

ANNUAL REPORT 2015



**JUSTICE
RAPID
RESPONSE**



OUR VISION

Our vision is a world where the worst crimes known to humanity are investigated professionally, impartially and promptly so perpetrators can be held accountable, victims can receive justice, and would-be offenders can be deterred.

We believe that for an investigation to meet this standard, it has to be carried out by highly-specialized, specifically-trained human rights and criminal justice professionals with the cultural, legal and linguistic affinity to the place and people where the crimes occurred.

Such investigations form the solid foundation on which credible accountability is built. Accountability is credible when it is trusted by the people. Only credible accountability can break recurring cycles of violence and help bring about sustainable peace.

WHO WE ARE

JRR is a discreet professional service provider to entities that have the jurisdiction or mandate to investigate, fact-find or carry out inquiries wherever mass atrocities may have occurred.

While started by States, today JRR is a multi-stakeholder facility that brings together States, international and regional institutions, civil society and the private sector.

We are a flexible, cost-efficient, innovative resource to help the international community deliver on its commitment to ending impunity for such crimes.

Our mission goes beyond delivering credible, sustainable justice to victims and preventing future offenses. Our work is also raising the quality and speed of response to mass atrocities everywhere.

The survivors and future generations deserve nothing less.

“JRR is the most creative innovative hands-on initiative ... and we are happy to support them.”

Ambassador Christian Wenaweser, Permanent Representative of Liechtenstein to the United Nations, former President of the Assembly of States Parties of the International Criminal Court

JOINT LETTER FROM CHAIR AND EXECUTIVE DIRECTOR

Today, JRR’s vision of having mass atrocities investigated as quickly and professionally as an ordinary domestic crime is a step closer. The JRR roster is a “one-stop-shop” for the investigative expertise, experience, training, diversity and the mechanism for rapid deployment to get “the right expert to the right place at the right time”.

In 2015 we had a 100% increase in the number of requests for our services. This exponential growth in demand confirms the broadening recognition in the international community that sending “whoever, whenever” to conduct investigations, inquiries and fact-finding is undermining the effectiveness and credibility of international justice and human rights.

Over the last 12 months JRR Experts were deployed on 31 missions, an almost 50% increase over 2014. These included both surge capacity support for the International Criminal Court and the UN system; direct assistance to States such as Mali and Guatemala; and new programs on conflict-related violations involving children and support for mentoring “first responder” humanitarian organizations. Thanks to JRR’s global training program, the expert roster grew to more than 550 professionals from 104 countries, speaking 90 plus languages. Their range of expertise covers almost 60 professional categories. More than half are women, and over 43 percent come from the Global South.

To JRR’s ground-breaking partnership with UN Women, which created a dedicated roster of almost 170 sexual and gender based violence investigative experts, new partnerships were added in 2015. These include the Roméo Dallaire Child Soldiers Initiative; the SRSG for Sexual Violence in Conflict; the SRSG for Children in Armed Conflict; and UNICEF. A number of others are also pending. These collaborations reflect new, important areas of focus. Such as ensuring that children, who in conflict can be both victims and perpetrators – but who remain children – are treated with the special care and understanding they need. And supporting the work of humanitarian providers assisting survivors of conflict violence. Our Mentoring Humanitarian First Responders Program provides experts from the roster to mentor humanitarian workers and organizations who are among the first to hear about atrocities.

Our innovative structure enabled Justice Rapid Response to become a truly public-private partnership with the addition of the Republic of Korea, UN Women and the Draper Richards Kaplan Foundation to our Executive Board in 2015. This same flexibility also resulted in JRR increasingly playing a convener role – bringing together the required skills, resources and mandates from all parts of the international community to ensure that the investigations of atrocities can be addressed professionally, promptly and safely.

Our progress continues to be driven by the dedication and professionalism of our Secretariat team. The greatly increasing demand for JRR’s services means that we need your support. The International Investigations Deployment Fund was established so that precious time is not wasted in fundraising while the right experts are ready and waiting to investigate.

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

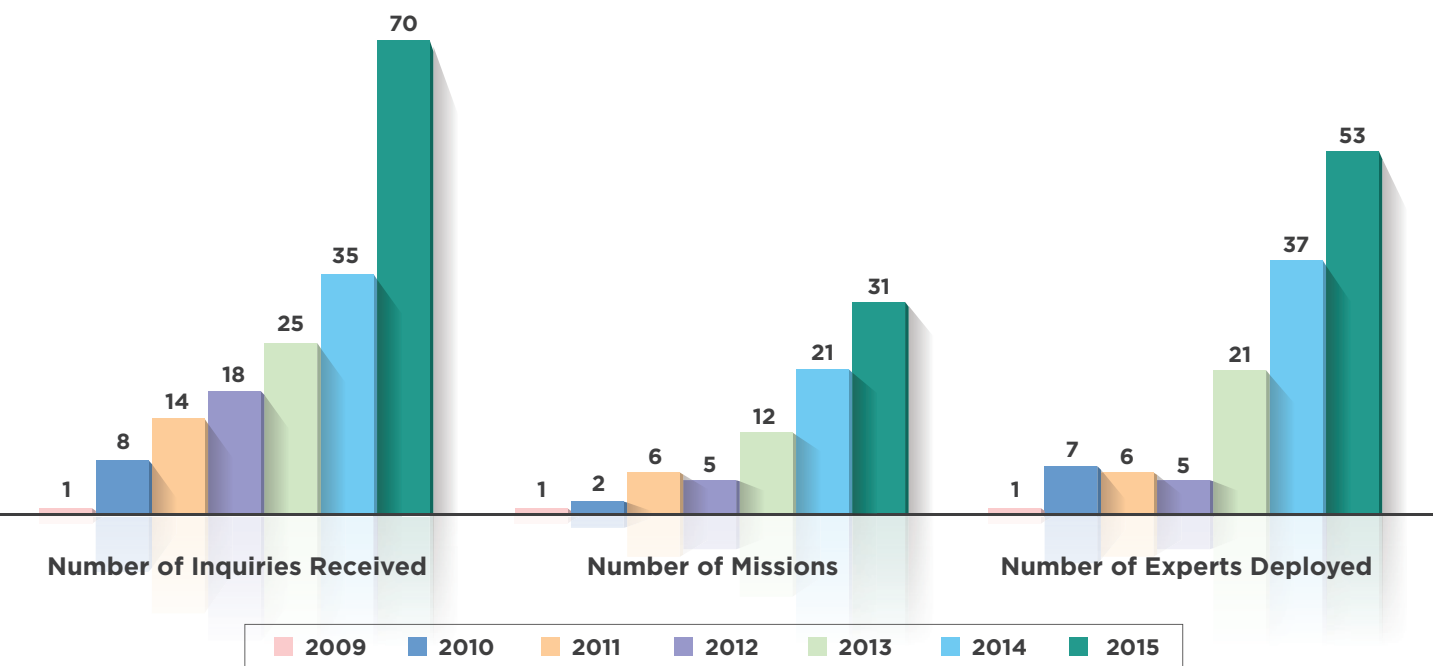
Mr. Andras Vamos-Goldman
Justice Rapid Response Executive Director

DEPLOYMENT OF INVESTIGATIVE EXPERTISE

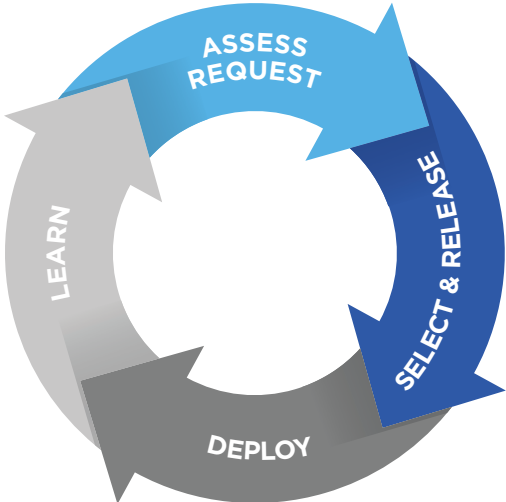
To the end of 2015 Justice Rapid Response has assisted in **78 missions** around the world, including missions in Central African Republic, Colombia, Democratic Republic of Congo, Côte d'Ivoire, Guinea, Guatemala, Haiti, Iraq, Jordan, Kyrgyzstan, Libya, Mali, Senegal and Syria.



The requests for assistance and our ability to respond have grown exponentially. In 2015 demand for JRR’s services has gone up by 100% and JRR deployed experts to assist in 31 missions – 47% more than in 2014.



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



ASSESS REQUEST

Through our outreach activities and many partnerships, JRR receives requests for expertise from a wide range of States, regional and international institutions, as well as other entities that have a mandate to collect information about international crimes and serious human rights violations. Each request is reviewed against the following criteria:

- Conformity with international law;
- Absence of political motivation that would undermine the investigation;
- The activities envisioned should be able to be performed safely and securely – both for the experts as well as the people they will encounter; and
- There is a need for a rapid response - such as a political and/or security window of opportunity to investigate, or concern that the evidence and/or the patience of the population will erode.

SELECT AND RELEASE

The diversity of the roster allows JRR to meet a wide variety of requests. After consultation, we provide the requesting entity with a list of anonymous skillsets that match the required competencies. The selection is made by the requesting entity after shortlisting experts, reviewing their full profile and, if needed, interviewing final candidates. We secure the release of the selected experts from their regular employer, facilitate the deployment process and brief the experts prior to deployment.

DEPLOY

Flexibility is essential to accommodate the myriad requirements of the international system. Being flexible enables JRR to undertake a variety of roles, including directly contracting experts, organizing missions and even convening a group of other providers. Missions can be funded in one - or a combination - of three broad ways that may include financial as well as in-kind contributions:

- The requesting entity contracts the experts and funds the deployment;
- The mission is funded by a third party through project-specific funds raised by JRR; or
- The mission is funded through JRR’s International Investigations Deployment Fund.

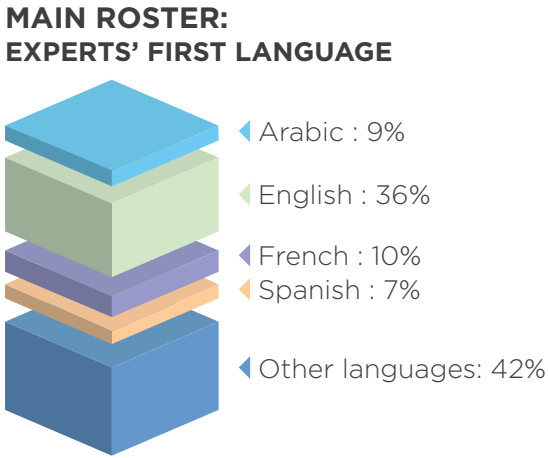
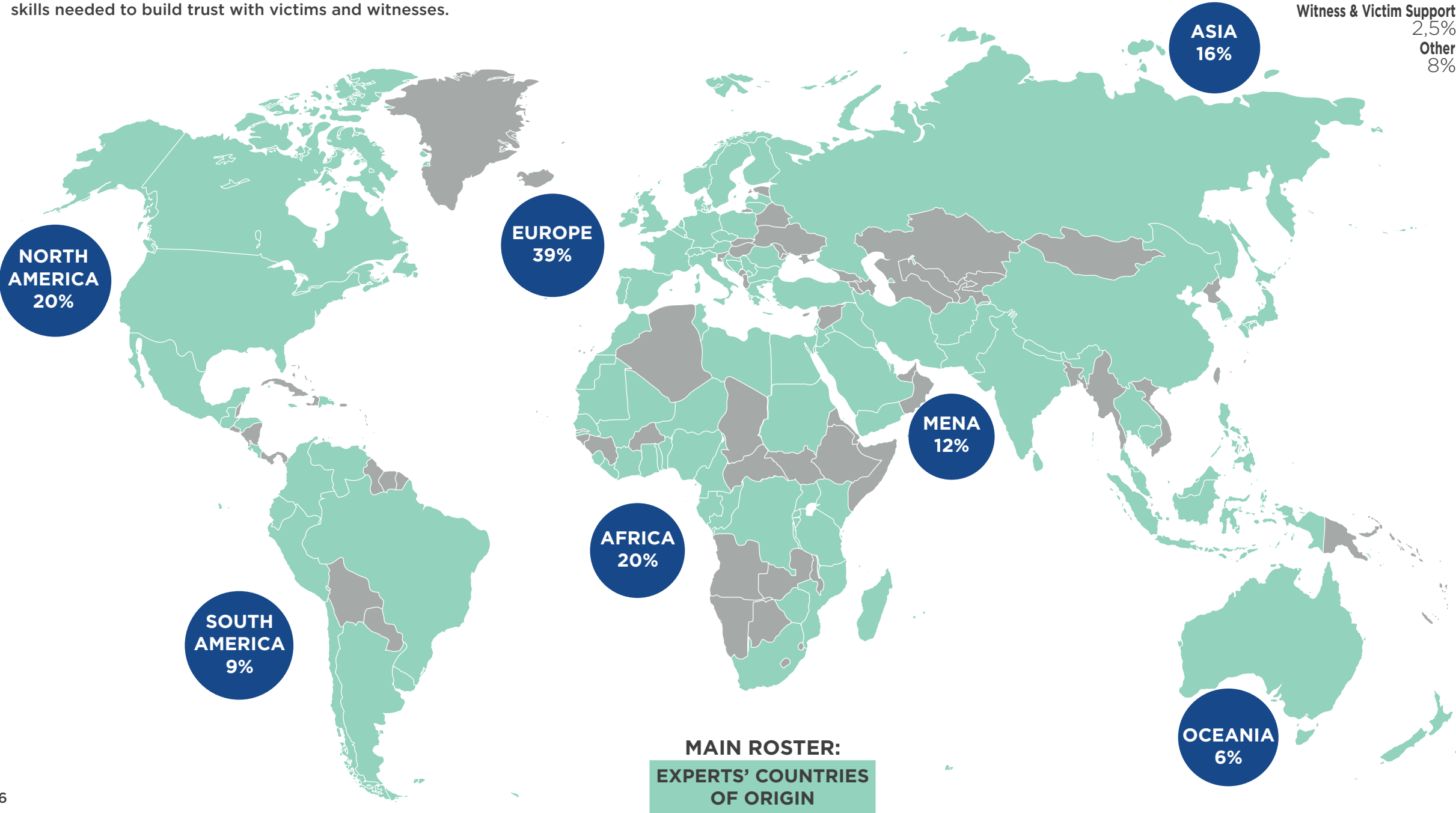
LEARN

Deployed experts report only to the entity to which they provide support. JRR debriefs both experts and requesting entities after each mission, focusing on how to improve the deployment process and assess overall impact.

THE JUSTICE RAPID RESPONSE ROSTER

Through a competitive nomination and selection process, JRR recruits high-quality experts with an increasingly diverse range of investigative expertise from around the world. Selected candidates are required to participate in training courses focusing on the conduct of investigations under international law, in high stress, complex, conflict and post-conflict situations. Training courses are free of charge. In return, the experts' employers agree in principle to make them available for short-term deployments. Each deployment is also 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 32 training courses on five continents in collaboration with the Institute for International Criminal Investigations. The 60 professional categories in the roster include criminal and human rights investigators, legal advisers and prosecutors, forensic specialists, analysts, sexual and gender-based violence (SGBV) experts, children's rights experts and witness protection specialists. This broad range of expertise and background enables us 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.



THE POWER OF PARTNERSHIPS

Justice Rapid Response is an ideal partner for any member of the international community. We are a discreet professional service provider with the flexibility to accommodate the needs of any requesting entity, and deploy experts when and where they are needed.

We are bridging the traditional silos of the international community by bringing together expertise, resources and mandates from States, international and regional institutions, civil society and the private sector. The result is that the expertise we provide comes from a multi-lateral platform that is globally, regionally and gender-balanced.

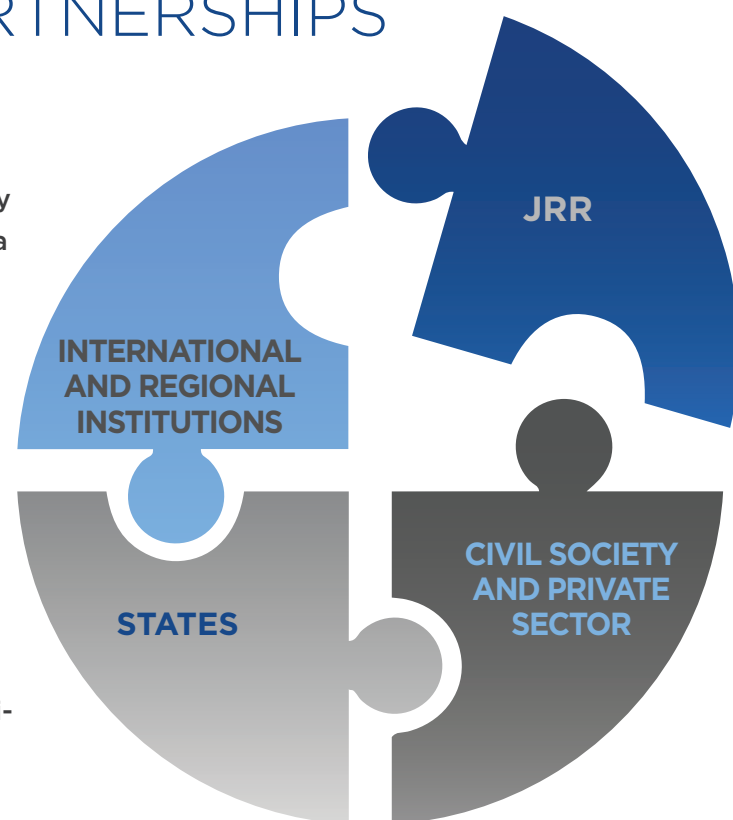
Examples of partnerships include strengthening accountability for sexual and gender-based violence (SGBV) crimes, by partnering with UN Women in the recruiting, training and deploying of experts to assist SGBV investigations. By the end of 2015, 168 experts were certified to the Justice Rapid Response-UN Women SGBV Justice Experts Roster and 44 experts have been deployed around the world to support national and international accountability processes.

In 2015 we strengthened our on-going partnership with the Office of the High Commissioner for Human Rights (OHCHR) and the International Criminal Court. We also formalized relations with the Offices of both the Special Representative of the Secretary General for Children Affected by Armed Conflict (SRSG CAAC) and for Sexual Violence in Conflict (SRSG SVC). A Standby Agreement was also signed with UNICEF and negotiations are on-going with several other UN agencies and regional organizations.

On 25 March 2015 JRR signed a Framework Agreement with the Republic of Mali to provide assistance in the investigation and prosecution of the crimes relating to the situation in the North of the country. Consultations with Guatemala started in May, enabling JRR to provide support to the Attorney General's office's efforts to prosecute cases of international crimes, including SGBV.

Under our Mentoring Humanitarian First Responders Program, we provide assistance to organizations on the ground that are faced with the challenge of being the ones in whom survivors of mass atrocities confide. We also collaborate closely with organizations such as Human Rights Watch in better understanding where assistance is most needed and can do the most good.

In June 2015 we brought together private sector know-how with international institutions and States to improve the international community's ability to include financial investigations for the purpose of asset recovery in international investigations.



JRR'S PROGRAMS

Responding to the needs of the international community, JRR is constantly developing new ways to investigate core international crimes and human rights violations. This constant drive to broaden and improve international investigations helps to put us at the forefront of our field.

MENTORING HUMANITARIAN FIRST RESPONDERS PROGRAM

In situations involving atrocities, humanitarian workers are often the first to encounter survivors and their stories. Some of the information they encounter may be valuable in bringing those responsible to account. Yet this same information could also put the survivors as well as the humanitarian workers in danger of reprisals. In order to minimize the danger and find safe ways of getting valuable information in the right hands, some of the most experienced experts from our roster are deployed to such humanitarian first responder organizations. Together, through mentorship, they develop strategies that fit the needs and circumstances of that organization. This pilot program is initially being implemented in areas affected by the conflicts in Syria and Iraq.

In 2015 more than half of JRR's missions were focused on situations in the Middle East and North Africa region (MENA). Out of these missions, thirteen had a very strong focus on addressing sexual and gender-based violence, two were forensics missions and one focused on conflict-related violations involving children. As part of our Mentoring Humanitarian First Responders Program in the region, JRR also deployed 8 mentoring missions, with 19 experts deployed. For example, JRR provided a forensic pathologist and a clinical forensic medicine expert to mentor Syrian doctors and lawyers on documenting sexual violence and torture committed in the context of the Syrian conflict. Mentoring included awareness of the role of first responders and their impact on current and future accountability mechanisms, psycho-social and trauma counselling, witness safety and support, and sensitivities in dealing with sexual and gender-based violence in the region.

Strong regional focus on situations in the Middle East and North Africa region

CONFLICT-RELATED VIOLATIONS INVOLVING CHILDREN

Children are too often the victims of the most horrific acts in armed conflicts, affecting peacebuilding, security, stability and development. Yet those who investigate atrocities and who will invariably encounter children as victims and as perpetrators need to deal with their special needs. JRR is partnering with the Roméo Dallaire Child Soldiers Initiative (Dallaire Initiative) and the Institute for International Criminal Investigations to ensure that investigators will have the skills to understand that first and foremost they are children. Building on work already done and to enhance our capacity, a pilot training course is planned in the MENA region for mid 2016.

COMPLEMENTARITY PROGRAM

In 2015 we consolidated our program of longer-term direct technical assistance to States committed to investigating conflict-related crimes. This program maintains local ownership by providing experts to mentor national counterparts. In March we signed a Framework Agreement with the Republic of Mali which allowed for the deployment of a first assistance mission. Follow-up missions are being scheduled with the Malian authorities for 2016. Following consultations in May, we also launched our second complementarity partnership with Guatemala. Technical assistance and mentoring was provided at the end of 2015, with plans for several follow-up missions in 2016.

JRR’S PROGRAMS (continued)

SEXUAL AND GENDER-BASED VIOLENCE (SGBV)

Rape and other forms of Sexual and Gender-Based Violence (SGBV) continue to be used as a weapon of war. Kidnappings of women and girls have come to constitute a deliberate tactic of Boko Haram in Nigeria. Mirroring the accounts of girls who escaped from Boko Haram, Yazidi women and girls who have escaped from ISIL in Northern Iraq and Syria have reported horrific sexual violence, including forced marriages to their capturers, and being traded as slaves among fighters. Conflict-related SGBV affects girls and women, but also men and boys, despite often little discussion on the latter.

The JRR-UN Women partnership and the creation of a dedicated SGBV Justice Experts roster has been instrumental in starting to address these issues effectively. It is the key to our partner UN Women’s ability to ensure that every UN Commission of Inquiry (COI) has had a gender adviser/ SGBV investigator on its team of experts. In 2015 the deployment of SGBV Justice Experts to the COI for Syria as well as Fact Finding Missions for Iraq, Boko Haram and Libya, also provided the international community with a better understanding of the use of SGBV by violent extremist groups. Knowledge and visibility of the JRR-UN Women partnership has increased, and the roster has been used to support an increasingly wide range of justice mechanisms. Justice Rapid Response and UN Women are committed to strengthening the ability of both national institutions and international bodies to investigate and prosecute such crimes.

As a result of the JRR-UN Women partnership, since 2009 every UN Commission of Inquiry (COI) has had a gender adviser/ SGBV investigator on its team of experts. Human Rights Council Resolution A/HRC/RES/23/25 (14 June 2013) specifically calls for the use of rosters such as the JRR-UN Women SGBV Justice Experts Roster to ensure the rapid deployment of expertise to investigate allegations of mass rape or systematic sexual violence. Member States and many international criminal justice personnel continue to regard the JRR-UN Women partnership as a “best practice” in this area.

JRR-UN Women partnership - Regarded as a “best practice”

FINANCIAL INVESTIGATION AND ASSET RECOVERY (FIAR)

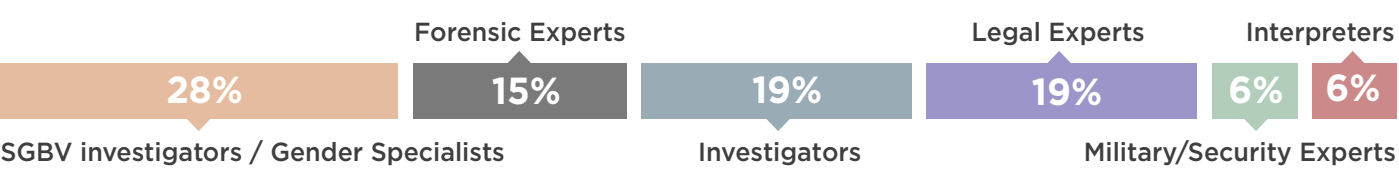
In order for survivors of mass atrocities to have the best chance at reparations, the assets of perpetrators must be identified and recovered. Financial investigation and asset recovery techniques must therefore be integrated into the investigation of international crimes – as they are for most other crimes. Together with the Institute for International Criminal Investigations, JRR brought together relevant actors to ensure that the identification and recovery techniques used by the private sector are available to the rest of the international community. A special module on FIAR has been integrated in JRR’s general investigation training course.

To fight a crime, you need to know the crime. Some of the most comprehensive analysis of rights violations, including against women and girls, committed by violent extremist groups has been made possible thanks to the documenting of the Commission of Inquiry for Syria as well as the Fact-Finding Missions for Iraq, Boko Haram and Libya. Thanks to the work of the SGBV experts deployed to these investigations from the JRR-UN Women SGBV Justice Experts Roster, the international community has gained a more thorough understanding of the use of SGBV as part of the strategic objectives and recruitment practices of violent extremist groups. More effective counter-strategies can be developed as a result.

Countering violent extremism

MISSIONS IN 2015

In 2015, Justice Rapid Response deployed experts to assist **31 missions**. Out of 53 experts deployed :



Investigation / fact-finding / inquiry / mission	Entity that requested Justice Rapid Response expertise	Number and type of expertise deployed
Extraordinary Chambers in the Courts of Cambodia (ECCC)	ECCC	Three police investigators
Prosecution Offices in Bahrain	UNDP Bahrain	One senior forensic pathologist
Consultation Mission in MENA region	JRR and UN Women	One SGBV investigator, one security expert, one gender program advisor
National investigation and prosecution, Guatemala	UN Women	One senior prosecutor (SGBV)
JRR Complementarity Program, in collaboration with UN Women	State of Guatemala, Office of the Public Prosecutor	One senior prosecutor
JRR Mentoring Humanitarian First Responders Program	Civil Society organization	One senior forensic pathologist /forensic anthropologist, one clinical forensic medicine expert
Boko Haram Fact-Finding Mission	UN Women in Support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator
Internal Investigation	International organization	One senior investigator, one legal advisor
Commission for the Verification of Survivors of Sexual Violence, Kosovo	UN Women Kosovo	One gender specialist
Libya Fact-Finding Mission	UN Women in Support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator/gender advisor
MINUSCA	UN Department of Peacekeeping Operations - Central African Republic	One judicial affairs advisor

MISSIONS IN 2015 (continued)

Investigation / fact-finding / inquiry / mission	Entity that requested Justice Rapid Response expertise	Number and type of expertise deployed
Mentoring support, Iraq	Ministry of Martyrs and Anfal Affairs, Kurdish Regional Government	Two senior forensic pathologists, one senior forensic anthropologist, one forensic anthropologist
JRR Mentoring Humanitarian First Responders Program	UNICEF	Two senior SGBV monitoring experts
JRR Complementarity Program	Government of Mali	One senior prosecutor, one investigator
Uzbekistan Regional Dialogue	Uzbekistan Regional Dialogue	One investigator
Office of the Special Representative of the UN Secretary-General on Sexual Violence in Conflict (SRSG SVC)	Office of the Special Representative of the UN Secretary-General on Sexual Violence in Conflict (SRSG SVC)	One SGBV investigator (MENA)
South Sudan Assessment Mission	UN Women in Support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV expert
JRR Mentoring Humanitarian First Responders Program	UN Women	One security expert, one SGBV expert, one psycho-social expert, three interpreters, one gender program advisor
Commission of Inquiry on Human Rights in Eritrea	Office of the High Commissioner for Human Rights (OHCHR)	One investigator
JRR Mentoring Humanitarian First Responders Program	UNICEF	One senior SGBV monitoring expert
Independent International Commission of Inquiry on the Syrian Arab Republic	UN Women in Support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV investigator, one interpreter
OSCE Special Monitoring Mission to Ukraine	Organization for Security and Co-operation in Europe (OSCE)	One human rights monitor

MISSIONS IN 2015 (continued)

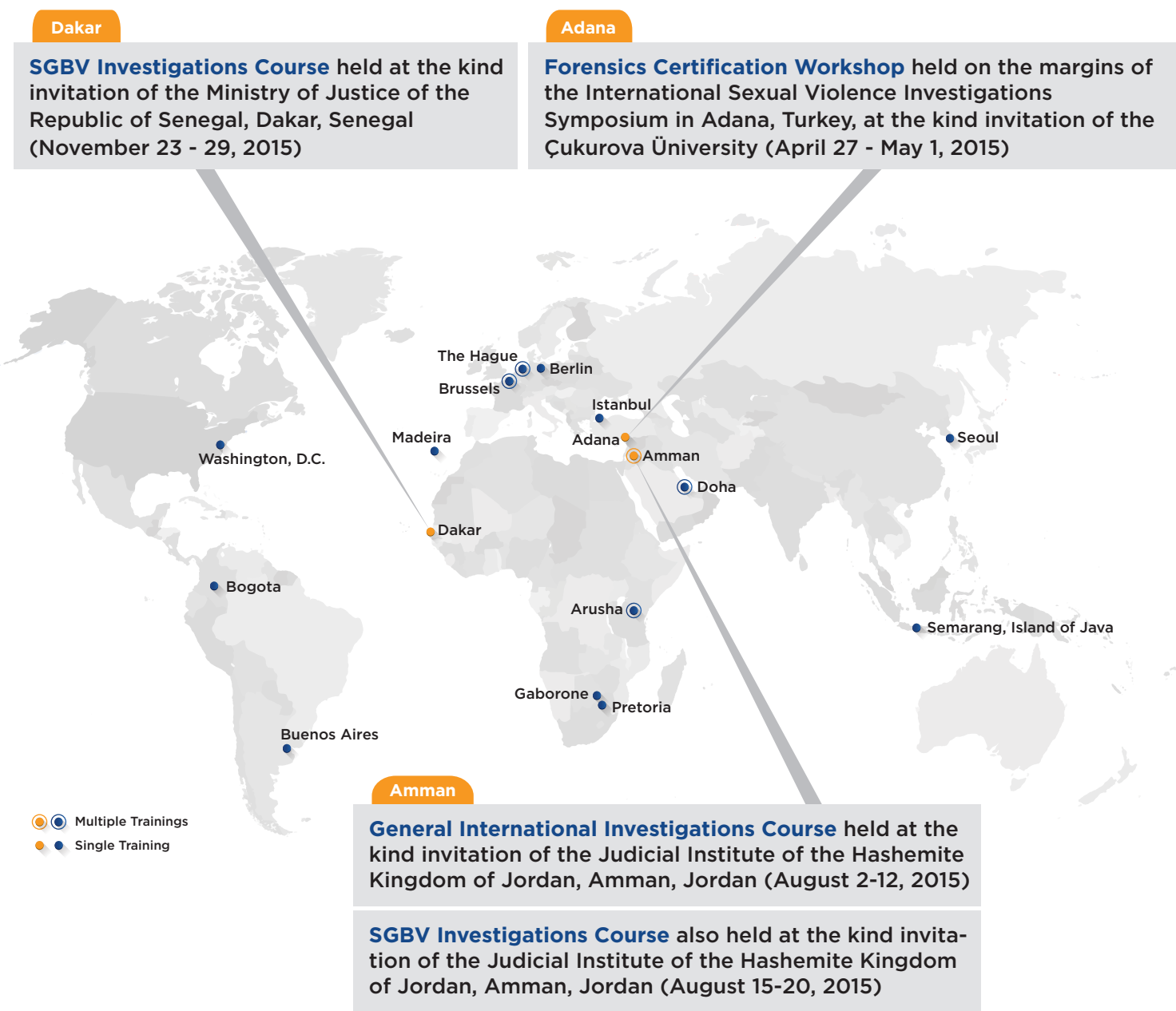
Investigation / fact-finding / inquiry / mission	Entity that requested Justice Rapid Response expertise	Number and type of expertise deployed
JRR Mentoring Humanitarian First Responders Program	Civil society organization	One SGBV forensic expert, one SGBV psychosocial expert
JRR Mentoring Humanitarian First Responders Program	UNICEF	One SGBV expert, one interpreter
Office of the Special Representative of the UN Secretary-General for Children and Armed Conflict (SRSG CAAC)	SRSG CAAC	One human rights investigator/child protection specialist
JRR Mentoring Humanitarian First Responders Program	UN Women	One psycho-social expert
JRR Complementarity Program	State of Guatemala	One senior prosecutor, one legal advisor, one intelligence analyst, one interpreter
UNAMI Human Rights Division Iraq	Office of the High Commissioner for Human Rights (OHCHR)	One legal advisor (SGBV)
Extraordinary African Chambers, Senegal	Extraordinary African Chambers, Senegal	One international criminal law expert
OHCHR Myanmar	UN Women in Support of the Office of the High Commissioner for Human Rights (OHCHR)	One SGBV expert
JRR Mentoring Humanitarian First Responders Program	UNICEF	One senior SGBV monitoring expert

JRR, in partnership with UN Women, deployed the SGBV investigator/Gender Advisor to the High Commissioner for Human Rights' assessment mission to South Sudan. This expert collected and analyzed information that details the shocking scale of sexual violence in the South Sudan civil war. The findings strongly suggest that rape has been an element of an intentional strategy of terrorizing and punishing the civilian population - and in cases it was even used in lieu of wages for the soldiers.

Rape - An intentional strategy to terrorize and punish civilians

TRAININGS IN 2015

Since 2009 Justice Rapid Response has conducted **32 training courses in every region of the world**. In 2015 we carried out 4 training courses in Central Asia, the MENA region and West Africa with our training partner, the Institute for International Criminal Investigations. As a result 94 experts were certified to JRR’s roster in 2015, and 42 of these experts were also certified to the SGBV Justice Experts roster.



Justice Rapid Response wishes to thank Çukurova University, Turkey, the Judicial Institute of the Hashemite Kingdom of Jordan, the Royal Jordanian Police Academy and the Ministry of Justice of the Republic of Senegal for their kind support in hosting our 2015 training courses.

For all of our training needs and the development of new training curricula, we partner with the Institute for International Criminal Investigations (IICI). Based in The Hague, the Institute is the leading training provider on international criminal justice and human rights investigations. IICI’s expert trainers include some of the field’s leading practitioners.

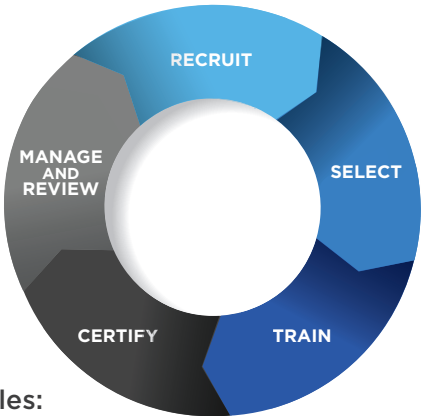
The Institute for International Criminal Investigations (IICI)

SPREADING THE STANDARD

For investigations of human rights and international criminal law violations to be credible, they have to be performed by experienced diverse professionals, with appropriate training, who are able to be deployed where and when needed. This is JRR’s standard.

It is our vision that one day, all investigations of such crimes will be carried out to this standard. To give a strong foundation to every accountability process. A foundation that gives victims a sense of justice, and that has a chance in deterring would-be perpetrators. A foundation on which recurring cycles of violence can be broken.

The JRR roster is built to support investigations at the standard that we hope will one day be used everywhere. We use the following principles:



RECRUIT THE RIGHT PROFESSIONALS IN THE RIGHT WAY

- A “Call for Nominations” outlining needed expertise and profiles is circulated via our broad network.
- Extensive outreach is conducted to ensure that the information reaches all the relevant potential partners, such as law enforcement agencies and national judiciary authorities.
- Prospective candidates are nominated by their employers. This is not just for quality control. Nominating employers also agree in principle to make their experts available for deployments.

MAKE THE SELECTION PROCESS RIGOROUS

- We carefully review each application with our partners. The ratio of applications to available training spots has been rising and is usually 10:1.
- A preliminary selection is made based on the applicants’ credentials, while the need for balanced cultural, geographic, and gender representation is also taken into consideration.
- Additional background checks and interviews are conducted before a final selection is made.

MAKE TRAINING RELEVANT, STRENUOUS AND INTERACTIVE - UPDATE THE CURRICULUM

- Training courses are designed to help professionals practice their craft under international norms and conditions, as safe and productive members of diverse teams.
- They are given by the international criminal justice field’s leading practitioners and include many practical exercises.
- Participants are closely observed during the course.
- Participants’ feedback regarding content and form are incorporated into the planning and curriculum of future courses.

CERTIFY ON THE BASIS OF DEMONSTRATED ABILITY

- Participants have to demonstrate solid knowledge of their own expertise as well as an ability to be safe, productive members of diverse international investigation teams.
- Participants who successfully complete the course are certified to the Justice Rapid Response roster. They then become available to be deployed at short notice.

MANAGE AND REVIEW THE ROSTER REGULARLY - MAKE IT “EVERGREEN”

- To ensure immediate access, information about the experts and their employers is updated regularly.
- The roster is regularly reviewed to ensure it meets the evolving needs of the international community.

HOW WE ARE FUNDED

Justice Rapid Response relies on voluntary contributions. The Secretariat remains a lean, highly adaptive structure, with a current annual operational budget of EUR 1.6 million. In order to meet exponentially growing demand and make a lasting impact in our field, we are in need of predictable operational support. As flexibility is a key to our success, funding can take a variety of forms. Please support our work through un-earmarked contributions; a donation to the International Investigations Deployment Fund; support for one of our many programs; or to one of JRR's Training Courses.

As 95% of our missions are in support of "Fragile States", government funding can either come from Stabilization and Early Recovery programs or Development funds. Because the Mentoring Humanitarian First Responders program supports humanitarian organizations in contact with survivors of mass atrocities, we are also eligible for humanitarian-related funding.

In 2015 a US not-for-profit entity, Justice Rapid Response USA, was created, in part to help diversify and expand our funding base through philanthropic and grant-making institutions. 2014 was the first year we received a grant from a private foundation, the Greenbaum Foundation. In 2015 JRR was selected to join the Draper Richards Kaplan Foundation portfolio of social entrepreneurs for a three-year period. JRR's Executive Director was also selected as an Ashoka Fellow, joining a network of 3000 social entrepreneurs around the world.

In June 2015 JRR's Executive Director spoke at TEDx Hamburg to reach a global audience about the importance and impact of making accountability for mass atrocities credible through improving the quality of investigations: www.tedxhamburg.de/andras-vamos-goldman-turning-justice-denied-into-justice-achieved

JRR'S INTERNATIONAL INVESTIGATIONS DEPLOYMENT FUND

In 2015 60% of potential investigative missions required financial assistance. Such fund-raising efforts are time-consuming and not always successful. A lack of timely funds often means that these missions go unfunded, and either the investigation does not happen, or it is not done to the standard that supports credible accountability.

In order to meet this critical need, JRR has created the International Investigations Deployment Fund. This Fund is intended to cover any part of the cost of deploying experts when a requesting State or institution is unable, and there is no ready and willing donor.

Contributions can be ear-marked to a particular region or thematic focus. The Deployment Fund is a simple, cost-effective way of ensuring that funds are available whenever and wherever a rapid response to investigate a mass atrocity is possible.

HOW WE ARE FUNDED (continued)

Justice Rapid Response wishes to express its gratitude for the trust and support of its 2015 donors:

STATES

- **Australia** - Department of Foreign Affairs and Trade
- **Canada** - Department of Foreign Affairs, Trade and Development, Stabilization and Reconstruction Task Force (START)
- **Denmark** - Ministry of Foreign Affairs & Permanent Mission of Denmark to the UN in Geneva
- **Finland** - Ministry for Foreign Affairs (including from Development Assistance resources)
- **Hungary** - Ministry of Foreign Affairs - earmarked to support the JRR-UNW partnership via UN Women
- **Ireland** - Department of Foreign Affairs and Trade
- **Liechtenstein** - Office for Foreign Affairs
- **Luxemburg** - Ministry of Foreign and European Affairs
- **The Netherlands** - Ministry of Foreign Affairs
- **Sweden** - Ministry for Foreign Affairs, Swedish International Development Cooperation Agency (Sida)
- **Switzerland** - Swiss Expert Pool for Civilian Peacebuilding and the Human Security Division, Federal Department of Foreign Affairs

OTHER DONORS

- Çukurova University
- GPW
- UN Women
- Draper Richards Kaplan Foundation
- The Greenbaum Foundation

GOVERNANCE

JRR is a creative answer to a gap in the effective delivery of human rights and international justice. While started by States, today we are a multi-stakeholder facility that brings together States, international and regional institutions, civil society and the private sector. In 2015, the Draper Richards Kaplan Foundation and UN Women were invited onto JRR's Executive Board. This followed the Republic of Korea joining earlier in the year.

JRR's Executive Board provides strategic direction and oversight to the Executive Director to whom it has delegated operational management. JRR's Secretariat currently consists of 15 people, including a 3 person-strong liaison office in New York. JRR's headquarters have been in Geneva since July 2012, on the invitation of the Swiss Federal Ministry of Foreign Affairs.

Being a multilateral platform, together with the diversity of its roster, is key to making JRR's assistance relevant and politically attractive. Every year, JRR reports back to its constituency of over 100 participating States, institutions and organization on its annual results and future goals.

2015 Justice Rapid Response Executive Board composition:

Finland (Chair), Switzerland (Vice-Chair), Argentina, Canada, Colombia, Draper Richards Kaplan Foundation, The Netherlands, Republic of Korea, Sierra Leone, Sweden, Uganda, UN Women.



JUSTICE RAPID RESPONSE ASSOCIATION, GENEVA

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, 2014.

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, 2014 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, June 15, 2015

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

RSM GVA Audit SA is a member of the RSM network. Each member of the RSM network is an independent accounting and advisory firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.



Balance Sheet, as of 31 December 2014		
	(in CHF)	
	2014	2013
Assets		
Current Assets		
Cash ¹ and Cash Equivalents	1,819,289	571,311
Other receivables	4,717	109,897
Prepayments and accrued income	43,588	98,704
Non-current assets		
Guarantee deposits	-	10,410
Total assets	1,867,594	790,322
Liabilities and Temporarily Restricted Funds²		
Current Liabilities		
Accounts payable	247,714	21,671
Accrued liabilities	48,302	4,212
Long Term Liabilities		
Other long-term payables	-	10,410
Total Temporarily Restricted Funds²	1,571,578	754,029
Total Liabilities and Temporarily Restricted Funds	1,867,594	790,322

Statement of receipts and expenses for the period ended December 31, 2014		
	(in CHF)	
	2014	2013
	Jan 1, 2014 - Dec 31, 2014 (12 months)	Jan 1, 2013 - Dec 31, 2013 (12 months)
Receipts		
Receipts from donors	2,443,338	1,399,077
Financial income	26,376	193
Total receipts	2,469,714	1,399,270
Expenses		
Training & Sponsorship expenses	376,391	434,479
Deployments	591,084	116,735
Consultant fees	140,304	96,592
Salaries & Social Charges	280,908	76,611
Rent and utilities	76,501	61,940
Outreach expense	34,003	32,339
General and administration expenses	60,885	47,003
Professional fees	31,824	29,350
Executive Board and General Assembly meetings	19,510	23,463
Financial expenses	22,898	979
Total expenses	1,634,308	919,491
Excess / (shortage) of receipts over expenses	835,406	479,779
Total Allocation to Funds	-1,571,578	-754,029
Total release of Funds	736,172	274,250
Net surplus (or deficit) for the period³	0	0

¹ Includes cash allocated to Temporarily Restricted Funds

² Temporarily Restricted Funds are subject to donor-imposed stipulations & restrictions. These funds are limited in both substance & time. They cannot be used for any other purpose than the donor intent. Please refer to the JRR Association audit for a full description.

³ As a Swiss non-profit association, we are restricted from showing either a profit or a loss on our statement of receipts and expenses

THANK YOU TO EMPLOYERS

Justice Rapid Response wishes to thank the many employers that support our work by accepting to release their employees who are on the JRR roster at short notice, sometimes on [more than one occasion](#).

- Cairo University, Faculty of Medicine
- Centre for the Study of Violence and Reconciliation, South Africa
- Combined Forces Special Enforcement Unit of British Columbia
- Eurocheck Security Consultations Limited
- Legal Action Worldwide
- Mental Health and Psychosocial Network, Ecuador
- National Institute of Forensic Medicine and Forensic Sciences, Portugal
- Ottawa Police Service
- Royal Canadian Mounted Police
- Samaya Specilized Center, Abu Dhabi
- [University of Coimbra, Portugal](#)
- United Nations Development Programme
- [United Nations International Criminal Tribunal for the former Yugoslavia](#)
- Tunisian Ministry of Health, Tunisia

“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.”

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

“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.”

Phumzile Mlambo-Ngcuka, UN Women Executive Director

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