Mission Statement

Campaign for Innocent Victims in Conflict works on behalf of war victims by advocating that warring parties recognize and help the civilians they harm. CIVIC supports the principle that it is never acceptable for a warring party to ignore civilian suffering.

Staff

Sarah Holewinski, *executive director*
Marla B. Keenan, *managing director*
Golzar Kheiltash, *Making Amends Campaign director*
Jeanette Lespect, *associate*
Shelly Clay-Robison, *associate*
Chris Rogers, *Harvard Law School Frederick Sheldon Traveling Fellow*
Scott Paul, *United Nations fellow*
Amy Southworth, *New York University fellow in Georgia*
Marco Davi, *NATO fellow*
Niko Grubeck, *military training consultant*
Robert Ruby, *communications consultant*

2010 Interns

Hillary Amster  Rachel Locurto
Anna Casey    Leah Trzcinski
Hillary Eschenburg  Ward Vanhee
Masha Grigoryeva  Michael Wu
Jennifer Keene  Angelica Zamora

**Front Cover** In 2010, CIVIC documented housing compensation practices to survivors of the Russia-Georgia conflict in 2008. Here, a Russian woman living in Gori, Georgia looks around outside her bombed-out apartment block. *Chris Hondros.*

**Back Cover** CIVIC advocates that warring parties avoid civilians in their operations and to recognize and make amends for harm done. A boy sits among Afghan tribal elders during a traditional meeting to discuss American and Canadian military operations on their land. *Chris Hondros.*
Dear friends,

Since its founding, CIVIC has enjoyed phenomenal success advancing the basic notion that all warring parties ought to help the civilians they harm during armed conflict. In 2010, we had significant, tangible accomplishments in the conflicts where we deployed our greatest resources, and built strong foundations for deepening our impact in 2011 and beyond.

- CIVIC's on-the-ground research and advocacy directly led to NATO approving its first formal compensation policy for Afghan war victims.
- We created the first training program on addressing civilian casualties in Afghanistan, now integrated into the standing curriculum of the Afghan Command and Staff College and Counterinsurgency Academy. As of early 2011, the training had reached more than 20,000 international and Afghan troops.
- CIVIC trained US Army, Air Force, Marine and Naval officers at five military bases on addressing civilian harm. The Director of Joint Operations at Ft. Leavenworth said, “CIVIC representatives’ unique and critical perspective and experience helps us inculcate the civilian perspective into our overall operational planning process. This perspective could not be replicated without them.”
- Over a year, we documented civilian harm and amends efforts in Pakistan through various methods, including on-the-ground interviews with some 160 war victims. *Civilian Harm and Conflict in Northwest Pakistan* received widespread, positive attention from Pakistani policymakers and civil society, and major media coverage in Pakistan, Europe and the US.
- CIVIC worked with UN officials and civil society in Africa, recommending practical solutions to dignify and help civilians suffering losses in Somalia.
- We conducted on-the-ground research in the Republic of Georgia and Nepal, with findings to be documented in two upcoming reports that will inform future advocacy.
- In the international community, CIVIC formally launched a new, norm-setting movement called the Making Amends Campaign (MAC). The MAC quickly gained momentum, securing the support of key UN delegations and the first-ever reference to the principle of making amends in the UN Secretary-General’s Protection of Civilians report.

We accomplished all of this—and much more—on a budget of $470,000. As always, we remember for whom we work and make every dollar count. Our CIVIC team begins 2011 with immediate opportunities to strengthen the safety net for war victims in Afghanistan, Pakistan, and Iraq; to press new amends efforts for Somalia and Yemen; and to publicly spotlight civilian suffering in Georgia and Nepal. Our newly launched Making Amends Campaign is poised to fundamentally change the outcome of war for civilians by building a global expectation for warring parties to help where they have harmed.

I thank you for your commitment to war victims, and look forward to updating you on our progress in 2011.

Sincerely,

Sarah Holewinski
Executive Director
CIVIC completed 2010 and entered its eighth year with a record of remarkable successes and significant opportunities on the horizon. Our work this year includes two major programs.

**Heal the Wounds** is our direct advocacy with warring parties to ensure civilian dignity and help, including hands-on military training in combat theaters and policy planning for long-lasting change. Success is measured by the increased well-being of civilian victims and survivors of armed conflict.

**The Making Amends Campaign** is a CIVIC-led, global coalition effort to create a new standard of behavior among warring parties—that being, to recognize and help the civilians they harm or “make amends.” Success is measured by increased recognition in the international community, among both warring and non-warring parties alike, that making amends to civilian victims is imperative.

These programs are of equal importance and work in tandem: CIVIC is building a principle in armed conflict and is pressing for practical application of that principle in conflict zones. Our advocacy among policymakers is supported by our outreach work in the media and public forums as a voice for victims.

**Washington:** Thanks to conscientious military leaders and pressure from human rights organizations, including CIVIC, the US military has shifted its stance from one of rhetorical concern for civilians to one of civilian-centered operations. The US now leads by example in making amends to civilians suffering losses, in many cases thanks to CIVIC’s advocacy and hands-on training. To improve operations on-the-ground,

CIVIC staff trained US troops on civilian harm at Ft. Leavenworth, Ft. Belvoir, Ft. AP Hill, and the Marine War College, and upon request from the Center for Army Lessons Learned, contributed to the only civilian-authored article for the new Escalation of Force manual distributed to US troops in Iraq and Afghanistan. The Director of Joint Operations at Ft. Leavenworth said: “CIVIC brings to the table a unique skill set and keen understanding of how military operations impact the civilian population to the Army, Marine, Navy and Air Force Majors attending the college. This perspective could not be replicated without them.”

CIVIC recommended that the Pentagon appoint a high-level military officer to address the human costs of war. In early 2010, a new Office of Humanitarian Policy and Rule of Law was created to address this and other human rights concerns. CIVIC’s work with the office focuses on institutional change, including new civilian casualty tracking systems and the first US standing system of compensation. CIVIC analyzed 20,000 pages of claims documents with the American Civil Liberties Union (ACLU), and subsequently provided the Department of Defense an analysis of current inadequacies in addressing civilian harm and a blueprint for a better compensation system.

CIVIC advocated for funding for the war victims support programs we originally helped create in Iraq and Afghanistan. Thanks to our advocacy in 2010, another new US program was created for war victims in Pakistan. Since the inception of these programs, CIVIC has secured more than $166 million (with another $35 million pending in the 2011 budget) from the US Government to directly make amends to war victims.

As a new International Code of Conduct for private security contractors was negotiated
worldwide, CIVIC worked through the US government to press for the inclusion of a formal amends process for civilian losses.

**Afghanistan:** Afghan civilians continue to suffer losses of life, limb and property in the fighting among international forces, Afghan troops and insurgents.

At NATO headquarters in Brussels, CIVIC was invited to present its extensive research on compensation practices in Afghanistan to all 42 members of the International Security Assistance Force. Just following that presentation, NATO formally adopted its first-ever compensation policy for civilians suffering losses in combat. This is one of CIVIC’s biggest successes to date.

CIVIC envisioned, created and conducted the first-ever training on properly addressing civilian harm for US, international and Afghan military officers. The module was incorporated into the standing curriculum at Kabul’s Command and Staff College and at the Counterinsurgency Academy, thus reaching top commanders from all provinces and training over 20,000 troops at the time of this writing. CIVIC is entering 2011 with a commitment to ensure Afghan National Security Forces have the tools they need to avoid harming civilians and properly address casualties (current systems are lacking in the extreme), particularly before the planned withdrawal of international combat troops in 2014.

**Pakistan:** US drone strikes, Pakistani military operations, Taliban militant attacks, and suicide bombings are daily dangers for civilians in Pakistan. Over the past ten years, conflict has injured or killed thousands, displaced millions, and caused widespread destruction of property and livelihoods. After a year of field research in Islamabad, CIVIC released the ground-breaking report, *Civilian Harm in Northwest Pakistan*. It is the first report to examine the various conflicts’ impact on civilians; document existing compensation, support and relief efforts; and provide practical recommendations to the warring parties on properly addressing civilian losses. Over 160 interviews were conducted with war victims from every agency in FATA, in Swat and in other areas of Khyber-Pakhtunkhwa province. CIVIC’s findings received significant coverage in major news outlets.

With no systematic accounting of civilian casualties or assessment of war victims’ needs and wishes, Pakistani policymakers consistently stated that CIVIC’s research on civilian harm was of great interest and value to them. CIVIC found that civilian casualties in Pakistan were even greater than those in Afghanistan and that most victims received little or no help. While the Pakistani government does have a small compensation program for civilians suffering losses, CIVIC’s research documented significant gaps and deficiencies. CIVIC found that in practice, such compensation is ad hoc and subject to politicization.

US drone strikes in Pakistan rose dramatically in 2010, and were almost exclusively contained to North Waziristan. CIVIC’s research suggests civilian casualties are more significant than official US estimates, though obtaining an accurate assessment is impossible due to extreme insecurity in the area. Pakistani drone victims are not eligible for compensation through existing Pakistani government programs – an oversight CIVIC highlighted with testimonials from drone victims themselves.

CIVIC held dialogues in Washington DC, New York, London and Islamabad, and with policymakers from the US State Department and the US Agency for International Development.
Development, the UK Parliament and the UK Department for International Development, and the Pakistani Government—all of whom reacted positively to our recommendations and have expressed interest in seeing bolstered amends efforts for Pakistani civilians suffering losses. Our advocacy for war victims in Pakistan continues with formal federal and provincial level consultations with policymakers in Karachi, Islamabad and Peshawar.

Somalia: CIVIC traveled to Africa to assess current international and African Union efforts to help war victims caught in the fighting in Mogadishu. After consulting closely with UN officials and civil society leaders, CIVIC suggested ways in which African forces could dignify civilians harmed in the conflict with insurgent group al-Shabaab. In a short time, CIVIC has emerged as one of the only organizations focused on the making of amends to victims of this fighting.

Iraq: Iraq is in a moment of transition. The US withdrew combat troops and the international community is focused elsewhere, leaving Iraq’s war victims largely forgotten. CIVIC mapped US and Iraqi government resources available to war victims, and noted to key policymakers that current efforts are not commensurate with the suffering. CIVIC worked with the Iraqi Ambassador to the United States to chart a way forward that entrenches amends efforts within Iraq’s own civil society and governmental institutions.

Nepal: Following over a decade of armed conflict in Nepal, CIVIC’s focus is squarely on Nepalese victims and their needs. On behalf of CIVIC, Harvard Law School’s Human Rights Clinic traveled throughout Nepal to map existing help for war victims and hear from victims themselves about their wishes. The group worked with Nepalese civil society to develop policy recommendations for the government that, if adopted, would ensure victims are appropriately dignified in this complex post-conflict environment. A joint CIVIC-Harvard report is forthcoming.

Georgia: CIVIC traveled to Tblisi and settlement camps to document civilian losses suffered during the 2008 clash with Russia, and ways in which the Georgian government was addressing mass displacement. In a 2011 report, CIVIC will publish individual stories of struggle and a detailed assessment of official efforts to make amends. CIVIC is the only entity to gather this data in Georgia.

The Making Amends Campaign (MAC): In 2010, CIVIC launched a global coalition effort to create a new expectation in armed conflict: that warring parties will recognize and help the civilians they harm. The Campaign ties together existing practices of making amends in conflict zones into a global movement to dignify and assist war victims. The Steering Committee includes Human Rights Watch and International Crisis Group.

The Campaign has already made great strides, receiving a warm reception in meetings with twenty-eight UN delegations across all regions. Philip Alston, former UN Special Rapporteur on Extrajudicial, Summary, or Arbitrary Executions, devoted a section of his 2010 annual report to “making amends” for harm—the first time the principle has been included in an official UN report. In November, thanks to CIVIC’s advocacy, the UN Secretary General’s Report on the Protection of Civilians referenced, for the first time ever, the emerging practice of making amends.
Left In late summer 2010, CIVIC fellow Amy Southworth interviewed internally displaced persons (IDPs) from the Russia-Georgia conflict in 2008. Pictured in her cottage in an IDP settlement, Rusudan Mamagulashvili has only one wish: to return to her home. *Amy Southworth.*

Right In 2009-2010, CIVIC fellow Chris Rogers interviewed more than 160 survivors of conflict in northwest Pakistan. Bakht Jamalu, a widow, fled with her two daughters (pictured here) from the fighting in Bajaur between Pakistani military and armed militants. *Chris Rogers.*
## Financials

### Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>December 31, 2010</th>
<th>December 31, 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
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<tr>
<td>Checking/Savings</td>
<td>$400,700</td>
<td>$188,031</td>
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<td>Other Current Assets</td>
<td>123,184</td>
<td>73,088</td>
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<td>Total Current Assets</td>
<td>523,884</td>
<td>261,119</td>
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<tr>
<td>Property &amp; Equipment, at cost</td>
<td>10,319</td>
<td>793</td>
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<tr>
<td>Other Assets</td>
<td>63,475</td>
<td>-</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>597,678</strong></td>
<td><strong>261,912</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Equity</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Current Liabilities</td>
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<td>Accounts Payable</td>
<td>6,725</td>
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<td>Other Current Liabilities</td>
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<td>Total Liabilities</td>
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<td>11,077</td>
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<td>Total Net Assets</td>
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<td>250,835</td>
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<td><strong>Total Liabilities &amp; Equity</strong></td>
<td><strong>597,678</strong></td>
<td><strong>261,912</strong></td>
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### Statement of Activities

<table>
<thead>
<tr>
<th>Income</th>
<th>December 31, 2010</th>
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<tr>
<td>Grants Unrestricted</td>
<td>$550,000</td>
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<td>Grants Temporarily Restricted</td>
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<td>Individual Contributions</td>
<td>197,496</td>
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<td>Investment Income</td>
<td>369</td>
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<td><strong>Total Income</strong></td>
<td><strong>781,865</strong></td>
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In 2010, CIVIC’s major grantors offered their support in the form of general operating funds. Two grantors offered grants totaling $34,000 in the form of grants restricted by program.
### Statement of Activities (continued)

<table>
<thead>
<tr>
<th>EXPENSE</th>
<th>MANAGEMENT</th>
<th>FUNDRAISING</th>
<th>VOICE FOR VICTIMS</th>
<th>HEAL THE WOUNDS</th>
<th>MAKING AMENDS CAMPAIGN</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Salaries</td>
<td>$2,054</td>
<td>$19,852</td>
<td>$6,199</td>
<td>$151,231</td>
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<td>$239,265</td>
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<td>Employee Benefits</td>
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<td>1,675</td>
<td>563</td>
<td>13,001</td>
<td>5,193</td>
<td>20,548</td>
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<td>Payroll Taxes</td>
<td>180</td>
<td>1,422</td>
<td>579</td>
<td>11,619</td>
<td>4,515</td>
<td>18,315</td>
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<tr>
<td>Accounting &amp; Bookkeeping</td>
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<td>138</td>
<td>70</td>
<td>1,237</td>
<td>528</td>
<td>1,993</td>
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<td>Advertising &amp; Public Relations</td>
<td>25</td>
<td>171</td>
<td>75</td>
<td>98</td>
<td>2,779</td>
<td>31,147</td>
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<td>Consultants</td>
<td>695</td>
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<td>0</td>
<td>36,940</td>
<td>29,839</td>
<td>67,874</td>
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<td>Dues/Licenses/Fees</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>2,500</td>
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<td>Equipment Rental</td>
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<td>49</td>
<td>61</td>
<td>760</td>
<td>444</td>
<td>1,326</td>
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<td>Insurance</td>
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<td>166</td>
<td>135</td>
<td>2,113</td>
<td>975</td>
<td>3,587</td>
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<td>Internet Service</td>
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<td>Internships</td>
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<td>142</td>
<td>3,171</td>
<td>1,217</td>
<td>4,940</td>
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<td>Meetings &amp; Conferences</td>
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<td>209</td>
<td>0</td>
<td>951</td>
<td>2,074</td>
<td>3,776</td>
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<td>Postage &amp; Deliveries</td>
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<td>304</td>
<td>15</td>
<td>509</td>
<td>45</td>
<td>1,179</td>
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<td>Printing &amp; Copying</td>
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<td>0</td>
<td>0</td>
<td>3,013</td>
<td>538</td>
<td>4,373</td>
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<td>Rent &amp; Utilities</td>
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<td>1,917</td>
<td>872</td>
<td>16,804</td>
<td>6,896</td>
<td>26,752</td>
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<td>Supplies</td>
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<td>151</td>
<td>80</td>
<td>1,634</td>
<td>682</td>
<td>2,571</td>
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<td>Telephone/Cell</td>
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<td>396</td>
<td>214</td>
<td>3,444</td>
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<td>5,574</td>
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<td>Travel</td>
<td>3,771</td>
<td>331</td>
<td>8,820</td>
<td>29,104</td>
<td>10,308</td>
<td>52,334</td>
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<tr>
<td>Other*</td>
<td>950</td>
<td>53</td>
<td>0</td>
<td>408</td>
<td>61</td>
<td>1,472</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td><strong>10,591</strong></td>
<td><strong>27,708</strong></td>
<td><strong>17,865</strong></td>
<td><strong>276,914</strong></td>
<td><strong>130,295</strong></td>
<td><strong>463,372</strong></td>
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</tbody>
</table>

*Includes Bank & Credit Card Fees, Books & Periodicals, Depreciation Expense, and Staff Development.

### Expenses by Program

- **Management, 2%**
- **Fundraising, 6%**
- **Voice for Victims, 4%**
- **Heal the Wounds, 60%**
- **Making Amends Campaign, 28%**
Supporters

Foundation Supporters

The Connect U.S. Fund
The Countess Moira Charitable Foundation
The John D. & Catherine T. MacArthur Foundation
Mid Atlantic Arts Foundation
The Open Society Institute

Donations over $1,000

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Sabra Field
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Lawrence Family
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Robert Palmer
Public Welfare Foundation
Michael Shaikh
Tom Wedell
Jean Worley
Peggy and Lee Zeigler

Gifts in Kind

Chris Hondros
Democracy in Action
International Human Rights Clinic, Harvard Law School

CIVIC also wishes to thank its many other supporters, without whom much of our work would not be possible.
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