

advocacy, with an emphasis on the latter as the area of greatest need. The Group's first meeting in January 1995 discussed its potential role and contribution relative to what the UN was already doing, although Senator MacEachen emphasised that this approach was not intended to imply any criticism of UN involvement to date in crisis management. The meeting was a test of how many of the members were interested in, and committed to, launching the ICG.

The ICG has established some initial criteria to employ in determining which events to focus on:

- The situation must be without clear international policy, with no decision yet by the international community as to whether to intervene;
- The ICG must be able to add value, meaning that no other party (whether a country or an organization) should already be addressing the crisis;
- The crisis must have a human cost; and,
- The crisis needs to be both large-scale and diverse in scope (e.g. vis. stage of development, geographic location).

In summary, the ICG proposes to focus on crises that have largely been overlooked by the international community or with which the international community has not fully come to terms, either because it is considered not to be overly important or because the options for responding are unclear.

Senator MacEachen discussed in some detail one of the crises with which the ICG has been involved, Sierra Leone, which satisfied four of the ICG's criteria and which has not emerged as a priority for any country or institution. Two ICG staff were sent on an eight-week mission to evaluate the situation, trying to draw upon all sources of information. Interestingly enough, their report indicated that the principal cause of the crisis had been the long existence of a corrupt government that had exploited the resources of the country over time, rather than any cause that could be reflected in the usual economic indicators. The ICG worked in support of the electoral process and succeeded in having CNN and the BBC run documentaries on the situation in Sierra Leone, with the objective of influencing public opinion. An assessment of the ICG's actions in Sierra Leone was then considered by its Board, to confirm whether the ICG had been successful in supporting a move towards good governance in the country.

A second example was the ICG's involvement in Bosnia, where it was asked to monitor the implementation of the civil aspects of the Dayton Agreement despite the fact that Bosnia would not normally have satisfied the criteria for involvement. The ICG deployed a four-person team to that country, and so far, their assessment of the implementation process has been largely negative. The objective is to influence political opinion and to galvanize governments on doing something about the situation in Bosnia.