OUR MISSION IS TO MOVE FROM
ADVOCACY TO ACTION THROUGH DATA
DRIVEN ANALYSIS AND EVIDENCE-
BASED REPORTING ON GLOBAL
CONFLICT AND TRANSNATIONAL
SECURITY ISSUES

All photos and graphics used in this report were taken or produced by C4ADS analysts.
LETTER FROM THE
EXECUTIVE DIRECTOR

DAVID JOHNSON

What states are doing to resolve conflict is not working. The fall of the Berlin Wall, the rise of the Internet, the spread of globalization and the advancement of disruptive technologies have eroded state power and fed the blossoming power of illicit networks. These networks embed themselves in, and poison the legal systems of trade, finance, transportation and communication that create prosperity and security for billions of people around the globe. State-sponsored and non-state networks drive global conflict-perpetrating official corruption, transnational crime and political violence that prevents development, destabilizes states, and devastates the environment. In response, the vast array of government agencies, security contractors, federally funded research and development centers, and traditional think-tanks continue to grind out conflict-perpetrating official corruption, transnational crime and political violence that prevents development, destabilizes states, and devastates the environment. In response, the vast array of government agencies, security contractors, federally funded research and development centers, and traditional think-tanks continue to grind out security approaches using Cold War-era models.

As evidence flows in from recent conflicts, it is clear that the understanding, strategies, structures and processes designed for state-centric military conflict fail to address the rapidly changing security environment alone, we see it as the duty of groups like ours to help protect our communities from those who would prey on them. Together, we can create a world where open, pluralistic societies are secure and prosperous.

CA4ADS remains a risk-taking innovation center with young, ambitious talent and committed, experienced leadership and fellows. We are intellectually independent and fill gaps in NGO, government and contractor capability, capacity or authority as part of a larger team working to create a more stable world. Moreover, since the cumbersome capabilities of government cannot address the rapidly changing security environment alone, we see it as the duty of groups like ours to help protect our communities from those who would prey on them. Together, we can create a world where open, pluralistic societies are secure and prosperous.

CA4ADS will continue to drive security sector reform and increase impact on the threats facing global peace and security. We will exponentially increase in capacity, capability, and influence while tightly managing organizational growth. To accomplish this we will improve analysis, integrate emerging technology, and empower strategic partners.

Improving Analysis
We will increase capacity with better data management, appropriate process application, and advanced training. We will apply more structured analytic techniques to improve the quality of our analysis and will leverage program management software and disciplined processes to streamline our workflows. We will better employ our growing network of NGO and media partners to ensure our research is accessible and visible to decision-makers. We will use analytic tools to rapidly coordinate public-private teams with shared interests and produce even more carefully targeted, high-impact, analyst-driven studies.

Integrating Technology
We will increase capability with new technology integration. Our data infrastructure effort will improve automated ingestion, data conditioning, cross-cueing, identification, search, and visualization in a cloud environment compatible with our partners. Our technology partners will continue to enhance our domain visibility and create opportunities to manage ever-increasing volumes of data.

Empowering Partners
We will increase influence with better information sharing approaches for a more efficient and focused partner network. We will grow our blog to appeal to a different audience, as well as build portals and technology solutions to better manage access to our data for communities of Interest. We will improve our internal training curriculums and deploy training teams to support NGO, journalistic, government and consultant partners to ensure we maximize our impact on the community.
ABOUT C4ADS

C4ADS is a nonprofit organization dedicated to providing data-driven analysis and evidence-based reporting on global conflict and transnational security issues.

We use cutting-edge technologies to manage, integrate, and analyze disparate open data from diverse languages, regions, and sources, incorporating our own field research from conflict zones and fragile states. We seek to engage with local and international audiences and produce compelling evidence-based analysis. In doing so, we fill a critical gap left by traditional public sector and profit-driven institutions to move beyond advocacy to action.

OUR CELLS

The Environmental Crimes Fusion Cell combats the global illicit wildlife trade as a data interface connecting a global network of 120 organizations across conservation, law enforcement, financial intelligence, and regulatory communities. With a current focus on ivory, rhino horn, and pangolin, the Cell moves and transforms raw data from the field into actionable results around the world.

The Counterproliferation Cell analyzes the opaque illicit trade in global chemical, nuclear, and missile technologies by focusing on their procurement and financial networks. Current projects include Syrian chemical weapons, Iranian ballistic missile technology, North Korea’s WMD program, and Chinese next-generation military R&D.

The Organized Crime and Grand Corruption Cell uses a hub and spoke model to target kleptocracies and transnational smuggling networks. We go beyond the countries undergoing elite capture to also target the financial ‘chokepoints’ where their illicit proceeds accumulate. Current projects include human trafficking in Southeast Asia, asset flight in Russia, and money laundering networks in Latin America.

The Natural Resources Cell maps the trillion-dollar economy of environmental exploitation. Working with activists and private-sector organizations around the world, we serve as a bridge between both communities to support individual cases and build more resilient supply chains for timber, fisheries, minerals, and pharmaceuticals.

The Conflict Finance and Irregular Threats Cell focuses on conflict economies as key drivers of global conflict and insecurity. We examine the corporate networks and logistics behind global conflicts to identify individuals and companies illicitly enriching themselves off of human suffering. Current priority countries include South Sudan, Somalia, Yemen, and Syria.

OUR TECHNOLOGY PARTNERS

Analysis powered by Palantir and Windward.
Nothing broadens your mind like travel. It makes you see things in a new light, and helps you examine old problems in a new way.

Traveling abroad is one of the things our analysts most enjoy, and it is something that is essential to our work.
OUR WORK IN 2018

CHINA/MEXICO/USA
Supply chains for fantasy and AFP precursors, drug trafficking into the US

SYRIA
Supply chains for precursors required for chemical weapons

LIBYA
Maritime trafficking networks, i.e. oil smuggling through Malta

LEBANON/WEST AFRICA
Heroin-linked commercial and money laundering networks

SOUTHERN AFRICA/SOUTHEAST ASIA
Ivory, rhino horn, and pangolin trafficking networks across source and destination countries

NIGERIA
1. Oil smuggling networks (especially maritime)
2. PEP screening and proceeds of corruption investigation, particularly in luxury property

SOMALIA
Arms trafficking and terrorist networks in Somalia

YEMEN
The war economy in Yemen including general shipping, commodities, arms, etc.

IRAN
Iranian proliferation networks

SOUTH SUDAN
Arms supply/trafficking into and within South Sudan

RUSSIA/EUROPE
Intersection between foreign influence, financial crime, and other Russian illicit networks in Europe

NORTH KOREA (DPRK)
DPRK proliferation/procurement networks and commercial shipping

CHINA
Civil military fusion and PLA technology procurement

INDONESIA
Human trafficking/forced labor in the global fishing industry out of Indonesia

RUSSIA
1. Facilitators of major arms transfers
2. Identifying use of GPS spoofing correlated to high-level officials government travel
3. Commercial and trade-based money laundering networks tied to corruption and organized crime

VENEZUELA/LATIN AMERICA
Elite corruption and trade-based money laundering through Latin America and the US

PERU/GLOBAL
Illicit timber harvesting and trafficking networks and supply chains

LATIN AMERICA
Sectoral, for example, PEP screening, Chinese port investments, Turkey-Venezuela gold trade, etc.

GLOBAL
1. Beneficial ownership of major sections of the global fishing industry (oil and illicit)
2. IUU fishing networks
3. Identifying trade, bespoke, and routes of wildlife trafficking in the air transport sector
4. Trade in dual use (i.e. CBRN) goods
5. Antiquities trafficking (including Iraq/Syria, China, and others)
6. Building an untethered platform for real-time flight tracking around the world
As featured in the Washington Post, the Chinese-owned Yu Yuan and Sky Angel vessels “laundered” North Korean coal through transshipment via an obscure Russian far eastern port before carrying it to South Korea.

**OUR TOP 5 IMPACTS**

**In 2018, our 25 analysts supported nearly 70 law enforcement actions that disrupted over $428 million in illicit flows**

**ENFORCING GLOBAL SANCTIONS**

Mapping North Korean sanctions evasion is at the heart of our counterproliferation work. In 2018, we focused around the Kim regime’s overseas labor networks that help fund the WMD and missile programs. Our report, Dispatched, exposed this program in unprecedented granularity, informing a front-page story for the Wall Street Journal, and public references to our findings by Secretary of State Pompeo and then-US Ambassador to the United Nations Nikki Haley. Our findings were also used in the United Nations Panel of Expert’s 2019 annual report on DPRK sanctions evasion.

Beyond our focused research, we built out our data sharing “blue” network. We focused on organizations at the frontlines of financial enforcement who can operationalize our data and analysis—sharing more than 200 analytical products with government agencies, banks, insurance companies, freight logistics providers, and a range of other multinationals whose goods and services are exposed to North Korean sanctions evasion activity. We also sought more real-time data, identifying over 900 ships associated with the North Korean merchant fleet, which we can now monitor and track in near real time.

In 2019, we will scale our network into a coherent coalition that is able to share and use data on a global, multi-sectoral basis to disrupt and dismantle sanctions evasion activity.
C4ADS network analysis demonstrates how 44 seemingly disparate large scale ivory and pangolin seizures, totaling over 80 tons of wildlife products, are linked through common facilitators, companies, and transport agents.

**COMBATTING WILDLIFE CRIME**

C4ADS’ Environmental Crimes Fusion Cell serves as a key analytical support center for conservation organizations across 20 jurisdictions and 62 law enforcement authorities around the world. This network of partners covers nearly every source, transit, and demand jurisdiction for ivory, rhino horn, and pangolin product trafficking. In 2018, the Cell supported 31 enforcement outcomes including arrests, prosecutions, sanctions designations, and the interception of over 7 tons of ivory.

For example, C4ADS supported local partners and enforcement authorities in South Africa with an investigation into rhino horn poaching and trafficking syndicates near Kruger National Park. C4ADS assisted partners with social media and open source queries, geospatial and network analysis, and lead generation for seemingly disparate rhino horn trafficking syndicates. Through this analysis, C4ADS identified connections between several operations, and convergence with other illicit activity, so far resulting in 9 arrests and several seizures of weapons and rhino horn.

By integrating partner information with internal C4ADS data, we have increased visibility into wildlife trafficking operations while providing enhanced analytical capabilities for our local partners. This analysis has resulted in identification of the convergence between disparate networks, jurisdictions, and trafficking patterns, therefore supporting more effective targeting strategies by conservation and enforcement partners.

**MONITORING GEOECONOMICS AND TECHNOLOGY PROLIFERATION**

The global balance of power is changing. Economics and security are converging. Financial resources and investment flows are increasingly becoming key levers of political influence for American adversaries to curry favor, destabilize governments, and control key pieces of global infrastructure in both the physical and digital domains.

In 2018, C4ADS conducted a series of landmark studies on China’s Belt and Road Initiative, an ostensible multi-trillion dollar analogue to the U.S. Marshall Plan that would remake Chinese strategic relationships. Focusing on the Indian Ocean and Latin America, two emerging frontiers in Chinese great power competition, we identified 79 port projects for which we have mapped out ownership and investment activities to pinpoint the companies, people, and financial networks. Our report has been widely cited and used by U.S. policymakers, attracting an official response from both the Chinese Foreign Ministry and the Prime Minister of Cambodia.

In 2019, C4ADS will broaden its research aperture to include Russian and Chinese military investments in emerging dual use technologies, as well as key digital and cyber chokepoints such as the GNSS domain.
**Focus Countries**

- **South Sudan**
  - Proceeds of weapons trafficking in South Sudan identified in 13 global jurisdictions (Kenya, Uganda, Sudan, Egypt, UAE, Russia, Armenia, United States, Ukraine, Lebanon, Israel, Seychelles, and BVI).

- **Yemen**
  - $324 million of conflict-enabling revenue identified in 2018 through the Houthi fuel and taxation trades, as well as armed actors’ use of food aid and financing as a weapon of war.

- **Somalia**
  - Over $1 Million in illicit weapons transfers identified being channeled to armed groups and terrorist networks in Yemen and Somalia including the ISIS affiliate in Puntland.

**Disrupting Conflict Economies**

The perpetration of conflict and mass atrocities relies on networks of facilitators and enablers who use legitimate systems of trade, finance, transport, and communications to fund and equip combatants and launder the proceeds of war. C4ADS Conflict Finance and Irregular Threats Cell investigates and maps these networks to support action to disrupt and dismantle their activities.

In 2018, C4ADS helped secure 8 sanctions designations and the arrest and indictment of multiple individuals responsible for facilitating human rights abuses. In one key success, C4ADS worked closely with U.S. law enforcement agencies to map an intricate network of companies associated with Lebanese businessman Kassim Tajideen, along with his family, who worked across African conflict zones to fund Hezbollah with over US$1 billion. C4ADS analysts identified companies and assets associated with the Tajideen network that were previously unknown to U.S. and international regulatory agencies, and provided analysis that ultimately helped facilitate a successful prosecution and forfeiture of $50 million, marking one of the largest recent actions against Hezbollah.

In 2019, C4ADS will focus on a series of key countries as well as build out technologies for conflict zone monitoring tasks such as weapons identification and flight identification.

**Strengthening Supply Chains**

Illicit networks survive by nesting and obfuscating their activities within licit systems. By working with private sector actors to strengthen licit supply chains, C4ADS aims to reduce the space for illicit actors and networks to operate.

Minerals, timber, pharmaceuticals, and fisheries are all vectors for billions of dollars of illicit trade to flourish at immense cost in ecological and human security. In each, however, this illicit trade is a subset of the larger licit commercial trade in these goods. In 2018, C4ADS focused around building out industry partnerships in key ‘chokepoint sectors’, i.e. banking, insurance, and freight logistics. We designed and implemented a series of products customized for private sector compliance officers and shared over 200 analytical investigations. Currently, C4ADS is working with over 40 major multinational companies across the world.

In 2019, we will seek to streamline and broaden our access with the net objective to help “harden” global licit supply chains. Portals and data sharing infrastructure will allow us to connect and unify partners and their data. Network investigations will provide relevant content, while our system mapping products will seek to create large structured datasets that allow entire sectors to enhance transparency.

**Unified Data Portals**

C4ADS worked with the Responsible Minerals Initiative to build a platform to connect minerals refiners, traders, and consumer electronics companies into a unified data architecture where they can share actionable data related to the illicit gold trade.

**System Mapping**

C4ADS mapped the beneficial ownership behind the fishing fleets responsible for 80% of deep sea fishing. We are currently sharing this data with industry regulators, companies, and funders. We hope to release similar data as public registries for transparency.

**Network Investigations**

C4ADS conducted dozens of investigations into networks enabling the illicit trade in natural resources. We designed analytical products that integrate with private sector screening software and shared our data freely to support the de-risking of suspicious financial activity.
In 2018, C4ADS produced six long-form reports, including the second in our ongoing collaboration with the World Customs Organization (WCO) to publish the annual Illicit Trade Report (ITR). The WCO is the premier intergovernmental organization on customs related issues. It has 182 customs administrators as members and the ITR is the primary attempt to aggregate and analyze the data submitted by those member states. Our objective is to use the highest standards in data analysis and visualization to effectively convey complex information to busy decision makers around the world.
Washington DC runs on its interns and young staff, but they reap little of the visibility or reward. Our culture is designed to invert this pyramid to demonstrate that committed young analysts empowered by the right tools, technologies, and training can achieve outsized mission impact. To realize this goal, analyst selection is critical and diversity, empowerment, and inclusion in our culture are not just ideals—but a core business imperative.

**Analyst Intern Training Program**

At C4ADS, interns are analysts. We value our interns by paying them and pairing them with analysts and real work—never making coffee. Our selection criterion is tough with ~50 applicants per slot. But internships are the primary path to employment—with 11 of our 13 past hires coming from our intern cohort.

**Analyst Development**

We invest in our analysts so that we have the skills we need today and the workforce we want tomorrow. We finance learning opportunities, skills development, and team-building opportunities. We cross-train incessantly on everything from coding to data visualization to business development.

**Diversity**

High-context analysts require diverse backgrounds and experiences to make sense of an increasingly complex and interconnected world. We are proud to rise well above the dismal national security average for female and minority participation in the workforce. We remain committed to providing equal access and opportunity in a welcoming work space focused on mission execution.
PARTNER ENGAGEMENT

WE GIVE BACK TO OUR COMMUNITY TO BUILD STRONG BONDS OF TRUST.

DIGITAL SECURITY

Journalists and civil society are facing increasing threats to their digital safety. C4ADS is helping expand the ability of our partners to defend themselves. We provide digital security manuals in 13 languages and hardware, like physical two-factor keys, to help implement a basic level of digital security and hygiene—all pro bono.

FLIGHT RECEIVERS WORLDWIDE

C4ADS, in partnership with ADS-B Exchange, is developing an international flight tracking platform, which we are scaling and customizing to support investigative journalism around the world. We will provide free access to this platform for partners, and equipment and training to those seeking to host their own devices.

DOCUMENT RESEARCH

C4ADS has developed a publicly available data search platform that already includes over 200 million documents from corporate registries around the world, plus unique datasets unavailable elsewhere. These datasets provide a critical advantage for financial investigations.

DATA PROCESSING

Dealing with bulk datasets is an essential need for modern investigators, but few have data engineering resources at hand. C4ADS provides an advanced OCR and ETL pipeline that can move thousands, even millions, of paper documents into structured entity lists within days—allowing investigators to focus on the actual stories and analysis.
2018 WAS C4ADS’ BEST YEAR TO DATE

ANNUALIZED RETURN ON DONOR INVESTMENT (ROI) IN SEIZURES AND FORFEITURES ALONE

9,131%

5 Consecutive Years of positive net revenue growth behind us and a bright financial future ahead

C4ADS is among the top 0.1% of US nonprofits in financial disclosure transparency according to GuideStar

C4ADS is committed to maximizing impact from its donor investments

88% Program Efficiency means that the vast majority of donor funds are invested in research activities

*The 12% G&A includes all fundraising and overhead costs

*2018 financials based on unaudited numbers, 2019 on January EOV budget projections.
2018 DIRECTORS AND STAFF

RICHARD WIRT
Chairman of the Board

HON. APRIL FOLEY
Member of the Board

NEWTON HOWARD
Member of the Board

LTG (RET.) DAVID P. FRIDOVICH
Member of the Board

LTC (RET.) CHRIS KAMMERMANN
Member of the Board

JOHN CALLERY
Member of the Board

LT. COL. (RET.) STEPHEN HOMOKI
Member of the Board

HON. SUE KELLY
Member of the Board

SERGEY KANAREYKIN
Member of the Board

JOHN PEARCE
Member of the Board

LESTER S. HYMAN
Member of the Board

DAVID JOHNSON
Executive Director

VARUN VIRA
Chief Operating Officer

THOMAS EWING
Chief of Analysis

TORIA WHITE
Finance Manager

EVANGELINE HINES
Operations Manager

MARY UTERMOHLLEN
Lead Analyst

JESSICA HANSEN
Lead Analyst

PHIL KITTOCK
Lead Analyst

PETER KIRECHU
Lead Analyst

JASON ARTERBURN
Lead Analyst

PATRICK BAINE
Senior Analyst

ETHAN KRAUSS
Senior Analyst

MICHAEL LOHMULLER
Senior Analyst

DEVIN THORNE
Senior Analyst

STELLA COOPER
Senior Analyst

HUGH BRADSHAW
Senior Analyst

TAEMIN AHN
Senior Analyst

JACK MARGOLIN
Senior Analyst

BEN SPEVACK
Analyst

BRIDGET CONNELLY
Analyst

CECILE NEUMEISTER
Analyst

MARCEL ANGLIVIEL DE LA BEAUMELLE
Analyst

SOFIA VARGAS
Analyst

IRINA BUKHARIN
Analyst

TIMOTHY DRESSEL
Analyst

FAITH HORNOR
Analyst

EVA ACCARDI
Analyst

LOGAN PAULEY
Analyst

CURRENT SENIOR FELLOWS:

SUSAN E. MARTIN
COL (RET.) ROBERT C. JONES
COL (RET.) ROBERT CASSIDY
HIS HIGHNESS PRINCE FAHAD BIN ABDULLAH AL SAUD

CURRENT FELLOWS:

WILLIAM NEWCOMB
JUSTIN SEITZ
COL (RET.) MICHELLE HUGHES
COL KEVIN D. STRINGER
JOHN W. BODNAR
CAPT (RET.) PETER O’BRIEN
CRAIG FITZPATRICK