Crisis Group West Africa Senior Analyst

Above: Crisis Group Senior Libya Analyst, Claudia Gazzini (right) in conversation with two Tuareg activists during a field trip to southern Libya, Sebha, April 2017.

Front cover: Hand-written messages at the largest anti-corruption protest in Guatemala’s ultimately successful campaign to oust former President Otto Pérez Molina, Guatemala City, 16 May 2015.

Crisis Group West Africa Senior Analyst
Preventing War. Shaping Peace.

Between 2010 and 2016, the number of people killed globally in wars and other organised violence each year has more than tripled. Conflicts have contributed to famines that are threatening Yemen, South Sudan, Nigeria and Somalia. The Syria crisis has produced the largest single refugee exodus since the end of the Cold War. Altogether, in 2016 there were 65 million people around the world who had been forced from their homes by war.

The mission of the International Crisis Group is to help reverse these trends through sounding the alarm, empowering peacemakers and advocating paths to prevent, mitigate or end deadly conflict. Our analysts work on 50 actual and impending deadly conflicts and keep a watchful eye on another 40 countries in crisis. Since our foundation in 1995, we have refined our methodology of field research, engagement with all parties in conflict, analytical reporting, and high-level advocacy.

In 2015–2017, we made changes to sharpen our response to new global challenges through a streamlined structure, a strategic framework to prioritise rapid, nimble response, and all-new digital platforms to deliver our long-form reports smoothly and readably. We now also aim to lead the debate on themes that many conflicts share: transnational jihadism; the humanitarian fallout of conflict, including refugees; the economic drivers of conflict; and the role of gender perspectives. We are determined to remain a unique organisation, part think-tank, part activist advocate, with a focus on realistic policies that place the interests of victims of conflict at the forefront.

The impact of our field-centred analysis is often long-term and incremental, influencing governments and non-state actors. Our work brings unpublicised conflicts and issues to the attention of media and civil society, and shapes the debate by breaking taboos and challenging conventional wisdom. This can lead to striking results, as when a decade of advocacy helped achieve the 2015 nuclear deal, and when the 2016 Colombia peace accord followed over fifteen years of Crisis Group engagement that included 36 reports and briefings.

To do our preventive work we need more partners and donors. Paradoxically, global spending on longer-term peacemaking is shrinking, in favour of shorter-term security measures and counter-terrorism operations. Humanitarian action also is vital, but this often treats only the symptoms, not the causes of suffering. Hence our ambition to tackle the source of these crises, the deadly conflicts themselves, and our urgent need for all the support you can kindly give.

Jean-Marie Guéhenno
President and CEO
Our History

In the early 1990s, the international community failed to either anticipate or respond to the tragedies unfolding in Somalia, Rwanda and Bosnia. Frustrated statesmen and women rallied to create an independent, field-centred organisation that could raise the alarm about crises in a way that would be heard by governments and others in a position to take early action to prevent the outbreak of violence. Our founders were led by Morton Abramowitz, president of the Carnegie Endowment for International Peace and a former U.S. ambassador. In 1995, International Crisis Group was officially established with generous support from financier and philanthropist George Soros, Nordic countries and others. The new Crisis Group helped raise $10 million for election support in Sierra Leone and began a broad engagement with Bosnia that defined its early years. In 2000, long-serving former Australian Foreign Minister Gareth Evans took over as president and led a decade of rapid global expansion of Crisis Group to become the world’s leading independent conflict prevention organisation. In 2009, Canada’s Louise Arbour took the helm. As a former UN high commissioner for Human Rights and prosecutor for the International Tribunals for the former Yugoslavia and Rwanda, she brought a focus to issues of justice and accountability, especially in the aftermath of the Sri Lanka war. In 2014, France’s Jean-Marie Guéhenno, the former head of UN Peacekeeping, became President & CEO. He brought new emphasis on global security, multilateralism and transnational themes arising from Crisis Group’s deep expertise on the local politics of war. Cross-cutting workstreams were introduced, led by senior staff focusing on Jihad in Modern Conflict; Gender, Peace and Security; the Humanitarian Fallout of Conflict; and the Economics of Conflict.
Our Vision and Mission

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

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

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

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

ROBERT MALLEY
Crisis Group Vice President for Policy and former Special Assistant to President Barack Obama
Our Methodology

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

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

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

Reports | The expertise of Crisis Group’s analysts, and thus our reputation and influence, is founded on the deep field research and advocacy embedded in our long-form reports and briefings. In 2016, we published 63 such detailed papers, which often become indispensable reference texts on conflicts.

CrisisWatch | Our monthly global conflict tracker is an early-warning online tool that provides a succinct, regular update on the most significant conflicts and crises around the world. It alerts readers to upcoming risks and potential opportunities for conflict resolution.

Watch Lists | Four times a year, Crisis Group publishes an early-warning Watch List that identifies five to ten conflicts or crises in which prompt action by the European Union and its member states would generate stronger prospects for peace.

Op-eds and commentaries | We published nearly 400 commentaries, memos to governments, videos and multimedia stories in 2016. Of these, 147 were op-eds on external platforms, nearly half of them in languages other than English.

Our Journeys | Travel with our analysts as they describe their field research through a new series of personal commentaries. Narratives follow in the tracks of Boko Haram in Cameroon’s Far North, report from war-torn Yemen’s beleaguered capital and share rare news from the Sahara Desert oases of Libya’s deep south.

Media impact | Our work was quoted 25,000 times in all media in 2016, including twenty citations per day of our analysts’ views in major international outlets like the New York Times, Al Jazeera, the Wall Street Journal, the Nikkei Asian Review, AllAfrica, Die Zeit, the Economist, Le Monde, Foreign Policy, Jeune Afrique and the Financial Times.

Social media | With more than 125,000 followers on Twitter and 139,000 supporters on Facebook – and the same number again who follow our staff’s work in the field – Crisis Group reaches well beyond its home niche of policymakers on international conflict.

Events | Crisis Group experts are sought-after speakers at foreign policy events and round-table debates. We increasingly partner with leading organisations to stage joint policy seminars and report launches. These range from Chatham House in London to Al Sharq Forum in Istanbul, and from OSIWA in Dakar to the Rift Valley Forum in Nairobi.

Meetings | Our analysts conduct thousands of face-to-face meetings each year to learn, exchange ideas and shape the debate. In the operating year 2016–2017, our president travelled to fifteen countries and met 57 heads of state, government ministers and leaders of international organisations.

Crisis Calls | Our president, program directors and analysts lead exclusive telephone briefings to give donors real-time insights into emerging crises and provide opportunities to discuss problems of pressing international concern.

Translations | With 40 nationalities among its 120 staff, and myriad languages spoken in the countries it covers, Crisis Group is committed to making its reports accessible through translations of the highest quality. We also produce original reports in French and Spanish that are translated into English.

Sign up for more | Thanks to our donors, Crisis Group outputs are freely available as a public good. Sign up via www.crisisgroup.org/subscribe to receive emails when we publish reports or schedule events.
Our Impact

Crisis Group’s field research and advocacy have a unique and direct impact on alleviating crises across the world. Sometimes our urgent advocacy affects policymakers and policy relatively quickly, as when the Saudi-led coalition in 2017 looked likely to attack Yemen’s main port of Hodeidah and tip the population into far worse shortages of supplies. In other instances, we can succeed in shifting the dominant way of thinking. This happened after 2008 in Myanmar, where U.S. leaders credit Crisis Group as having convinced them that a real change had occurred in the mindset of the country’s generals, helping rally international understanding for Myanmar as it navigated a democratic transition away from decades of military rule.

Image: Crisis Group Turkey Project Director Nigar Göksel (left) and Turkey Analyst Berkay Mandıracı research refugee integration in Istanbul in October 2016.
Colombia’s long path to peace

Colombia’s 2016 peace accord was a spectacular breakthrough after five decades of war. Crisis Group worked for this outcome during fifteen years of Bogotá-based research and advocacy, including 36 reports and briefings, 91 op-eds and commentaries and more than 500 meetings with all parties. Our engagement helped foster the flexible, initially controversial approach to transitional justice that became a cornerstone of the peace accord. Government negotiator Oscar Naranjo called our reports “most detailed, realistic”, and his FARC rebel counterpart said our work was “useful and objective”.

A U-turn in Afghanistan

In 2013–2014, Crisis Group’s work in Afghanistan helped shift the consensus on the Taliban insurgency from “the war is cooling down” to “the war is growing”. Meeting generals in the field and policymakers in Washington, a striking report, an op-ed in the New York Times and hundreds of media interviews encouraged realism about the growing insurgency and a critical increase in Western powers’ aid to the Afghan government.

Breaching Chechnya’s brutal wall of silence

Repression and isolation has for a decade stifled access to information about Chechnya. To make the dangers of its political course known to Russia’s opinion-making elite took ingenuity, a facts-based approach and strong Russian-language based advocacy. We arranged one-to-one interviews and briefings in Moscow offices, cafés, and hotel rooms prior to the 2015 launch of our unique report. Russia’s top radio station Echo Moskvy put our analysts on air, an interview in Novaya Gazeta reached 100,000 readers online and the Economist ran a full story on our findings. The Chechen authorities issued a thirteen-minute video to refute our report as leading officials finally felt obliged to discuss topics that had previously been taboo.

A peaceful transfer of power in Nigeria

A year before Nigeria’s elections scheduled for February 2015, Crisis Group’s Africa Program became convinced that the country was heading to a bloody confrontation. Our Nigerian analyst criss-crossed the country to talk to his contacts, published one of Crisis Group’s best-read reports on how to avoid clashes, appeared on TV and radio, met the country’s leaders and backed an organization-wide effort to get international figures to persuade the competing party leaders not to resort to violence. The staff of U.S. Secretary of State John Kerry and former Crisis Group Board member Kofi Annan consulted us before the two statesmen visited Nigeria to press for peace. On election night, the losing incumbent rejected pressure from party hardliners to dig in and accepted these statesmen’s advice to withdraw. In the end, 50 people died in scattered election violence. But it could have been far worse.

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

Our headquarters is in Brussels, Belgium, where we manage global research and publications, media and digital platforms, government fundraising and administration. Field research and advocacy on some 45 conflicts or crises are run by five regional Programs covering Africa; Asia; Latin America & the Caribbean; Europe & Central Asia; and the Middle East & North Africa. The programs’ policy advocacy and outreach is supported from our offices in Brussels, Washington DC, New York and London, while the last two offices also conduct our private sector fundraising.

Latin America & Caribbean Program
- Mexico’s drug cartels and corruption
- Colombia’s dilemmas of sustainable peace
- Central America’s violent Northern Triangle

Africa Program
- DR Congo’s political crisis and chronic instability
- Lake Chad basin’s Boko Haram insurgency
- Overlapping threats in the Greater Sahel
- Burundi’s civil strife
- Nigeria’s deadly conflicts
- Central African Republic’s disintegrating state
- Al-Shabaab’s challenge to Somalia and the Horn of Africa
- South Sudan’s conflicts and their spillover
- Sudan’s insurgencies
Middle East & North Africa Program
- Syria’s civil war and humanitarian crisis
- Yemen’s civil war
- The challenge of Islamic State
- Iraq’s internal upheaval
- Securing the Iran nuclear deal
- Israeli-Palestinian deadlock
- Gaza-Israel tensions
- Libya’s state collapse

Asia Program
- Regional tensions in the South China Sea
- North Korea’s nuclear threat
- Afghanistan’s contested future
- Myanmar’s unravelling conflicts
- China and Japan’s East China Sea dispute
- Pakistan’s multi-fronted conflicts
- Thailand’s southern insurgency

Europe & Central Asia Program
- Escalation risks in Russia and Europe’s shared neighbourhood
- Turkey’s PKK insurgency
- The Nagorno-Karabakh conflict
- Radicalisation in Russia’s North Caucasus
- Conflict in Eastern Ukraine
Our Regional Programs

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

The Asia Program is focused on devising effective conflict prevention strategies to de-escalate geopolitical tensions, particularly regarding North Korea and Afghanistan, as well as tackling violent extremism and transnational militancy, especially in the Philippines. The Program, which also tracks the global rise of China and the narrowing democratic space in many Asian countries, has been led since 2017 by Anagha Neelakantan. She was previously the Program's Deputy Director, our analyst in Nepal in 2010–2013, and the executive editor of the Nepali Times weekly.

The Europe & Central Asia Program works primarily to contain the risk of conflict escalation in the EU's and Russia's shared neighbourhood, particularly in Ukraine and regarding the Nagorno-Karabakh conflict; and to counter internal and external threats to states’ stability in the region, particularly in Turkey. The Program's work is headed since 2016 by Magdalena Grono, a specialist in conflict and transition in the former Soviet Union since 1999. Previously, Magdalena headed our Caucasus Project and served in the Cabinet of the European Commissioner for Enlargement.

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

The Middle East & North Africa Program's principal aims are to urge warring parties to reach peace settlements in the region's most violent conflicts, especially in Syria, Yemen and Libya; to sustain the 2015 Iran nuclear deal in the face of dangerous headwinds and growing U.S. hostility; and to avert direct or indirect confrontation between Iran and its Gulf neighbours. The Program has been led since 2015 by its long-serving former deputy director, Joost Hiltermann, a frequent contributor to the New York Review of Books and author of A Poisonous Affair, a study of chemical weapons use in the 1980–1988 Iran-Iraq war.
“It’s not just the number, it’s the quality of the reports that makes the work of Crisis Group so valuable for researchers and policymakers. My ministry has supported Crisis Group for many years and we intend to do so in the years to come.”

CAROLA VAN RIJNSOEVER
Netherlands Ambassador to the European Union’s Political and Security Committee, March 2016
Our Funding

The International Crisis Group is financially supported by a diverse base of funders, the most up-to-date list of whom is at www.crisisgroup.org/supporters. We receive approximately half of our income from governments, one quarter from foundations, and one quarter from corporations and philanthropists. More than half of all contributions to Crisis Group are unrestricted, guaranteeing our impartiality, long-term engagement and independence.

Crisis Group enjoys close relationships with government and foundation donors, whose multi-year funding is crucial to maintaining our global presence and our field-centred methodology. We engage substantively with institutional funders through private policy briefings, roundtables, and quick access to field experts and senior staff. Crisis Group fills a vital niche as officials’ access to the unvarnished views of all conflict actors is being increasingly hindered by security concerns and political obstacles. Senior officials tell Crisis Group that our reports are often the first they turn to in a crisis, partly because, unlike diplomats on short tours of duty, our analysts have usually engaged in their field specialisations for a decade or more.

Annual operating and management expenditure was $17.2m in 2016–2017, and is budgeted to rise to $18.1m in 2017–2018. The most recent audited financial statements are accessible at www.crisisgroup.org.

In June 2010, the Organisation of Economic Cooperation and Development (OECD) added Crisis Group to its Development Assistance Committee (DAC) list, recognising that our actions to prevent or resolve conflict help poorer countries’ development performance. All contributions to Crisis Group can therefore be reported as Official Development Assistance (ODA), thus helping donor governments meet their ODA target.

“A culture of focus and prioritisation has taken root in Crisis Group, and the link between what we do and the resources available has become more transparent and better managed.”

SIMON GIMSON
Vice President for Operations and Chief Operating Officer
“[Crisis Group’s] reports are compelling, innovative and provocative, spelling out things not said by others ... based on information and data obtained from primary sources”.

YAŞAR YAKIŞ
Former foreign minister of Turkey, 2014

2016 Program expenditures in U.S. dollars

Ethnic Armenian soldiers in the Gandzasar cathedral in Nagorno-Karabakh, photographed during May 2017 Crisis Group research into rising tensions in this territory seized from Azerbaijan’s control in the early 1990s.
Invest in Peacemaking

Our partners in the private sector join an influential global network that provides essential funding for Crisis Group’s mission to reverse the devastating spread of war. Crisis Group recognises these supporters through our tiered Council program. Members enjoy benefits tailored to the needs of corporations and individuals, including private briefings with our experts and exclusive access to Council events. Executives find our geopolitical analysis directly relevant to their business and philanthropic interests. Supporters tell us that Crisis Group’s independent analysis helps them to check internal assumptions, gain valuable insights, and develop strategies to mitigate political risks. Our twice-yearly Board Meetings are also attended by Crisis Group’s leading private sector supporters. Young leaders are welcomed in our Ambassador Council, a network of talented professionals from diverse fields.

For more details, visit
www.crisisgroup.org/philanthropy or contact philanthropy@crisisgroup.org

"To know what’s really happening on the ground, I go to Crisis Group. Their work tackles the core causes of conflict and helps prevent wars before they start.”

HELIMA CROFT
Head of Commodity Strategy, RBC Capital Markets (New York)
Our Board of Trustees

The 43 members of International Crisis Group’s Board of Trustees hail from 33 countries and have served at the highest levels of government, business and inter-governmental institutions. Their expertise, influence and global reach lends weight to Crisis Group’s efforts to prevent, manage and resolve deadly conflict. The Board’s regional working groups act as sounding boards as they review each Crisis Group Report or Briefing before publication. Our Board Meetings, held twice a year in rotating capitals, are intimate, intense, three-day-long opportunities for our Trustees to discuss and debate Crisis Group’s policies related to our conflict prevention work across the globe. We pride ourselves on having Board members who can engage our analysts in a challenging debate about the sources of conflict and effective ways to advance the cause of peace.

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

LORD MARK MALLOCH-BROWN
Co-Chair of the Board and former UN Deputy Secretary-General
“Crisis Group’s work is precious, not just for journalists, but for all those seeking to understand the world.”

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

“Your regional analyst [in Yemen] has been for me an indispensable ‘sounding board’ for ideas and policy options ... ICG’s reputation as a trusted interlocutor with unique access to Yemenis across the political spectrum has helped to move forward prospects for political talks on numerous occasions.”

BETTINA MUSCHEIDT

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

GENERAL COLIN POWELL
65th U.S. Secretary of State – 2011

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

CATHERINE SAMBA-PANZA
Former President of the Central African Republic – February 2016

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

ELIZABETH WARREN
U.S. Senator – June 2013

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

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


Above: Crisis Group Senior Libya Analyst, Claudia Gazzini (right) in conversation with two Tuareg activists during a field trip to southern Libya, Sebha, April 2017.

Front cover: Hand-written messages at the largest anti-corruption protest in Guatemala’s ultimately successful campaign to oust former President Otto Pérez Molina, Guatemala City, 16 May 2015.
PREVENTING WAR. SHAPING PEACE.

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