Annual report
2013/14
with accounts

Crisis Action
Helping organisations work
together to protect civilians
from armed conflict
We work for and with organisations and individuals across civil society who act to protect civilians from armed conflict.

We are a catalyst and convenor of joint action, whose behind-the-scenes work enables coalitions to act quickly and effectively. As a coordinating body we seek no public profile or media spotlight; it is the voice of the coalition that matters.

We are an international organisation whose only agenda is the protection of civilians. We are open about our objectives, welcoming scrutiny from anyone who wishes to understand who we are and what we do.
**Core partners**

- Action Contre la Faim (ACF)
- Aegis Trust
- Africa Peace Forum
- African Centre for Justice and Peace Studies (ACJPS)
- African Research and Resources Forum (ARRF)
- Agency for Cooperation on Research in Development (ACORD)
- Amnesty International
- Arab Programme for Human Rights Activists (APHRRA)
- Arab Network of Human Rights Information (ANHRI)
- Bonn International Center for Conversion (BICC)
- Cairo Institute for Human Rights Studies (CIHRS)
- CARE International France
- CARE International UK
- Catholic Agency for Overseas Development (CAFOD)
- Center for Civilians in Conflict
- Christian Aid
- Concordis International
- Cordaid
- Diakonia
- Finn Church Aid
- Global Centre for the Responsibility to Protect (GCR2P)
- Human Rights Watch (HRW)
- Humanitarian Aid Relief Trust (HART)
- ICCO (Interchurch Organisation for Development Cooperation)
- Institute for Security Studies (ISS)
- International Alert
- International Federation for Human Rights (FIDH)
- International Medical Corps UK
- International Refugee Rights Initiative (IRRI)
- International Rescue Committee
- Islamic Relief Worldwide
- Media in Cooperation and Transition (MICT)
- medico mondiale
- medico international
- Mensen met een missie
- Mercy Corps
- Nobel Women’s Initiative
- Norwegian Refugee Council (NRC)
- Nuba Relief, Rehabilitation and Development Organization (NRRDD)
- Oxfam International
- Pax
- Permanent Peace Movement
- Refugees International
- Saferworld
- Save the Children UK
- Save the Children US
- Schützend Vuchseling (Netherlands Refugee Foundation)
- Support to Life
- Tearfund
- The Elders
- Trócaire
- Waging Peace
- War Child
- World Vision International

Please see page 38 for a complete list of Crisis Action’s network

**Donors and Philanthropic partners**

Crisis Action is an independent not-for-profit organisation that is funded predominantly through voluntary contributions. We receive financial support from a range of foundations, governments and private individuals, many of which provide unrestricted multi-year funding. In addition, all of Crisis Action’s core partners make an annual financial contribution with the exception of those located in the Global South.

To ensure the organisation’s financial viability and safeguard its integrity and independence, we are continuously expanding and diversifying our donor base. Crisis Action applies strict accountability and transparency standards to its funding relationships. We would like to thank the following donors for their generous support:

- **Foundations/Individuals**
  - Adessium Foundation
  - Bertha Foundation
  - Corporate Europe Observatory
  - Ford Foundation
  - Greenbaum Foundation
  - Humanity United
  - Joseph Rowntree Charitable Trust
  - MacArthur Foundation
  - Nduna Foundation
  - New Venture Fund
  - Oak Foundation
  - Open Society Foundations
  - Pears Foundation
  - Pershing Square Foundation
  - Rockefeller Brothers Fund
  - Sigrid Rausing Trust
  - Skoll Foundation
  - Stanley and Marion Bergman Family Charitable Fund
  - Tatiana Maxwell

- **Governments**
  - Department of Foreign Affairs and International Trade of Ireland
  - Ministry of Foreign Affairs of Norway
  - Federal Department of Foreign Affairs of Switzerland

- **Crisis Action is especially grateful to these donors for providing us with unrestricted multi-year support.**

**Chair’s report**

Crisis Action’s team now comprises 33 full-time staff located across eight small offices around the world. It is nothing short of extraordinary that a team of this size, run on a budget of less than £2.5 million, is able to accomplish so much for so many vulnerable civilians in so many conflicts.

This effectiveness and efficiency is tied to the quality of our staff and the strength of Crisis Action’s model, which brings together the very best NGOs and civil society organisations around the world. Crisis Action helps to leverage the talent and resources of dozens - sometimes hundreds - of organisations to build well planned and tightly coordinated campaigns that have a greater influence on top-level decision-making than anyone could working alone.

This report reflects coordinated activity by large numbers of organisations across five continents. Among Crisis Action’s partners are humanitarian agencies responsible for delivering life-saving assistance to civilians when and where they need it most; human rights organisations that uncover crimes against civilians, expose the perpetrators and never tire of speaking truth to power; policy and analysis groups that shed light on the complex maze of political calculations surrounding conflict and help identify what policies are needed to protect civilians and, crucially, the many men and women representing communities devastated by conflict who are determined to ensure that the world responds to the plight of their people.

On behalf of the board of trustees and the staff team at Crisis Action, I pay tribute to the important work of all our partners – thank you.

Crisis Action is committed to deploying its resources in places where we can support others to make the biggest difference for civilians. Following consultations with partners, we have now concluded our investigations into rising powers and appointed a representative in South Africa to build strong partnerships with civil society organisations and support their efforts to engage the government on the issue of foreign policy. This will be carried out in close coordination with our African Union engagement work.

We have also taken the difficult decision to close our Berlin office. As part of our strategic planning process, we asked ourselves tough questions about where we would locate our team if we started the organisation today. We acknowledged that we were top-heavy in Europe and decided that we could no longer justify a permanent presence in Germany going forward. We are delighted that our Berlin Director has become our new Brussels Director and continues to sustain our close relationship with partners and officials in Germany.

Crisis Action remains in good financial health. The financial information at the end of this report reveals that Crisis Action’s budget for 2013/4 grew by 18% from the year before. Our expenditure was within budget, at £2.25 million, and in cash terms we made a surplus for the year. Crisis Action’s cash reserves are a very healthy £1 million (approximately).

This robust financial footing is thanks to the long-standing commitment of many of our philanthropic partners. We are extremely grateful for your level of dedication and support. We are also making efforts to diversify our funding base, which until this year had been comprised solely of trusts and foundations. In the last 12 months, we have been fortunate to secure the support of the Norwegian, Swiss and Irish governments. We look forward to deepening these relationships going forward.

I am extremely proud to be Chair of Crisis Action in its tenth year and I congratulate all those who have worked with and for us for all that you have achieved.

Jan Egeland
Chair, Crisis Action
This year marks a decade since Guy Hughes, who died in a tragic climbing accident, founded Crisis Action. Guy’s vision was to create an organisation that, working behind the scenes, could act as a neutral mediator between NGOs with very different mandates and cultures, bringing them together to persuade the world’s most powerful people to take action on behalf of the world’s least powerful.

Over the last ten years, although Crisis Action has evolved dramatically, Guy’s inspiring vision of ‘opt-in’ coalitions remains at the heart of all that we do. I have had the privilege of working at Crisis Action since 2006 and leading the organisation since 2009. Over this time, I have seen the network of organisations we have worked with increase exponentially and, with it, the geographical scope and influence of the collective action we coordinate. It has been a huge pleasure and privilege to work with such incredible partners.

This year has served as a brutal reminder of the vicious and entrenched politics that surround conflict and, with that, of why effective coalitions are needed more than ever to shift the power politics on behalf of the innocent men, women and children whose lives are being devastated by violence and instability. Over the last year, this approach has led to some important achievements.

On Syria, the largest global campaign since the beginning of the crisis helped secure the first UN Security Council resolution addressing the conflict and, following that, initial breakthroughs towards ensuring millions of people receive the life-saving aid they need.

On Sudan, local voices made significant progress towards pushing for an inclusive and comprehensive political process to address the governance crisis fuelling the violence. On South Sudan, South Sudanese members of civil society were able to act together to push African policymakers for an inclusive peace process and an accountability mechanism that will address the horrific abuses committed.

On the Central African Republic, coordinated advocacy and leadership from NGOs and faith leaders convinced the UN to dispatch a peacekeeping force to prevent ethnic cleansing.

And on Israel and the occupied Palestinian territory, collective NGO action pushed the European Union, for the first time, to prohibit its aid going to Israeli settlements, thereby supporting a viable two-state solution to the conflict. This demonstrates the depth and breadth of influence Crisis Action is now able to deliver for its partners.

Among the characteristics of the organisation of which I am most proud is its constant focus on learning and improvement. Recent evaluations have provided some important new insights. We are now confident that because our relatively small size makes us nimble, efficient and effective we are right to put a limit on our growth, that we should intensify our work with representatives of communities directly affected by conflict to ensure they are central to our coalition efforts, and that we should invest further in understanding what differences the policy changes we bring about make for communities on the ground.

During my time at Crisis Action I have often been asked what the secret of effective coordination is. There are many factors, but one of the most important is our people. Our philosophy is to ‘listen and lead’. This means that our team must possess the humility to defer to others’ expertise while at the same time possessing the confidence and ambition to propose and deliver the kind of coalition campaigns that we have learnt will make the biggest difference to civilians.

As Crisis Action turns ten years old, I am incredibly proud of what we have achieved, but also humbled by the extent of the challenges we still face. An anniversary provides no room for complacency, but it does provide an opportunity to thank all of you who have played a role in Crisis Action’s short history to date.

To Crisis Action’s team (past and present), to our fantastic partners around the world, to all those donors who have been prepared to invest in an organisation that works behind the scenes, to our wonderful Board and the many allies who have helped take the campaigns we have coordinated to a different level, thank you for working with us. And thank you for helping us continue to serve those whose lives are devastated by war.

Gemma Mortensen
Executive Director, Crisis Action

**Campaigns**

- Syria [see page 10]
- Sudan [see page 18]
- South Sudan [see page 19]
- Central African Republic (CAR) [see page 24]
- Israel and the occupied Palestinian territory [see page 27]
As brutal fighting raged for a third year in Syria, Crisis Action brought together a global coalition to demand international action. Inspiring unprecedented worldwide support, the campaign called for steps to alleviate civilian suffering and secure sustained, high-level engagement in the search for a political solution.

Since 2011, Crisis Action has been coordinating global efforts to end the horrendous bloodshed in Syria. It has coordinated a massive civil society outcry focused on getting aid into Syria from other countries to help the millions of starving and injured Syrian civilians. Syria has developed into the global catastrophe of a generation and has rightly absorbed much of Crisis Action’s resources. Syria

More than three years of bloody conflict in Syria have created the largest humanitarian crisis in the world today and the greatest man-made civilian catastrophe since the Rwanda genocide in 1994. A reported 190,000 people have been killed, more than half of Syria’s population of 20 million have been forced to flee their homes and over 2.8 million are now living as refugees in neighbouring countries. Schools and hospitals have been destroyed and millions of people are cut off from vital aid.

As the conflict has continued, the Syrian government has gradually increased the severity of its attacks, supported by Russia, Hezbollah and Iran. At the same time, opposition groups have splintered, shifted and reformed in response to an increasing influx of foreign fighters and arms. The result is a virtual military stalemate and a complex political picture in which no single side holds sway, leaving global powers paralysed by the lack of a clear diplomatic pathway out of the conflict.

Warning of a medical catastrophe

Amidst heated debate around chemical weapons and military strikes, the horrific humanitarian consequences of the war were at risk of being forgotten. To draw attention to the worsening medical situation, including attacks on hospitals, Crisis Action built a coalition of 50 eminent doctors from 25 countries.

In a letter published in The Lancet in September 2013, the doctors warned of a medical catastrophe and called on world leaders to end the unconscionable restrictions preventing life-saving aid and healthcare reaching Syria’s suffering population. The letter received global media coverage in more than 25 countries.

It was accompanied by op-eds in the British Medical Journal, Asharq Al-Awsat, US Syria news site Syria Deeply and the German newspaper Zeit Online. At the same time, the #Doctors4Syria Twitter campaign pushed key decision-makers to respond to the medics’ appeal ahead of the UN General Assembly (UNGA) meeting.

In response, UK Foreign Minister William Hague and Prime Minister David Cameron both publicly backed the campaign and promised to raise the issue of humanitarian access, while UN Secretary General Ban Ki-Moon quoted the doctors’ letter in his opening address to the General Assembly.

These efforts paid off on 2 October, the UN Security Council agreed a breakthrough presidential statement demanding an end to the barriers to humanitarian access and greater respect by all sides for their obligations to protect civilians.

“Thank you Crisis Action for connecting me to medical professionals from across the world to appeal for action to let doctors treat patients in Syria. The letter’s publication in the China Daily confirmed that the Chinese government was receptive to our message. Crisis Action is playing a vital role to expand connections among civil society and enabling us to articulate concerns to policymakers in effective ways.”

Dr. Yaolong Chen, signatory, China
Germany’s media. The photos were viewed more than 55,000 times radio, and reached more than 14 million people on social news coverage in newspapers, magazines, TV and world to push for action on Syria, the images achieved Capturing powerful voices to inspire people around the written on their body.

worked with acclaimed photographers Robert Fogarty presidential statement, Crisis Action and partner CARE and build pressure to ensure implementation of the UN crisis continued to escalate. In December 2013, Crisis Action worked with partners to push for the UN Security Council to implement the agreement it had made and Official representatives in Washington DC. Working with Physicians for Human Rights to enable Dr Hallam to meet with key UN Security Council members in New York and US government representatives in Washington DC.

"By working with Crisis Action, I was able to highlight for decision makers in Washington and at the United Nations, my shocking experiences working as a doctor in Syria and the true horrors of the war being inflicted upon Syria’s youngest victims. Crisis Action provided me with a platform to demand immediate action on humanitarian access. I would never have been able to reach such high-level figures on my own and I was extremely impressed with their strategic approach." Dr Rola Hallam MBBS BSc FRCA, Anaesthesia and intensive care

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Capturing powerful messages
To sustain the focus on the human cost of Syria’s crisis and build pressure to ensure implementation of the UN presidential statement, Crisis Action and partner CARE worked with acclaimed photographers Robert Fogarty and Ben Reece to produce a series of stunning portraits of Syrian refugees, each bearing a message to the world written on their body. Capturing powerful voices to inspire people around the world to push for action on Syria, the images achieved massive global reach. Thanks to them, millions of people have now heard the message of Huda and the other courageous refugees that I met: that despite our differences, we human beings share fears, hopes and loves.”

Robert Fogarty, Founder of the Dear World project

Keeping Syria on the agenda in Davos
By January 2014, the UN presidential statement issued in September had still not been implemented, leaving civilians in Syria with little access to aid and no protection from continued appalling attacks. Crisis Action and partners used the World Economic Forum in Davos as an opportunity to mount a high-level push for a breakthrough on the delivery of humanitarian supplies. Crisis Action helped convene a schedule of high-level events that included:

- A series of ministerial-level private advocacy meetings between the heads of NGOs working in Syria and officials from the UN, the EU and the Middle East.
- A roundtable breakfast on the first day of the Geneva II peace talks which succeeded in cementing Syria as one of the priorities for Davos. Co-hosted by the former UN Deputy Secretary General Mark Malloch Brown and the CEOs of Amnesty International, CARE, Human Rights Watch, Oxfam, Mercy Corps, Purpose, Save the Children, Syria Deeply and World Vision, the event was attended by key political figures, business leaders and media opinion formers.

“The extensive media coverage showed that these breathtaking images struck a chord with people around the world. Crisis Action helped us bring the human face of this crisis to the fore by leveraging social media and supporting the collaboration between CARE and the creative talents of Robert Fogarty and Ben Reece.”

Helene D. Gayle, President and CEO, CARE USA

- Partnering with the Open Society Foundations to arrange for Syrian filmmaker Orwa Nyrabia to brief UN member states on the escalating humanitarian crisis in Homs and the urgent need for progress on access.
- Working with key journalists to expose the urgency of the aid crisis on the ground, including helping to facilitate a feature article in the New York Times that explored the challenge facing the UN Emergency Relief Coordinator, Valerie Amos.

This spurred members of the US House Foreign Affairs Committee to draft a cross-party letter to Secretary of State John Kerry, urging him to immediately use all available US leverage to gain support from Russia and others for aid agency access in Syria. A similar letter from US senators followed and staff working with key members of Congress said that if tangible results were not seen soon, they would push for a UN Security Council resolution on humanitarian access.

- Organising private screenings of the powerful BBC documentary Saving Syria’s Children in the US, in partnership with British-Syrian doctor Rola Hallam. In New York, the Norwegian Ambassador hosted a screening for senior UN ambassadors and officials, while in Washington DC the Atlantic Council, the British Embassy and the House Foreign Affairs Committee co-hosted a screening for US government officials, with opening remarks from the US special advisor on Syria, Fred Hof.
- Working with Physicians for Human Rights to enable Dr Hallam to meet with key UN Security Council members in New York and US government representatives in Washington DC.

- Securing prominent coverage for activist blogs in the UK and US editions of the Huffington Post. These included @ArabSpringFF, who had just been released from a Syrian jail, and Rami Jarah, who was forced to flee Syria. For some activists, it was the first time they had a global platform for their story.


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Targeting Russia at the Winter Olympics

Knowing that agreement from Russia would be critical to securing a UN resolution on humanitarian access in Syria, Crisis Action and partners identified the Winter Olympics in Sochi, in February 2014, as a crucial opportunity to reach out to President Putin while the eyes of the world were watching.

Crisis Action organised a direct appeal to President Putin from 51 former top diplomats, philanthropists and human rights defenders, including former US Secretary of State Madeleine Albright, former US Senate Majority Leader George Mitchell, former NATO Secretary General Jaap de Hoop Scheffer, former Israeli Foreign Minister Shlomo Ben Ami, former Russian Foreign Minister Marwan Muasher and former Deputy UN Secretary-General, Mark Malloch Brown. In a letter published in Russia’s Novaya Gazeta, the UK’s Financial Times, the New York Times (as a full page advertisement) and France’s Le Monde, this influential coalition called on Russia to support UN action to end barriers to humanitarian access in Syria.

At the same time, Crisis Action supported an alliance of 37 humanitarian and rights organisations from 14 countries to issue a parallel call demanding that the UN Security Council agree to a resolution for improved access and an end to attacks on civilians. In the US, Crisis Action enabled partners to brief senators, prompting a powerful statement by Senator Tim Kaine on the need to shore up US Senate support for a UN resolution.

In addition, Crisis Action convened a group of respected Russian security analysts, enlisting their support for a private letter to President Putin to underline how the continuing conflict in Syria was exacerbating Russian domestic security concerns.

Following the Sochi push, the UN Security Council unanimously agreed its first, landmark resolution to address the humanitarian situation in Syria. This included the specific demands that Crisis Action had been enabling partners to advocate for on lifting blocks on humanitarian access, both across the conflict’s frontlines and Syria’s borders, and ceasing attacks on schools and hospitals.

Pushing to turn the resolution into action

Crisis Action and its partners knew that further advocacy would be required to translate this diplomatic breakthrough into concrete action on the ground. Shifting the focus of the campaign, Crisis Action brought together 18 NGOs to welcome the UN agreement and highlight five elements of the resolution as the key tests of its impact over the following 30 days:

- the lifting of all sieges
- the opening of border crossings to allow aid through
- streamlined procedures for humanitarian NGOs
- the cessation of deliberate attacks on hospitals and schools
- an end to the use of explosive weapons in civilian areas.

The NGOs’ message was reinforced by comments from Jan Egeland, Chair of Crisis Action and Secretary General of the Norwegian Refugee Council, in a New York Times article. Crisis Action also supported four humanitarian partners to write jointly to the heads of UN agencies appealing to them directly to act on the Council’s stipulations and increase the assistance they provided to NGOs seeking to transport aid from across Syria’s borders and frontline areas.

However, as relations between Security Council members once again became toxic over the Ukraine crisis, hopes of the resolution leading to dramatic changes on the ground quickly dissipated.

“This was nimble, strategic influencing at its best; identifying the opportunity, and seizing it with a bespoke coalition of the right messengers. The Security Council had failed to address the humanitarian crisis in nearly three years of fighting. Crisis Action identified an opening to get agreement; and they engaged their network of contacts to bring together this incredibly impressive array of respected global figures. From people who were involved in the negotiations, we know this was influential in getting Resolution 2139.”

Mark Malloch Brown, former UN Deputy Secretary General

#WithSyria: marking the third anniversary

By March 2014, as Syria’s brutal conflict was about to enter its fourth year, Crisis Action and partners recognised an opportunity to ignite a public appeal for action, convening the largest public mobilisation to date around the third anniversary of the Syria conflict on 15 March.

The #WithSyria campaign was designed to show world leaders how strongly their people felt about the plight of Syrians and so push them to make the tough decisions they had so far avoided. It brought together more than 130 organisations in 27 countries around a series of mass engagement events:

- The #WithSyria hashtag was projected onto iconic landmarks, including London’s Trafalgar Square, the Eiffel Tower in Paris and the Tretyakovskaya State Gallery in Moscow.
- Vigils were held in more than 40 countries to show solidarity with the Syrian people, including inside Syria itself, in refugee camps in the region and among displaced people in Darfur and Dadaab refugee camps in Sudan and Kenya.
- 68,000 people from 111 countries supported #WithSyria on Twitter, and their messages reached nearly a quarter of a billion people.
- The artist Banksy created a bespoke version of his ‘There is Always Hope’ image and Ridley Scott Associates produced a stunning animation for the campaign, with a voiceover by Mandela star Idris Elba.
- Prominent personalities from around the world backed the campaign, including Archbishop Desmond Tutu, Yoko Ono, Cristiano Ronaldo, Javier Solana, Yoshibomoro Nara, Hand Sabry, Bassem Sabry and Lily Cole.

“Crisis Action’s #WithSyria campaign provided much needed attention to the humanitarian crisis in Syria, by rallying together the global community from Washington D.C. and Moscow to the refugee camps in Jordan and Darfur to stand in solidarity with the Syrian people. I was proud to be one of the faces and voices that stood in support of the Syrian people to demand an end to the bloodshed and suffering.”

Jamal Soliman, Syrian actor
Shifting the debate

The campaign, coordinated by Crisis Action, used this renewed momentum to step up discussions on the political process and humanitarian situation within Syria. In the Middle East, Crisis Action coordinated a meeting with partners with a senior official at the Arab League. In the US, the coalition worked with 19 US senators from both parties, led by Senators Kaine and Rubio, to introduce a Congressional Resolution calling for a new humanitarian strategy in Syria.

On 1 April 2014, the Senate Syria Humanitarian Resolution passed the full Senate, while a similar resolution, which included measures Crisis Action’s partners had called for, passed the House Foreign Affairs Committee. Both asked the Obama administration to develop a strategy for US engagement to address the humanitarian crisis, as called for by the global Syria campaign.

Exposing a lack of progress

In March 2014, many of the blocks on aid to Syrians remained. Ahead of UN humanitarian chief Valerie Amos’s 60-day report to the UN Security Council at the end of April, Crisis Action, its partners and newly launched movement The Syria Campaign set out to expose the ongoing lack of access by:

- Building a set of #WithSyria infographics for partners to use in their own advocacy around Amos’ report and disseminate through social media
- Distributing private briefings to UN Security Council members
- Mobilising the public behind The Syria Campaign’s online action to call on the heads of Unicef, UNHCR, the World Food Program, OCHA and WHO to send aid trucks into Syria
- Organising a media stunt outside the UN, using images created for the campaign by Syrian artist Imranovi.

By early April, sufficient aid was still not getting across Syria’s borders, despite repeated assertions by the UN Secretary General and Emergency Relief Coordinator that the Syrian government’s denial of cross-border humanitarian operations contravened international humanitarian law.

This was, in part, because UN agencies were reluctant to act without the consent of the Syrian government. To increase the pressure on leaders to take action, Crisis Action coordinated an open letter from 37 eminent international lawyers and legal experts from around the world, including the UN’s former top legal adviser, Dr Hans Corell. The letter argued that no legal barriers existed to prevent UN agencies delivering aid across Syria’s borders. It received widespread global media attention, drove the public debate around aid to Syria and was referenced by the UN Secretary General’s spokesperson.

The lawyers’ letter and coalition campaign helped spur a shift in the debate within the UN towards greater facilitation of cross-border operations, so that assistance could be delivered to more people in hard-to-reach areas of Syria. What’s more, these actions provoked a mirror effort by the Syrian government, which produced its own legal letter supporting its view.
As multiple conflicts persisted in Sudan, Crisis Action worked with Sudanese grassroots organisations to step up the pressure on key African decision-makers to adopt a comprehensive approach to achieving peace.

After South Sudan's independence in 2011, bitter fighting broke out in the two Sudanese states of South Kordofan and Blue Nile between the Sudanese government and the Sudan People's Liberation Movement – North (SPLM-N). During the ensuing two years, ongoing aerial bombardment by government forces systematically targeted civilians in these two areas, destroying schools, churches and medical facilities.

Across South Kordofan and Blue Nile more than one million people were displaced or severely affected, most of them women and children. At the same time, Sudan continued to block humanitarian access to rebel controlled areas, leaving thousands of people in dire circumstances. And as food insecurity in SPLM-N controlled areas reached crisis levels, the population was pushed to the brink of famine.

Meanwhile, a new wave of fighting across areas of Darfur displaced 300,000 people as government security forces laid waste to the region, destroying entire villages.

Pushing for a concerted response

In the face of a divided, distracted international community, Crisis Action worked mainly with Sudanese partners to press for action on three main objectives:

- The immediate cessation of hostilities, including an end to aerial bombardment.
- Unhindered humanitarian access for UN and other humanitarian personnel to all areas of South Kordofan and Blue Nile.
- A more coherent and comprehensive international response to Sudan's conflicts, leading to an inclusive process to address the governance crisis fuelling the violence.

Aiming to influence the African Union (AU) first of all, in June 2013, Crisis Action supported 20 African and Arab civil society organisations to produce a joint briefing paper offering practical recommendations on how the AU could comprehensively address the fundamental drivers behind Sudan's conflicts. The Tanzanian and Ugandan Ambassadors to the AU committed to promoting the paper’s recommendations at the AU Peace and Security Council (AUPSC), while Canadian, US and UN officials also welcomed this "timely" initiative.

At the same time, to counter the Sudanese government’s efforts to play down the violence in Sudan, Crisis Action worked with pan-African human rights defender Hassan Shire Sheikh to place an opinion piece in Uganda’s widely read New Vision newspaper. With Darfur and South Kordofan due to host the tournament of the 2013 Council for East and Central African Football Associations (CECAFA), Hassan exposed how the Sudanese government had used the event to distract from ongoing human rights abuses and called for AU decision-makers to “blow the whistle” on the Sudanese government’s failure to pursue peace.

Recognising the AU’s unique leverage over Sudan, Crisis Action also worked with Sudanese partners to engage the AU High-level Implementation Panel (AUHIP), the primary committee mediating Sudan’s conflict. With the panel’s mandate on Sudan due to expire at the end of July, Crisis Action brought a delegation of Sudanese and South Sudanese NGO partners to Addis Ababa to push back against the ending of the mandate and ask the AU for a bolder approach on Sudan. The chair of the AUPSC agreed to reflect the delegation’s concerns in their upcoming meeting.

The outcome of the July AUPSC meeting echoed the delegation’s messages, resulting in the extension of the AUHIP mandate. The panel’s post-meeting communiqué also demonstrated growing AU commitment to a more comprehensive approach to tackling Sudan’s conflicts, in pursuit of genuine political change.
Gaining ground on a comprehensive approach

Diplomats reported that adopting a more comprehensive approach to peace had been “everyone’s mantra” around the AUPSC meeting in July, marking a clear shift in attitude. By September, the need to adopt a more coherent approach to Sudan was gaining traction and the AUHIP had signalled it would renew its focus on the broad governance issues in Sudan.

Ahead of critical meetings of the AUPSC and the Sudan–South Sudan Consultative Forum, Crisis Action supported a persuasive coalition of 40 organisations from across Africa and the Middle East to produce recommendations on how to move forward from the disjointed international peace efforts made so far. To bolster this work, Crisis Action supported a delegation of Sudanese NGO partners to discuss these recommendations with AU policymakers in Addis Ababa.

In addition, Crisis Action facilitated a series of briefings for Bishop Andudu of South Kordofan and Dr Luka Biong Deng of the disputed territory of Abyei with US and UN policymakers, including Susana Malcorra, the UN Secretary General’s Chef de Cabinet; Abdul Mohamed, head of the UN office to the AU; advisers to AUHIP; and senior Russian and US diplomats.

Emphasising links with South Sudan

In January, as international attention turned to the newly-escalating crisis in South Sudan, Crisis Action supported partners to emphasise to policymakers how conflicts in the two countries were related, and to bring home the urgent need to pressure Sudan’s warring factions to halt attacks on civilians and commit to a genuine dialogue.

This included:
- Coordinating a joint letter from Sudanese and South Sudanese NGOs to African leaders, ahead of the AU Summit.
- Securing media interviews for Sudanese and South Sudanese partners that led to media coverage that included Radio France International (RFI), Reuters, South Africa’s SABC, China’s state broadcaster CCTV and the Guardian.
- Recognising the growing demand for action, in January the Sudanese government announced plans for a national dialogue to look at governance reform. However, Crisis Action’s Sudanese partners responded with caution, wary this move was simply designed to diffuse mounting public pressure for genuine political change.

Crisis Action supported Sudanese partners to voice their concerns by:
- Coordinating a joint press statement from 18 Sudanese groups calling on the government to secure an end to hostilities and allow humanitarian access in Darfur, South Kordofan and Blue Nile before any civil society representatives would agree to join a national dialogue.
- Arranging for Sudanese civil society representatives to gather in Cairo to discuss next steps in engaging the AU on its plans for a national dialogue in Sudan.
- Facilitating a meeting for partners with the AU High-Level Panel, including its chair, former South African president Thabo Mbeki, to discuss proposals for a genuine process of national dialogue in Sudan.

Putting pressure on international actors

Beyond the AU, Crisis Action supported partners to urge Western powers to increase their efforts to deliver aid and protection to people in need, and support inclusive efforts to end the conflict.

Throughout the year, Crisis Action facilitated high-level meetings with key international figures, including:
- Mark Simmonds MP, UK Minister for Africa, who afterwards declared the violence in South Kordofan and Blue Nile to be a personal foreign policy priority
- Halie Menkerios, UN Special Representative to the African Union
- Donald Booth, US Special Envoy to Sudan and South Sudan
- Rosalind Marsden, EU Special Representative to Sudan and South Sudan
- The German Chancellery and Foreign Office.

“Crisis Action enabled me to travel to South Africa, with other Sudanese civil society leaders, to speak directly to senior South African policymakers, journalists and NGOs about the dire humanitarian catastrophe in Sudan. On my visit I was struck by South Africa’s positive transformation. At a very challenging time in Sudan, it made me hopeful for my country and I left committed to remaining outspoken.”

Nagwa Konda, Executive Director of the Sudanese Nuba Relief, Rehabilitation and Development Organisation.

With the role of EU Special Representative (EUSR) to Sudan and South Sudan set to terminate in October 2013, Crisis Action organised a series of impactful initiatives to ensure the EU remained engaged on Sudan. These included:
- Working with Human Rights Watch to facilitate a private high-level NGO briefing of key EU member states ahead of the adoption of EU Foreign Affairs Council conclusions on Sudan and South Sudan in July 2013.
- Enabling 13 international NGOs to jointly demand that the EUSR for the Horn of Africa, Alexander Rondos, focus on tackling conflict in Sudan as a priority within his newly expanded mandate. This was reflected in the wording of the EUSR’s new directive, which explicitly mentioned the crisis in South Kordofan and Blue Nile.
- Organising a meeting for EUSR Rondos with Sudanese civil society. Subsequently, Rondos made a strong appeal to the EU Political and Security Committee for action to address the situation in Sudan, and prioritised Sudan within his regional remit.

Harnessing political leverage on Sudan

Crisis Action also spurred initiatives to engage other influential governments to support peace-building efforts.

South Africa

In December, Crisis Action coordinated a visit by Sudanese civil society leaders to South Africa, which included:
- A roundtable with South African NGO and trade union representatives, hosted by the Congress of South African Trade Unions (COSATU), to discuss how Sudanese and South African civil society could work together. As a result, COSATU proposed arranging a solidarity conference on Sudan in 2014.
- A policy seminar on peace and security that was attended by key representatives from the African National Congress, foreign ministry, unions, think tanks and diplomatic communities.
- A briefing of South Africa’s Foreign Correspondents Association.

The delegation’s appeal for greater involvement from President Jacob Zuma was echoed by a letter, which Crisis Action facilitated, from prominent interfaith leaders (including the Archbishop of Cape Town), civil society figures and trade union groups across South Africa, Sudan and South Sudan.
Middle East

Hoping to harness the power of the League of Arab States (LAS), Crisis Action coordinated a private statement from African and Middle Eastern partners ahead of the Arab-Africa Summit in November, calling for better coordination on Sudan by the LAS and the AU. Crisis Action also assisted the Arab Coalition for Sudan to write to the LAS Secretary General ahead of the League’s summit in March 2014, calling for it to increase efforts to support a comprehensive approach to peace in Sudan. To press the point, Crisis Action secured media coverage for the coalition’s messages across the Middle East and North Africa, and organised private meetings that brought together Sudanese NGOs and LAS officials.

Although officials remained wary of criticising a fellow League member, in May Sudanese Foreign Minister Ali Karti was reported as having expressed regret over what he saw as a misperception of his country among Arab states that had led to a decline in investment, suggesting shifting dynamics within the Arab League.

“SALO is delighted that Crisis Action has opened an office in South Africa. We are confident that Crisis Action will enhance our work to build national, regional and international consensus around conflicts, to more effectively protect civilians.”

The Right Reverend Rubin Phillip, Anglican Bishop of Natal (KZN) and Dean of the Anglican Church of Southern Africa

Turkey

Recognising Turkey’s growing influence in the region, Crisis Action coordinated a well-received seminar with policymakers in Ankara, including representatives from the foreign ministry and influential think tanks. Authoritative Sudan analysts encouraged the Turkish government to use its leverage with Sudan’s leadership to press for an end to attacks on civilians, unfettered humanitarian access and real commitment to addressing the causes of the country’s conflicts. In a welcome development, following a trip to Sudan, Turkey’s Deputy Prime Minister affirmed his country’s readiness to support peace efforts.

“After I blew the whistle on the failure of the UN’s peacekeeping mission to protect civilians in Darfur, I partnered with Crisis Action to help expose the cover-up on a global scale. They secured me interviews with some of the most influential media outlets across the world and enabled me to expose high-level policymakers to the true challenges facing millions of civilians caught up in the world’s biggest forgotten crisis. Having worked with many national and international NGOs across the world, I can attest that Crisis Action is one of the few organisations that has no agenda other than the protection of civilians. It lives by its mission to make a positive difference to the lives of ordinary people affected by conflict.”

Aicha Elbasri, UN Whistleblower

Darfur: putting the spotlight on the UN

In April 2014, Crisis Action spotted an opportunity to help UN whistleblower Aicha ElBasri to demand more effective UN action to protect people in Darfur. As well as facilitating interviews for her with global broadcasters, including the BBC, Asharq Al Awsat and Asharq Al Awsat, Crisis Action placed a series of op-eds by ElBasri in influential newspapers, including Le Monde and Shorouk News. Soon after, International Criminal Court prosecutor Fatou Bensouda delivered a report to the UN Security Council that criticised its inaction over Sudan and called on the UN Secretary General to “undertake a thorough, independent and public inquiry” into ElBasri’s allegations.

A challenge ahead

By early 2014, there was broad consensus on the need for a comprehensive approach to peace in Sudan. A senior UN official commented that, thanks to Crisis Action’s work with partners, this view had “now become the norm among all involved”. Yet by June 2014, despite professing commitment to a process of national change, the Sudanese government had become bolder in its targeting of civilians in South Kordofan and Blue Nile.

The task ahead remains to increase the pressure on Khartoum to cease its military campaign and commit to a serious process of dialogue and political transition as the route to end Sudan’s conflicts.

Rosalind Marsden, Former EU Special Representative for Sudan and South Sudan.
Two and a half years after South Sudan gained independence from Sudan, the fragile new nation was beset by sectarian violence. As thousands fled their homes or were killed in brutal attacks, Crisis Action supported South Sudanese civil society groups to call for international action to address the crisis and demand a voice in peace talks.

On 15 December 2013, violence erupted in the South Sudanese capital of Juba, taking most of the international community by surprise. What began as a political dispute between troops aligned with President Salva Kiir and those loyal to his former vice-president Dr Riek Machar quickly spread along ethnic lines, engulfing several states in a surge of violence.

The conflict unfolded in wave after wave of reprisal killings and counter-offensives, leaving thousands dead, forcing more than a million people from their homes and driving hundreds of thousands to seek refuge in neighbouring countries, all in the space of just a few short months.

Forging a collective appeal for an end to the violence

In response to partners’ requests, Crisis Action launched a rapid response to the emergency, assisting South Sudanese civil society groups to develop shared advocacy messages and a strategy to amplify their voices worldwide. The campaign’s key priorities were to:

- Intensify pressure on both parties in the conflict to agree to an end to hostilities
- Secure immediate protection for South Sudanese civilians
- Gain a seat at the negotiating table for civil society representatives
- Ensure accountability for human rights violations
- Push for aid agency access to address the spiralling humanitarian crisis.

With the January summit of the African Union (AU) approaching, Crisis Action enabled South Sudanese civil society leaders to speak to regional and global media. Their message was clear: the AU must do everything in its power to immediately secure an end to the fighting and commit to sustained engagement to address the root causes of the conflict.

Shining a light on a human catastrophe

In early January 2014, the AU tasked East Africa’s Intergovernmental Authority on Development (IGAD), with leading negotiations between the warring factions. However, the first fragile peace agreement brokered by IGAD did not last long and, in February, South Sudan was once again plunged into violence. At the same time, the country’s food supplies were plummeting as a result of ongoing fighting and widespread looting.

Ensuring an inclusive peace process

As the full scale of the spiralling humanitarian catastrophe began to emerge, Crisis Action supported Jan Egeland, Board chair and Secretary General of the Norwegian Refugee Council, to embark on a media campaign to highlight the plight of civilians in South Sudan. He warned of imminent famine if the ceasefire was not immediately upheld and alerted donors to the race against time aid agencies faced in trying to reach remote communities before the rainy season set in.

In a powerful op-ed in the East African newspaper, Jan compared the jubilant and hopeful South Sudan he had witnessed after the peace agreement was signed with Sudan in 2005, to the empty homes and mass graves now scattering the new country. His call for a major scale-up in the international response was echoed by many others and, in May, donors pledged a further $614m at an international funding conference convened by the Norwegian government.

Ensuring an inclusive peace process

Crisis Action’s local partners were clear that involving civil society voices in any IGAD-led peace process would be crucial to ensuring accountability, governance reform and any hope of a lasting peace. In February, just ahead of a critical IGAD meeting in Ethiopia, Crisis Action brought together 20 Sudanese and South Sudanese NGOs in Juba to develop a common set of demands regarding civil society’s participation in the talks.

Widespread violence broke out in December 2013 in the world’s newest nation. Crisis Action reacted immediately and supported mainly local NGOs to push successfully for a ceasefire, an inclusive political process and an effective accountability mechanism.
This fed into a joint press release, signed by 44 African and Arab organisations and widely reported by media outlets across Africa and the Middle East, calling on IGAD to grant South Sudanese civil society representatives a seat at the negotiating table. In March, IGAD issued a communiqué stating that NGOs “should be part of the political dialogue and negotiations”, a view that was promptly echoed by the AU and the UN Security Council. Soon after, South Sudanese partners met with IGAD mediators to discuss their involvement in the peace talks.

**Ensuring effective accountability mechanisms**

In April 2014, as Crisis Action’s partners had requested, the AU launched an unprecedented enquiry into human rights violations in South Sudan.

Building on this announcement, Crisis Action partnered with Sudanese civil society leader Dr Suliman Baldo, a former member of the 2011 UN Commission of Inquiry on Cote d’Ivoire, to place an opinion piece in the UK’s Guardian newspaper and West Africa’s Ouestaf, emphasising that the enquiry must present a credible and objective account of the violations that had taken place. The piece also stressed the Commission’s responsibility to ensure accountability and facilitate reconciliation.

In an interim report on its findings in June, the Commission alerted the parties to the conflict that “responsibility will attach” to those found to be violating human rights and international humanitarian law.

**Influencing the UN mandate on South Sudan**

In May 2014, as negotiations began over the new mandate of the UN Mission in South Sudan (UNMISS), Crisis Action:

- Supported a coalition of international humanitarian partners working in South Sudan to provide UN Security Council members with practical recommendations that would equip the mission to protect South Sudanese civilians and save lives.
- Brought two of South Sudan’s leading civil society activists, Anyieth D’Awol of the ROOTS Project and David Deng of the South Sudan Law Society, to New York to ensure the views of the South Sudanese people were represented in UN policymaking. Officials confirmed the meetings were “hugely helpful” and had underscored the important role civil society must play in transitioning South Sudan into a more stable and equitable state.

As a result of these initiatives, several of the two groups’ proposals were incorporated into the new UNMISS directive, including:

- Removing all state-building tasks and functions from the mission’s mandate
- Reorienting UNMISS to focus primarily on the protection of civilians
- Requiring that any UN activities to protect civilians be informed by the views and experiences of South Sudanese communities.

**Looking to the future**

As the violence persists in South Sudan and famine looms, the task remains to increase the pressure on both parties to the conflict to halt the violence, get aid to those in desperate need and involve South Sudanese civil society in negotiations towards a more secure future for this fragile new state.

"After civil war broke out in South Sudan and our voices were not being heard at the United Nations, Crisis Action delivered multiple opportunities for me to tell the UN and key African leaders how and why they must hold perpetrators of gross human rights violations accountable. Crisis Action also provided me with direct access to the UN Security Council and enabled me to influence its discussions on the future of the UN peacekeeping force in my country."

David Deng, Director, Research Department, South Sudan Law Society and Secretary of Citizens for Peace and Justice (South Sudan)

Following a coup in early 2013, the Central African Republic spiralled into a bloody civil war, with mass atrocities being committed by both Muslim and Christian groups. Crisis Action partnered with relief agencies and influential religious figures to call for increased aid to the region and international assistance to protect civilians.
In March 2013, a collection of armed groups calling themselves the Seleka, or ‘alliance’, overthrew the government of the Central African Republic (CAR), depositing President Francois Bozizé and installing rebel leader Michel Djotodia. A wave of destruction followed, as the Seleka militia attacked and raped civilians, looted shops and homes, and left more than two million people in desperate need of aid.

In September 2013, Djotodia disbanded the group, but his fighters continued to attack non-Muslims, prompting Christians and others to form their own militia to defend themselves. By the end of the year, CAR was locked into a vicious cycle of violence, with unpleasant religious overtones, as assaults on non-Muslims by the Seleka sparked bloody retaliation from Christians and other groups.

Half the population of the capital, Bangui, fled their homes and thousands were killed in brutal fighting, sparking a massive humanitarian and security crisis. By March, 90% of Bangui’s Muslim population had been either killed or displaced. The crisis left none of the country’s 4.6 million people untouched and threatened to destabilise the wider region.

“Crisis Action’s work with religious leaders from the Central African Republic (CAR) demonstrates their ability to powerfully amplify local voices. Crisis Action enabled these three remarkable faith leaders to appeal directly to the UN Security Council to deploy UN Peacekeepers to the CAR. The force of our combined efforts prompted the Council to approve a peacekeeping mission to stop the violence.”

Jan Eliasson, Deputy UN Secretary-General

Raising the alarm

As the events unfolded in the wake of the March coup, Crisis Action convened humanitarian and human rights groups to plan jointly how best to raise awareness of the unfolding humanitarian crisis and secure immediate aid and better protection for the civilian population. Between June and August 2013, Crisis Action worked with partners to:

- Prepare a joint briefing for UN Emergency Relief Coordinator Valerie Amos, ahead of her trip to the country in July. During the visit, Amos made a powerful public appeal for aid and protection for the people of CAR.
- Build an influential coalition consisting of nine leading aid agencies operating in CAR and the Archbishop of Bangui, Dieudonné Nzapalainga, to highlight the scale of the humanitarian crisis and call for more aid. The coalition released a joint statement, developed in collaboration with the UN humanitarian office (OCHA), that was picked up by the Washington Post, France 24 and Africa Review, among others.
- Bring together six leading human rights and conflict prevention groups to call on the UN, the African Union (AU) and France to provide a strengthened international security presence to stop the violence and protect civilians. The call received positive responses from both the UN departments for Political Affairs and Peacekeeping and the High Commissioner for Human Rights.
- Crisis Action complemented these actions by facilitating coordinated advocacy towards key policymakers in Europe and the US. This included a meeting for partners with French president François Hollande and key UN Security Council members in New York.

On 8 July 2013, the International Contact Group on CAR echoed the campaign’s calls to mandate and equip African troops to protect civilians in CAR. Days later, the AU responded, agreeing to create an African-led protection force, and the European Union (EU) pledged an additional $8 million in aid to provide food, medical supplies, clean water and sanitation. This brought the total aid pledged by Europe to $20 million by August 2013.

In October 2013, the UN Security Council passed Resolution 2121, which endorsed many of the coalition’s recommendations, including the deployment of more human rights monitors to support the existing UN peace mission in CAR.

Amplifying powerful voices

By November 2013, the situation in CAR had worsened, and the level of atrocities had begun to prompt calls for action to prevent a possible genocide. Crisis Action launched a new strategy to support partners’ calls for the deployment of more AU and UN peacekeepers, properly equipped, to protect civilians and prevent further mass bloodshed.

To bring home to policymakers the extent of the crisis and the urgent need for international intervention, Crisis Action brought together a powerful inter-faith delegation consisting of CAR’s most influential religious leaders:

- Archbishop Dieudonné Nzapalainga, head of the Catholic Church
- Imam Omar Kobine Layama, president of the Islamic community
- Reverend Nicolas Guérékoyamé-Gbangbou, head of the Evangelical Church

Crisis Action worked with these three leaders to draft a letter to the UN Security Council calling for a strengthening of the UN and AU missions in CAR, an increase in human rights monitors and greater humanitarian funding. To reinforce this appeal, Crisis Action secured powerful joint op-eds by Archbishop Nzapalainga and Imam Layama in France’s Le Monde newspaper and the Washington Post in the US.

Proving that their message was getting through, the faith leaders’ call was referenced widely, including in a US Senate Foreign Relations hearing, in a press conference by the head of the UN office in the Central African Republic, by US Ambassador to the UN Samantha Power and by a former Prime Minister of CAR.

“Crisis Action helped me to gain privileged access to high-level French officials at the Foreign Ministry and Presidency. Thanks to their nimble coordination behind the scenes, I had the opportunity to directly influence the French government on the devastating security and humanitarian crises in the Central African Republic (CAR). Crisis Action also helped organise several live television interviews, providing me with a public platform to sound the alarm on the crisis that was unfolding in my country.”

Archbishop Dieudonné Nzapalainga, head of the Catholic Church in Bangui, Central African Republic

In December 2013, EU foreign ministers approved a deployment of up to 1,000 soldiers to help secure Bangui. The UN also imposed travel bans and asset freezes on key militia leaders who had committed human rights abuses, and those who threatened the peace process.

“I highly recommend Crisis Action’s contribution to the prevention of atrocity crimes in the Central African Republic. Crisis Action harnessed the power of three uniquely authoritative religious leaders from CAR, bringing them to New York at a critical decision-making moment to appeal to the United Nations Security Council to authorise a UN Peacekeeping Operation to protect civilians at grave risk of atrocities. The leaders’ compelling testimony clearly influenced the Council and helped to galvanise a stronger international response to the crisis.”

Adama Dieng, Special Adviser of the UN Secretary-General on the Prevention of Genocide
Influencing at the highest level

From January to March 2014, Crisis Action coordinated a series of face-to-face meetings between the delegation of CAR faith leaders and major US and European political leaders at the highest level. Designed to increase the pressure on key Security Council members to authorise a UN force to stop the killings, these meetings included:

- In Paris: a briefing and official presidential press conference with French President François Hollande, as well as meetings with France’s Minister for Foreign Affairs Laurent Fabius, Defence Minister Jean-Yves Le Drian, Minister for Development Pascal Canfin, and key parliamentarians in the Foreign Affairs and Defence commissions. This visit, requested by the French government, represented a new high point in Crisis Action’s relations with the Elysée and the Ministry of Foreign Affairs.
- In Brussels: meetings with high-level EU officials, including Belgian Minister for Foreign Affairs Didier Reynders, Executive Secretary General of the European External Action Service Pierre Vimont and EU Commissioner Kristalina Georgieva. In addition, Crisis Action secured a formal briefing of ambassadors from all 28 EU member states by the three faith leaders.
- In London: handing in a personal petition at 10 Downing Street and coordinated meetings with UK decision-makers, including Senior Minister of State for Foreign Affairs Baroness Warsi and the Archbishop of Canterbury, Justin Welby.
- In New York: a private briefing of the UN Security Council at Ambassador level, and a meeting and joint press appearance with UN Secretary General Ban Ki Moon. The delegation made a strong case for the urgent need to deploy a UN peacekeeping force in CAR to protect civilians, prompting Ambassador Samantha Power to make public her support for immediate UN action.
- In Washington DC: briefings with high-level representatives from the International Monetary Fund and USAID, and the World Bank’s Vice President for Africa, Makhtar Diop. Crisis Action also worked with partners to facilitate meetings with officials at the White House and the National Security Council, as well as an op-ed in Time Magazine to alert US policymakers to the risk of ethnic cleansing in CAR.

At each of these meetings, the delegation painted a compelling picture for policymakers, illustrating the essential role a UN peacekeeping force could play in stemming the bloodshed and providing a more secure backdrop for inter-faith efforts to diffuse tensions between CAR’s different faith communities.

In April 2014, the Security Council authorised the deployment of a UN peacekeeping force to CAR in a resolution that also specifically paid tribute to the role of the country’s faith leaders in preventing violence. Only six months earlier, senior UN officials had ridiculed the notion that the Security Council would approve a force to CAR, given its lack of geo-strategic importance. According to UN ambassadors, the faith leaders’ briefing to the Security Council had convinced them to act. Their impact was further confirmed when Time Magazine named them as among the 100 most influential people in the world in 2014 and were referenced by US President Barack Obama in his speech to the UN General Assembly in New York in September 2014.

“Crisis Action offered the CAR religious leaders an international platform at a critical time when their calls for peace needed to be heard. Crisis Action’s collaboration with the faith leaders was of enormous support to the French government’s engagement in CAR.”

Laurent Fabius, French Minister of Foreign Affairs and International Development

“Look at the Christian and Muslim leaders who came together in the Central African Republic to reject violence – listen to the Imam who said, “Politics try to divide the religious in our country, but religion shouldn’t be a cause of hate, war, or strife.”

Barack Obama, President of the United States in his speech at the UN General Assembly
Ongoing expansion of Israeli settlements into Palestinian territory has had devastating consequences for civilians, threatening the viability of a peaceful solution to the conflict. Following an EU policy in early 2013, Crisis Action supported partners to ensure landmark trade guidelines were implemented to ensure no EU funding reached unlawful settlements.

Since 2007, Crisis Action has worked with partners to highlight the humanitarian impact of the Israeli blockade on Gaza. It has also supported partners to push for EU action to end trade with illegal Israeli settlements in the West Bank, which threaten the viability of a peaceful two-state solution to the conflict. Crisis Action ended its work on IOPT in 2013 when it helped secure a historic EU agreement that no EU aid will flow to Israeli settlements.

To up the pressure on the influential German government to support measures designed to limit Israeli settlement expansion, Crisis Action facilitated briefings with policymakers in Berlin for representatives of a powerful coalition of 60 development agencies.

By June 2013, Germany had issued a landmark declaration that no goods from illegal settlements should be labelled ‘Made in Israel’. Crisis Action ensured that this statement, issued in response to parliamentary questions on the Trading Away Peace report that Crisis Action had coordinated in 2012, received widespread media exposure.

A breakthrough on EU funding

On 16 July 2013, the EU released groundbreaking new guidelines excluding settlements from EU funding opportunities. Working with partners, Crisis Action helped ensure this announcement, which reflected key recommendations from the coalition’s Trading Away Peace campaign, received global media coverage.

Since 2007, Crisis Action has worked with partners to highlight the humanitarian impact of the Israeli blockade on Gaza. It has also supported partners to push for EU action to end trade with illegal Israeli settlements in the West Bank, which threaten the viability of a peaceful two-state solution to the conflict. Crisis Action ended its work on IOPT in 2013 when it helped secure a historic EU agreement that no EU aid will flow to Israeli settlements.

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Described by an Israeli official as an “earthquake”, the EU move had significant impact in Israel, where Prime Minister Benjamin Netanyahu warned it would damage US Secretary of State John Kerry’s parallel efforts to revive peace talks. Yet, according to officials and commentators, the guidelines had the opposite effect, facilitating flexibility on both sides that led Netanyahu and Palestinian President Mahmoud Abbas back to the negotiating table.

However, the EU’s resolve was immediately tested in August 2013, when it began negotiations with Israel on a key research funding agreement. To urge the EU to stand by its commitments, Crisis Action helped strengthen the EU’s position by:

- Prepared and coordinated messages to the EU and the governments of its member states, calling on the EU to ensure implementation of the guidelines on settlement funding.
- Supported the Association of International Development Agencies (AIDA) coalition to deliver letters to the EU and Brazil, Russia, India, China and South Africa, urging them to adopt similar guidelines.
- Helped publish op-eds in influential EU media by two former Israeli politicians, expressing their support for the guidelines.
- Delivered a petition to EU leaders and foreign ministers in support of the guidelines, led by prominent Israeli intellectuals.
- Placed an op-ed by Emer Costello, Irish Member of the European Parliament, in the EU Observer.
- Sent an open letter from former EU leaders and high-ranking officials to foreign ministers and EU policymakers, urging that the guidelines be implemented. This garnered media coverage in Israel, Germany, Spain, UK, France and Belgium. These efforts helped raise awareness of the guidelines and ensure the EU would be held publicly accountable if it backtracked on its agreement.
- Supported the Association of International Development Agencies (AIDA) coalition to deliver letters to the EU and Brazil, Russia, India, China and South Africa, urging them to adopt similar guidelines.

These efforts helped raise awareness of the guidelines and ensure the EU would be held publicly accountable if it backtracked on its agreement.

Securing a landmark deal
EU officials were explicit about the impact of Crisis Action and partners’ collective sustained advocacy, admitting it helped hold the EU to its commitments to stop funds reaching illegal settlements. As a result, the EU stood firm in negotiations with Israel and, on 26 November, the two agreed that the guidelines would be fully implemented and no EU funds would be diverted to the settlements going forward.

This landmark deal set a hugely significant precedent that will stop millions of Euros in EU aid going to institutions in the Israeli settlements, and marked a new high in the EU’s willingness to use its leverage with Israel in pursuit of peace. What is more, the success of Crisis Action and partners’ campaigning on this issue proved the power of sustained, focused collective advocacy to achieve major political breakthroughs.

“Crisis Action provides an invaluable resource to journalists. As the organisation doesn’t have a public brand it is instead able to focus on linking us to unusual voices, innocent civilians caught up in the crisis and experts. This helps us to draw out the stories from the ground and ensure that neglected crises receive the media coverage they deserve.”

Martin Plaut, Journalist specialising in the Horn of Africa, Sudan and Southern Africa

Stepping up the pressure
In November 2013 as funding negotiations continued, Crisis Action assisted partners to step up their advocacy efforts to ensure full implementation of the EU guidelines. Activities included:

- Supporting European faith coalitions APRODEV and CIDSE to draft and distribute a briefing aimed at uncertain decision-makers. The paper made a persuasive case for the implementation of the guidelines and outlined six further measures the EU should adopt in relation to Israeli settlements.
- Coordinating advocacy meetings for partners, including with the advisor High Representative of the Union for Foreign Affairs and Security Policy for the European Union
- Organising high-level meetings for partners in Paris with key advisors to French President François Hollande and French Foreign Minister Laurent Fabius, ahead of the President’s visit to the Middle East.

Seeing the results of concerted advocacy
By late November, 2013 Crisis Action’s efforts had begun to demonstrate definite results. As the final stage of negotiations with Israel over funding restrictions approached, Crisis Action helped strengthen the EU’s position by:

- Distributing a letter to Catherine Ashton signed by 114 Members of the European Parliament (MEPs), asking for specific EU action to close an important loophole. This was followed up with similar letters from partners.
- Facilitating a briefing by World Bank researchers for partners in Brussels on the impact of settlements in Area C of the West Bank.
### Statement of activities for the year ended 31 May 2014

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<td>1,870,949</td>
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<tr>
<td>Occupancy</td>
<td>151,700</td>
<td>136,882</td>
<td>255,137</td>
<td>207,568</td>
</tr>
<tr>
<td>Travel &amp; Travel Related Costs</td>
<td>187,003</td>
<td>125,044</td>
<td>314,511</td>
<td>189,617</td>
</tr>
<tr>
<td>IT, Comms &amp; Office Supplies</td>
<td>108,457</td>
<td>86,227</td>
<td>182,408</td>
<td>130,755</td>
</tr>
<tr>
<td>Publications</td>
<td>15,587</td>
<td>40,055</td>
<td>26,215</td>
<td>60,739</td>
</tr>
<tr>
<td>Events</td>
<td>6,431</td>
<td>8,303</td>
<td>10,816</td>
<td>12,591</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>72,064</td>
<td>70,113</td>
<td>121,201</td>
<td>106,319</td>
</tr>
<tr>
<td>Asset Write-Off</td>
<td>31,429</td>
<td>37,405</td>
<td>52,859</td>
<td>56,721</td>
</tr>
<tr>
<td>Finance Charges</td>
<td>62,735</td>
<td>1,619</td>
<td>105,511</td>
<td>2,455</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,098,692</td>
<td>1,739,458</td>
<td>3,529,685</td>
<td>2,637,714</td>
</tr>
</tbody>
</table>

(Deficit)/Surplus For Year Excluding Restricted Funds 31,455 (316,045) £ 52,903 (479,251) $

**RESTRICTED FUNDS**

Received 274,012 284,232 460,847 431,009

Expended (377,967) (259,419) (635,684) (393,383)

**TOTAL** (103,955) £ 24,813 (174,837) $ 37,626

(Deficit)/Surplus Before Taxation (72,500) (291,232) (121,934) (441,624)

Taxation (1,247) (2,795) (2,097) (4,238)

(Deficit)/Surplus After Taxation (73,747) (294,027) (124,031) (445,863)

**Total funds brought forward** 941,237 1,235,264 1,583,019 1,873,154

**Total funds carried forward** 867,490 941,237 1,458,988 1,427,291

Exchange rate at 31st May 2014 1.6819

Exchange rate at 31st May 2013 1.5164

### Balance sheet as at 31 May 2014

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td>12,444</td>
<td>27,810</td>
<td>29,829</td>
<td>42,171</td>
</tr>
<tr>
<td>Debtors</td>
<td>47,093</td>
<td>63,887</td>
<td>79,203</td>
<td>96,878</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>1,895,638</td>
<td>1,288,769</td>
<td>3,188,179</td>
<td>1,954,289</td>
</tr>
<tr>
<td>Creditors5</td>
<td>(1,087,682)</td>
<td>(439,226)</td>
<td>(1,829,318)</td>
<td>(666,042)</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>867,493</td>
<td>941,240</td>
<td>1,458,993</td>
<td>1,427,296</td>
</tr>
</tbody>
</table>

**Capital & Reserves**

Operating Overhead Reserve 845,000 770,000 1,421,163 1,167,628

Restricted Funds 21,504 125,456 36,167 190,241

Unrestricted Funds4 989 45,784 1,663 69,428

**Capital & Reserves** 867,493 941,240 1,458,993 1,427,296

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1 Due to a change in the way Crisis Action recognises income and the timing of the grants received in the year, the calculation of income changed in 2012-13. This change resulted in deferred income of £334,425 ($507,122) in that year. As it was the first year of this new accounting policy, the income figures look artificially low when compared to 2013-14.

2 This deficit is due to the income calculation changes in the note above. In cash terms, Crisis Action made a surplus for 2012-13 and 2013-14 and expenditure was under budget in both years.

3 These funds were entrusted to Crisis Action by donors and specifically designated to support joint NGO advocacy and campaign activities for particular country situations. Use of some of the funds requires authorisation from a donor and, as such, does not form part of Crisis Action’s operations and is accounted for separately.

4 Unrestricted funds include three shares with a nominal value of £1. These shares are owned by the directors and do not earn dividends.

5 The majority of this figure (£978,922 (£1,646,401)) is deferred income carried forward into 2014-15.

6 The opening USD reserves have been revalued using the May 2014 USD/GBP exchange rate.
We would like to thank the following for their contribution to Crisis Action’s work over the past year:


Other contributors:

We have a board of independent, unpaid directors:

Jan Egeland (Chair) is Secretary General of the Norwegian Refugee Council (NRC) and was previously Deputy Executive Director of Human Rights Watch and Director of its European Operations. As UN Under-Secretary-General for Humanitarian Affairs from 2003 to 2006, Egeland helped reform the global humanitarian system. He organised the international responses to the Asian Tsunami and crises in Darfur, the Democratic Republic of Congo and Lebanon. In 2006, Time magazine named him one of the 100 “people who shape our world.”

Nick Grono is Chief Executive Officer of the Freedom Fund, an ambitious seven-year effort to raise and deploy $100 million or more to combat modern-day slavery. He was previously CEO for Walk Free, a global movement fighting to end modern slavery and Depute President at the International Crisis Group. He is a lawyer by background and also previously worked for the Australian government as Chief of Staff to the Attorney-General.

Mabel van Oranje was until recently the Chief Executive Officer of The Elders. A global advocate on peace and justice issues, van Oranje has been involved in the development of War Child (Netherlands), ‘Publish What You Pay’ and ‘Girls Not Brides: the Global Partnership to End Child Marriage’. She is a founder and Co-Chair of the European Council on Foreign Relations. From 1997 to 2008 she held a number of senior positions with the Open Society Institute and is a member of the Global Board of Open Society Foundations.

Paul Fletcher is Executive Chairman at Actis, a private equity firm investing exclusively in Africa, Asia and Latin America. Prior to Actis he spent 23 years in the financial services industry. He led the strategy unit for Citibank’s emerging markets business and previously ran the bank’s business in East Africa. Paul is a founding director of the Emerging Markets Private Equity Association.

Vincent Barnouin (Treasurer) is a partner at Ecolfin, an asset management business based in London, focusing on the energy, energy efficiency, renewables and cleantech sectors. He has spent all his professional career in the financial sector, notably with Goldman Sachs and Citigroup. He is the Treasurer of the Board.

As a global advocate on peace and justice issues, van Oranje has been involved in the development of War Child (Netherlands), ‘Publish What You Pay’ and ‘Girls Not Brides: the Global Partnership to End Child Marriage’. She is a founder and Co-Chair of the European Council on Foreign Relations. From 1997 to 2008 she held a number of senior positions with the Open Society Institute and is a member of the Global Board of Open Society Foundations.

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Crisis Action welcomes enquiries from organisations that share our objectives and are interested in collaborating with us.

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