



# JUSTICE RAPID RESPONSE

Ensuring that **the worst crimes known to humanity** are investigated promptly and professionally



**10**  
YEARS  
2009-2019

JUSTICE  
RAPID  
RESPONSE

**ANNUAL  
REPORT  
2019**





Justice Rapid Response supports victim participation in the Thomas Kwoyelo case, Gulu, Uganda. Justice Rapid Response 2019

“The impact of events in the courtroom is determined by the perception, understanding, and emotional investment of the people outside of it. The way justice is perceived matters.”

**Elliott Behar,**  
**Justice Rapid Response Expert**



Front cover photo:  
Parque de la Paz, Santiago  
Atitlan, Guatemala.  
Justice Rapid Response/  
Tatiana Chemali 2019

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# FOREWORD: FILLING A GAP IN INTERNATIONAL CRIMINAL JUSTICE

**JUSTICE RAPID RESPONSE** is a global facility that provides rapidly deployable specialized justice experts to assist with investigations of reported war crimes, genocide, crimes against humanity, and serious human rights violations. Our belief is that timely, impartial, and professional investigations are crucial for the credibility of any justice process.

As the curtain closed on 2019, Justice Rapid Response completed ten years of deploying highly specialized criminal justice experts to investigate the worst crimes known to humanity. After 354 deployments, what has been our legacy so far?

Firstly, Justice Rapid Response has contributed experts to high profile investigations, most recently to the documentation of extensive sexual and gender-based violence (SGBV) in Myanmar, but also to some of the world's forgotten justice processes. Secondly and fundamental to stability and peace building, Justice Rapid Response's victim-centred approach enables survivors to participate in, and to define, justice processes. Thirdly, Justice Rapid Response has been instrumental in helping to raise the investigation standard for SGBV crimes on United

Nations (UN) Commissions of Inquiry and beyond, by partnering with the Office of the United Nations High Commissioner for Human Rights (OHCHR) and UN Women to consolidate some of the lessons learnt from the gender advisors deployed to Commissions of Inquiry and Fact-Finding Missions.

Accountability for mass atrocity crimes strengthens institutions and enhances public confidence in the rule of law. Justice Rapid Response provides criminal justice experts to investigate crimes from the world's most violent conflicts including in the Central African Republic, Colombia, Guatemala, Myanmar, South Sudan, Syria and Yemen. Through these activities, Justice Rapid Response promotes peaceful and inclusive societies, as well as access to justice, in line with Sustainable Development Goal 16 for promoting peace, justice and strong institutions.

Looking forward, much remains to be done to fight impunity and to pursue accountability and redress for victims and survivors. We value our partners' long-term commitment to promoting sustainable peace and justice as we continue to earn the trust of new partners.



**Ambassador Monique van Daalen**  
Chairperson, Justice Rapid Response  
*Permanent Representative  
of the Kingdom of the Netherlands*



**Nina Suomalainen**  
Executive Director,  
Justice Rapid Response





Photo: Elena Hermosa/Trocaire CC BY 2.0



**JUSTICE  
RAPID  
RESPONSE**

# FROM GROWTH TO CONSOLIDATION

In its first 10 years, **Justice Rapid Response experienced steady growth and expansion.** In order to ensure continued impact in pursuing accountability for the worst crimes known to humanity, Justice Rapid Response in 2019 finalized an internal re-structuring that streamlined its impact through three programmatic pillars: the International Justice Programme, the National Justice Programme and the Civil Society Programme. These three programmes incorporate two cross-cutting themes of SGBV and crimes involving children.

**National Justice  
Programme**

**Civil Society  
Programme**

**International Justice  
Programme**

**Sexual and Gender-based Violence (SGBV)**

**Children's Rights**

# JUSTICE RAPID RESPONSE ROSTER

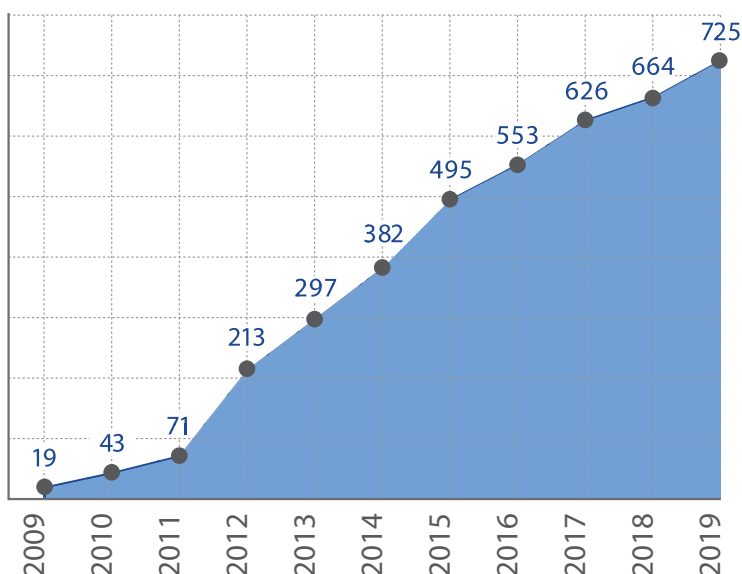
The number of international justice experts on the Justice Rapid Response Expert Roster has grown steadily year-on-year since 2009. Through the regular recruitment courses, and in partnership with the Institute for International Criminal Investigations, today the organization counts 725 experts on its roster from more than 100 countries and with 50 professional specializations. The key for Justice Rapid Response is now is to ensure that the roster can respond to changes in demand, while remaining deployable. A priority for 2020 will be to extend the roster of deployable experts specialized in:

- Digital investigation techniques and information management.
- Investigations of crimes against children.
- Experts in international investigations with Arabic, French and Spanish language skills .

Justice Rapid Response experts conduct their work through United Nations investigations such as commissions of inquiry, national authorities undergoing transitional justice processes, and civil society organizations active in documenting violations in order to engage with accountability processes.

The wide-ranging expertise on the Roster underpins Justice Rapid Response's versatility and capacity to adapt to complex needs, as represented by the diversity of mission contexts in 2019.

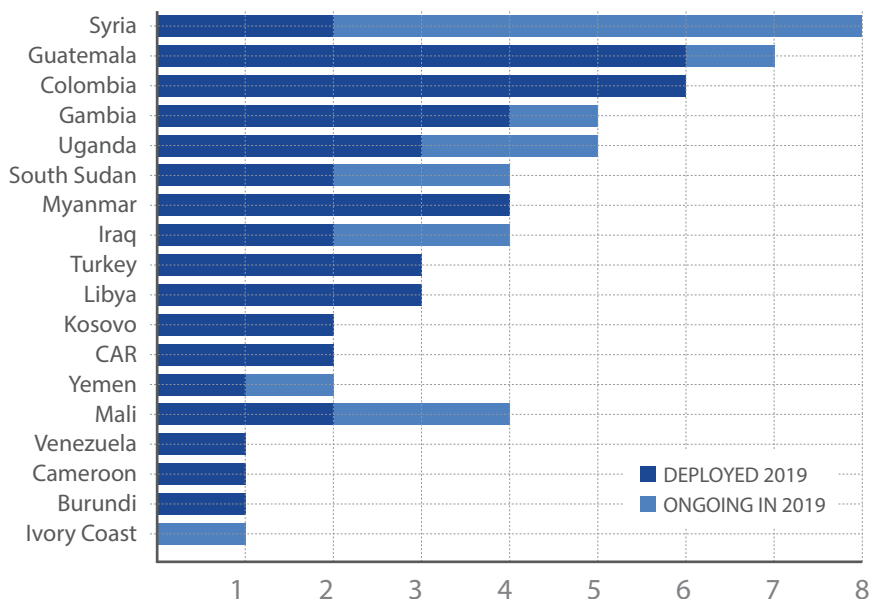
## NUMBER OF EXPERTS ON ROSTER



## EXPERTISE ON THE ROSTER

|                       |     |                        |    |
|-----------------------|-----|------------------------|----|
| Legal Advisory        | 25% | Witness/Victim Support | 3% |
| Investigations        | 19% | Military               | 3% |
| Prosecutions/Analysis | 12% | Justice Admin          | 2% |
| Human Rights          | 12% | Security               | 1% |
| Child Rights          | 4%  | Other                  | 7% |
| Forensics             | 12% |                        |    |

## MISSIONS IN 2019 BY COUNTRY



# RAISING THE BAR ON SGBV INVESTIGATIONS

**Justice Rapid Response** is proud to have delivered on its commitment to parity between the Global North and Global South on its Roster of Experts.



**700+**  
rapidly  
deployable  
experts



**100+**  
nationalities



**90+**  
languages



**43%**  
from the  
Global South



**59%**  
women

“ The effective collaboration between UN-Women, OHCHR and the Justice Rapid Response initiative ensures that all investigations mandated by the Human Rights Council benefit from the expertise of a gender adviser or investigator on sexual and gender-based violence. ”

**Report of the Secretary-General on women and peace and security, 2019.**

## THE LONG VIEW ON JUSTICE:

Ten years after Justice Rapid Response's first deployment

### Deployment #1: Accountability for the 2009 Guinea Stadium Massacre

On 28 September 2009, a peaceful public demonstration calling for the organization of free elections in Guinea was violently suppressed by the ruling military junta. This resulted in 156 deaths, 109 documented rapes, 40 reported disappearances, widespread illegal arrests and detention, and torture in prisons and other detention centres.

The International Commission of Inquiry into Guinea was set up to investigate the attack and was urgently looking for specialized experts to take part in the investigations. Justice Rapid Response, in its first month of operation, had what the Commission was looking for. We responded to

a request from the UN Office of the High Commissioner for Human Rights to deploy a military and a police analyst to the Commission of Inquiry. In 2016, Justice Rapid Response also deployed a Senior Justice Advisor to assist the Guinean Ministry of Justice – in particular the trial judge – to plan for the trials of alleged perpetrators. In November 2017, the judges concluded their investigation and more than 14 suspects were charged, an outcome that was widely hailed as a major development in promoting accountability and justice for victims in Guinea.

For ten years, Justice Rapid Response has collaborated with international institutions, national



© UN/OCHA

institutions and civil society organizations by deploying highly specialized international criminal justice experts to support accountability processes. Between 2009 and 2019, Justice Rapid Response deployed a total of 354 experts to 68 partners in 41 countries

# SGBV EXPERTS SET THE AGENDA

In 2019, Justice Rapid Response deployed 35 sexual and gender-based violence (SGBV) experts on missions. These included SGBV investigators and gender advisors supporting commissions of inquiry and UN-mandated fact-finding missions in some of the world's most violent conflicts. Justice Rapid Response's work on SGBV enables international justice

mechanisms to conduct investigations using the appropriate tools for gathering evidence and reporting on SGBV violations. Ultimately, this increases the chances of justice being achieved for SGBV crimes.

In 2019, Justice Rapid Response lent its voice to host of different discussions on SGBV to advance awareness of this issue.

## EQUIPPING INVESTIGATIONS WITH GENDER EXPERTISE BRINGS JUSTICE TO SGBV SURVIVORS

Discussions at a Justice Rapid Response event – held on the sidelines of the April 2019 UN Security Council Open Debate on Sexual Violence in Conflict – centred on how gender expertise is a critical component of effectively documenting human rights violations and ensuring that the voices of survivors are central to investigations. This was reflected in UN Security Council Resolution 2467 (2019) on conflict-related sexual violence.

Using specialized expertise and a victim-centred approach in documenting sexual and gender-based violence (SGBV) is crucial towards achieving accountability and justice for survivors, said panellists at the event.

Organized in partnership with UN Women and the Office of the High Commissioner for Human Rights (OHCHR), the event was sponsored by the Permanent Missions of Canada, Liechtenstein, the Gambia, Ireland and the UK, and it featured former gender advisors



Catherine Marchi-Uhel, head of the International, Impartial and Independent Mechanism for Syria, addresses New York event alongside Richard Arbeiter, Deputy Permanent Representative of the Permanent Mission of Canada to the UN (©UN Women/Jodie Mann).

to UN mandated human rights investigations in Myanmar and Syria.

“The resolution recognizes that it is crucial for gender expertise to be included in investigations, sanctions regimes and other mechanisms to be able to provide avenues for justice and for

a survivor-centred approach,” said Federica Tronchin, Head of the International Justice Programme and Senior Gender and Child Rights Advisor at Justice Rapid Response. “Now we hope that the resolution will be followed by concrete steps.”



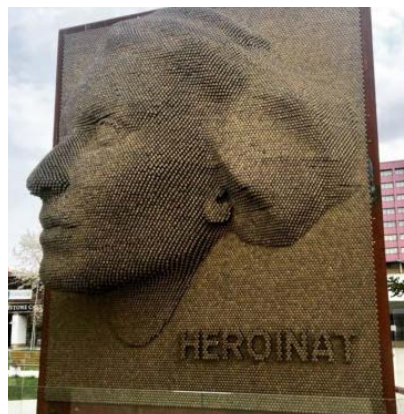
## KOSOVO LEADS THE WAY IN REPARATIONS FOR VICTIMS OF CONFLICT-RELATED SEXUAL VIOLENCE

Justice Rapid Response expert Eleonor Fernandez Munoz and Deputy Chair of the Commission for the Verification and Recognition of Sexual Violence Victim Status in Kosovo Jeta Krasniqi shared their perspectives on Kosovo's efforts to address the effects of sexual violence:

Conflict-related sexual violence remains a widespread, deeply debilitating tool of war. Its effects – physical, psychological, and societal – are long-lasting and far-reaching, spreading through communities and across generations. Women, men and children who are the survivors of sexual violence often struggle with psycho-

logical trauma, social stigmatization, economic disempowerment and other challenges. These effects in turn impede accountability for perpetrators, as well as recovery and reintegration for survivors and their access to justice and reparations. On a broader level, widespread and long-lasting impunity from conflict-related sexual violence can hinder efforts to build a sustainable peace.

Reparations can help end this cycle of debilitation by empowering survivors to break free from a pattern of discrimination and stigma to restore their dignity and reclaim their rights. Kosovo is one example of a country that is rising



The Heroinat Memorial in Pristina, Kosovo.

to this challenge and working to address the effects of sexual violence that occurred in the 1998-1999 conflict.

## UGANDA: VICTIMS ARE CENTRAL TO PROSECUTING MASS ATROCITY CRIMES

On the sidelines of the 18th Assembly of States Parties to the Rome Statute in The Hague – in December 2019 – Ugandan Senior Prosecutor Florence Akello and Justice Rapid Response Roster expert and barrister Serena Gates shared their experiences of working on Uganda's Thomas Kwoyelo case.

In 2018, Uganda requested support from Justice Rapid Response in prosecuting Mr. Kwoyelo, a former senior commander of the Lord's Resistance Army (LRA) who was indicted with war crimes, crimes against humanity and on 93 counts including murder, rape, sexual slavery, torture, enslavement, kidnapping and pillaging.

Gathering evidence from survivors of SGBV crimes requires specialist training in order to avoid re-traumatizing victims who may be vulnerable due to prior trauma, background or age. Every country's legal system is evolving regarding witness protection, said Ms. Gates. Ms. Akello acknowledged that for Uganda's prosecution team, a significant challenge of the Kwoyelo case is that Uganda does not have witness protection law in place.

In 2019, Justice Rapid Response provided witness



Ms. Florence Akello, State Attorney, Directorate of Public Prosecutions, Uganda.

protection, psychosocial support and prosecution expertise to the case. The Justice Rapid Response psychosocial support expert, who was present during hearings, was also able to conduct psychological assessments of witnesses. Afterwards, witnesses appeared more confident and better prepared for the challenge of giving evidence against Kwoyelo.

# 2019

# 73

DEPLOYMENTS

TO

# 19

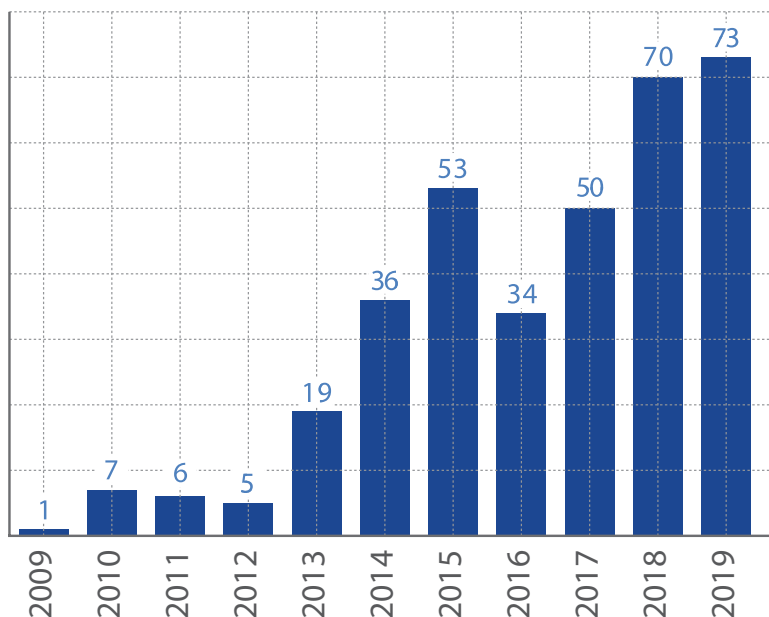
COUNTRIES

IN SUPPORT OF

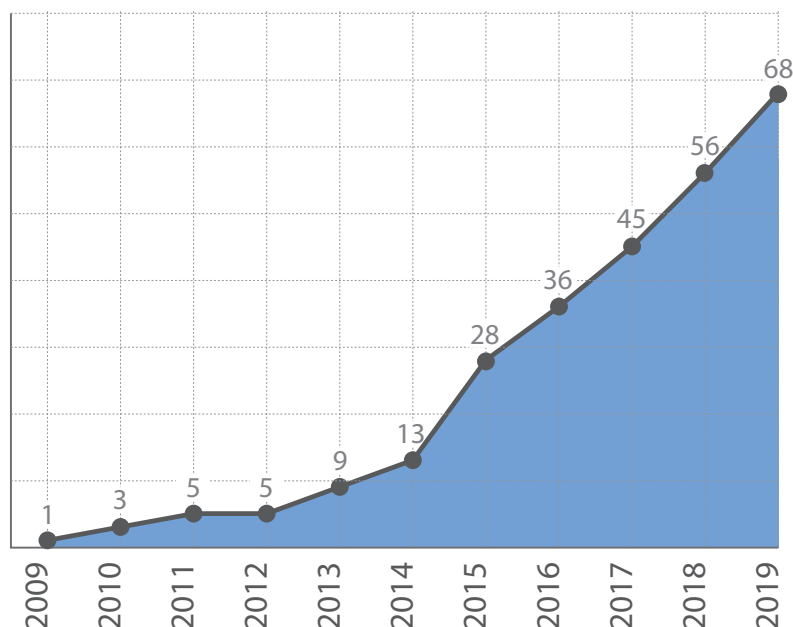
# 22

PARTNERS

DEPLOYMENTS 2009-2019



CUMULATIVE NUMBER OF PARTNERS



“I find it very rewarding to be able to contribute to the process of bringing justice to affected communities and individuals around the world, and to work alongside brave people fighting for change in their country.”

Marta Valiñas, Justice Rapid Response Expert



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# SPOTLIGHT ON IMPACT IN 2019

## INTERNATIONAL CRIMINAL COURT



In a landmark conviction in July 2019, the International Criminal Court (ICC) convicted former Congolese militia commander Bosco Ntaganda for war crimes and crimes against humanity, committed in the Democratic Republic of Congo in 2002-2003. The conviction marked the first time that the ICC found a defendant guilty of the crime of sexual slavery, and the first time that the ICC has held a commander responsible for sexual crimes perpetrated by his troops against members of their own forces. Jus-

tice Rapid Response deployed three investigators to support ICC investigations in the DRC, including an SGBV investigator who was deployed in partnership with UN Women. The SGBV investigator assisted in collecting evidence that enabled the prosecution to prove the crimes of SGBV. The ICC judges charged Ntaganda with murder, rape and sexual slavery of underage girls, and enlisting child soldiers, among other heinous crimes. His conviction is an important step forward in ensuring justice for children in conflict.



Bosco Ntaganda.





**JusticeRapidResponse** @J\_Rapid... 6d  
In less than a week, 4th high-ranking military official gets committed to trial in separate case of [#genocide](#) [#CrimesAgainstHumanity](#) against Maya Ixil population in [#Guatemala](#). It's a privilege to have JRR experts work w/ the MP on this case, we applaud [@MPguatemala](#) [@caldh](#) [@ajr](#)



# GUATEMALA

In Guatemala, the Public Prosecutor's Office (Ministerio Público) has been committed to holding high-ranking officials accountable for mass atrocity crimes amid the country's 36-year conflict. Justice Rapid Response continues to support

the Ministerio Público in seeking justice for the victims in ongoing cases, including in relation to genocide and SGBV. Justice Rapid Response supported the Ministerio Público in developing Guatemala's first victim-centered human rights policy for prosecutions.



Displaced people from the Yazidi minority, fleeing violence from forces loyal to the Islamic State. Sinjar town, Iraq, August 11, 2014 (©REUTERS/Rodi Said).

# IRAQ

Justice Rapid Response answered a request from a civil society organization to pursue accountability for crimes committed against the Yazidi community in Iraq. The organization, Yazda, was looking for expertise in identifying, collecting and preserving evidence for judicial processes. As a result of support from Justice Rapid Response, Yazda in turn was able to contribute to the prosecution efforts on the Jennifer W. and Sarah O. cases. These are the first two trials in which an alleged member of the so-called Islamic State (IS) has been charged

with international crimes committed against Yazidis.

In December 2019, Yazda announced that a key witness and survivor had joined the proceedings against former IS member Sarah O., who has been charged with participation in war crimes, human trafficking, and deprivation of liberty. Justice Rapid Response supported Yazda in improving interviewing skills and documentation procedures in order to identify the key witness in this case. This witness is one of the women who had been enslaved by the defendant.



A victim who lost her children and brother at the hands of the military lights a candle outside of the Guatemalan Supreme Court during the ceremony commemorating the victims of the internal armed conflict. (Jeff Abbott/Al Jazeera).

**JusticeRapidResponse** ... 26 Aug 2019  
 @UN\_HRC report finds use of #SGBV by #Myanmar military against #Rohingya = genocidal intent. JRR proud to contribute gender expertise

**JusticeRapidResponse** ... 28 Aug 2019  
 "Egregious and recurrent" #SGBV by #Myanmar military against civilian population in Rakhine, Kachin and Shan States. JRR contributed gender expertise to @UN\_HRC report

## MYANMAR

Justice Rapid Response deployed seven experts in 2019 to support investigations on Myanmar.

Justice Rapid Response deployed experts on military analysis, child rights and SGBV to assist the UN Fact Finding Mission on Myanmar (FFM). The FFM's findings have raised public awareness of the plight of the Rohingya and other minorities in Myanmar. In November, the Gambia brought a case against Myanmar to the International Court of Justice (ICJ) for genocide. In its decision to order provisional measures to prevent further harm against the Rohingya, the ICJ referred to the FFM findings. The

FFM evidence has also been made available to the Independent Investigative Mechanism for Myanmar to facilitate future criminal proceedings.

With support from Justice Rapid Response, the civil society organization Legal Action Worldwide deposited victim statements to the ICC on behalf of 500 male and female survivors. Expertise contributed by Justice Rapid Response to the FFM helped in the naming of six senior Tatmadaw (Myanmar's armed forces) commanders as holding primary responsibility.



Al Jazeera reports on UN Fact Finding Mission on Myanmar.

# At a Glance:

## MISSION CONTEXTS

### COLOMBIA

In 2019, Justice Rapid Response began its partnership with the Special Jurisdiction for Peace (JEP) in Colombia. Faced with delivering the colossal task with which it has been entrusted, the JEP has engaged with Justice Rapid Response for support in its work in a variety of areas. These range from the investigation and analysis of cases of sexual and gender-based violence, victim participation, the implementation of a restorative justice approach, and the protection of witnesses and victims, to case and information management.



### THE GAMBIA

Justice Rapid Response continued its engagement in The Gambia as the country undertook the process of transitional justice after more than two decades of oppressive rule. The organization has accompanied the critical work of the Truth, Reconciliation and Reparations Commission (TRRC), specifically in strengthening its investigative capacities.



Dr. Steve Naidoo, JRR expert and forensic pathologist.

### IRAQ

Justice Rapid Response deployed a legal advisor, an SGBV expert and translators to Yazda, a civil society organization aimed at raising international awareness about the genocide of the Yazidi people and their subsequent protection. The objective of this support has been to strengthen the organization's capacity to identify, collect and preserve information related to international crimes in a victim-centred way.



Damage from an airstrike on Aden, Yemen (2016, Mwatana).

In a long-standing partnership with UN Women,

**more than 230  
SGBV justice experts**

stand ready to strengthen accountability for sexual and gender-based crimes.

“I am proud of the contribution that UN Women has made in partnership with Justice Rapid Response.”

**Phumzile Mlambo-Ngcuka,**  
Executive Director, UN Women





## KOSOVO

Working in close collaboration with UN Women, in 2019 Justice Rapid Response began working with the Commission for the Verification and Recognition of Sexual Violence Victim Status in Kosovo. The Commission's efforts to provide reparations to are unprecedented and ground-breaking. Justice Rapid Response's support included enhancing the capacity of the Commission to process and evaluate applications.



Pristina, Kosovo (©UN Women).

## SYRIA

In 2019, there were four Justice Rapid Response experts on deployment with UN Women to support the work of the Independent International Commission of Inquiry on the Syrian Arab Republic. In the past eight years, Justice Rapid Response has regularly deployed SGBV investigators, child rights experts, and interpreters to the Commission, which was established in 2011 to investigate international human rights law violations committed amid the conflict.



Za'atari Refugee Camp, Jordan (©UN Women).

## YEMEN

Justice Rapid Response deployed an SGBV expert to strengthen the capacity of human rights organization Mwatana, which advocates for human rights in the Yemeni context through the verification and documentation of violations. A gender advisor was also deployed to the Group of Eminent Regional and International Experts on Yemen. The Group's report in September 2019 detailed human rights violations in Yemen, including widespread sexual violence.



Documentation of sites presumed to be mass graves of Yazidis killed by the Islamic State (2018, Yazda).

## CHILDREN'S RIGHTS

A total of **six Justice Rapid Response deployments in 2019** focused specifically on children's rights. These included investigations into sexual exploitation and abuse, as well as investigations into the alleged recruitment of child soldiers and other violations of children's rights. Justice Rapid Response would like to see child rights expertise applied to every investigation of international core crimes.

# OUTREACH AND COMMUNICATIONS



JRR Expert and civil society member (2017, JRR).

## 18th Assembly of States Parties, The Hague, The Netherlands

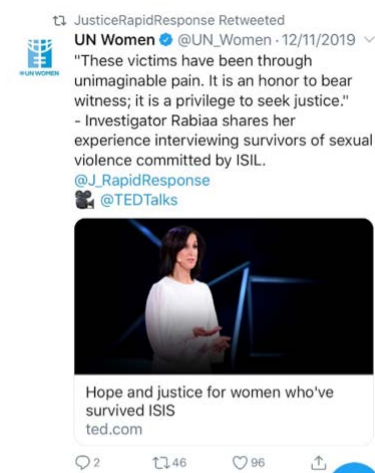
Justice Rapid Response Roster experts continued to support Ugandan authorities in prosecuting the Thomas Kwoyelo case. This serves as an example of how the international community can contribute to ensuring that national authorities have the support they need and that victims are able to see justice done. Following an outreach event on our work in Uganda, Justice Rapid Response received a request for support for a similar national mechanism in another country.



Justice Rapid Response is a proud member of the International Gender Champions network and is committed to advancing gender parity in the international justice arena. It has been advancing gender parity in the international justice arena through its Roster of Experts, comprised of more than 50% women. The Roster continued to be widely used by the international community to create more inclusive and gender-sensitive approaches to justice for the worst crimes known to humanity.

## WEB AND SOCIAL MEDIA

Justice Rapid Response began reorienting its communications strategy with the aim of having a more personalized approach in order to appeal to its audiences – both specialized and general – on a more individual level. In keeping with this, the organization produced original content, including blogs illustrating the first-hand experiences of Justice Rapid Response experts. It also strove to publish timely news-related content of interest to external audiences. Justice Rapid Response succeeded in nearly doubling its number of followers



on Twitter over the course of 2019, interacting with partners including UN Women.



## OUR BOARD



**JUSTICE  
RAPID  
RESPONSE**



**Netherlands**  
(Chair)



**Switzerland**  
(Vice-Chair)



**Argentina**



**Canada**  
(Observer)



**Colombia**



**Finland**



**Republic  
of Korea**



**Sierra Leone**



**Sweden**



**Uganda**

Two individuals serve in their personal capacities; **Ambassador Athaliah Molokomme**, Permanent Representative of Botswana to the UN in Geneva, and **Ms. Yasmin Sooka**, Executive Director of South Africa's Foundation for Human Rights.

## OUR DONORS AND FINANCES

Justice Rapid Response relies on a lean secretariat of 25 highly dedicated professionals based in Geneva and a liaison office in New York. Over the past decade, Justice Rapid Response has shown that it is a unique actor in the field of transitional justice and accountability and fills a gap that currently no other partner is able to fill. In parallel, Justice Rapid Response's steady and rigorous management has allowed it to consistently demonstrate results from its 354 deployments. This track record has earned Justice Rapid Response a base of reliable donors who value its role as a trusted partner. However, the organization always remains conscious that funding in the sector of conflict, peace and security still only represents 2% of total Official Development Assistance (ODA) and is challenging to access. In 2020, Justice Rapid Response will look to diversify its partnerships with a broader range of public donors and private foundations.

### STATES

**Australia** – Department of Foreign Affairs and Trade

**Canada** – Global Affairs Canada, Peace and Stabilization Operations Program

**Denmark** – Permanent Mission of Denmark to the United Nations Office in Geneva

**Finland** – Ministry for Foreign Affairs

**Ireland** – Department of Foreign Affairs and Trade – Irish Aid

**Liechtenstein** – Division for Economic Affairs and Development

**Luxembourg** – Ministry of Foreign and European Affairs

**The Netherlands** – Ministry of Foreign Affairs

**Republic of Korea** – Korea International Cooperation Agency

**Switzerland** – Federal Department of Foreign Affairs

**United Kingdom** – Foreign and Commonwealth Affairs

### ORGANIZATION

**UN Women**



“Luxembourg will continue to contribute to the work of UN Women and Justice Rapid Response in strengthening criminal justice and accountability for sexual and gender-based violence in conflict.”

Luxembourg, at Women, Peace and Security High-Level Commitments event on April 23 2019



Liechtenstein UN  
@LiechtensteinUN

LI remains committed to strengthening criminal justice and accountability for #SGBV - strong support of accountability mechanisms for Syria and Myanmar and work of @J\_RapidResponse @UN\_Women

11:44pm · 4 Nov 2019 · TweetDeck



Morten Jespersen  
@DKAmb\_UNGva

Pleased to meet @ninasuomalainen, Executive Director of @J\_RapidResponse, to whom @DKUNmisgva has decided to contribute DKK 2 mill. in order to support their important work of promoting #Accountability around the world, incl. in dire situations such as in #Syria and #Myanmar



DFAT Ireland's Peace Support  
@DFAPeaceSupport

Ireland is proud to support the work of the @J\_RapidResponse Sexual & Gender Based Violence Sub-Roster. A Rapid Response SGBV investigator helped collect evidence in D.R. Congo which led to the first ICC conviction for the crime of sexual slavery in 2019 #16Days ♀ UNPhoto/Bajornas



Colombian authorities with Justice Rapid Response experts ©JEP

## STATEMENT OF RECEIPTS AND EXPENSES FOR THE YEAR ENDED 31 DECEMBER 2018 (IN CHF)

| RECEIPTS  | 2018                | 2017                |
|---|---------------------|---------------------|
| Revenue from donors   | 3'638'557.82        | 2'288'810.96        |
| <b>Total operating income</b>                                       | <b>3'638'557.82</b> | <b>2'288'810.96</b> |
| <b>Operating expenses</b>   |                     |                     |
| Personnel expenses  | 1'022'466.96        | 761'576.85          |
| Rent and utilities  | 110'500.00          | 110'500.00          |
| General and administration expenses                                 | 197'517.59          | 103'379.17          |
| Consultant fees   | 160'238.06          | 118'458.10          |
| Outreach expenses   | 69'787.71           | 54'133.29           |
| Professional fees   | 35'458.80           | 28'230.80           |
| Executive Board and Group expenses                                  | 21'945.32           | 17'885.40           |
| Other operating expenses  | 1'443'649.23        | 925'207.30          |
| Deployments   | 675'491.07          | 380'334.27          |
| Recruitment expenses,<br>including sponsorships                     | 320'717.63          | 295'133.95          |
| Justice Rapid Response USA  | 447'440.53          | 249'739.08          |
| <b>Total operating expenses</b>                                     | <b>3'061'563.67</b> | <b>2'119'370.91</b> |
| <b>Operating result</b>   | <b>576'994.15</b>   | <b>169'440.05</b>   |
| Financial expenses  | (48'501.68)         | (5'418.30)          |
| Interest expense  | (503.24)            | (467.69)            |
| Other financial expenses  | (4'326.40)          | (4'950.61)          |
| Foreign exchange loss – net   | (43'672.04)         | -                   |
| Financial income  | 75.53               | 5'659.25            |
| Foreign exchange gain – net   | -                   | 5'425.90            |
| Interest income   | 75.53               | 233.35              |
| <b>Total non-operating income</b>                                   |                     |                     |
| <b>/ (expenses)</b>   | <b>(48'426.15)</b>  | <b>240.95</b>       |
| <b>Excess<sup>1</sup>/ (shortage) of receipts<br/>over expenses</b> | <b>528'568.00</b>   | <b>169'681.00</b>   |
| Total release of funds  | 641'164.00          | 517'510.00          |
| Total allocation to funds   | (1'169'732.00)      | (687'191.00)        |
| Net surplus or (deficit) for the period <sup>2</sup>                | -                   | -                   |

<sup>1</sup> Donor funding received in advance to be used in following fiscal year.

<sup>2</sup> As a Swiss non-profit association, we are restricted from showing either a profit or a loss on our statement of receipts and expenses.

# FINANCIAL STATEMENTS

## BALANCE SHEET AS AT 31 DECEMBER 2018 (IN CHF)

|  | 2018                | 2017                |
|--|---------------------|---------------------|
| <b>ASSETS</b>  |                     |                     |
| <b>Current assets</b>  |                     |                     |
| Cash <sup>3</sup> and cash equivalents and current<br>assets with a stock exchange price | 1'531'374.38        | 1'119'581.31        |
| Prepaid expenses and accrued income  | 221'251.68          | 32'121.19           |
| <b>Total current assets</b>  | <b>1'752'626.06</b> | <b>1'151'702.50</b> |
| <b>Total assets</b>  | <b>1'752'626.06</b> | <b>1'151'702.50</b> |
| <b>LIABILITIES AND FUNDS<sup>4</sup></b>   |                     |                     |
| <b>Current liabilities</b>   |                     |                     |
| Trade accounts payable   | 110'330.24          | 8'772.81            |
| Deferred income and accrued expenses   | 23'453.94           | 31'459.76           |
| Accrued expenses   | 23'453.94           | 31'459.76           |
| <b>Total current liabilities</b>   | <b>133'784.18</b>   | <b>40'232.57</b>    |
| <b>Total liabilities</b>   | <b>133'784.18</b>   | <b>40'232.57</b>    |
| <b>FUNDS</b>   |                     |                     |
| Donor funds  | 706'185.39          | 331'288.56          |
| Justice Rapid Response fund  | 912'656.49          | 780'181.37          |
| Justice Rapid Response fund  | 715'856.64          | 570'579.41          |
| Roster management and deployment<br>coordination fee fund                                | 229'768.73          | 221'374.96          |
| Foreign exchange differences   | (32'968.88)         | (11'773.00)         |
| <b>Total funds</b>   | <b>1'618'841.88</b> | <b>1'111'469.93</b> |
| <b>Total liabilities and funds</b>   | <b>1'752'626.06</b> | <b>1'151'702.50</b> |

<sup>3</sup> Includes cash allocated to Temporarily Restricted Funds.

<sup>4</sup> Temporarily Restricted Funds are subject to donor-imposed stipulations & restrictions. These funds are limited in both substance and time. They cannot be used for any other purpose than the donor intent. Please refer to the Justice Rapid Response Association audit for a full description.



Justice Rapid Response staff members at a retreat in Geneva in September 2019.



“Tomorrow’s conflicts will be shaped by whether perpetrators of war crimes are held to account today.”

SERENA GATES, Justice Rapid Response Expert



**JUSTICE  
RAPID  
RESPONSE**

#### CONTACT US

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