



CIVIC

Annual Report 2007

CIVIC - Campaign for Innocent Victims in Conflict

Campaign for Innocent Victims in Conflict (CIVIC) advocates on behalf of victims of armed conflict, working to ensure they receive recognition and assistance from warring parties.

CIVIC persuaded the US Congress to establish programs for war victims in Afghanistan and Iraq, guides victims to assistance, brings the human cost of war to the attention of policymakers and the public, and is advocating a new global standard of conduct that warring parties should help where they have hurt.

In 2005, CIVIC's founder Marla Ruzicka was killed in Iraq by a suicide bomber while advocating for families injured and killed in the crossfire. CIVIC honors her legacy and strives to sustain her vision.

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Letter from the Directors

January 31, 2008

Greetings in this New Year 2008!

As ever, we at CIVIC are grateful to you, our supporters, for enabling us to accomplish so much this year. In 2007, with a budget of just \$250,000, we worked to ensure more than \$37 million in humanitarian funding for war victims in Afghanistan and Iraq. That means for every dollar given to CIVIC, we helped generate \$150 more that will directly aid those in need!

It's hard to believe that as we began 2007 we were just a two-person team, building CIVIC through a unique message, partnership and hard work. The resulting year was big for CIVIC, and importantly for our work to help war victims.

We traveled to Afghanistan, Jordan, Nepal, Sri Lanka, Brussels, and Ft. Irwin National Training Center. After that trip to Ft. Irwin, we partnered with the US military to provide much-needed training on compensating civilians following harm in combat. We successfully advocated for full funding for US programs for war victims, while working to make sure they help the people most in need.

When the US military acquiesced to release several hundred civilian harm claims files, CIVIC worked with the ACLU to analyze them and published its findings. We crafted pending legislation – the Civilian Claims Act – and met with military, Senate and Pentagon officials to advocate its goals.

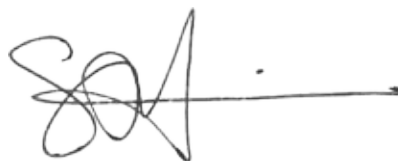
We pressed NATO member states to develop a trust fund for war victims (which they did), to adequately fund it, and to ensure it works; that

works continues this year. We ramped up our efforts to gain from the Secretary-General a UN Special Envoy for Civilians in Armed Conflict, so that every war victim will be recognized.

Too, we increased our supporter base by 36% and raised over \$97,000 from individual donors just like you – a testimony to how our work resonates with the public. With this incredible momentum we have planned to increase our individual donations for next year to \$125,000 – a challenging yet attainable goal!

We hope this annual report of our accomplishments will bolster your passion for CIVIC. We're excited about 2008, we thank you for your support and we wish you all the best for the New Year!

Sincerely,



Sarah Holewinski
Executive Director



Marla Bertagnolli
Associate Director

PS. Together, there is so much more we can accomplish. Please ask your friends and family to join us at www.civicworldwide.org/joinus

Campaign for Innocent Victims in Conflict
ANNUAL REPORT 2007
Advocating for Civilian Victims of Armed Conflict

CIVIC is both changing the tenor of the debate on civilian casualties and changing the way warring parties conduct their forces in conflict – both with a focus on solutions to civilian suffering.

War is brutal, deadly, and the source of devastation to those living in a combat zone. The loss of soldiers and the chaos caused by war is consistently rationalized. There remains, however, no acceptable rationalization for harm brought upon innocent civilians whose only act triggering injury or death is being at the wrong place at the wrong time. The Laws of War define a status of respect for civilians. Yet ordinary people continually bear the brunt of emotional and physical costs of war, suffering the often-inordinate burden of death, injury and property loss.

CIVIC is therefore asking all parties engaged in conflict to do something exceptional: to establish a new standard of behavior. We keep our eye on that goal while working across a range of activities to improve the lives of civilians already harmed by bullets and bombs. CIVIC also took on a new challenge in 2007. With successes on US and NATO policy firmly under our belts, CIVIC is addressing harm to civilians in war beyond Iraq and Afghanistan.

In the following narrative, we review our accomplishments, the obstacles we faced and the solutions we found with regard to: US policy, NATO policy, high-profile advocacy and grassroots, building a global norm of 'amends' in warfare and organizational building. Despite obstacles inherent to working on and in conflict environments, CIVIC made significant progress toward entrenching the notion of responsibility for civilians harmed in conflict.

*US Compensation and Humanitarian
Aid for War Victims*

In significant ways in Iraq and Afghanistan, the US leads by example in helping civilians suffering losses as a result of US actions through both direct monetary compensation for civilian harm and programs to rebuild (created in part by Marla Ruzicka and on which CIVIC continues to work).

CIVIC has already successfully pressed the US to further recognize and aid civilians based on Americans' humanity and sense of duty, and continues that work in three areas: ensuring appropriate compensation for civilians harmed by

US operations; pressing the Pentagon to recognize the number of civilian casualties begot in war through an accurate record; and pressing aid for communities and families in rebuilding after the smoke has cleared.

Compensation: With our military lawyer CPT Jon Tracy – who was himself a claims officer in Baghdad, 2003 - 2004, and is conducting research on the compensation system at Harvard University's Carr Center – we drafted the basis of the now pending legislation: the Civilian Claims Act. With the help of Senator Leahy's office, the CCA was ready for Senate sign-on in the spring.

CIVIC geared up its advocacy efforts to rally like-minded organizations to the cause of improving the compensation system and reached out to our supporter base. Over the course of the year, CIVIC coordinated working groups with military lawyers to assess strategies for improving the legislation and garnering military support and signed on large human rights organizations to the cause including Amnesty, HRW, HRF, NETWORK.

We are confident our recommendations will improve the compensation system and help the military's efforts overseas more appropriately reflect American values. CIVIC created an advocacy site specifically for this effort called campaign4compensation.org and sat down with Pentagon lawyers to discuss improvements needed to the compensation system. They agreed to host a gathering of high-level military lawyers at the Pentagon at the start of 2008 with CIVIC to further discuss the Civilian Claims Act.

In 2006, CIVIC attended the United States JAG School's Rule of Law conference. In that forum, we made a good number of high-level contacts who offered their help and support toward our efforts to legislate a permanent claims system for civilians harmed by US operations. These military lawyers kept their promises in 2007 by linking us with friendly claims officers in Iraq, Afghanistan and NATO Headquarters in Brussels, and whenever possibly providing us with use-

ful information about the compensation system on the ground in combat zones. CIVIC staff has again been invited to the JAG school in 2008 and will co-host with Harvard's Carr Center for Human Rights a roundtable on the compensation system.

Improving military operations and counting casualties: In August of 2007, CIVIC was asked to participate in a five-person delegation (including Human Rights Watch and the International Committee of the Red Cross) touring the counterinsurgency training program at the National Training Center, Ft. Irwin, California. Soldiers shipping out to Iraq and Afghanistan go through the month-long training, which has recently (and too late, by our estimation) begun training soldiers to be ambassadors with the civilian population.

The two-day tour included simulations of combat operations, a seminar on escalation of force procedures, non-lethal means of subduing threatening civilians, and a chance to provide recommendations for improvement to Ft. Irwin's three-star General in charge of the base. Following that visit and after noting that training for soldiers on compensation methods was non-existent, CIVIC developed "training cards" on the claims process and offered to print the first 10,000. The cards and the offer were accepted. The cards were printed and shipped in November and more shipments will be sent out in 2008. The cost to CIVIC to print these cards



Sarah at Fort Irwin with CPT Chris Kuzio.



is well-worth it, knowing that every soldier will have the information he or she needs to appropriately help a civilian harmed.

CIVIC also published a Washington Post OpEd on the refined training practices focused on counter-insurgency and awareness of civilian issues.

Now, CIVIC has the unprecedented opportunity to inculcate a new program of focused, in-person trainings on civilian compensation into military culture for current and future conflicts. CIVIC has offered – and the US military has accepted – to send our military analyst Jon Tracy out to Ft. Irwin to conduct training sessions on the claims system process. There is currently no training for soldiers on this critical moral and strategically smart imperative to compensate the thousands of Iraqis and Afghans suffering losses. After implementing and conducting this initial training of the trainers, CIVIC will produce materials for the US military's future sessions and continue to conduct these trainings at other bases across

the country (funds allowing).

CIVIC continues pressing for civilian casualty data from the US military and NATO forces alike. Since the beginning of both conflicts in Iraq and Afghanistan, the US has never agreed to “body counts.” Our work on this aspect of US policy hit full stride in 2007. First, General Petraeus released statistics on casualties caused by violence in Iraq but did not delineate casualties caused by US combat operations and refused to provide the data to back up his claim

of decreasing death tolls. We publicized the shortcomings of his announcement (though welcomed any news of a decrease in violence) and called for the US military to release their records, all the while making sure to note that any decrease in harm to civilians is welcomed. Second, CIVIC was called upon to give continuous commentary on the debate regarding various ‘body count’ reporting mechanisms, from the military’s own (or lack thereof) to the hotly contested Lancet Report published by Johns Hopkins University.

Also in 2007, CIVIC had the opportunity to work in close partnership with the ACLU to demand documents on civilian casualties from the US military. When that organization obtained nearly 500 case documents from the US military detailing claims filed by Iraqi and Afghan civilians, they contacted CIVIC for analysis. CIVIC’s associate director Marla Bertagnolli and Jon Tracy poured through every document and assessed in a resulting White Paper the failings of the For-

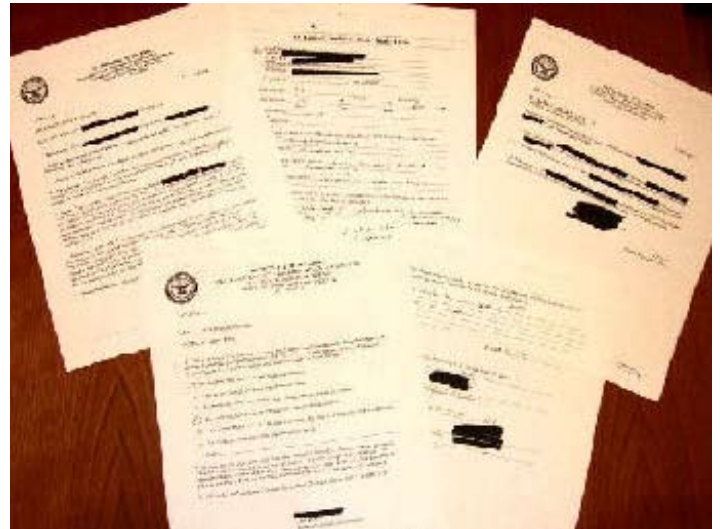
Civilian claims documents.

eign Claims Act and the condolence program.

Key recommendations made in that publication have been publicized by the ACLU and continue to garner interest by policymakers and media. Further, the new Escalation of Force Handbook was published by the US military and distributed to every soldier in late 2007. The Handbook includes an article authored by CIVIC detailing ways civilians and the military can work together to reduce harm – the only one included from a civilian source.

US-funded Aid Programs: CIVIC helped create, with Senator Leahy in 2003, two mirror humanitarian aid programs to help war victims: the Marla Ruzicka Iraqi War Victims Fund (the Marla Fund) and the Afghan Civilian Assistance Program (ACAP). Funded by USAID, both programs maintain local staff across their respective countries and work on individual cases of US harm to rebuild the lives of civilians.

We had two major successes this year with regard to the Marla Fund and ACAP. First, our team traveled the halls of the US Congress and the virtual halls of our online grassroots supporter base to help ensure adequate funding for these programs. Second, CIVIC played an integral role in developing the guidelines for both the Marla Fund and ACAP, and became a crucial party to conversations about war victim aid at USAID, the Hill and among NGOs in both Iraq and Afghanistan. With the Marla Fund, CIVIC made recommendations about necessary changes to the implementation of the program in a policy paper approved by all four partners – those international NGOs which receive funds to implement the program among war victims.



Many of our key suggestions were fully implemented on the ground in Iraq in 2007. These include distributing funding according to need in the provinces, improved guidelines from USAID, the importance of recording useful best practices and statistical data on casualties, and ensuring regular training for Iraqi staff. Thanks to CIVIC's visit to Afghanistan in early 2007, we were able to do the same thing with ACAP's guidelines for implementation.

Importantly, CIVIC suggested and fostered a meeting between the two programs in Amman, Jordan in November 2007. The two US-led efforts had never met or shared information on civilian casualties occurring in their conflict zones. CIVIC joined the Marla Fund officials from Iraq and those from ACAP, in Amman, Jordan to share best practices. The result was a document further detailing guidelines to be used across Iraq by the Marla Fund partners to better address the needs of beneficiaries.

CIVIC is now creating case studies based on these two programs for use in other conflicts, where both the resources of the warring parties

can provide aid to war victims and where political will (whether moral, strategic or both) is strong to do so. CIVIC's associate director Marla Bertagnolli will develop these case studies and recommendations for similar programs outside of Afghanistan and Iraq, in close partnership with organizations working on the ground to bring aid to vulnerable populations.

CIVIC will also travel in early 2008 to Lebanon and Israel, where the US has leverage and CIVIC's contacts will be of tremendous benefit in urging high-level officials to consider appropriating funds for war victim aid. That will naturally be a long process for two countries so tied in conflict. Still, we're willing to try and have found several regional NGOs willing to work with us.

Finally, CIVIC partnered with Amnesty International's Small Arms Division to publicize the devastation caused by cluster munitions and with the Cluster Munition Coalition, helped monitor progress on cluster munition policy in the US

Private Security Contractors

Congress.

Before the media frenzy over Blackwater's shooting of over a dozen civilians in Baghdad in 2007, CIVIC was concerned about the legal limbo in which private security contractors operate and had already begun coordinating information with Human Rights First and others. Within the context of ensuring the US helped where it harmed, we were among the first organizations to recognize the problems associated with private contractors in Iraq and have been pressing reform among all US agencies.

Our main concern, naturally, is that civilians harmed by contractors do not receive condolences and/or official compensation. With State Department officials, insiders at the Pentagon and coordination of formal inquiries with Senator Leahy's office in the US Congress, CIVIC compiled details on contractor training and rules of



Marla B. with ACAP and Marla Fund Participants in Amman, Jordan.

engagement from each agency.

The media attention surrounding Blackwater provided the opportunity to make public our views on accountability. CIVIC was asked to publish an OpEd for the international wire service UPI and made several policy recommendations including placing contractors from all agencies under the military's claims system. We became regular commentators on BBC on this issue, with four live spots in three weeks. US policy on contractors remains a problem and CIVIC will continue pressing solutions for preventing civilian casualties and aiding civilians suffering harm caused by these sometimes rouge parallel forces.

Afghanistan Advocacy: NATO Policy

Afghanistan is increasingly contentious and bloody battlefields from Kabul to Kandahar call attention to US and ISAF (International Security Assistance Force – NATO's military operation) counterinsurgency strategies. In 2006, CIVIC traveled to Kabul both to re-invigorate the organization's work in Afghanistan and to establish a direction for its future work there.

Following that visit and leading into the beginning of 2007, CIVIC led the charge for NATO countries to take responsibility for their actions including a call for member states to create a trust fund to help civilians its forces unintentionally harm. Early that same year NATO announced it had created the Post-Operations Humanitarian Relief Fund – the goal of which is to provide immediate aid following civilian damage from

combat operations.

That fund is a big step in the right direction and its efforts have had some success quelling anger among the local population, but it's not fully-funded or efficiently implemented. As such, the fund risks causing unintended resentment among casualties just as the US compensation system – again, a good effort but poorly implemented – did in Iraq. The US and its allies have a chance to do what their military manuals say they should do: win the hearts and minds of the Afghan population.

We believe now is the time for the US and its allies to get serious about helping those they unintentionally harm with appropriate amends for losses. CIVIC has been advising the NATO Secretary-General and ambassadors, including from the United States, on appropriate fixes for the Fund to adequately provide help to war victims of their operations.

Too, we continue to publicly and covertly call on all NATO member states to donate to the fund. Only seven countries have done so at this writing. In the New Year, CIVIC will provide NATO Secretary General Scheffer with a list of recommendations for how the Post-Operations Humanitarian Relief Fund can effectively deliver aid to war victims across the country, including through close collaboration with the US-funded Afghan Civilian Assistance Program.

CIVIC's trip to Afghanistan in February/March 2007 cemented contacts with NATO and US officials at ISAF Headquarters in Kabul, the European Commission, USAID's humanitarian aid program for war victims, journalists and several more war victim families in need of aid. The politics of US engagement is in constant flux and CIVIC is

pressing hard on American policymakers to ensure they're doing everything they can to care for civilians harmed.

We successfully worked within the United States House and Senate to have \$2 million appropriated to the Post-Operations Humanitarian Relief Fund – a tremendous show of US leadership on aid to civilians suffering losses that will help our case with other NATO countries. With that donation as a leveraging point, we began engaging in late 2007 several NATO member states – the UK, Germany, Canada, Italy and Denmark – at the level of their Foreign Ministers to press the need for donations of their own. We have also engaged several European newspapers now interested in compiling stories on the lack of contributions should these countries not respond to the call for funding for Afghan war victims.

CIVIC hired late in 2007 a recent Harvard Law School graduate, Ms. Erica Gaston, who will live in Kabul for a year beginning January 2008. With our efforts to ensure Afghan civilians harmed by ISAF have the help they need kicking into full gear, now is the time for CIVIC to have someone on the ground.

Throughout 2007, CIVIC advised the NATO Secretary-General and ambassadors, including from the United States, on appropriate measures for war victims. Our recommendations for aid and recognition programs are being taken seriously by top level officials, indicating that the time for a policy push is now.

Ms. Gaston, who previously traveled with Human Rights Watch to the Mid-East to report on civilian casualties, will coordinate CIVIC's policy recommendations with the head of USAID, the

head of operations for the European Commission, US military officials, ISAF officials, ambassadors for Poland, the UK and Denmark, all of whom are interested in compensating civilians. Importantly, Ms. Gaston will go "into the field" to gather the stories of war victims themselves to make CIVIC's case for aid back in Washington, in Brussels and in Kabul.

“It [POHRF] will not win the war but it made a lot of people recognise [sic] that ISAF was not just a force for destruction, but was interested in improving the lot of the locals. There had been widespread bad feeling that ISAF brought at least as much harm as good before they used the funds. The POHRF money has gone a long way to reversing this.”

- ISAF: POHRF Quarterly Effects Update

Speaking for War Victims

One of CIVIC's main strategic goals is to "be the voice for war victims," knowing that this is an oft-forgotten group whose members cannot uniformly speak for themselves. We do this through the media, by engaging our supporters and by building a grassroots movement for change in the conduct of warfare.

In 2007, CIVIC upped its media profile becoming "go to" experts on civilian casualties for many popular media outlets including: The Washington Post, LA Times, BBC (including several live TV appearances), The Guardian, USA Today, KnightRidder, CBS News and The Associated Press. CIVIC published three OpEds: in the International Herald Tribune on NATO operations in Afghanistan with the US programs as examples of steps forward for war victims; in the United Press International wire service making recommendations for holding private security contractors accountable to war victims; and in the Washington Post, detailing the US military's efforts to train on counterinsurgency and civilian ambassadorship.

CIVIC was interviewed for Frontline documentary on PBS airing in February 2008, taped a segment titled "What being an American means to me..." for NPR's July 4th coverage and published an article on American policies to help war victims in DIALOGUE.

CIVIC's military analyst Jon Tracy also published an OpEd on the Haditha case and justice for civilians intentionally harmed by US forces in The New York Times and, in that same publication, CIVIC was an integral commentator on US military claims

files released by the ACLU.

CIVIC also continued filling gaps in support for civilians harmed on the ground in war zones, using the stories we encounter of these brave war victims to help journalists, policymakers and the average American understand both the real tragedies and possible hope inherent in war. Working to get help for civilians in need of medical treatment for severe injuries caused by US combat operations took a tremendous amount of energy and coordination from our CIVIC staff; when successful, this effort rewarded us in ways our policy work could not.

For example, one of our most precious cases – little Badr, a two-year old Iraqi boy – received life-saving treatment in Columbus, Ohio. Yet managing these cases proved to be outside of CIVIC's lean, focused goal of changing policy in war time and added a "direct service" element to our otherwise advocacy-based approach. Therefore, while helping specific medical cases is no longer a main goal for CIVIC, we will whenever possible use our connections to link victims with help. We are especially proud of the support garnered through our grassroots efforts. CIVIC launched four successful 'take action' campaigns in 2007, asking our supporters to speak out on private security contractors, cluster munitions, improved



Sarah after the Chicago Marathon

compensation systems in Iraq and Afghanistan, and calling on Congress to fully fund US aid programs for civilian victims of war. We have received nearly 265,000 hits since April 2006 on our website.

Grassroots fundraising has also been a focus for us as we diversify funding streams. In 2007, CIVIC commanded \$97,360 in donations from individuals and garnered over \$27,000 in our year-end giving campaign alone. These individual supporters continue to play a big part in enabling us to carry out our important work.

The 2006 I Care campaign – a web-based photo exhibit displaying compassion from ordinary civilians for war victims – brought hundreds of people to our cause and put a human face on compassion. In 2007, we found far better ways to build grassroots support, including through an on-line shop, new web features such as a news feed on war victims, a holiday giving campaign and an inter-active conflict map.

Finally, we developed a program – MISSION: Help War Victims – for supporters to fundraise for CIVIC by running marathons or doing something similar. Our executive director raised \$5,000 by running the Chicago Marathon, garnering attention for CIVIC every step of the way including as the official “Charity Runner of the Month,” just before the Marathon. With each passing year, we create new and innovative ways to engage and grow our supporter base.



Building a movement and maintaining action requires energy and time – both of which students have in abundance.

To catalyze that group toward action, particularly at universities, CIVIC designed an entirely new Web site specifically for students: civictimovement.org. The site contains youth-specific information on war victims and our associate this year created a comprehensive “student advocacy tool kit” with step-by-step instructions for any student interested in

helping the cause.

We are now working with a professor at Stanford to develop a curriculum on civilian casualties and US policy, for publication in 2008, and partnered with professors at Harvard, Columbia and University of Pittsburgh graduate programs to shape seminars on conflict policy. Helping with the youth effort is MTV, which asked CIVIC to highlight its work on their new social networking site THINK (we are the only alternative for youth not “for” or “against” the war).

CIVIC raised awareness by speaking at the high-profile Rule of Law conference on Afghanistan in Rome, the YearlyKos convention, Harvard Carr Center’s Escalation of Force conference at The Carnegie Foundation, the Marla Ruzicka Iraqi War Victims Fund conference in Amman, Human Rights Watch’s student activism groups in New York, and at Americans for Informed Democracy advocacy training sessions in DC.

Global Advocacy

Founded as an organization focused on smarter, more compassionate US policies for war victims in Iraq and Afghanistan, the time came for CIVIC to expand to address the alarming commonality among conflicts the world over: civilian lives torn apart and the near absence of responsibility being taken by the warring parties involved. This direction for CIVIC is now timely, appropriate, ambitious and tenable.

Our instincts to move in this direction have been reinforced by finding that there is a desire for this kind of advocacy within human rights, justice, international and humanitarian fields and that there is recent precedent for large-scale change in war. Anti-personnel landmines have been banned following group action codified in the Ottawa Convention. In the case of detainee abuses at Abu Ghraib prison in 2004, the US considered itself above the standards set out by international standards; the outcry was tremendous. In Sierra Leone, Liberian ex-President Charles Taylor was considered a war criminal for his atrocities and is being tried as such – a relatively new development in responsibility for harm. Yet when it comes to the harm civilians experience in wartime, there are no such requirements, norms or benchmarks.

After assessing our strengths, weaknesses, resources, intent and our place in the larger advocacy community, our new strategic plan sets out three directives for action to answer that very question. First, we will work to change what happens on the ground when civilians are harmed, including and based on our work to make US policies appropriate for those its

combat operations harm. Second, we will push for a new international norm in warfare that says simply “if you harm, you help.” This is a long-term, slow moving process, but one that we have found resonates with international law and UN experts. Third, we will continue being the voice for war victims who would not otherwise be heard. Always, we gather the stories of civilian casualties and work with the media to tell them, advocate for better, smarter, more compassionate policies in wartime, and remind our leaders about the innocent civilians harmed whenever bullets and bombs are fired.

These last two goals require us to rethink CIVIC’s organizational structure. We realized that growing to become a large NGO – with a bulky staff structure and solely act-alone efforts – is not ideal for building a new standard of behavior within the international community and better practices among warring parties. Rather, to add inertia to a growing movement for amends to war victims, we must become akin to a secretariat. We will keep our staff structure streamlined, while maintaining our expertise and growing our partnerships that bring other organizations concerned with these issues to the same table.

Already, we are aligning a coalition of NGOs working in conflict regions for the purpose of petitioning for a UN Special Envoy for War Victims. A CIVIC-originated and led effort, UN officials have encouraged the idea. In late 2007, we sought out, contacted, and coordinated a petition with humanitarians and advocates the world over – particularly smaller groups seldom heard at such a high level – to press the new Secretary General to appoint a personal envoy on behalf of civilians harmed in war. In November, Secretary General Ban Ki-Moon unknow-

ingly helped this effort by calling for a Working Group on Civilians in Armed Conflict; that move also indicated that our timing in calling for a more engaged UN-community is appropriate.

Only three countries on the Security Council objected to the working group: the United States, Russia and China. CIVIC's advocacy – the first organization to pick up on this misstep by the US – focused on pressing American policymakers to join this important effort to draw further attention and analysis to the issue of civilians caught in war. We continue the call for the working group in 2008.

Conclusion

CIVIC is deeply grateful to our grassroots funders for supporting our work on behalf of war victims. At a time of significant tragedy for civilians caught in 70 conflicts raging around the world to varying degrees, CIVIC has elevated the importance and humanity of providing them aid, compensation and recognition – most significantly among warring parties, such as the US and NATO. We look forward to continuing to grow CIVIC's unique and timely work.



*Fahima, from a village near Hilla, Iraq, and her three daughters.
Fahima received a hair dressing shop and sewing machine from the Marla Fund.*

CIVIC Advocates, Lives Change: ACAP in Action

Fazila, a widow and mother of five children, found herself in all sorts of trouble after the death of her husband, Saifullah.

Late Saifullah, was the head of this family and as a guard for an Afghan company he earned a decent salary and could support his family. Then, in October 2001 the life for this family changed when an American missile missed its target and landed on Saifullah's office. Fazila's husband along with three other security guards were killed.

Since the death of her husband, life has not been too good for the family. The family has no source of income apart from the initial assistance rendered by Saifullah's brother, who supported the family by paying their house rent and other basic expenses. The monthly income level of the brother-in-law was inadequate and hence could not continue the support. Fazila became so vulnerable that she could only just provide the basic necessity for her children; her only hope was to pray to Allah for something to happen and save her family from the existing situation.

Hope was restored to this family through the ACAP program implemented by the International Organization for Migration (IOM). This program specifically helps Afghan civilians who have suffered losses in one way or another from the fighting between the International military forces and the anti-government elements.

ACAP assists families to restore their lives after suffering losses from the military operations by providing sustainable income generation possibilities, support to children's education, pay for private classes and purchasing stationery for them; medical assistance when needed; vocational and literacy training.

Fazila requested ACAP to purchase livestock for her as a small business from which the family can make an income through the sale of dairy products. With the help of ACAP, Fazila is now able to support her family.



CIVIC WORLDWIDE

Profit and Loss Standard

January through December 2007

	<u>Jan - Dec '07</u>
Income	
4000 — Grants	
4001 — Grants - Restricted	25,000.00
4002 — Grants - Unrestricted	214,000.00
Total 4000 — Grants	<u>239,000.00</u>
4005 — Contributions	
4006 — Contributions > \$1,000	16,466.25
4007 — Contributions < \$1,000	80,893.26
Total 4005 — Contributions	<u>97,359.51</u>
4500 — Investment Income	
4501 — Interest Income	2,808.85
Total 4500 — Investment Income	<u>2,808.85</u>
Total Income	<u>339,168.36</u>
Expense	
5000 — Salaries	154,698.23
5010 — Employee Benefits	7,728.00
5020 — Payroll Taxes	12,563.36
5030 — Accounting & Bookkeeping	2,063.50
5040 — Advertising & Public Relations	
5041 — Events	3,371.30
5042 — Promotion	1,529.53
5043 — Website	111.17
5040 — Advertising & Public Relations - Other	588.50
Total 5040 — Advertising & Public Relations	<u>5,600.50</u>
5050 — Bank & Credit Card Fees	557.20
5060 — Books & Periodicals	339.18
5070 — Consultants	240.00
5075 — Depreciation Expense	1,184.47
5080 — Dues/Licenses/Fees	215.00
5090 — Equipment Rental/Purchase	402.90
5100 — Insurance	
5101 — Workman's Comp	816.00
5102 — Liability	991.00
5103 — D&O	505.00
5104 — Travel	53.33
5100 — Insurance - Other	0.00
Total 5100 — Insurance	<u>2,365.33</u>
5120 — Internet Service	2,141.75
5130 — Internships	3,495.00
5170 — Meetings & Conferences	2,753.44
5180 — Miscellaneous	
5182 — Direct Aid	176.56
5180 — Miscellaneous - Other	438.97
Total 5180 — Miscellaneous	<u>615.53</u>
5190 — News Services	44.31
5210 — Postage & Deliveries	1,265.48
5220 — Printing & Copying	2,751.38
5230 — Rent & Utilities	19,425.00
5240 — Repairs & Maintenance	200.00
5250 — Staff Development	295.00
5255 — Supplies	1,446.87
5260 — Telephone	3,145.33
5270 — Travel Expenses	19,949.79
Total Expense	<u>245,486.55</u>
Net Income	<u>93,681.81</u>

CIVIC WORLDWIDE

Balance Sheet Standard

As of December 31, 2007

Dec 31, '07

ASSETS

Current Assets

Checking/Savings

1000 — Cash and Cash Equivalents

1005 — Cash - Capital 0.46

1006 — Cash - Operating #5877 42,346.24

1107 — 11MO CD 3404 36,278.67

1108 — 8 MO CD - 3394 61,486.13

Total 1000 — Cash and Cash Equivalents 140,111.50

Total Checking/Savings 140,111.50

Other Current Assets

1025 — Contributions Receivable 21,350.96

1040 — Prepaid Expenses 1,972.67

1045 — Security Deposit 3,000.00

1050 — Grants Receivable 207,000.00

Total Other Current Assets 233,323.63

Total Current Assets 373,435.13

Fixed Assets

1500 — Furniture & Equipment 5,080.61

1550 — Accumulated Depreciation -1,792.80

Total Fixed Assets 3,287.81

TOTAL ASSETS

376,722.94

LIABILITIES & EQUITY

Equity

3900 — Net Assets 77,041.13

3901 — Net Assets - Restricted

3902 — OSI US Program 24,000.00

3903 — OSI General Support 08 75,000.00

3904 — JEHT - General Support 08 75,000.00

3905 — Moira - General Support 32,000.00

Total 3901 — Net Assets - Restricted 206,000.00

Net Income 93,681.81

Total Equity 376,722.94

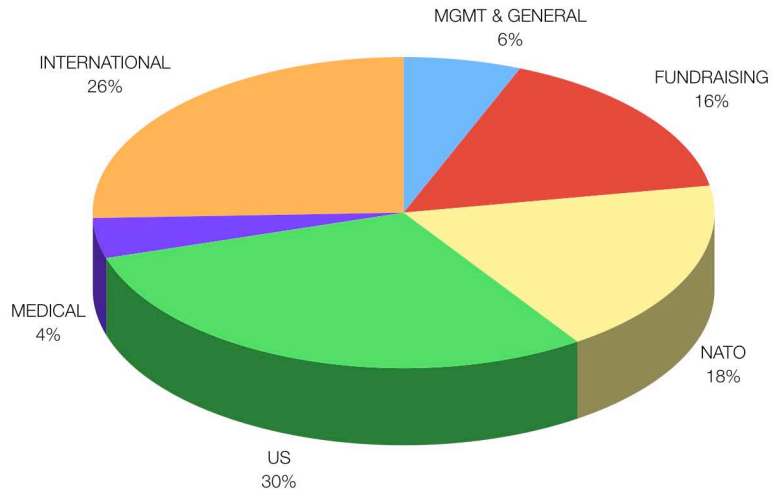
TOTAL LIABILITIES & EQUITY

376,722.94

CIVIC WORLDWIDE
Profit and Loss by Class
 January through December 2007

	MGMT & GENERAL	TOTAL FUNDRAISING PROGRAM	TOTAL NATO PROGRAM	TOTAL US PROGRAM	MEDICAL PROGRAM	INTERNATIONAL	TOTAL
Income							
4000 -- Grants							
4001 -- Grants - Restricted	1,000.00	0.00	0.00	0.00	24,000.00	0.00	25,000.00
4002 -- Grants - Unrestricted	214,000.00	0.00	0.00	0.00	0.00	0.00	214,000.00
Total 4000 -- Grants	215,000.00	0.00	0.00	0.00	24,000.00	0.00	239,000.00
4005 -- Contributions							
4006 -- Contributions > \$1,000	16,466.25	0.00	0.00	0.00	0.00	0.00	16,466.25
4007 -- Contributions < \$1,000	80,893.26	0.00	0.00	0.00	0.00	0.00	80,893.26
Total 4005 -- Contributions	97,359.51	0.00	0.00	0.00	0.00	0.00	97,359.51
4500 -- Investment Income							
4501 -- Interest Income	2,808.85	0.00	0.00	0.00	0.00	0.00	2,808.85
Total 4500 -- Investment Income	2,808.85	0.00	0.00	0.00	0.00	0.00	2,808.85
Total Income	315,168.36	0.00	0.00	0.00	24,000.00	0.00	339,168.36
Expense							
5000 -- Salaries	6,469.23	22,411.00	27,691.00	46,658.00	7,115.00	44,354.00	154,698.23
5010 -- Employee Benefits	165.00	1,125.00	1,555.00	2,305.00	380.00	2,198.00	7,728.00
5020 -- Payroll Taxes	267.36	1,886.00	2,450.00	3,795.00	591.00	3,574.00	12,563.36
5030 -- Accounting & Bookkeeping	41.50	304.00	412.00	656.00	96.00	554.00	2,063.50
5040 -- Advertising & Public Relations							
5041 -- Events	31.00	3,340.30	0.00	0.00	0.00	0.00	3,371.30
5042 -- Promotion	954.38	575.15	0.00	0.00	0.00	0.00	1,529.53
5043 -- Website	0.00	0.00	0.00	99.17	0.00	12.00	111.17
5040 -- Advertising & Public Relations - Other	187.54	215.97	0.00	184.99	0.00	0.00	588.50
Total 5040 -- Advertising & Public Relations	1,172.92	4,131.42	0.00	284.16	0.00	12.00	5,600.50
5050 -- Bank & Credit Card Fees	532.20	0.00	0.00	25.00	0.00	0.00	557.20
5060 -- Books & Periodicals	147.37	0.00	0.00	86.20	0.00	105.61	339.18
5070 -- Consultants	90.00	0.00	0.00	50.00	100.00	0.00	240.00
5075 -- Depreciation Expense	1,184.47	0.00	0.00	0.00	0.00	0.00	1,184.47
5080 -- Dues/Licenses/Fees	140.00	0.00	0.00	0.00	0.00	75.00	215.00
5090 -- Equipment Rental/Purchase	7.90	99.00	47.00	100.00	7.00	142.00	402.90
5100 -- Insurance							
5101 -- Workman's Comp	816.00	0.00	0.00	0.00	0.00	0.00	816.00
5102 -- Liability	991.00	0.00	0.00	0.00	0.00	0.00	991.00
5103 -- D&O	505.00	0.00	0.00	0.00	0.00	0.00	505.00
5104 -- Travel	53.33	0.00	0.00	0.00	0.00	0.00	53.33
5100 -- Insurance - Other	-2,310.00	337.00	442.00	833.00	104.00	594.00	0.00
Total 5100 -- Insurance	55.33	337.00	442.00	833.00	104.00	594.00	2,365.33
5120 -- Internet Service	39.75	333.00	441.00	639.00	101.00	588.00	2,141.75
5130 -- Internships	66.00	568.00	611.00	1,072.00	129.00	1,049.00	3,495.00
5170 -- Meetings & Conferences	1,047.31	299.20	63.16	1,118.06	0.00	225.71	2,753.44
5180 -- Miscellaneous							
5182 -- Direct Aid	0.00	0.00	0.00	0.00	176.56	0.00	176.56
5180 -- Miscellaneous - Other	270.95	168.02	0.00	0.00	0.00	0.00	438.97
Total 5180 -- Miscellaneous	270.95	168.02	0.00	0.00	176.56	0.00	615.53
5190 -- News Services	44.31	0.00	0.00	0.00	0.00	0.00	44.31
5210 -- Postage & Deliveries	624.04	392.50	0.00	199.90	0.00	49.04	1,265.48
5220 -- Printing & Copying	1,313.60	953.06	50.61	413.40	0.00	20.71	2,751.38
5230 -- Rent & Utilities	404.00	2,912.00	3,845.00	5,976.00	857.00	5,431.00	19,425.00
5240 -- Repairs & Maintenance	200.00	0.00	0.00	0.00	0.00	0.00	200.00
5250 -- Staff Development	295.00	0.00	0.00	0.00	0.00	0.00	295.00
5255 -- Supplies	32.87	234.00	263.00	396.00	64.00	457.00	1,446.87
5260 -- Telephone	66.33	466.00	634.00	948.00	155.00	876.00	3,145.33
5270 -- Travel Expenses	365.13	3,008.51	6,492.26	7,630.69	0.00	2,453.20	19,949.79
Total Expense	15,042.57	39,627.71	44,997.03	73,185.41	9,875.56	62,758.27	245,486.55

Expenditures by Program



Expenditures within US Program

