Tell us what you think of this service(link opens a new window) (https://www.research.net/r/S78XJMV) Is there anything wrong with this page?(link opens a new window) (https://beta.companieshouse.gov.uk/help/feedback?sourceurl=https://beta.companieshouse.gov.uk/company/FC018735/ukestablishments)			