

Form **990**

Return of Organization Exempt From Income Tax

OMB No 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

2008

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

The organization may have to use a copy of this return to satisfy state reporting requirements

A For the 2008 calendar year, or tax year beginning 07-01-2008 and ending 06-30-2009

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Termination
 Amended return
 Application pending

Please use IRS label or print or type. See Specific Instructions.

C Name of organization
INTERNATIONAL CRISIS GROUP

Doing Business As

Number and street (or P O box if mail is not delivered to street address) Room/suite
1629 K STREET NW No 450

City or town, state or country, and ZIP + 4
WASHINGTON, DC 200061677

D Employer identification number
52-5170039

E Telephone number
(202) 785-1601

G Gross receipts \$ 23,876,963

F Name and address of Principal Officer
Louise Arbour
1629 K STREET NW No 450
WASHINGTON, DC 200061677

H(a) Is this a group return for affiliates? Yes No

H(b) Are all affiliates included? Yes No
(If "No," attach a list See instructions)

H(c) Group Exemption Number

I Tax-exempt status 501(c) (3) (Insert no) 4947(a)(1) or 527

J Web site: WWW CRISISWEB ORG

K Type of organization Corporation trust association other

L Year of Formation 1995 | **M** State of legal domicile DC

Part I Summary

| | | | |
|---|---|-------------------|------------|
| Activities & Governance | 1 Briefly describe the organization's mission or most significant activities See Part III, Line 1 | | |
| | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets | | |
| | 3 Number of voting members of the governing body (Part VI, line 1a) | 3 | 50 |
| | 4 Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 48 |
| | 5 Total number of employees (Part V, line 2a) | 5 | 45 |
| | 6 Total number of volunteers (estimate if necessary) | 6 | 84 |
| | 7a Total gross unrelated business revenue from Part VIII, line 12, column (C) | 7a | 0 |
| b Net unrelated business taxable income from Form 990-T, line 34 | 7b | 0 | |
| Revenue | 8 Contributions and grants (Part VIII, line 1h) | Prior Year | 23,812,099 |
| | 9 Program service revenue (Part VIII, line 2g) | Current Year | 20,374,161 |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | | 0 |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | | 492,127 |
| | 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | | 243,379 |
| | | | -149,623 |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | 4,845 |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | | 0 |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | | 8,681,014 |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | | 10,002,390 |
| | b (Total fundraising expenses, Part IX, column (D), line 25 <u>768,374</u>) | | 182,457 |
| | 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f) | | 0 |
| | 18 Total expenses—add lines 13-17 (must equal Part IX, line 25, column (A)) | | 6,858,666 |
| 19 Revenue less expenses Subtract line 18 from line 12 | | 15,722,137 | |
| Net Assets or Fund Balances | 20 Total assets (Part X, line 16) | Beginning of Year | 26,971,535 |
| | 21 Total liabilities (Part X, line 26) | End of Year | 36,893,993 |
| | 22 Net assets or fund balances Subtract line 21 from line 20 | | 785,203 |
| | | | 26,186,332 |

Part II Signature Block

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

Signature of officer: ***** Date: 2010-05-15

Helen Brewer Treasurer/VP Fin & Admin
Type or print name and title

Paid Preparer's Use Only

Preparer's signature: _____ Date: _____ Check if self-employed

Firm's name (or yours if self-employed), address, and ZIP + 4: GELMAN ROSENBERG & FREEDMAN
4550 MONTGOMERY AVE SUITE 650 NORTH
BETHESDA, MD 208142930

Preparer's PTIN (See Gen Inst)
EIN: _____
Phone no: (301) 951-9090

May the IRS discuss this return with the preparer shown above? (See instructions) Yes No

Part III Statement of Program Service Accomplishments (See the instructions.)

1 Briefly describe the organization's mission
 The International Crisis Group (Crisis Group) is an independent, private multinational organization committed to strengthening the capacity of the international community to anticipate, understand and act to prevent and contain deadly conflict

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
 If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting or make significant changes in how it conducts any program services? Yes No
 If "Yes," describe these changes on Schedule O

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses \$ 3,088,242 including grants of \$) (Revenue \$)
 ASIA - Central Asia From Bishkek, Crisis Group covers the 5 central Asian states - Uzbekistan, Tajikistan, Kazakhstan, Kyrgyzstan and Turkmenistan - focusing on the region's main security and stability problems, and the role that Russia plays in the region - North East Asia From Seoul and Beijing, Crisis Group examines policy options for resolving the North Korea Nuclear crisis and has reported on China's perception and approach to regional conflicts - South East Asia Crisis group's Jakarta-based team reports on Indonesia's political developments, regional autonomy, communal violence and the role of radical Islam in the region Analysts also focus on Thailand's southern insurgency, Myanmar, Timor-Leste and the Philippines - South Asia Crisis Group addresses security and political transition in Afghanistan, Islamic extremism, including sectarian terrorism in Pakistan, the situation in Kashmir, the process of peace building in Nepal, and the civil conflict in Sri Lanka It also covers developments in Bangladesh

4b (Code) (Expenses \$ 2,064,791 including grants of \$) (Revenue \$)
 AFRICA - Central Africa Crisis Group's Nairobi-based team monitors and reports on the fragile process of reconciliation in the Democratic Republic of Congo, as well as continuing challenges to security in Burundi and Chad New reporting on Central African Republic will examine the conflict in the country's north-eastern province - West Africa Crisis Group's Dakar-based analysts watch events closely in Guinea, Cameroon and Cote D'Ivoire, and monitor Sierra Leone The project also covers Nigeria and examines political issues of succession, democracy and risks to the country's stability as a whole - Horn of Africa Crisis Group's region-based analysts focus on developments in Sudan's Darfur region and the North/South peace process, land governance in Uganda, Somalia's problematic transition, and continuing tensions between Ethiopia and Eritrea - Southern Africa Crisis Group's region-based team report on Zimbabwe's continuing Crisis, and covers South Africa's role in the region The project reported on the crisis in Madagascar, and also engages in high level advocacy with the South African government and the Africa Union

4c (Code) (Expenses \$ 1,769,486 including grants of \$) (Revenue \$)
 MIDDLE EAST AND NORTH AFRICA - Arab Israeli conflict Crisis Group analysts in the region closely monitor developments in Israel and Palestine focusing on peace and political transition strategies - Iraq/Syria/Lebanon Crisis group closely monitors post-war developments, governance and security in Iraq, and on political transition strategies It also examines relations between Syria and Lebanon - Iran/Gulf States Crisis Group closely monitors political developments in Iran as the international response as the nuclear dilemma continues It also covers Yemen, examining the country's fragility and the renewed conflict in the south - Egypt/North Africa Countries in the region and covered on a watching brief basis

(Code) (Expenses \$ 5,937,207 including grants of \$) (Revenue \$)

4d Other program services (Describe in Schedule O)
 (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses \$ 12,859,726 Must equal Part IX, Line 25, column (B).

Part IV Checklist of Required Schedules

| | Yes | No |
|---|-----|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> | Yes | |
| 2 Is the organization required to complete Schedule B, Schedule of Contributors? | Yes | |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> | | No |
| 4 Section 501(c)(3) organizations Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i> | Yes | |
| 5 Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III</i> | | |
| 6 Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> | | No |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II</i> | | No |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> | | No |
| 9 Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> | | No |
| 10 Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> | Yes | |
| 11 Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable</i> | Yes | |
| 12 Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i> | Yes | |
| 13 Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | | No |
| 14a Did the organization maintain an office, employees, or agents outside of the U S ? | Yes | |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S ? <i>If "Yes," complete Schedule F, Part I</i> | Yes | |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Part II</i> | | No |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Part III</i> | | No |
| 17 Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I</i> | | No |
| 18 Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> | | No |
| 19 Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> | | No |
| 20 Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H</i> | | No |
| 21 Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> | | No |
| 22 Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> | | No |
| 23 Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J</i> | Yes | |
| 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25</i> | | No |
| b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | | |
| c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | | |
| d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | | |
| 25a Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | | No |
| b Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I</i> | | No |
| 26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> | | No |
| 27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> | | No |

Part IV Checklist of Required Schedules *(Continued)*

| | | Yes | No |
|-----------|--|-----|----|
| 28 | During the tax year, did any person who is a current or former officer, director, trustee, or key employee | | |
| a | Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? <i>If "Yes," complete Schedule L, Part IV</i> | | No |
| b | Have a family member who had a direct or indirect business relationship with the organization? <i>If "Yes," complete Schedule L, Part IV</i> | Yes | |
| c | Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? <i>If "Yes," complete Schedule L, Part IV</i> | Yes | |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | | No |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | | No |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | | No |
| 33 | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | | No |
| 34 | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> | Yes | |
| 35 | Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | Yes | |
| 36 | 501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | | No |
| 37 | Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | | No |

Part V Statements Regarding Other IRS Filings and Tax Compliance

| | | Yes | No |
|------------|--|-----|----|
| 1a | Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable | | |
| | 1a 23 | | |
| b | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | | |
| | 1b 0 | | |
| c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | Yes | |
| 2a | Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return | | |
| | 2a 45 | | |
| b | If at least one is reported in 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return. | Yes | |
| 3a | Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? | | No |
| b | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O | | |
| 4a | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | Yes | |
| b | BE , CO , GG , HA , ID , KE , KG , NP , PK , RS , SG , CE , TU , If "Yes," enter the name of the foreign country <u>OC</u> See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts . | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | | No |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | | No |
| c | If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ? | | |
| 6a | Did the organization solicit any contributions that were not tax deductible? | | No |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | | |
| 7 | <i>Organizations that may receive deductible contributions under section 170(c).</i> | | |
| a | Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? | Yes | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | Yes | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | | No |
| d | If "Yes," indicate the number of Forms 8282 filed during the year | | |
| | 7d | | |
| e | Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | | No |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | | No |
| g | For all contributions of qualified intellectual property, did the organization file Form 8899 as required? | Yes | |
| h | For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? | Yes | |
| 8 | <i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year? | | |
| 9 | <i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i> | | |
| a | Did the organization make any taxable distributions under section 4966? | | |
| b | Did the organization make a distribution to a donor, donor advisor, or related person? | | |
| 10 | <i>Section 501(c)(7) organizations.</i> Enter | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12 | | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities | | |
| 11 | <i>Section 501(c)(12) organizations.</i> Enter | | |
| a | Gross income from members or shareholders | | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) | | |
| 12a | <i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041? | | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year | | |
| | 12b | | |

Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

Section A. Governing Body and Management

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

| | | Yes | No |
|-----------|---|-----|----|
| 1a | Enter the number of voting members of the governing body | | |
| 1b | Enter the number of voting members that are independent | | |
| 2 | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | Yes | |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | | No |
| 4 | Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? | | No |
| 5 | Did the organization become aware during the year of a material diversion of the organization's assets? | | No |
| 6 | Does the organization have members or stockholders? | | No |
| 7a | Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? | | No |
| 7b | Are any decisions of the governing body subject to approval by members, stockholders, or other persons? | | No |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | |
| 8a | the governing body? | Yes | |
| 8b | each committee with authority to act on behalf of the governing body? | Yes | |
| 9a | Does the organization have local chapters, branches, or affiliates? | Yes | |
| 9b | If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? | Yes | |
| 10 | Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990 | Yes | |
| 11 | Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | | No |

Section B. Policies

| | | Yes | No |
|------------|--|-----|----|
| 12a | Does the organization have a written conflict of interest policy? If "No", go to line 13 | Yes | |
| 12b | Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | Yes | |
| 12c | Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done | Yes | |
| 13 | Does the organization have a written whistleblower policy? | Yes | |
| 14 | Does the organization have a written document retention and destruction policy? | Yes | |
| 15 | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision | | |
| 15a | The organization's CEO, Executive Director, or top management official? | Yes | |
| 15b | Other officers or key employees of the organization? Describe the process in Schedule O | Yes | |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | | No |
| 16b | If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements? | | |

Section C. Disclosure

- 17** List the States with which a copy of this Form 990 is required to be filed CA , CT , DC , FL , IL , MA , MD , MI , NJ , NY , VA , WA
- 18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
 own website another's website upon request
- 19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
- 20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization.
 HELEN BREWER
 149 AVE LOUISE LEVEL 24 1050
 BRUSSELS BELGIUM
 BE
 (322) 502-9038

Part VIII Statement of Revenue

| | | (A) Total Revenue | (B) Related or Exempt Function Revenue | (C) Unrelated Business Revenue | (D) Revenue Excluded from Tax under IRC 512, 513, or 514 | |
|--|--|--|---|-----------------------------------|---|--|
| Contributions, gifts, grants and other similar amounts | 1a Federated campaigns 1a _____ | | | | | |
| | b Membership dues 1b _____ | | | | | |
| | c Fundraising events 1c _____ | | | | | |
| | d Related organizations 1d _____ | | | | | |
| | e Government grants (contributions) 1e 7,412,453 | | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above 1f 12,961,708 | | | | | |
| | g Noncash contributions included in lines 1a-1f \$ _____ | | | | | |
| | h Total (Add lines 1a-1f) ▶ 20,374,161 | | | | | |
| Program Service Revenue | 2a _____ Business Code _____ | | | | | |
| | b _____ | | | | | |
| | c _____ | | | | | |
| | d _____ | | | | | |
| | e _____ | | | | | |
| | f All other program service revenue _____ | | | | | |
| | g Total. Add lines 2a-2f ▶ \$ _____ | | | | | |
| Other Revenue | 3 Investment income (including dividends, interest other similar amounts) ▶ 254,821 | | | | 254,821 | |
| | 4 Income from investment of tax-exempt bond proceeds ▶ | | | | | |
| | 5 Royalties ▶ | | | | | |
| | 6a Gross Rents | (i) Real | | | | |
| | | (ii) Personal | | | | |
| | | b Less rental expenses | | | | |
| | | c Rental income or (loss) | | | | |
| | d Net rental income or (loss) ▶ | | | | | |
| | 7a Gross amount from sales of assets other than inventory | (i) Securities | 3,239,636 | | | |
| | | (ii) Other | | 3,500 | | |
| | | b Less cost or other basis and sales expenses | 3,251,413 | | 3,165 | |
| | | c Gain or (loss) | -11,777 | | 335 | |
| d Net gain or (loss) ▶ | | -11,442 | | | -11,442 | |
| 8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 a _____ | | | | | | |
| b Less direct expenses b _____ | | | | | | |
| c Net income or (loss) from fundraising events ▶ | | | | | | |
| 9a Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000 a _____ | | | | | | |
| b Less direct expenses b _____ | | | | | | |
| c Net income or (loss) from gaming activities ▶ | | | | | | |
| 10a Gross sales of inventory, less returns and allowances a _____ | | | | | | |
| b Less cost of goods sold b _____ | | | | | | |
| c Net income or (loss) from sales of inventory ▶ | | | | | | |
| Miscellaneous Revenue | Business Code | | | | | |
| 11a Miscellaneous _____ 900,099 | | 4,845 | | | 4,845 | |
| b _____ | | | | | | |
| c _____ | | | | | | |
| d All other revenue _____ | | | | | | |
| e Total. Add lines 11a-11d ▶ \$ 4,845 | | | | | | |
| 12 Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e ▶ | | 20,622,385 | 0 | 0 | 248,224 | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|--|------------------------------|--|---|------------------------------------|
| 1 | Grants and other assistance to governments and organizations in the U S See Part IV, line 21 | | | | |
| 2 | Grants and other assistance to individuals in the U S See Part IV, line 22 | | | | |
| 3 | Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16 | | | | |
| 4 | Benefits paid to or for members | | | | |
| 5 | Compensation of current officers, directors, trustees, and key employees | 1,656,283 | 1,249,070 | 303,559 | 103,654 |
| 6 | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 | Other salaries and wages | 5,786,608 | 5,113,763 | | 275,015 |
| 8 | Pension plan contributions (include section 401(k) and section 403(b) employer contributions) | 231,355 | 198,541 | 20,554 | 12,260 |
| 9 | Other employee benefits | 1,462,158 | 1,271,655 | 118,633 | 71,870 |
| 10 | Payroll taxes | 865,986 | 670,257 | 132,608 | 63,121 |
| 11 | Fees for services (non-employees) | | | | |
| a | Management | | | | |
| b | Legal | 33,284 | 28,017 | 3,239 | 2,028 |
| c | Accounting | 133,009 | 92,954 | 29,064 | 10,991 |
| d | Lobbying | | | | |
| e | Professional fundraising See Part IV, line 17 | | | | |
| f | Investment management fees | | | | |
| g | Other | | | | |
| 12 | Advertising and promotion | | | | |
| 13 | Office expenses | 1,165,047 | 1,040,465 | 54,455 | 70,127 |
| 14 | Information technology | 22,614 | 17,274 | 3,122 | 2,218 |
| 15 | Royalties | | | | |
| 16 | Occupancy | 1,049,511 | 838,472 | 122,887 | 88,152 |
| 17 | Travel | 1,675,863 | 1,614,695 | 23,209 | 37,959 |
| 18 | Payments of travel or entertainment expenses for any Federal, state or local public officials | | | | |
| 19 | Conferences, conventions and meetings | 20,036 | 10,431 | 1,527 | 8,078 |
| 20 | Interest | | | | |
| 21 | Payments to affiliates | | | | |
| 22 | Depreciation, depletion, and amortization | 114,755 | 99,893 | 9,978 | 4,884 |
| 23 | Insurance | 598,181 | 563,774 | 21,443 | 12,964 |
| 24 | Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below) | | | | |
| a | financial charges | 52,583 | 38,717 | 9,539 | 4,327 |
| b | Miscellaneous | 13,522 | 11,748 | 1,048 | 726 |
| c | | | | | |
| d | | | | | |
| e | | | | | |
| d | | | | | |
| e | | | | | |
| e | | | | | |
| f | All other expenses | | | | |
| 25 | Total functional expenses. Add lines 1 through 24f | 14,880,795 | 12,859,726 | 1,252,695 | 768,374 |
| 26 | Joint Costs. Check <input type="checkbox"/> if following SOP 98-2. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation | | | | |

Part X Balance Sheet

| | | (A) | | (B) |
|---|---|----------------------|------------|--------------------|
| | | Beginning of year | | End of year |
| Assets | 1 Cash—non-interest-bearing | 407,072 | 1 | 2,657,528 |
| | 2 Savings and temporary cash investments | 20,312,413 | 2 | 3,590,718 |
| | 3 Pledges and grants receivable, net | 5,262,530 | 3 | 4,845,567 |
| | 4 Accounts receivable, net | 675,239 | 4 | 438,747 |
| | 5 Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i> | | 5 | |
| | 6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i> | | 6 | |
| | 7 Notes and loans receivable, net | | 7 | |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | | 9 | |
| | 10a Land, buildings, and equipment cost basis | 10a 1,048,009 | | |
| | b Less accumulated depreciation <i>Complete Part VI of Schedule D</i> | 10b 904,176 | 204,380 | 10c 143,833 |
| | 11 Investments—publicly traded securities | | 11 | 1,389,590 |
| | 12 Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i> | | 12 | 23,718,702 |
| | 13 Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i> | | 13 | |
| | 14 Intangible assets | | 14 | |
| | 15 Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i> | 109,901 | 15 | 109,308 |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 26,971,535 | 16 | 36,893,993 | |
| Liabilities | 17 Accounts payable and accrued expenses | 785,203 | 17 | 720,984 |
| | 18 Grants payable | | 18 | |
| | 19 Deferred revenue | | 19 | |
| | 20 Tax-exempt bond liabilities | | 20 | |
| | 21 Escrow account liability <i>Complete Part IV of Schedule D</i> | | 21 | |
| | 22 Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i> | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 23 | |
| | 24 Unsecured notes and loans payable | | 24 | |
| | 25 Other liabilities <i>Complete Part X of Schedule D</i> | | 25 | |
| | 26 Total liabilities. Add lines 17 through 25 | 785,203 | 26 | 720,984 |
| Net Assets or Fund Balances | Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | |
| | 27 Unrestricted net assets | 8,737,196 | 27 | 10,509,737 |
| | 28 Temporarily restricted net assets | 17,449,136 | 28 | 25,663,272 |
| | 29 Permanently restricted net assets | | 29 | |
| | Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34. | | | |
| | 30 Capital stock or trust principal, or current funds | | 30 | |
| | 31 Paid-in or capital surplus, or land, building or equipment fund | | 31 | |
| | 32 Retained earnings, endowment, accumulated income, or other funds | | 32 | |
| 33 Total net assets or fund balances | 26,186,332 | 33 | 36,173,009 | |
| 34 Total liabilities and net assets/fund balances | 26,971,535 | 34 | 36,893,993 | |

Part XI Financial Statements and Reporting

| | | Yes | No |
|-----------|---|-----|----|
| 1 | Accounting method used to prepare the Form 990 <input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? | | No |
| 2b | Were the organization's financial statements audited by an independent accountant? | Yes | |
| 2c | If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? | Yes | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | Yes | |
| 3b | If "Yes," did the organization undergo the required audit or audits? | Yes | |

SCHEDULE A
(Form 990 or 990EZ)

Public Charity Status and Public Support

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.
Attach to Form 990 or Form 990-EZ. See separate instructions.

Name of the organization
INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

Part I Reason for Public Charity Status (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization)

- 1 A church, convention of churches, or association of churches described in **Section 170(b)(1)(A)(i)**.
- 2 A school described in **Section 170(b)(1)(A)(ii)**. (Attach Schedule E)
- 3 A hospital or a cooperative hospital service organization described in **Section 170(b)(1)(A)(iii)**. (Attach Schedule H)
- 4 A medical research organization operated in conjunction with a hospital described in **Section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **Section 170(b)(1)(A)(iv)**. (Complete Part II)
- 6 A federal, state, or local government or governmental unit described in **Section 170(b)(1)(A)(v)**.
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **Section 170(b)(1)(A)(vi)** (Complete Part II)
- 8 A community trust described in **Section 170(b)(1)(A)(vi)** (Complete Part II)
- 9 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **Section 509(a)(2)**. (Complete Part III)
- 10 An organization organized and operated exclusively to test for public safety See **Section 509(a)(4)**. (See instructions)
- 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **Section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h
 a Type I b Type II c Type III - Functionally Integrated d Type III - Other
- e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
- f If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

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

- (i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?
- (ii) a family member of a person described in (i) above?
- (iii) a 35% controlled entity of a person described in (i) or (ii) above?

h Provide the following information about the organizations the organization supports

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

Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Public Support

| Calendar year (or fiscal year beginning in) | (a) 2004 | (b) 2005 | (c) 2006 | (d) 2007 | (e) 2008 | (f) Total |
|--|------------|------------|------------|------------|------------|------------|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.") | 12,283,078 | 16,237,248 | 13,038,369 | 23,812,099 | 20,374,161 | 85,744,955 |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add line 1-3 | 12,283,078 | 16,237,248 | 13,038,369 | 23,812,099 | 20,374,161 | 85,744,955 |
| 5 The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f) | | | | | | 24,677,422 |
| 6 Public Support subtract line 5 from line 4 | | | | | | 61,067,533 |

Total Support

| Calendar year (or fiscal year beginning in) | (a) 2004 | (b) 2005 | (c) 2006 | (d) 2007 | (e) 2008 | (f) Total |
|---|------------|----------|------------|------------|------------|------------|
| 7 Amounts from line 4 | 12,283,078 | 272,309 | 13,038,369 | 23,812,099 | 20,374,161 | 85,744,955 |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 127,854 | 272,309 | 484,624 | 486,731 | 254,821 | 1,626,339 |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV) | | | | | 4,845 | 4,845 |
| 11 Total Support (Add lines 7 through 10) | | | | | | 87,376,139 |
| 12 Gross receipts from related activities, etc (See instructions) | | | | | 12 | 2,750 |
| 13 First Five Years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here <input type="checkbox"/> | | | | | | |

Computation of Public Support Percentage

| | | |
|---|-----------|-----------------|
| 14 Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f)) | 14 | 69.890 % |
| 15 Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f | 15 | 79.510 % |
| 16a 33 1/3% Test - 2008. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input checked="" type="checkbox"/> | | |
| b 33 1/3% Test - 2007. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 17a 10% Facts and Circumstances Test - 2008. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| b 10% Facts and Circumstances Test - 2007. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 18 Private Foundation. If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions <input type="checkbox"/> | | |

Part III Support Schedule for Organizations Described in IRC 509(a)(2)

(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) | (a) 2004 | (b) 2005 | (c) 2006 | (d) 2007 | (e) 2008 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants") | | | | | | |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total Add lines 1-5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000 | | | | | | |
| c Total of lines 7a and 7b | | | | | | |
| 8 Public Support (Subtract line 7c from line 6) | | | | | | |

Total Support

| Calendar year (or fiscal year beginning in) | (a) 2004 | (b) 2005 | (c) 2006 | (d) 2007 | (e) 2008 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| 9 Amounts from line 6 | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975 | | | | | | |
| c Add lines 10a and 10b | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV) | | | | | | |
| 13 Total Support (Add lines 9, 10c, 11 and 12) | | | | | | |
| 14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here <input type="checkbox"/> | | | | | | |

Computation of Public Support Percentage

| | | |
|--|-----------|--|
| 15 Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f)) | 15 | |
| 16 Public Support Percentage for 2007 Schedule A, Part IV-A, line 27g | 16 | |

Computation of Investment Income Percentage

| | | |
|---|-----------|--|
| 17 Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f)) | 17 | |
| 18 Investment Income Percentage from 2007 Schedule A, Part IV-A, line 27h | 18 | |
| 19a 33 1/3% Tests - 2008. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| b 33 1/3% Tests - 2007. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/> | | |
| 20 Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions <input type="checkbox"/> | | |

Part IV **Supplemental Information.** Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

| |
|-------------------------------------|
| Facts and Circumstances Test |
| |

Additional Data

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

Form 990, Part VII - Section Aaa

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|------------------------------------|-------------------------------|--|-----------------------|---------|--------------|------------------------------|---------|---|---|---|
| | | Individual Trustee or Director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| Gareth Evans , President and CEO | 39 00 | X | | X | | | 180,731 | 0 | 104,517 | |
| Lord Christopher Patten , Co-Chair | 2 00 | X | | X | | | 0 | 0 | 0 | |
| Thomas Pickering , Co-Chair | 2 00 | X | | X | | | 0 | 0 | 0 | |
| Emma Bonino , Vice-Chair | 2 00 | X | | X | | | 0 | 0 | 0 | |
| Morton Abramowitz , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Adnan Abu-Odeh , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Kenneth Adelman , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Prince Turki Al-Faisal , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| KOFI ANNAN , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Louise Arbour , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Richard Armitage , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Paddy Ashdown , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Shlomo Ben-Ami , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Lakhdar Brahimi , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Zbigniew Brzezinski , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| KIM CAMPBELL , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Cheryl Carolus , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Maria Livanos Cattau , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Naresh Chandra , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Joaquim Alberto Chissano , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Wesley Clark , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Pat Cox , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Uffe Ellemann-Jensen , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Mark Eyskens , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Joschka Fischer , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Yoichi Funabashi , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Yegor Gaidar , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Frank Guistra , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Carla Hills , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |
| Lena Hjelm-Wallen , Trustee | 2 00 | X | | | | | 0 | 0 | 0 | |

Form 990, Part VII - Section Aaa

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|-------------------------------|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual Trustee or Director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| Swanee Hunt , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Anwar Ibrahim , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Asma Jahangir , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| James V Kimsey , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Wim Kok , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Ricardo Lagos , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Joanne Leedom-Ackerman , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Moises Naim , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Ayo Obe , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Christine Ockrent , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Victor Pinchuk , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Fidel V Ramos , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Guler Sabanci , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Ghassan Salame , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Stephen Solarz , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| George Soros , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Par Stenback , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Thorvold Stoltenberg , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Jessica Tuchman Matthews , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Ernesto Zedillo , Trustee | 2 00 | X | | | | | | 0 | 0 | 0 |
| Helen Brewer , Treasurer/VP Fin & Admin | 39 00 | | | X | | | | 152,220 | 0 | 18,032 |
| Carole Corcoran , Secretary/Gen Counsel | 40 00 | | | X | | | | 155,693 | 0 | 10,423 |
| Alain Deletroz , Vice President, Europe | 39 00 | | | X | | | | 181,263 | 0 | 39,707 |
| Mark Schneider , Senior Vice President | 40 00 | | | X | | | | 158,670 | 0 | 11,913 |
| Donald Steinberg , Deputy President, Policy | 40 00 | | | X | | | | 226,892 | 0 | 30,008 |
| Nicholas Grono , Deputy President, Oper | 39 00 | | | X | | | | 135,747 | 0 | 43,887 |
| Fabienne Hara , VP, Multilateral Affair | 40 00 | | | X | | | | 139,000 | 0 | 11,435 |
| Jonathan Greenwald , VP, Publication | 40 00 | | | X | | | | 137,514 | 0 | 8,876 |
| Sabine Freizer , Europe Programme Dir | 40 00 | | | | | X | | 101,759 | 0 | 31,189 |
| Andrew Stroehlein , Communications Director | 40 00 | | | | | X | | 113,037 | 0 | 11,600 |

Form 990, Part VII - Section Aaa

| (A) Name and Title | (B) Average hours per week | (C) Position (check all that apply) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|-------------------------------|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual Trustee or Director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| Robert Templer , Asia Programme Dir | 40 00 | | | | | X | | 135,187 | 0 | 11,437 |
| Charles Esser , Energy Analyst | 40 00 | | | | | X | | 130,068 | 0 | 7,293 |
| Robert Malley , Middle East/North Africa | 40 00 | | | | | X | | 119,025 | 0 | 9,210 |

SCHEDULE C (Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No 1545-0047

For Organizations Exempt From Income Tax Under section 501(c) and section 527

2008

Department of the Treasury Internal Revenue Service

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

Open to Public Inspection

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

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

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

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) complete Part II-A Do not complete Part II-B
Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A
Section 501(c)(4), (5), or (6) organizations complete Part III

Name of the organization INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

Part I-A To be completed by all organizations exempt under section 501(c) and section 527 organizations. (See the instructions for Schedule C for details.)

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

Part I-B To be completed by all organizations exempt under section 501(c)(3). (See the instructions for Schedule C for details.)

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

Part I-C To be completed by all organizations exempt under section 501(c), except section 501(c)(3). (See the instructions for Schedule C for details.)

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities \$
2 Enter the amount of the filing organization's internal funds contributed to other organizations for section 527 exempt function activities \$
3 Total of direct and indirect exempt function expenditures Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b \$
4 Did the filing organization file Form 1120-POL for this year? Yes No
5 State the names, addresses and Employer Identification Number (EIN) of all section 527 political organizations to which payments were made Enter the amount paid and indicate if the amount was paid from the filing organization's own internal funds or were political contributions received and promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's internal funds, (e) Amount of political contributions received and promptly and directly delivered to a separate political organization.

Part II-A To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

- A** Check if the filing organization belongs to an affiliated group
- B** Check if the filing organization checked box A and "limited control" provisions apply

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

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 1a through 1f of the instructions.)

| Lobbying Expenditures During 4-Year Averaging Period | | | | | |
|---|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) | (a) 2005 | (b) 2006 | (c) 2007 | (d) 2008 | (e) Total |
| 2a Lobbying non-taxable amount | | | | | |
| b Lobbying ceiling amount (150% of line 2a, column(e)) | | | | | |
| c Total lobbying expenditures | | | | | |
| d Grassroots non-taxable amount | | | | | |
| e Grassroots ceiling amount (150% of line d, column (e)) | | | | | |
| f Grassroots lobbying expenditures | | | | | |

Part II-B To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)). (See the instructions for Schedule C for details.)

| | (a) | | (b) |
|---|-----|----|---------|
| | Yes | No | Amount |
| 1 During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of | | | |
| a Volunteers? | | No | |
| b Paid staff or management (include compensation in expenses reported on lines c through i)? | | No | |
| c Media advertisements? | | No | |
| d Mailings to members, legislators, or the public? | | No | |
| e Publications, or published or broadcast statements? | | No | |
| f Grants to other organizations for lobbying purposes? | | No | |
| g Direct contact with legislators, their staffs, government officials, or a legislative body? | Yes | | 170,114 |
| h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means? | | No | |
| i Other activities If "Yes," describe in Part IV | | No | |
| j Total lines 1c through 1i | | | 170,114 |
| 2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? | | No | |
| b If "Yes" enter the amount of any tax incurred under section 4912 | | | |
| c If "Yes" enter the amount of any tax incurred by organization managers under section 4912 | | | |
| d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? | | | |

Part III-A To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6). (See the instructions for Schedule C for details.)

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

Part III-B To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes." (See the instructions for Schedule C for details.)

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

Part IV Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

| Identifier | Return Reference | Explanation |
|------------|------------------|-------------|
| | | |
| | | |
| | | |
| | | |
| | | |

SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2008

Open to Public Inspection

Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

Department of the Treasury Internal Revenue Service

Name of the organization INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

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

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Includes rows for total number at end of year, aggregate contributions, aggregate grants, aggregate value, and questions about donor informed status.

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

Table with 3 columns: Line number, Description, Held at the End of the Year. Includes rows for purpose of easements, total number, total acreage, and monitoring expenses.

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

Table with 3 columns: Line number, Description, Amount. Includes rows for art collections and monitoring expenses.

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

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

- a** Public exhibition
- b** Scholarly research
- c** Preservation for future generations
- d** Loan or exchange programs
- e** Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

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

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain why in Part XIV and complete the following table

| | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |

2a Did the organization include an amount on Form 990, Part X, line 21? Yes No

b If "Yes," explain the arrangement in Part XIV

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

| | (a) Current Year | (b) Prior Year | (c) Two Years Back | (d) Three Years Back | (e) Four Years Back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 18,077,420 | | | | |
| b Contributions | 2,033,000 | | | | |
| c Investment earnings or losses | 3,608,282 | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g End of year balance | 23,718,702 | | | | |

2 Provide the estimated percentage of the year end balance held as

- a** Board designated or quasi-endowment 100.000 %
- b** Permanent endowment
- c** Term endowment

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

| | Yes | No |
|--|---------------|----|
| (i) unrelated organizations | 3a(i) | No |
| (ii) related organizations | 3a(ii) | No |
| b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |

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

Part VI Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

| Description of investment | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Depreciation | (d) Book value |
|---|--------------------------------------|---------------------------------|------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | | | |
| d Equipment | | 1,048,009 | 904,176 | 143,833 |
| e Other | | | | |
| Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) | | | | 143,833 |

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|--|----------------|---|
| Financial derivatives and other financial products | | |
| Closely-held equity interests | 23,718,702 | F |
| Other | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| Total. (Column (b) should equal Form 990, Part X, col (B) line 12) | 23,718,702 | |

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

| (a) Description of investment type | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|--|----------------|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| Total. (Column (b) should equal Form 990, Part X, col (B) line 13) | | |

Part IX Other Assets. See Form 990, Part X, line 15.

| (a) Description | (b) Book value |
|--|----------------|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| Total. (Column (b) should equal Form 990, Part X, col.(B) line 15.) | |

Part X Other Liabilities. See Form 990, Part X, line 25.

| (a) Description of Liability | (b) Amount |
|--|------------|
| Federal Income Taxes | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| Total. (Column (b) should equal Form 990, Part X, col (B) line 25) | |

In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements

| | | | |
|-----------|---|-----------|------------|
| 1 | Total revenue (Form 990, Part VIII, column (A), line 12) | 1 | 20,622,385 |
| 2 | Total expenses (Form 990, Part IX, column (A), line 25) | 2 | 14,880,795 |
| 3 | Excess or (deficit) for the year Subtract line 2 from line 1 | 3 | 5,741,590 |
| 4 | Net unrealized gains (losses) on investments | 4 | 5,375,086 |
| 5 | Donated services and use of facilities | 5 | |
| 6 | Investment expenses | 6 | |
| 7 | Prior period adjustments | 7 | |
| 8 | Other (Describe in Part XIV) | 8 | -1,129,999 |
| 9 | Total adjustments (net) Add lines 4 - 8 | 9 | 4,245,087 |
| 10 | Excess or (deficit) for the year per financial statements Combine lines 3 and 9 | 10 | 9,986,677 |

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

| | | | |
|----------|---|-----------|------------|
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 26,828,457 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | |
| a | Net unrealized gains on investments | 2a | 5,375,086 |
| b | Donated services and use of facilities | 2b | 830,986 |
| c | Recoveries of prior year grants | 2c | |
| d | Other (Describe in Part XIV) | 2d | |
| e | Add lines 2a through 2d | 2e | 6,206,072 |
| 3 | Subtract line 2e from line 1 | 3 | 20,622,385 |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1 : | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | |
| b | Other (Describe in Part XIV) | 4b | |
| c | Add lines 4a and 4b | 4c | 0 |
| 5 | Total Revenue Add lines 3 and 4c . (This should equal Form 990, Part I, line 12) | 5 | 20,622,385 |

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

| | | | |
|----------|--|-----------|------------|
| 1 | Total expenses and losses per audited financial statements | 1 | 15,711,781 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | |
| a | Donated services and use of facilities | 2a | 830,986 |
| b | Prior year adjustments | 2b | |
| c | Losses reported on Form 990, Part IX, line 25 | 2c | |
| d | Other (Describe in Part XIV) | 2d | |
| e | Add lines 2a through 2d | 2e | 830,986 |
| 3 | Subtract line 2e from line 1 | 3 | 14,880,795 |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1 : | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | |
| b | Other (Describe in Part XIV) | 4b | |
| c | Add lines 4a and 4b | 4c | 0 |
| 5 | Total expenses Add lines 3 and 4c . (This should equal Form 990, Part I, line 18) | 5 | 14,880,795 |

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

| Identifier | Return Reference | Explanation |
|----------------|--|--|
| Part V, Line 4 | Description of Intended Use of Endowment Funds | Primarily used for generating income to provide long term stability, independence, flexibility and continuity of the organization The fund would be available for other purposes only in extreme exceptional circumstances |
| | | PART XI, LINE 8 - OTHER ADJUSTMENTS REALIZED LOSS ON EXCHANGE \$(417,215) REALIZED GAIN ON EXCHANGE 524,670 UNREALIZED GAIN ON EXCHANGE 1,047,313 UNREALIZED LOSS ON EXCHANGE (2,284,767) NET REALIZED AND UNREALIZED LOSS ON EXCHANGE (1,129,999) |
| | | |
| | | |
| | | |
| | | |

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

Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States

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

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space needed.

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

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

| (A) Name | | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported in prior Form 990 or Form 990-EZ |
|------------------|------|--|-------------------------------------|--------------------------|---------------------------|-------------------------|---------------------------------|--|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other compensation | | | | |
| Gareth Evans | (i) | 180,731 | | | 68,162 | 36,355 | 285,248 | |
| | (ii) | | | | | | | |
| Helen Brewer | (i) | 152,220 | | | 15,982 | 2,050 | 170,252 | |
| | (ii) | | | | | | | |
| Carole Corcoran | (i) | 155,693 | | | 7,785 | 2,638 | 166,116 | |
| | (ii) | | | | | | | |
| Alain Deletroz | (i) | 181,263 | | | 18,897 | 20,810 | 220,970 | |
| | (ii) | | | | | | | |
| Mark Schneider | (i) | 158,670 | | | 7,934 | 3,979 | 170,583 | |
| | (ii) | | | | | | | |
| Donald Steinberg | (i) | 226,892 | | | 9,447 | 20,561 | 256,900 | |
| | (ii) | | | | | | | |
| Nicholas Grono | (i) | 135,747 | | | 16,048 | 27,839 | 179,634 | |
| | (ii) | | | | | | | |
| Fabienne Hara | (i) | 139,000 | | | 5,700 | 5,735 | 150,435 | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |
| | (i) | | | | | | | |
| | (ii) | | | | | | | |

Schedule L
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2008

Open to Public Inspection

▶ Attach to Form 990 or Form 990-EZ.
▶ To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V lines 38b or 40b.

Department of the Treasury
Internal Revenue Service

Name of the organization
INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

Part I Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

| 1 | (a) Name of disqualified person | (b) Description of transaction | (c) Corrected? | |
|---|---------------------------------|--------------------------------|----------------|----|
| | | | Yes | No |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

- 2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 ▶ \$ _____
- 3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ \$ _____

Part II Loans to and/or From Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

| (a) Name of interested person and purpose | (b) Loan to or from the organization? | | (c) Original principal amount | (d) Balance due | (e) In default? | | (f) Approved by board or committee? | | (g) Written agreement? | |
|---|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
| | To | From | | | Yes | No | Yes | No | Yes | No |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Total ▶ \$ _____ | | | | | | | | | | |

Part III Grants or Assistance Benefitting Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of grant or type of assistance |
|-------------------------------|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

Part IV Business Transactions Involving Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of organization's revenues? | |
|-------------------------------|---|---------------------------|---|---|----|
| | | | | Yes | No |
| Magdalena Frichova | family member of officer | 39,512 | Magdalena Frichova is the spouse of the deputy president and a consultant to Crisis Group. The consultant will arrange and provide briefings to the government of the Czech Republic ensuring that Crisis Group maximizes opportunities to influence EU policy, in particular during that country's presidency of the EU. This work was supported by a grant of 100,000 Euros from the Czech government. The consultant will also brief the Crisis Group EU advocacy team on foreign policy priorities and the political debate in Prague. Prior to the consultancy, Ms Frichova was Crisis Group's Caucasus project director in Tbilisi, from March 2007 to July 2008. | | No |
| Quantum Endowment Fund | board member | 23,718,702 | George Soros is a Crisis Group trustee, and he is associated with this fund. Crisis Group has an investment of \$23,718,702 in Quantum Endowment Fund. | | No |
| | | | | | |
| | | | | | |
| | | | | | |

SCHEDULE O
(Form 990)

Supplemental Information to Form 990

2008

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

Name of the organization
INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

| Identifier | Return Reference | Explanation |
|-----------------------------|------------------------|--|
| Form 990, Part III, line 4d | Other Program Services | Europe Expenses \$ 1077495 including grants of \$ 0 Revenue \$ 0 |

| Identifier | Return Reference | Explanation |
|-----------------------------|------------------------|--|
| Form 990, Part III, line 4d | Other Program Services | Latin America Expenses \$ 555653 including grants of \$ 0 Revenue \$ 0 |

| Identifier | Return Reference | Explanation |
|-----------------------------|------------------------|--|
| Form 990, Part III, line 4d | Other Program Services | Advocacy Expenses \$ 4304059 including grants of \$ 0 Revenue \$ 0 |

| Identifier | Return Reference | Explanation |
|--------------------------------------|------------------|---|
| Form 990, Part VI, Section A, line 1 | | THE INTERNATIONAL CRISIS GROUP'S GOVERNING BODY HAS DELEGATED AUTHORITY TO AN EXECUTIVE COMMITTEE TO ACT ON ITS BEHALF IN ACCORDANCE WITH BY-LAWS THAT HAVE BEEN ADOPTED BY THE BOARD OF TRUSTEES, ICG HAS CREATED AN EXECUTIVE COMMITTEE THAT CONSISTS OF ELEVEN MEMBERS, WHICH INCLUDE TWO CO-CHAIRS, A VICE-CHAIR, AND A PRESIDENT AND CEO THE EXECUTIVE COMMITTEE IS COMPOSED OF MEMBERS OF THE BOARD OF TRUSTEES, AND IT IS ALSO ABLE TO ACT ON BEHALF OF THE BOARD BETWEEN ITS MEETINGS |

| Identifier | Return Reference | Explanation |
|--------------------------------------|------------------|---|
| Form 990, Part VI, Section A, line 2 | | Emma Bonino and George Soros business relationship Emma Bonino and George Soros are both program board members of European Council on Foreign Relations Emma Bonino and Joschka Fischer business relationship Emma Bonino and Joschka Fischer are both program board members of European Council on Foreign Relations Maria Livanos Cattau and George Soros business relationship Maria Livanos Cattau and George Soros are both members of The Open Society Institute Global Advisory Board Joschka Fischer and George Soros business relationship Joschka Fischer and George Soros are both program board members of European Council on Foreign Relations Carla Hills and Thomas Pickering business relationship Thomas Pickering is Vice Chairman, and Carla Hills is founder of Hills & Company Asma Jahangir and George Soros business relationship Asma Jahangir and George Soros are both members of The Open Society Institute Global Advisory Board |

| Identifier | Return Reference | Explanation |
|---------------------------------------|------------------|--|
| Form 990, Part VI, Section A, line 10 | | Management worked with external accountants to prepare and review the IRS Form 990 The Financial Controller had primary responsibility for preparing the Form while other senior staff provide direct input into its preparation, including the Vice-President (Finance & Administration), General Counsel, and the Director of Human Resources The Deputy-President (Operations), Legal Counsel, the Vice-President (Finance & Administration) and senior fundraising staff reviewed the Form, which was then finalized with the external accountants The President then reviewed the Form with the Finance Committee, which recommended its approval to the Executive Committee and Board of Trustees, providing all trustees with an electronic link to the approved Form |

| Identifier | Return Reference | Explanation |
|--|------------------|--|
| Form 990, Part VI, Section B, line 12c | | The Board has adopted a conflict of interest policy which is applicable to all Trustees and Staff members Trustees are required to disclose to one of the Co-Chairs, and Staff members to the President, any situation which is or may become a conflict of interest Difficult or contested matters are discussed and resolved with the Executive Committee, Finance Committee, or Audit Committee as appropriate Trustees are required to recuse themselves for any discussions and decisions of the Board which involve matters that are or may result in a conflict of interest, and the minutes of the applicable meeting reflect the abstention, with the vote not being counted for purposes of determining the quorum Staff members are required to scrupulously avoid any conflict between their own respective individual interests and those of Crisis Group All Trustees and Staff members are required to sign annually an acknowledgment and certification regarding compliance with the Conflict of Interest Policy The Secretary monitors the enforcement of the Policy for Trustees and the Director of Human Resources monitors enforcement of the Policy for Staff members |

| Identifier | Return Reference | Explanation |
|---------------------------------------|------------------|---|
| Form 990, Part VI, Section B, line 15 | | The President and CEO is the top management official of Crisis Group The Finance or Executive Committee determines the reasonableness of the President and CEO's salary consistent with IRS requirements using data as to comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations, and keeps records and contemporaneously documents the decision The Executive Committee last determined the reasonableness of the President and CEO's compensation in accordance with IRS requirements in July 2009 The President and Chief Executive Officer sets reasonable compensation for all staff members, subject to the requirement that there is reasonable basis for such compensation and which is consistent with IRS requirements The Finance Committee reviews the total compensation package for all Key Employees, taking into account information from comparable organizations if available, and other relevant circumstances, and prepares a report for the Executive Committee on the reasonableness of the compensation The Finance Committee last determined the reasonableness of the total compensation package for Crisis Group's Key Employees and Officers, other than the President on April 25, 2008 The offices and/or positions reviewed at that time were Deputy President (Operations), Deputy President (Policy), Senior Vice President, Vice President (Europe), Vice President (Publications), Vice President (Multilateral Affairs), Vice President (Finance & Administration), and General Counsel and Director of Special Projects |

| Identifier | Return Reference | Explanation |
|---------------------------------------|------------------|--|
| Form 990, Part VI, Section C, line 19 | | The organization makes its governing documents, conflict of interest policy, and financial statements available to the public upon request |

| Identifier | Return Reference | Explanation |
|---------------------------------|--------------------------------|--|
| Schedule F, Part I, Question 3e | Sub Saharan Africa (continued) | Southern Africa Crisis Group's region-based team report on Zimbabwe's continuing Crisis, and covers South Africa's role in the region. The project reported on the crisis in Madagascar, and also engages in high level advocacy with the South African government and the Africa Union. |

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2008

Open to Public Inspection

▶ **Attach to Form 990. To be completed by organizations that answer "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.**
▶ **See separate instructions.**

Department of the Treasury
Internal Revenue Service

Name of the organization
INTERNATIONAL CRISIS GROUP

Employer identification number

52-5170039

Part I Identification of Disregarded Entities

| (A) Name, address, and EIN of disregarded entity | (B) Primary activity | (C) Legal domicile (state or foreign country) | (D) Total income | (E) End-of-year assets | (F) Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
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Part II Identification of Related Tax-Exempt Organizations

| (A) Name, address, and EIN of related organization | (B) Primary activity | (C) Legal domicile (state or foreign country) | (D) Exempt Code section | (E) Public charity status (if section 501(c)(3)) | (F) Direct controlling entity |
|---|-------------------------|--|----------------------------|---|----------------------------------|
| International Crisis Group - AISBL 149 Avenue Louise Brussels BE | Dormant | BE | | | N/A |
| | | | | | |
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Part III Identification of Related Organizations Taxable as a Partnership

| (A) Name, address, and EIN of related organization | (B) Primary activity | (C) Legal domicile (state or foreign country) | (D) Direct controlling entity | (E) Predominant income(related, investment, unrelated) | (F) Share of total income | (G) Share of end-of- year assets | (H) Disproportionate allocations? | | (I) Code V—UBI amount on Box 20 of K-1 | (J) General or managing partner? | |
|--|-------------------------|--|-------------------------------------|--|------------------------------|--|---|----|---|---|----|
| | | | | | | | Yes | No | | Yes | No |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust

| (A) Name, address, and EIN of related organization | (B) Primary activity | (C) Legal domicile (state or foreign country) | (D) Direct controlling entity | (E) Type of entity (C corp, S corp, or trust) | (F) Share of total income | (G) Share of end-of-year assets | (H) Percentage ownership |
|---|-------------------------|---|-------------------------------------|--|---------------------------------|--|--------------------------------|
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Part V Transactions with Related Organizations

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

- a** Receipt of **(i)** interest **(ii)** annuities **(iii)** royalties **(iv)** rent from a controlled entity
- b** Gift, grant, or capital contribution to other organization(s)
- c** Gift, grant, or capital contribution from other organization(s)
- d** Loans or loan guarantees to or for other organization(s)
- e** Loans or loan guarantees by other organization(s)

- f** Sale of assets to other organization(s)
- g** Purchase of assets from other organization(s)
- h** Exchange of assets
- i** Lease of facilities, equipment, or other assets to other organization(s)

- j** Lease of facilities, equipment, or other assets from other organization(s)
- k** Performance of services or membership or fundraising solicitations for other organization(s)
- l** Performance of services or membership or fundraising solicitations by other organization(s)
- m** Sharing of facilities, equipment, mailing lists, or other assets
- n** Sharing of paid employees

- o** Reimbursement paid to other organization for expenses
- p** Reimbursement paid by other organization for expenses

- q** Other transfer of cash or property to other organization(s)
- r** Other transfer of cash or property from other organization(s)

| | Yes | No |
|-----------|-----|----|
| 1a | | No |
| 1b | | No |
| 1c | | No |
| 1d | | No |
| 1e | | No |
| | | |
| 1f | | No |
| 1g | | No |
| 1h | | No |
| 1i | | No |
| | | |
| 1j | | No |
| 1k | | No |
| 1l | | No |
| 1m | Yes | |
| 1n | | No |
| | | |
| 1o | | No |
| 1p | | No |
| | | |
| 1q | | No |
| 1r | | No |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

| (A) Name of other organization(s) | (B) Transaction type(a-r) | (C) Amount Involved |
|--|------------------------------|------------------------|
| (1) International Cnsis Group - AISBL | M | 3,273 |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |

