

ANNUAL REPORT 2014



**JUSTICE
RAPID
RESPONSE**

JUSTICE RAPID RESPONSE

Conflicts continue to occur and recur around the world, replete with some of the most heinous crimes and human rights violations known to humanity.

Without allowing survivors to tell their stories and holding perpetrators to account we cannot help end current cycles of violence, much less prevent future ones. The last 20 years has seen a real commitment by the international community to create laws and institutions that can bring perpetrators to justice. Yet we have learned that without evidence that has been gathered properly through prompt, impartial, professional investigation, justice simply cannot be done, no matter how much money and effort is invested. Credible investigations are the cornerstone of any successful accountability process.

Justice Rapid Response was created by States from North and South to ensure that the capacity and the mechanisms are in place to conduct credible investigations wherever needed. To meet this goal, Justice Rapid Response established a diverse, global, expert roster of criminal justice and related professionals, who are ready to serve at a moment's notice. We rapidly deploy these experts to investigate core international crimes – genocide, war crimes, crimes against humanity – and serious human rights violations.

Our objective is simple: to give the international community an effective and efficient tool to deliver on its commitment to ending impunity.

We work so that one day, the worst crimes known to humanity are investigated as professionally and promptly as any ordinary crime under domestic jurisdiction. Our contribution is not just what we do but also the standard we set in the quality and speed of response.

The survivors and future generations deserve nothing less.

“JRR fills a critical need in the fight against impunity for mass atrocities. When these crimes are committed, it offers trained professionals who can be promptly deployed in the search, collection, and analysis of the evidence, in order to lay a solid foundation for eventual judicial accountability at the national or international level.”

His Excellency Stephen J. Rapp, Ambassador-at-Large for War Crimes Issues, Head of the Office of Global Criminal Justice, US Department of State.

JOINT LETTER FROM CHAIR AND EXECUTIVE DIRECTOR

2014 has been a significant year for Justice Rapid Response. We have made substantial progress towards our vision of having mass atrocities investigated as quickly and professionally as any ordinary domestic crime.

In 2014 Justice Rapid Response had a 75% annual increase in the number of investigations we were able to assist, more than four times as many as in 2012. This continuing exponential growth in the demand for Justice Rapid Response's expertise and speed of delivery – and our ability to continue to meet this demand cost-effectively – confirms the growing recognition in the value of credible investigations to ensure accountability for mass atrocity crimes.

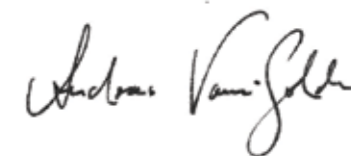
Over the last 12 months, we assisted investigations in Asia, Africa, the Middle East and Latin America. Through our continued global training programme, our roster has grown to include close to 500 experts from 95 countries who speak 75 languages. Their range of expertise covers approximately 60 criminal justice, human rights and other related professional categories. More than half of these experts are women, and 40% come from the Global South.

Increased capacity alone is not the only factor enabling us to meet the growing demand for investigations. Our innovative structure has enabled Justice Rapid Response to continue to capitalize on the strengths of our three constituencies: the impact of States, the global reach of international institutions and the nimbleness of civil society. This allows us to continuously improve the investigation of mass atrocities. Our ground-breaking partnership with UN Women, creating a dedicated roster of sexual and gender-based violence investigative expertise, contributed greatly to gender violence in conflict becoming an essential component of any human rights or mass atrocity investigation. With our training partner the Institute for International Criminal Investigations (IICI), we are helping to ensure that asset recovery becomes a regular component of every investigation, to provide victims with a chance for reparations. We are also partnering with the Child Soldiers Initiative, so that children – who can be both victims and perpetrators – are treated with special care and understanding.

Our progress is driven by the dedication and professionalism of our Secretariat team. It has been made possible thanks to the participation of States and the support of our Executive Board. In particular, we would like to thank our outgoing Chair, Uganda, and H.E. Mirjam Blaak-Sow, for her leadership. As Finland takes over as Chair, we ask you to join us in supporting our work.



Her Excellency Dr. Marja Lehto
Chair of the Executive Board, Justice Rapid Response



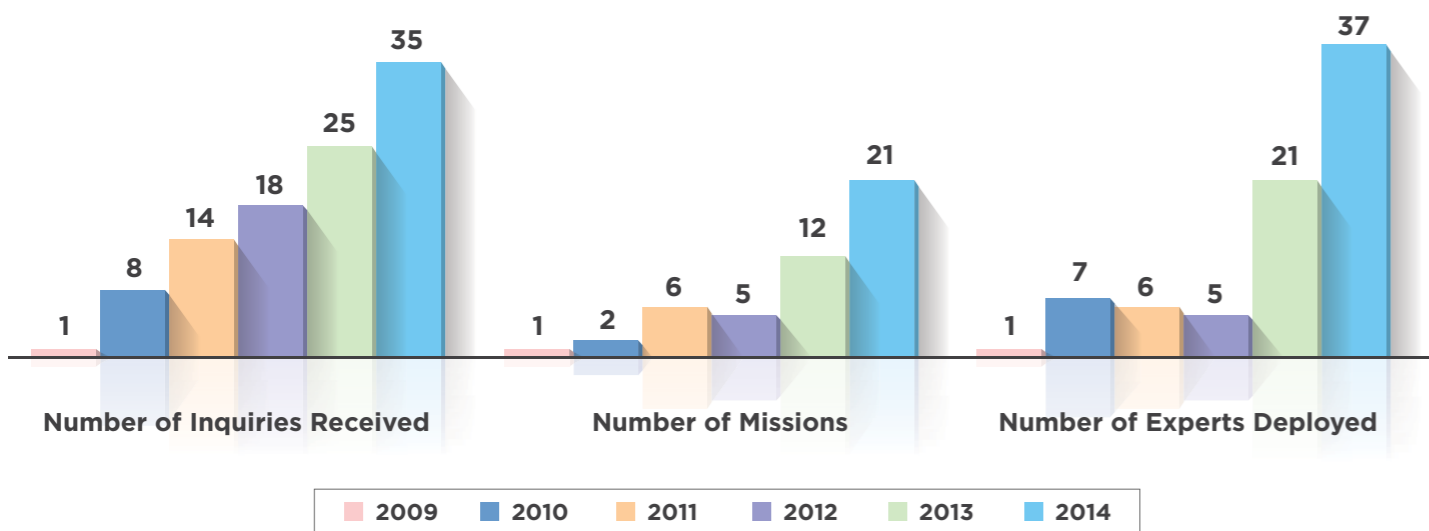
Mr. Andras Vamos-Goldman
Justice Rapid Response Executive Director

DEPLOYMENT OF INVESTIGATIVE EXPERTISE

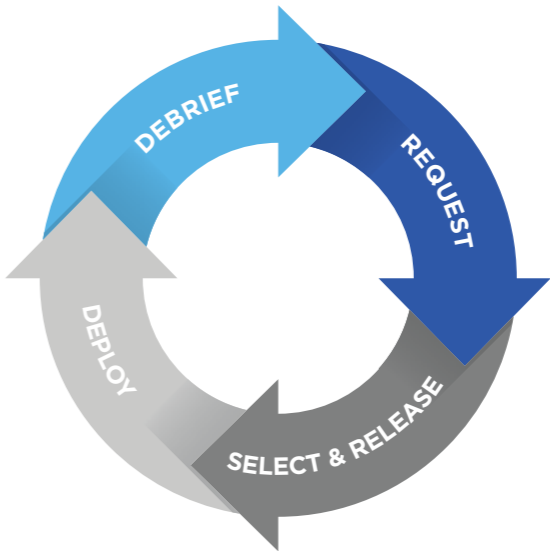
In the last 5 years, Justice Rapid Response has assisted in **47 missions** around the world, including missions in Central African Republic, Colombia, the Democratic Republic of Congo, Côte d'Ivoire, Guinea, Guatemala, Haiti, Kyrgyzstan, Libya, Mali, Senegal and Syria, for a total of **77 deployed experts**.



The requests for assistance and our ability to respond have grown exponentially:



GETTING THE RIGHT PEOPLE, TO THE RIGHT PLACE, AT THE RIGHT TIME



REQUEST:

A clear mandate is necessary. We receive requests for expertise from States as well as regional and international institutions that have the mandate to investigate international crimes and serious human rights violations. Each request is reviewed against the following criteria:

- The investigation is in conformity with international law;
- The request is free from political motivation that may undermine the investigation;
- The deployment can be carried out with particular attention to the safety of the experts as well as the safety of the victims and witnesses; and
- The request requires a rapid response.

SELECT AND RELEASE:

Each deployment is different. Once final selection has been made by the requesting entity, we secure the expert's release from his or her regular employment. We then support the contracting process between the expert and the requesting entity and brief the expert for deployment.

DEPLOY:

Flexibility is essential. Deployments are funded in one of three ways:

- The requesting entity contracts the experts and funds the deployment;
- The expert is made available at no cost by his or her employer; or
- The deployment is funded by a third party or a coalition of donors, via Justice Rapid Response.

DEBRIEF:

This is an evolving field. We debrief and learn from each deployment.

The Commission rates the deployment as very good and the African Union expresses its appreciation for the support provided to enable it to carry out this aspect of the work of the Commission of Inquiry on Southern Sudan.

Mr. Olabisi Dare, Executive Secretary of the African Union Commission of Inquiry on South Sudan

THE JUSTICE RAPID RESPONSE ROSTER

Through a competitive selection process, we recruit high-quality experts with an increasingly diverse range of investigative expertise from around the world. In addition, we require candidates to undergo training in the conduct of investigations of crimes under international law, and in high stress, complex, conflict and post-conflict situations. Training courses are free of charge. In return, the experts' employers agree in principle to their availability for short-term deployments. Each deployment is a learning experience and therefore indirectly builds the capacity of the institutions to which our experts return.

Since we began operations in 2009, we have delivered 28 training courses on five continents. The 60 professional categories in the roster include criminal and human rights investigators, legal advisers and prosecutors, forensic experts and witness protection specialists. A cadre of experts specially trained in the investigation of sexual and gender-based violence (SGBV) are also available since 2012, thanks to a partnership with UN Women. This broad range of expertise and background enables Justice Rapid Response to provide experts who not only fill specialized needs, but also possess the experience, language and cross-cultural skills needed to build trust with victims and witnesses.



480+ rapidly deployable experts



95 nationalities



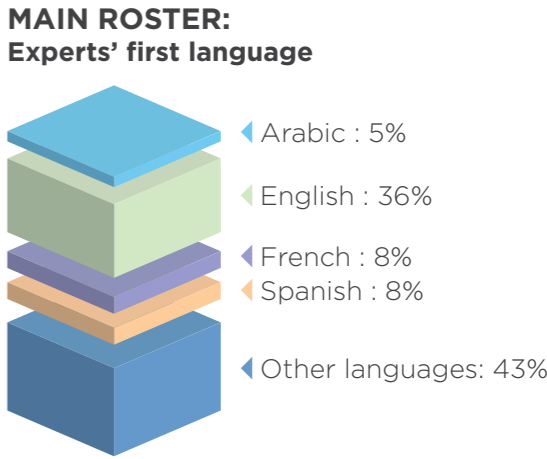
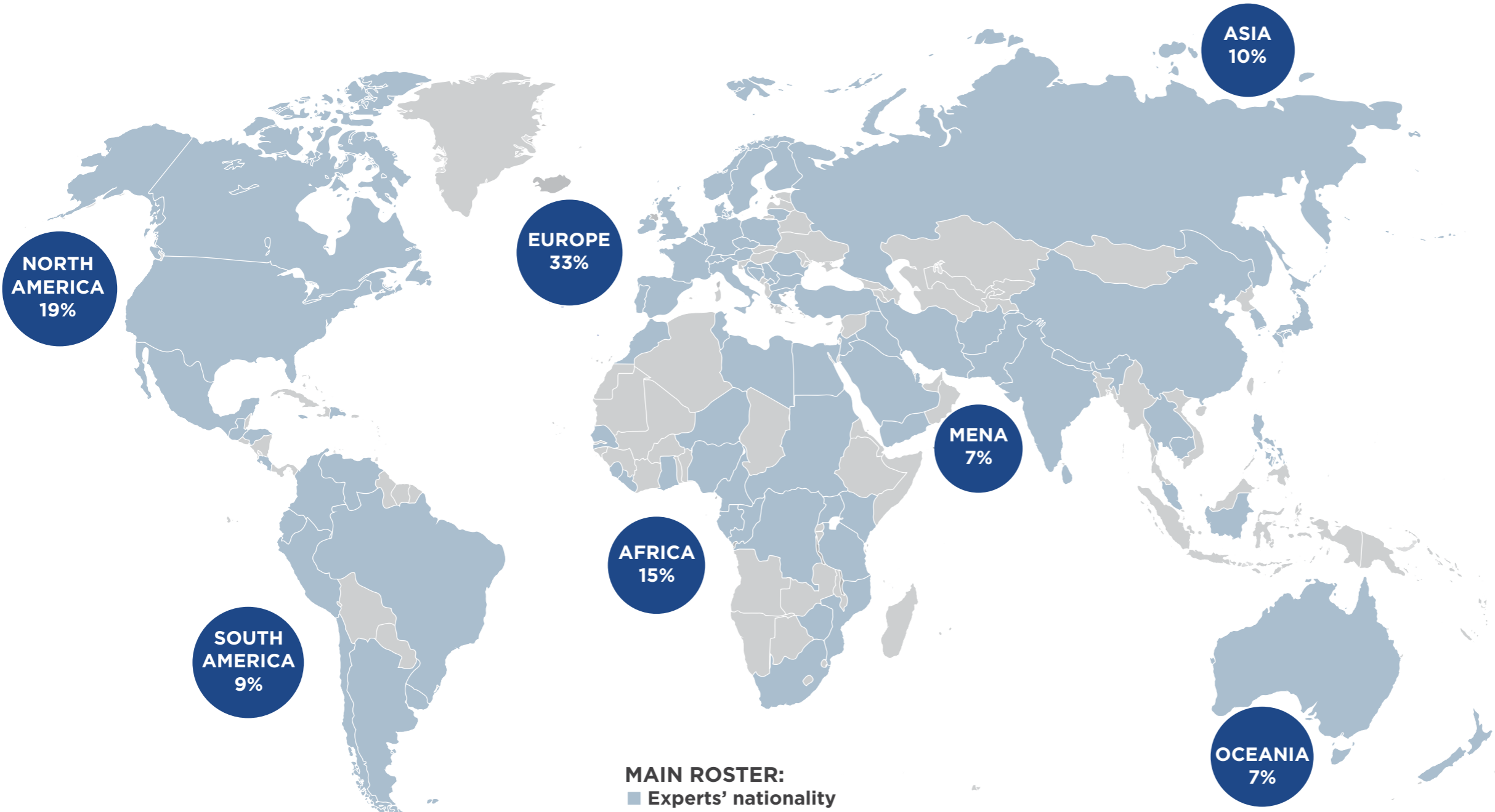
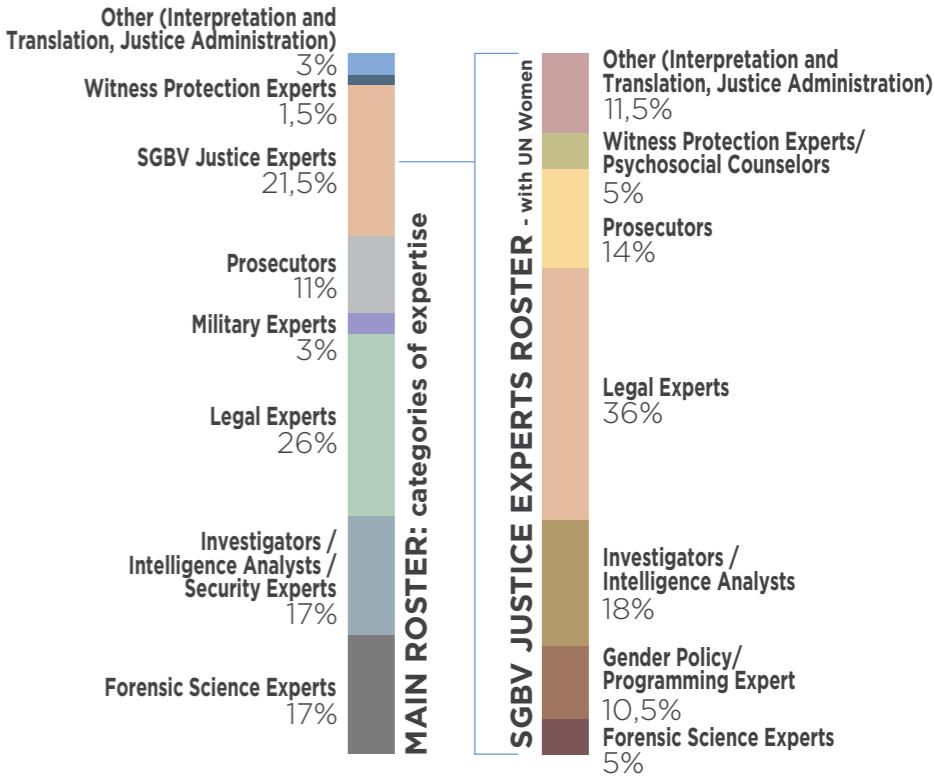
75 languages



40% from the global South



52% women



THE POWER OF COLLABORATION

Justice Rapid Response's strength lies in its ability to collaborate effectively with the diverse range of actors in the international criminal justice and human rights fields.



BREAKING NEW GROUND

Constantly developing new ways to investigate core international crimes and human rights violations puts us at the forefront of our field. Together with IICI and other partners, we are identifying emerging needs and raising the standards of investigation.

COMPLEMENTARITY PROGRAMME. In 2014, we launched a pilot programme to respond to the growing interest from States in investigating conflict-related crimes, even if they may lack some of the necessary expertise. This programme maintains local ownership by providing experts to assist and mentor national counterparts. For this pilot, we are partnering with the Ministry of Justice in Mali. Following jointly approved recommendations of a consultation mission in July and upon conclusion of a Framework Agreement, preparations are underway for the first deployment of experts.

SEXUAL AND GENDER-BASED VIOLENCE. The creation of a dedicated roster has been key to UN Women's ability to deliver on its mandate to make the investigation of sexual and gender-based violence an essential component of conflict-related investigations. Justice Rapid Response and UN Women are committed to strengthening both national institutions and international bodies' ability to investigate and prosecute such crimes. Rape and other forms of gender-based violence continue to be used as a weapon of war. The lives of tens of thousands of women, girls, boys, men, and their families are devastated in places such as Syria, the Central African Republic and many other conflicts. In 2014, the work of one of our SGBV Justice Experts on the North Korea Commission of Inquiry was hailed as the new benchmark.

FINANCIAL INVESTIGATIONS AND ASSET RECOVERY. In order for survivors of mass atrocities to have the best chance at reparations, the assets of perpetrators must be identified and recovered. Financial investigation and asset recovery techniques must therefore also be integrated into the investigation of core international crimes - as they are for most other crimes. While much of the challenge lies at the legislative level, there are practical steps that investigators can take at this time. Together with IICI and other partners, we are developing a project to ensure that experts include asset recovery in their investigations.

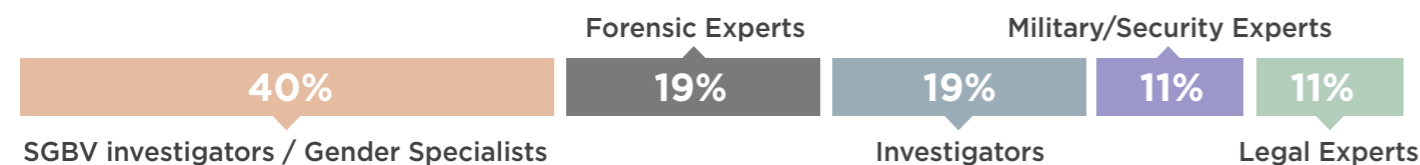
CRIMES INVOLVING CHILDREN. The abuse of children in conflict continues unabated. It is estimated that over 300 000 children are currently involved in armed forces or militias around the world. In the investigation of crimes in conflict, dealing with children who can often be both victims and perpetrators requires special care and trained expertise. A new partnership with The Roméo Dallaire Child Soldiers Initiative, founded by renowned humanitarian Lt. General Roméo Dallaire (ret'd), ensures that experts on our roster will have the necessary skills.

"The IICI has been the training partner for Justice Rapid Response since its inception. Both organizations recognize the importance of equipping personnel being deployed to the field with the skills and information they will need to perform their tasks in an efficient, effective and safe manner. This has been a fruitful partnership for both organizations and one that we look forward to continuing."

John H Ralston, Executive Director of The Institute for International Criminal Investigations (IICI)

ACTIVITIES IN 2014 – MISSIONS

In 2014, we deployed experts from the roster to assist **21 missions**. Out of a total of **37 experts** deployed :



Investigation / fact-finding / inquiry	Entity that requested Justice Rapid Response expertise	Number and type of expertise deployed
National investigation, Colombia	UN Women, to support national investigations in Colombia	One SGBV investigator/gender advisor
Hissène Habré Investigation	Extraordinary African Chambers (Dakar, Senegal)	One military expert
Commission of Inquiry on the Central African Republic (CAR)	UN Women in support of the Office of the High Commissioner for Human Rights	One SGBV investigator/gender advisor
Hissène Habré Investigation	Extraordinary African Chambers (Dakar, Senegal)	One forensic document examiner
Commission of Inquiry on Syria	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor
National investigation, Mali	Government of Mali in partnership with USAID	Two forensic pathologists, two forensic anthropologists, one security advisor
African Union Commission of Inquiry on South Sudan (AUCISS)	UN Women in support of the African Union	One SGBV investigator/gender advisor
UN Integrated Peacebuilding Office in the Central African Republic (BINUCA)	UN Women in support of UNDP	One gender justice expert
Justice Rapid Response Complementarity Programme	Government of Mali	One senior investigator, one senior prosecutor, one security expert, one legal expert
National investigation, Guatemala	UN Women in support of the State of Guatemala	One legal advisor on SGBV investigations
International investigation	International Criminal Court – Office of the Prosecutor	Two investigators

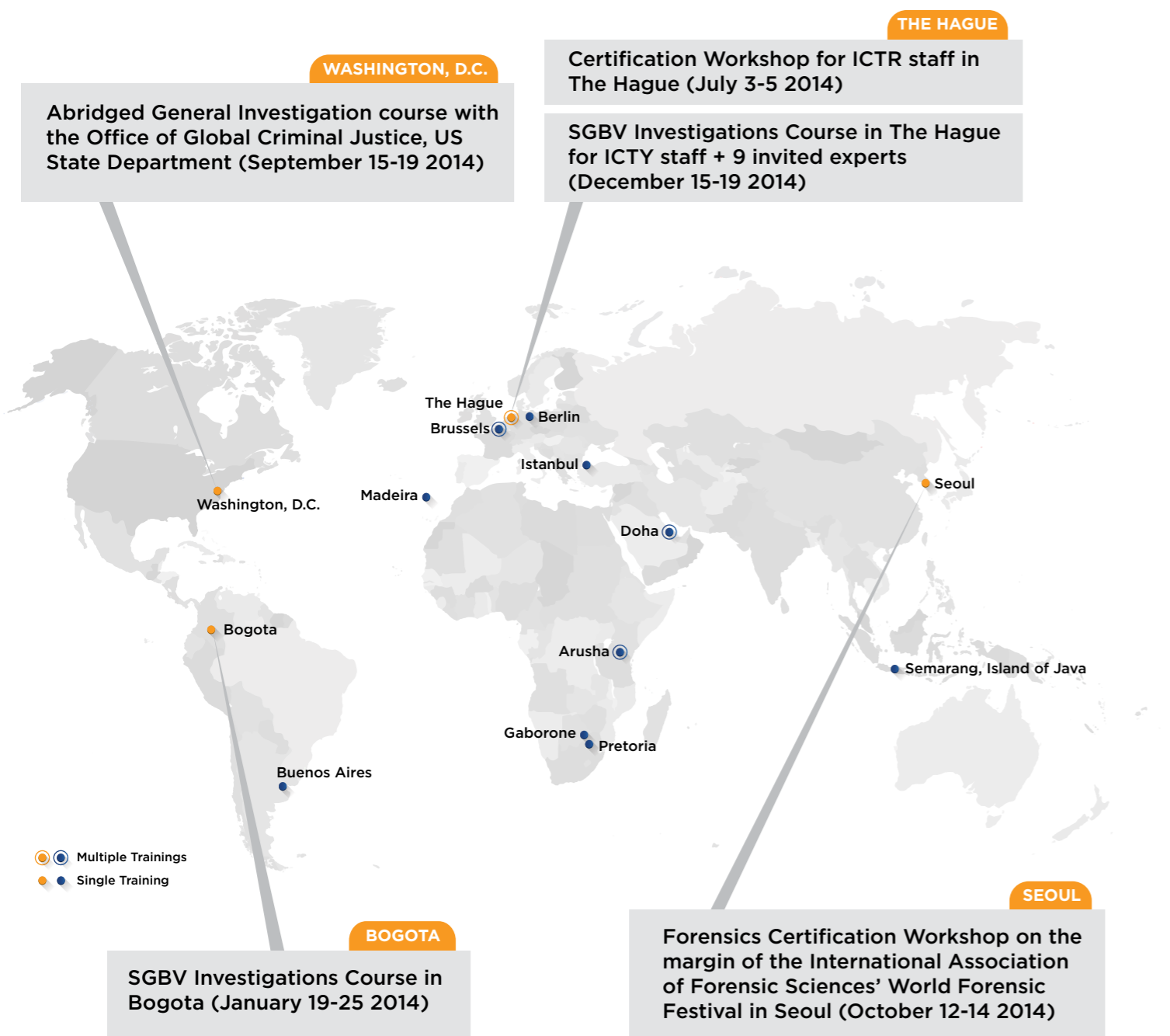
Investigation / fact-finding / inquiry	Entity that requested Justice Rapid Response expertise	Number and type of expertise deployed
Commission of Inquiry on the Central African Republic (CAR)	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor
African Union Commission of Inquiry on South Sudan (AUCISS)	African Union in partnership with UN Women	One SGBV investigator/gender advisor, three investigators, two forensic pathologists
AUCISS	African Union in partnership with UN Women	One trainer on investigation planning and methodology
MONUSCO, Prosecution Support Cells, DRC	UN Development Programme (UNDP)	Two prosecutions advisors
Commission of Inquiry on the Central African Republic (CAR)	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor
International Commission of Inquiry for the Occupied Palestinians Territories including East-Jerusalem	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor
ICC (Mali)	UN Women	One SGBV investigator
Commission of Inquiry for Eritrea	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender specialist
Consultation Mission in MENA region	UN Women	One SGBV investigator, one security expert, one gender programme advisor
Iraq Fact-finding Mission	UN Women in support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor

“Experts on our roster investigate some of the most sensitive international crimes, often deployed on short notice to situations of ongoing conflict and danger. It is difficult work that requires a unique combination of skills and expertise. As we support Member States and international bodies to close the impunity gap and uphold the rights of women and girls, we are proud to work with Justice Rapid Response and see this partnership continue and strengthen.”

UN Women Executive Director, Phumzile Mlambo-Ngcuka

ACTIVITIES IN 2014 - TRAINING

Since 2009, we have conducted 28 training courses in every region of the world. In 2014, we carried out five training courses.



As a result, 90 experts were certified to Justice Rapid Response's roster in 2014, of which 29 – almost one third – were certified to the SGBV Justice Experts roster.

“This course is of fundamental importance for Colombia [...] and I wish that it becomes a driving force behind a new way of investigating sexual and gender-based violence that may contribute to national and international efforts.”

Jorge Armando Otálora Gómez, Ombudsman of the Republic of Colombia

SETTING THE STANDARD



CALL FOR NOMINATIONS:

- A Call for Nominations for the training course, outlining specific expertise and language skills sought, is widely circulated via Justice Rapid Response's participating States, organizations, and other networks.
- Extensive outreach is conducted to ensure the information reaches all the relevant potential partners, such as law enforcement agencies and national judiciary authorities.
- Prospective candidates are nominated by their employers, with a detailed profile of expertise and recommendations. Nominating employers agree in principle to their employee's availability for short-term deployments.

SELECT:

- Together with our course partners, we review carefully each application. The ratio of applications to available training spots is usually 10:1.
- A preliminary selection is made based on applicants' expertise and the need for balanced cultural, geographic, and gender representation.
- Additional background checks and interviews are conducted.
- Final selection is made.

TRAIN:

- Training courses are given by the international criminal justice field's leading practitioners. They include many practical exercises and participants are observed throughout the course to assess performance and the critical ability to work effectively in teams.
- Participants' daily and overall feedback and the course's lessons learned are incorporated into the planning and curriculum of the next training.

CERTIFY TO THE ROSTER:

- Participants that successfully complete the course are certified to the Justice Rapid Response roster. By joining our roster, they become available to be deployed at very short notice to assist investigations around the world.

MANAGE:

- Our experts must be immediately reachable and quickly deployable. Experts' profile, contact information and employers' nomination forms are updated on a regular basis.

REVIEW:

- The roster is regularly reviewed to ensure it meets the evolving needs of the international community.

OUTREACH

Justice Rapid Response is a discreet professional service provider. This makes us attractive to those that need our help. Yet those with the mandate to carry out investigations must be made aware of our existence as a resource. We reach out to States as well as regional and international institutions to explore the benefits of partnering with Justice Rapid Response, either directly or in their commitment to support other States and institutions.

Outreach also enables us to mobilize resources. We raise funds to both support our operational costs and ensure that no investigation is missed or delayed due to lack of funds. In 2014 we were able to secure funds to support six of our missions for which there was no funding available. In addition to working with our traditional governmental donors, we began reaching out to the philanthropic and grant-making institutions.

We maintain a presence in Geneva, New York and The Hague. Our Executive Director and the Chair of our Executive Board regularly brief diplomatic representatives as well as travel to capitals to raise awareness. In 2014, our Executive Director spoke to a wide range of audiences, including: the All-Party Parliamentary Group for the Prevention of Genocide and other Crimes Against Humanity in Ottawa; the Global Summit to End Sexual Violence in London; a Special Session on Mass Disasters at the 20th World Meeting of the International Association of Forensic Sciences in Seoul; the Global Action against Mass Atrocity Crimes conference in Costa Rica; the International Symposium on the Legacy of the ICTR and the Commemoration Event for the 20th Anniversary of the Creation of the ICTR.

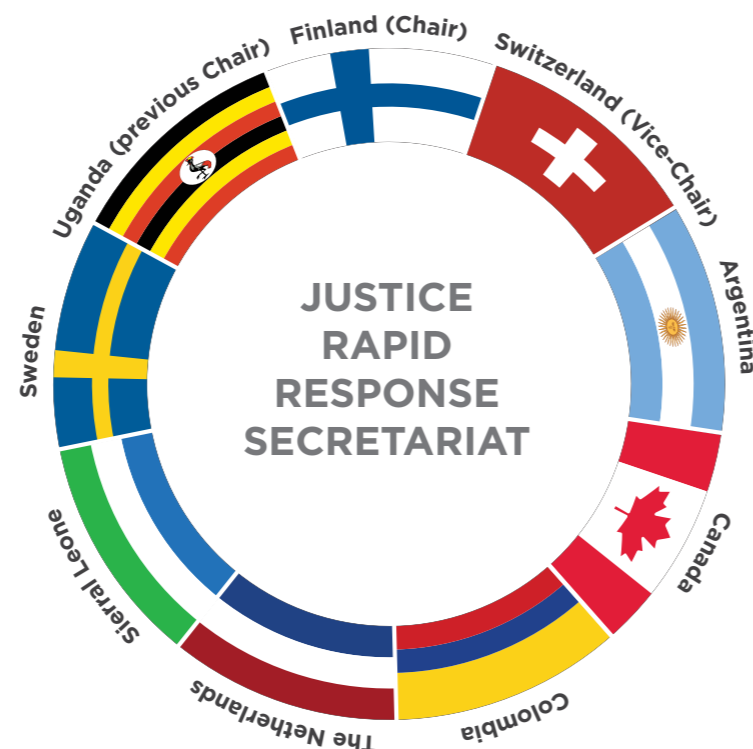
GOVERNANCE

Almost 80 States and some 20 institutions and organizations participate in Justice Rapid Response's activities, whether by nominating experts to training courses, requesting investigative assistance or supporting our work. They are Justice Rapid Response's constituency to which the Executive Director presents a report every year at a meeting held during the session of the Assembly of State Parties to the Rome Statute. Oversight and strategic direction of our activities is provided by the Executive Board.

2014 Justice Rapid Response Executive Board composition:

Finland (Chair), Switzerland (Vice-Chair), Argentina, Canada, Colombia, The Netherlands, Sierra Leone, Sweden, Uganda (Chair till August 2014).

Our permanent Secretariat was established in Geneva in July 2012 on the invitation of the Swiss Federal Ministry of Foreign Affairs. We also have liaison offices in New York and The Hague.



HOW WE ARE FUNDED

Justice Rapid Response relies on voluntary contributions. Up to this year, most of our support came in the form of funding of specific activities from States. As we scale up to meet growing demand and make a lasting impact in our field, we are in increasing need for holistic, predictable support. As a result, we seek to diversify our funding base.

95% of Justice Rapid Response deployments are in support of Fragile States. Some of our funding comes from development funds, as it is the case for Finland and Sweden, and we look forward to additional collaborations with Development Agencies that recognize accountability's importance in any successful peace-building and development strategy.

In 2014, we received our first grant from a private foundation, the Greenbaum Foundation. We are actively reaching out to philanthropic and grant-making institutions to diversify our funding base. A separate legal entity (501c3) has been established to facilitate donations in the United States. The Directors of Justice Rapid Response USA are appointed by our Executive Board.

In order to ensure we remain a purely professional, impartial provider of expertise for the benefit of the international community, contributions with conditions that are not compatible with our mandate and objectives are refused.

Justice Rapid Response wishes to express its gratitude for the trust and support of its 2014 donors:

States

- **Australia** - Department of Foreign Affairs and Trade
- **Canada** - Department of Foreign Affairs, Trade and Development, Stabilization and Reconstruction Task Force (START)
- **Colombia** - Fiscalía General de la Nación
- **Denmark** - Ministry of Foreign Affairs
- **Finland** - Ministry for Foreign Affairs (including from Development Assistance resources)
- **Liechtenstein** - Office for Foreign Affairs
- **Luxemburg** - Ministry of Foreign and European Affairs
- **The Netherlands** - Ministry of Foreign Affairs & Ministry of Justice
- **Sweden** - Ministry for Foreign Affairs (from its development cooperation budget)
- **Switzerland** - Federal Department of Foreign Affairs, Swiss Expert Pool for Civilian Peacebuilding
- **United States of America** - U.S. Department of State, Office of Global Criminal Justice (GCJ) & Office of the US Special Envoy for Sudan and South Sudan

Other donors

- **The Greenbaum Foundation**
- **The International Association of Forensics Sciences (IAFS)**
- **The International Criminal Tribunal for the former Yugoslavia (ICTY)**
- **Organisation Internationale de la Francophonie (OIF)**
- **UN Women**

Report of the independent auditor
to the Executive Board of
JRR Association,
Geneva

We have audited the financial statements of JRR Association, Geneva, which comprise the balance sheet, statement of receipts and expenses and notes for the year-ended December 31, 2013.

Executive Director's Responsibility

The Executive Director's is responsible for the preparation of these financial statements prepared in accordance with the accounting principles prescribed by the Swiss Code of Obligations and those disclosed in the accompanying notes, and JRR Association's by-laws. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Executive Director is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year-ended December 31, 2013 comply with the accounting principles prescribed by the Swiss Code of Obligations and those disclosed in the accompanying notes, and JRR Association's by-laws.

RSM GVA Audit SA


JR Howarth
Audit expert


D Rochat
Audit expert

Carouge, July 15, 2014

Encl: Financial statements (balance sheet, statement of receipts and expenses and notes)

JUSTICE RAPID RESPONSE ASSOCIATION, GENEVA

Balance Sheet, as of 31 December 2013		
	2013	2012
		(in CHF)
Assets		
Current Assets		
Cash and Cash Equivalents	571,311	297,405
Other receivables	109,897	758
Prepayments and accrued income	98,704	19,058
Non-current assets		
Guarantee deposits	10,410	10,410
Total assets	790,322	327,631
Liabilities and Funds		
Current Liabilities		
Accounts payable	21,671	41,146
Accrued liabilities	4,212	1,825
Long Term Liabilities		
Other long-term payables	10,410	10,410
Total Funds	754,029	274,250
Total Liabilities and Funds	790,322	327,631

Statement of receipts and expenses for the period ended December 31, 2013		
	2013	2012
		(in CHF)
	Jan 1, 2013 - Dec 31, 2013 (12 months)	Dec 11, 2011 - Dec 31, 2012 (13 months)
Receipts		
Receipts from donors	1,399,077	810,640
Financial income	193	4
Total receipts	1,399,270	810,644
Expenses		
Training & Sponsorship expenses	434,479	269,983
Deployments	116,735	-
Consultant fees	96,592	69,445
Salaries & Social Charges	76,611	12,249
Rent and utilities	61,940	33,898
Outreach expense	32,339	56,008
General and administration expenses	47,003	66,279
Professional fees	29,350	8,515
Executive Board and General Assembly meetings	23,463	18,785
Financial expenses	979	1,232
Total expenses	919,491	536,394
Excess / (shortage) of receipts over expenses	479,779	274,250
Total Allocation to Funds	-754,029	-274,250
Total release of Funds	274,250	-
	0	0

THANK YOU TO EMPLOYERS

Justice Rapid Response wishes to thank the many employers that support our work by accepting to release their employees for short-term missions, sometimes on [more than one occasion](#).

- [Belgium, Federal Police](#)
- Brazil, Ministry of Justice, National Force of Public Safety
- Canada Border Services Agency (CBSA)
- Centre for the Study of Violence and Reconciliation (CSVR)
- Eurocheck Security Consultants Limited
- International Institute for Criminal Investigations (IICI)
- Portugal, National Institute of Forensic Medicine and Forensic Sciences
- Physicians for Human Rights (PHR)
- Qatar, Ministry of Interior
- [Switzerland, Swiss Federal Criminal Police](#)
- [Switzerland, Office of the Attorney General](#)
- Sweden, Folke Bernadotte Academy (FBA)
- United Nations Operation in Côte d'Ivoire (UNOCI)
- United Nations Office of the High Commissioner for Human Rights (OHCHR)
- [United Nations International Criminal Tribunal for Rwanda \(ICTR\)](#)
- [United Nations International Criminal Tribunal for the former Yugoslavia \(ICTY\)](#)
- [University of Casablanca, Faculty of Medicine and Pharmacy, Morocco](#)
- University of Coimbra, Department of Anthropology, Portugal

"I was able to implement my experience and knowledge of SGBV - which was previously based especially on local jurisdictions - on the international environment. The deployment (...) provided me with additional knowledge and understanding of investigating SGBV in international conflicts. I learned to gather the most crucial evidence in circumstances and location where an international conflict is still ongoing, whilst the utmost important objective is to still respect the physical and mental wellbeing of victims and witnesses."

Member of the JRR-UN Women SGBV Justice Experts roster, in post-deployment debrief.

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