

Annual report 2011/12

with accounts



Crisis Action

Helping organisations work together to protect civilians from armed conflict.

Crisis Action

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.

Who we work with

Partners

Action Contre la Faim (ACF)
Aegis Trust
Africa Peace Forum
African Research and Resources Forum (ARRF)
Amnesty International
Arab Programme for Human Rights Activists (APHRA)
Arabic Network of Human Rights Information (ANHRI)
Bonn International Center for Conversion (BICC)
Broederlijk Delen
Cairo Institute for Human Rights Studies (CIHRS)
Catholic Agency for Overseas Development (CAFOD)
CARE International UK
CARE International France
Christian Aid
Concordis International
Cordaid
Diakonia
Global Centre for the Responsibility to Protect (GCR2P)
Global Witness
Humanitarian Aid Relief Trust (HART)
Human Rights Watch (HRW)
IKV Pax Christi
Institute for Security Studies (ISS)
ICCO (Interchurch Organisation for Development Cooperation)
International Alert
International Crisis Group
International Federation for Human Rights (FIDH)
International Medical Corps UK
International Rescue Committee

Media in Cooperation and Transition (MICT)
medica mondiale
medico international
Mensen met een missie
Mercy Corps
Muslim Aid
Nobel Women's Initiative
Norwegian Refugee Council (NRC)
Oxfam International
Permanent Peace Movement
Refugees International
Resolve
Saferworld
Save the Children
Stichting Vluchteling (Netherlands Refugee Foundation)
Tearfund
The Elders
Trócaire
Waging Peace
War Child
World Vision International

Network members

Amicus/Unite section
Anti-Slavery International
Arab Alternatives Forum
Arab Coalition for Darfur
Arab Reform Initiative
Article 36
Baptist Union
Britain's General Union (GMB)
British American Security Information Council (BASIC)
British Humanist Association (BHA)
British Muslim Forum (BMF)
British Refugee Council
Burma Campaign UK
Burma Initiative Asienhaus
Chatham House
Christian Solidarity Worldwide
Church of England International Office
Council for Arab British Understanding (CAABU)
Damascus Centre for Human Rights Studies
Darfur Consortium
Egyptian Initiative for Personal Rights (EIPR)
European Council on Foreign Relations
Foreign Policy Centre (FPC)
Friends of the Earth UK
Greenpeace
Hindu Council UK
Human Rights and Democracy Media Centre "SHAMS" / Palestine
Human Rights First Society (Saudi Arabia)
Institute of Public Policy Research (IPPR)
International Action Network for Small Arms (IANSA)
International Centre for Policy and Conflict (ICPC)

The International Center for Transitional Justice (ICTJ)
International Refugee Rights Initiative (IRRI)
Iraq Body Count
MEDACT
Medical Aid for Palestinians (MAP)
Methodist Church
Methodist Relief and Development Fund (MRDF)
Mothers' Union
Muslim Council of Britain (MCB)
National Union of Students (NUS)
National Union of Teachers (NUT)
New Israel Fund
Oxford Research Group
Pan-African Lawyers Union (PALU)
Parliamentarians Network for Conflict Prevention
PeaceDirect
People & Planet
Quaker Council for European Affairs
Quaker Peace and Social Witness (QPSW)
René Cassin
Responding to Conflict
Three Faiths Forum
Trade Union Congress (TUC)
UNISON
United Nations Association (UK)
United Reform Church
Verification Research, Training and Information Centre (VERTIC)
War on Want
Welfare Association
Women's Institute
Zimbabwe Europe Network

Chair's report



One of the things that has most impressed me about Crisis Action from my very first encounter with the organisation is its disciplined focus on outcomes and impact.

That focus has remained at the core of Crisis Action's work throughout my time as Chair, and has been key to its effectiveness. It is driven by its highly innovative model - created by its founder Guy Hughes - of behind the scenes alliances with partners on selected crises.

This model received high-level endorsement earlier this year when the MacArthur Foundation honoured Crisis Action with its prestigious 2012 Award for Creative and Effective Institutions, conferred on a small number of organisations that achieve impact far in excess of their size. The MacArthur Award recognises the power of Guy's vision and celebrates the achievements of all of Crisis Action's partners and staff whose joint work over the years has realised and delivered on that potential.

The Award comes with a generous grant of \$750,000 to help Crisis Action build its organisational reserves. This funding will provide stability and security at a crucial time in the organisation's development, and will also contribute towards Crisis Action's strategic planning over the next two years. On behalf of the Board I extend my thanks to the MacArthur Foundation for its generous support. I also want to thank Crisis Action's many other financial benefactors and partners for their unstinting support of the organisation and its important work.

Having focused on consolidation and strengthened internal capacity over the last couple of years, Crisis Action is now once again looking at how to expand its influence internationally. It has embarked on a strategic mapping of states which are playing an increasingly important role on the international stage.

This analysis, which covers Turkey, Brazil, India, Indonesia, Nigeria and South Africa, is designed to ascertain where Crisis Action's work can add the most value in the future. In response to feedback from partners, Crisis Action also recently opened an office in Washington DC to forge a stronger link between existing US advocacy and our international campaigns.

This new phase of organisational development has seen Nicola Reindorp step down from the Board to support the Crisis Action team as Senior Advisor on Campaigns. On behalf of the Board, I thank and congratulate Nicola for her tremendous contribution to the governance of Crisis Action since 2006. I know that Crisis Action will benefit tremendously from her sustained engagement and expertise.

Finally, we wish Gemma all the best with her maternity leave, which began in September 2012, and motherhood. Andrew Hudson, currently Crisis Action's New York Director, has taken over from Gemma in her absence. The Board has been greatly impressed with Andrew's contribution to Crisis Action and is confident that the organisation will be in excellent hands over the coming months.

Nick Grono
Chair, Crisis Action

Deputy President & Chief Operating Officer,
International Crisis Group



The twelve months documented in this report reflect a tragic pattern of cyclical conflict in Sudan, and the increasingly intractable nature of the crisis in Syria.

The events of this year have demanded a sustained commitment to Crisis Action's core campaign portfolio, which has limited our ability to undertake emergency responses. But by doing this, Crisis Action has been able to assist partners across the globe to achieve real impact this year, including:

Syria: joint campaigning on Syria spanned five continents – including partners and influential figures in Brazil, India and Turkey - and contributed to the Arab League's decision to adopt targeted sanctions against the Assad regime and suspend its membership from the League. It also increased pressure on the UN Security Council and contributed to its belated decision to instigate an internationally led effort, under Kofi Annan, to end the crisis.

Sudan and South Sudan: joint campaigns helped spur the African Union (AU) and the UN Security Council to publicly address the need for emergency humanitarian relief for refugees fleeing the border crisis and ultimately to agree UN Security Council resolution 2046, in which the Council committed to imposing punitive measures if both parties did not comply with previous demands to end the conflict.

Israel and the occupied Palestinian territory: the European network of NGOs, coordinated by Crisis Action, helped catalyse action by European member states to increase the political cost of trading with illegal Israeli settlements.

The Democratic Republic of Congo: Crisis Action enabled partners to ensure that MONUSCO, the UN peacekeeping mission in the country, took action to minimise violence against civilians around the 2011 elections by publicly documenting human

rights abuses and deploying troops to potential flashpoints. Partly as a result of these measures, violence around the elections was much lower than predicted.

The Lord's Resistance Army: sustained advocacy by Crisis Action's partners led the UN Security Council to issue its first statement on the Lord's Resistance Army (LRA) in five years. Following this, the UN and the AU finally adopted a regional strategy on the LRA, the first coherent attempt by the international community to rid Central Africa of the scourge of the rebel group.

This continued record of impact – resulting from targeted, collective action – underlines the power and effectiveness of working in coalition, even in the most intractable of crises. It has been a privilege to partner with some of the most effective organisations across the world to bring these changes about.

Crisis Action could not have made the contribution that it has over the past year without the continued support of our donors. We owe particular gratitude to them and will strive to ensure that their faith in us is justified.

Gemma Mortensen
Executive Director, Crisis Action



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Pro-democracy demonstrations in Syria in early 2011 sparked widespread civil unrest, which has since seen more than 17,000 civilians killed by government forces. Crisis Action supported partners to sustain pressure on key international players to use tough action and robust diplomacy to end the ongoing crisis.



▲ Demonstrators protest against Syria's President Bashar al-Assad in Jubar near Damascus
Photo: Reuters/Shaaam News Network

In the spring of 2011, Crisis Action initiated an emergency response to the burgeoning crisis in Syria. This entailed bringing together hundreds of organisations from across the Arab world to persuade the League of Arab States to take action on Syria and coordinating a global campaign to petition the UN Security Council to overcome its divisions and unite to stop the bloodshed.



In March 2011, Crisis Action responded to partners' requests to launch a coordinated response to the growing turmoil in Syria. As violence intensified and the United Nations (UN) Security Council remained divided over its response, Crisis Action supported collaborative work to push for increasingly strong action by both the Arab League and the UN.

Crisis Action worked with partners to devise and deliver joint advocacy to:

- Convince the Arab League to adopt targeted measures against Syria.
- Prompt the UN Security Council to take action to end the violence.
- Address the role Russia and Turkey could play in combating the continuing crisis.

"I was impressed with Crisis Action's ability to influence global media coverage. Their behind the scenes work was invaluable in increasing the pressure on Syria to provide access to humanitarian organisations and international investigators."

Yakin Erturk, Former Member,
UN Commission of Inquiry on Syria

Securing UN action

In June 2011, Crisis Action learned that the UK, France, Portugal and Germany were considering tabling a resolution at the UN Security Council calling for an end to the Syrian Government's crackdown on civilians. However, other powers on the Council were opposed. Crisis Action worked with partners across the Middle East and North Africa to build support for a resolution and coordinate a strong appeal for action to UN member states. In particular, Crisis Action and its partners targeted Russia, which had repeatedly blocked a resolution, defended the Assad regime and bolstered its arms supplies.

As well as continuing to engage with key Council members, Crisis Action facilitated the following:

- **The publication of an opinion piece in June 2011 in which Dr Radwan Ziadeh, then Director of the Damascus Centre for Human Rights Studies, called for a UN resolution to stop the violence.** The article was featured across French, German, US and Arabic press, including Le Figaro, Süddeutsche, the New York Daily News and Asharq Alawsat.

- **A call on behalf of more than 170 Arab and international human rights organisations** to the key swing states of India, Brazil and South Africa, urging them, during their forthcoming high-level delegation to Syria, to push the regime to allow a UN fact-finding mission into the country.
- **A joint petition from 22 NGOs in November, urging UN members to pass a resolution condemning the violence.** Crisis Action organised meetings for partners with key UN Security Council members to push for robust action, including targeted sanctions against the Assad regime.
- **A joint media briefing at which partners spoke to leading journalists** from the Washington Post, Al Jazeera, the Wall Street Journal, Al Hayat and AFP about the situation in Syria.
- **The publication, in December, of an opinion piece by Dr Salman Shaikh, Director of the Doha-Brooking Institute** on the Russian role in Syria. Crisis Action placed this in Russia's leading independent newspaper Novaya Gazeta, as well as in Le Figaro, Tageszeitung and the Huffington Post.
- **Media interviews for Ms Yakin Ertuk following her resignation from the UN Commission of Inquiry for Syria in March 2012**, because of Syria's continued refusal to allow the Commission access. The story exposed the lack of cooperation from the Syrian regime.

Securing an unprecedented response by the Arab League

As the conflict escalated, it became clear that international agreement on the steps necessary to end the crisis would be impossible without increased condemnation of Syria from within the region.

Ahead of the Arab League Ministerial Summit in September, Crisis Action brought together 170 Arab and international human rights groups to call on the League to adopt an arms embargo and suspend Syria's membership. This resulted in media coverage in global and regional media outlets, including the New York Times, the Washington Post, and the Guardian, as well as the front page of Al Hayat. Following meetings with Crisis Action's partners, the Arab League went on to make its first unified call on Syria to immediately cease violence against civilians.

▼ Coverage of the open letter in Today's Zaman, one of Turkey's largest newspapers, Estado, one of Brazil's three biggest newspapers and Saudi newspaper Asharq Al Awsat, one of the biggest in the Arab world, March 2012



Working with hundreds of organisations, Crisis Action coordinated further joint action urging the League to show the necessary leadership to end the crisis. In November, Resolution 7438 was passed, in which the Arab League pledged to publicly condemn the violence in Syria, impose diplomatic and economic sanctions, suspend the country's membership and dispatch human rights monitors.

Intensifying global pressure to act around the 15 March anniversary

By the start of 2012, the Security Council remained divided on what action to take, despite a huge spike in violence in February and a series of attacks on Homs that marked some of the bloodiest violence to date. In response to Syria's persistent violations of international law, the growing impact on civilians and the need to grant urgent access to humanitarian workers, journalists and human rights monitors, Crisis Action coordinated a global call under the banner 'Unite for Syria: Stop one year of bloodshed', urging the Security Council to act.

The campaign brought together 200 NGOs from 27 countries, including Human Rights Watch, Christian Aid, the Cairo Institute for Human Rights Studies, CIVICUS and FIDH.

"The unparalleled international coalition brought together by Crisis Action for the Unite for Syria campaign was instrumental in creating momentum for UN Security Council action one year after the crackdown."

Kamel Jendoubi, President, Euro-Mediterranean Human Rights Network (EMHRN)

The campaign involved Crisis Action:

- **Coordinating an open letter signed by over 50 former world leaders, Nobel Peace Laureates and leading international thinkers** and creating a visual petition which was sent directly to Security Council members. The letter was featured in the Financial Times, Sueddeutsche Zeitung, Estado, Today's Zaman, Le Monde, Le Figaro, the Huffington Post (UK and US), France24, the BBC and Al Jazeera. Signatories included former Brazil President, Fernando Henrique Cardoso; former South African President, FW de Klerk; former Foreign Minister and Deputy Prime Minister of Jordan, Marwan Muasher and Liberian Nobel Peace Laureate Leymah Gbowee.

- **Engaging celebrities, including US actresses Susan Sarandon and Natalie Portman, UK actor Patrick Stewart, Syrian actress Fadwa Suleiman and Indonesian rapper JFlow**, who gave their support to the campaign through a YouTube video and by posting their Unite for Syria photos online.
- **Raising global awareness of the day of action through a digital campaign involving some of the world's most influential Twitter users.** This saw Indonesian singer Sherina Munaf, British actor Stephen Fry and Canadian singer Nelly Furtado joining leading Middle Eastern activists, such as Egypt's Asmaa Mahfouz, to tweet the campaign call for action. It reached over 20 million people and trended globally.
- **Encouraging hundreds of people, from Syria, Egypt, Morocco and Hungary to Vietnam, Brazil, the UK and Russia**, to show solidarity by posting their campaign photos to the Unite for Syria Facebook Group, including the Former UK Secretary of State for Foreign and Commonwealth Affairs, David Miliband.

• **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.

This combination of global actions on 15 March 2012 demonstrated a truly worldwide outcry against the ongoing bloodshed in Syria. With the involvement of political leaders and cultural figures from powers such as Brazil, South Africa, India and Indonesia, it punctured the Russian argument that only Western powers were preoccupied with the conduct of the Assad regime. According to feedback from Security Council members, this significantly increased the campaign's effectiveness and its impact on the Council's negotiations. After successive stalemates, the UN Security Council finally united to pass Resolution 2043 on 21 April, which authorised the deployment of UN observers to monitor a ceasefire and to investigate and verify crimes committed.



"Crisis Action was a powerful partner for digital campaigners, tweeps and bloggers as it rallied massive global support for UN action through the Unite for Syria campaign."

Selim Kharrat, Tunisian blogger and activist



▲ David Miliband, JFlow, Patrick Stewart and Susan Sarandon with their Unite for Syria photos (left) and celebrities tweeting the campaign call for action (right), March 2012

“Crisis Action makes an important and growing contribution to public debate, as I witnessed by working with them on their recent Syria campaign. Crisis Action is mobilising people across borders for causes that go beyond borders – its extensive networks and global base enable it to take powerful action to push for the protection of civilians.”

David Miliband, Former UK Secretary of State for Foreign and Commonwealth Affairs

Identifying ways to influence Russia and Turkey

With Russia's position on Syria fundamental to securing a viable resolution to the conflict, Crisis Action worked with partners to urge Russia to use its bilateral leverage on Damascus and to work more constructively within the UN system to help end the violence. Crisis Action also engaged high-level Turkish officials to capitalise on their country's pivotal role as Syria's neighbour and a regional power.

Ahead of the second 'Friends of Syria' conference in Turkey in early April 2012, Crisis Action enlisted Dr Margarete Klein, a Russia expert from the German

Institute for International and Security Affairs, to publish a policy paper setting out how stronger Russian engagement could be secured.

Both before and after the conference, Crisis Action placed a series of op-eds by Dr Klein in the global press, including key Arab titles Al Sharq Al Awsat and Al Shorouk and Russian newspaper the Moscow Times. This was complemented by a series of closed-door meetings, arranged for Dr Klein with policymakers, diplomats and experts in Germany and Turkey.

“At a time when Russia's position was critical on Syria, Crisis Action reached out and enabled me to publish an op-ed that presented recommendations in key Russian, US and European media on how to encourage Russia to play a more constructive role. Their professional coordination helps experts reach decision-makers everywhere in the world.”

Dr Salman Shaikh, Director, Doha Brookings Institute



▲ A woman in a refugee camp in southern Turkey with her children, recounting her flights from Syria to escape fierce clashes. Photo: Panos/Tim Dirven



▲ Opinion piece by Dr Klein featured in Al Shorouk, Le Figaro and the Moscow Times

They included:

- A conference hosted by the Turkish think-tank that advises the Turkish Foreign Ministry (SAM), chaired by the Personal Advisor to the Foreign Minister.
- A conference at Turkish foreign policy think-tank, the Foundation for Political, Economic and Social Research (SETA), attended by Turkish policymakers and experts, various prominent members of the Syrian opposition and researchers from across Iran, Russia and the Arab world.
- An event at the Friedrich-Ebert-Foundation in Berlin, where Dr Klein presented her paper to a select audience of German policymakers and representatives from Jordan, Kuwait, Turkey and the US.

Sustaining global pressure to end the violence

Sustained global advocacy on Syria, coordinated by Crisis Action, has cut through to the heart of political discussions and contributed to both

“Taking place around the Friends of Syria conference in Turkey, the high-level conferences organised in Ankara and Berlin were well-timed and effective. Crisis Action provided me with the opportunity to reach key policymakers and diplomats who in turn, play a crucial role in ensuring Russia's constructive engagement on Syria.”

Margrete Klein, Senior Associate, German Institute for International and Security Affairs (SWP)

the Arab League and belatedly, the UN Security Council, taking action to address the conflict. Tragically, despite this burgeoning international outcry, the Syrian regime's brutal and bloody response continues; over 17,000 civilians have been killed since the start of the uprising and the risk of regional flare-ups has increased. With the conflict now into its second year, it is vital to sustain the level of pressure on the Syrian government, and to continue urging the international community to use all of the levers at its disposal to bring the bloodshed to an end.

Ahead of South Sudan's historic declaration of independence on 9 July 2011, renewed conflict broke out along the border with Sudan, exacting a heavy toll on civilians. Crisis Action worked with partners to channel evidence of atrocities to key powers and push for renewed international engagement.



▲ A family return back to South Sudan, after spending days in the bush fleeing the violence. Hundreds of people, possibly thousands, were massacred in South Sudan when violence exploded in 2011/12

Photo: Panos/Sven Torfinn

Crisis Action began its work on Sudan in 2006 with the aim of protecting civilians in Darfur. In 2010, it expanded its focus to preventing widespread conflict in the run-up to and following the referendum on South Sudan's independence. Since the outbreak of renewed violence in the border region in 2011, Crisis Action has concentrated its efforts on addressing the resulting humanitarian crisis and on preventing a return to all-out war between the two countries.



Crisis Action's work coordinating sustained, coherent advocacy by NGOs across the US, Europe, Africa and the Middle East contributed to the peaceful passage of South Sudan's vote on independence in January 2011. However, in the wake of the referendum, international attention on Sudan began to wane. In May, violence erupted when the Sudanese armed forces invaded the border region of Abyei. Military action and aerial bombing by Khartoum's forces led to a mass exodus as 100,000 people were forced to flee their homes.

By August, some 1.4 million people were affected and more than 200,000 had been displaced by the conflict that erupted in June in the border state of Southern Kordofan. As fighting spread to the neighbouring Blue Nile state, the Government of Sudan blocked entry to journalists and humanitarian workers and prevented them from accessing credible information about events on the ground. With little reliable news about the violence, UN Security Council members, including Russia and South Africa, declared that there was 'insufficient evidence' of atrocities for the UN to act. In response, Crisis Action and partners pursued two key objectives:

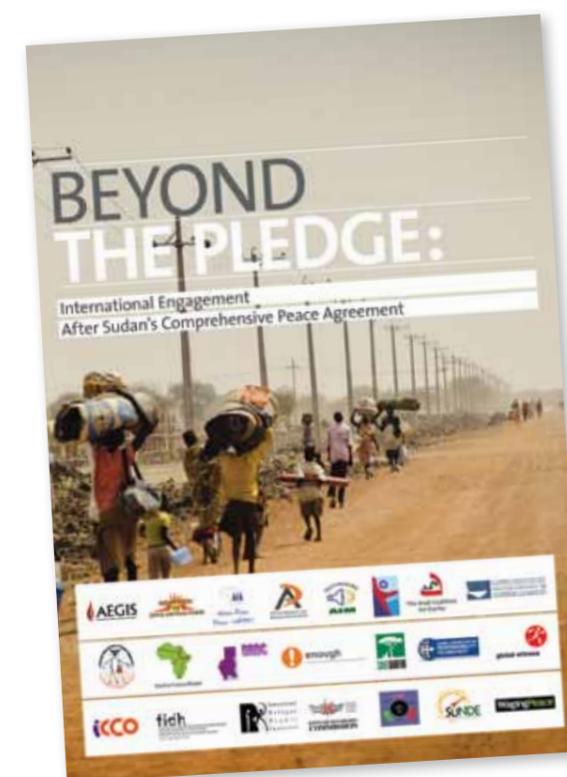
- To break the information blackout.
- To revive international engagement on Sudan, including through renewed action from the Security Council.

Maintaining international engagement

In June, Crisis Action coordinated the launch of a joint report with over 20 partners from across Sudan and South Sudan, Africa, the European Union (EU) and the US to raise awareness of the threat of all-out conflict. The report, 'Beyond the Pledge: International Engagement after Sudan's Comprehensive Peace Agreement', outlined key recommendations for the international community, including strengthening targeted sanctions against the perpetrators of the violence. Crisis Action helped partners to launch the report by:

- **Organising a press briefing in Nairobi attended by regional and international journalists** to underline the crucial role of the African Union (AU) and Sudan's neighbouring countries in pushing for peace.
- **Organising an exclusive roundtable with the newly-appointed Special Representative of the Secretary General for South Sudan, Hilde**

▼ Joint NGO report to raise awareness of the threat of all-out conflict in Sudan and South Sudan, June 2011



"Crisis Action punches well above its weight because it is so smart in leveraging the diverse capacities of its partners. I saw this in practice when it worked with us so effectively in drawing world attention to the desperate but forgotten situation in the Nuba Mountains."

Dr Mukesh Kapila, Special Representative Aegis Trust and former United Nations Resident and Humanitarian Coordinator for Sudan

Johnson, for partner organisations and key media. This meeting in New York was attended by the Washington Post and Foreign Policy and provided partners and journalists with the first off-the-record discussion with Johnson in her new role.

- **Arranging a delegation of civil society representatives from Sudan and South Sudan to meet with the Arab League** in Cairo, and later with influential Ambassadors to the AU in Addis Ababa.
- **Coordinating a series of high-level meetings for partners in Europe**, including with the German State Secretary, the EU and UK Special Representatives on Sudan and the French Ministry of Foreign Affairs.

- **Broadening the call for international action through op-eds in key media.** Working with Sir John Holmes, former UN Under-Secretary-General for Humanitarian Affairs, Crisis Action arranged for a series of opinion pieces to be featured in the UK's Financial Times, Egypt's leading independent newspaper Al Shorouk, Le Monde in France and Die Zeit in Germany.

These efforts helped trigger strong pressure from the international community, and agreements were reached between Sudan and South Sudan on Abyei and Southern Kordofan. However, although the treaties provided a framework for peace in these regions, they were not upheld and the conflict escalated.

Breaking the information blackout

With the Government of Sudan denying humanitarian access to the conflict zone, essential aid could not reach a population in dire need and it became impossible to verify the growing numbers of dead and wounded. Crisis Action mobilised prominent figures, NGOs, Sudanese activists and faith leaders to speak out about the growing border crisis and bring it into the media spotlight. This involved:

- **Supporting credible sources on the ground to speak out anonymously** and securing their safety by partnering them with NGOs, such as Amnesty International, who could corroborate their reports. This generated some of the first coverage of the conflict in June, on CNN, Al-Jazeera, the BBC, the Financial Times and AFP.
- **Organising and chairing a press conference at the UN in New York** with the Anglican Bishop of Kadugli, ahead of a Council briefing on Southern Kordofan on 8 August. Crisis Action also arranged meetings for the Bishop with key Security Council members. His rare and compelling testimonies, direct from the conflict area, brought some delegates close to tears and helped convince the Council to begin negotiations on a statement on Southern Kordofan.
- **Issuing a press release by over 100 Arab civil society groups** calling on the Arab League to encourage Sudan to implement a Ramadan ceasefire and asking its Secretary General to urge the Government of Sudan to allow full and immediate humanitarian access.



▲ Opinion piece by Sir John Holmes, former UN Under-Secretary-General for Humanitarian Affairs, in the UK's Financial Times, July 2011

- **Coordinating a joint call from international human rights partners** urging the UN High Commissioner for Human Rights to release a draft UN report alleging that war crimes and crimes against humanity were taking place in Southern Kordofan. She did so within three days, on 15 August, sparking increased media coverage of the conflict.

- **Arranging, in partnership with the Aegis Trust, for a former top UN humanitarian official to visit the conflict area and speak out about the escalating crisis in March 2012.** Dr Mukesh Kapila, who sounded the alarm bell about Sudan's brutal attacks on civilians in Darfur in 2003-04, undertook extensive media work, including a briefing to the East Africa Foreign Correspondents' Association in Nairobi. This achieved media coverage in 15 countries across four continents, including stories by AP, the Washington Post, CBS News, the Times of India, BBC Arabic, Al Jazeera, the Today Programme, BBC World Service and CNN.

- **Producing a joint press release from major international aid agencies on 15 May 2012,** highlighting the dire impact of imminent seasonal rains on already depleted food stocks. As the first joint humanitarian public release on the conflict in Southern Kordofan and Blue Nile, it achieved widespread international coverage.

▼ Some of the first coverage of the conflict, June 2011 (left) and UN press conference with the Bishop of Kadugli, ahead of a Security Council briefing on Southern Kordofan, August 2011 (right)



This sustained media exposure focused the minds of key policymakers and helped build pressure for more effective international action. However, the border violence continued to spread. As international efforts to bring opposition forces and the Khartoum government to the negotiating table collapsed, fears of a return to civil war between Sudan and South Sudan intensified by April 2012.

▼ Former top UN humanitarian official, Dr Mukesh Kapila, visits the conflict area before speaking out about the escalating crisis in Southern Kordofan, March 2012. Photo: Aegis Trust





▲ Many wounded people trudged miles through the bush to get help after fleeing the violence in South Sudan
Photo: Panos/Sven Torfinn

“Working in partnership with Crisis Action has ensured a more coherent approach in engaging the African Union on Sudan. Whether by joining coalition initiatives or working in tandem to facilitate high-level dialogue, our collaboration has enabled us to better inform the decisions of the AU Peace and Security Council to enhance civilian and humanitarian protection in Sudan.”

Jakkie Cilliers,
Executive Director Institute for Security Studies

Pushing the AU, UN Security Council and Arab League to act

From June to October 2011, persistent aerial bombing by the Sudanese military of Southern Kordofan and Blue Nile, during the planting and harvest seasons, coupled with erratic rainfall, drastically reduced crop yields. As food insecurity increased, neighbouring states that were already struggling to meet humanitarian need were expected to receive even greater refugee flows. Crisis Action and partners focused on securing immediate and unimpeded humanitarian access. Activities included:

- **Bringing the Bishop of Kadugli back to New York in September to meet with key Security Council members**, including India, Brazil, Nigeria and Russia – who had been reluctant to engage with NGOs – and senior officials at the UN, including Emergency Relief Coordinator Baroness Valerie Amos. The Bishop’s moving testimony prompted a shift by some African states. In particular, Nigeria held an informal meeting for Sudan experts and officials about Southern Kordofan and Blue Nile on the eve of taking up its presidency of the Security Council.
- **Supporting African partners to petition for a fact-finding mission to Southern Kordofan** to investigate alleged abuses. In July and September 2011, Crisis Action helped partners jointly appeal to the African Union Peace and Security Council (AU PSC) and the African Commission on Human and People’s Rights (ACHPR). When a mission failed to materialise, Crisis Action assisted a Sudanese civil society delegation to push for a mission during the ACHPR’s October session. On 5 November the Commission passed a resolution expressing

concern about human rights abuses in South Sudan, and drew text directly from an NGO resolution submitted by the coalition.

- **Enabling an NGO to present evidence of severe malnutrition levels in Sudan to UN Security Council members.** The South African Ambassador, President of the Council at the time, reported back to Pretoria that the situation demanded immediate humanitarian access, raised it again with Council members and Ban Ki-moon and advised that President Zuma would discuss the humanitarian situation with African leaders at the AU Summit.
- **Helping to organise a major press conference for Arab partners on Southern Kordofan and Blue Nile at the Journalists’ Syndicate in Cairo** in April 2012. This secured extensive coverage, including in Al Ahram, the Arab world’s most read public newspaper.

Crisis Action’s partners succeeded in putting the conflict in Southern Kordofan and Blue Nile firmly on the Security Council’s agenda and increasing the pressure for action. Renewed media interest in Southern Kordofan, coupled with a serious escalation in cross-border incursions by Juba and Khartoum, contributed to a stronger public statement from the Security Council in March 2012, in which it acknowledged the grave urgency of delivering humanitarian aid. This in turn led to the AU issuing a communiqué demanding that the parties resume negotiations.

On 2 May 2012, the Security Council issued Resolution 2046, which backed the AU’s plan for peace, stating its readiness to impose sanctions on any party failing to comply with demands for access, and calling for a cessation of aerial bombardment in Southern Kordofan and Blue Nile.

Crisis Action then coordinated open letters from a coalition of 150 Arab and African civil society organisations to the foreign ministers of the US and China, urging them to encourage Sudan and South Sudan to return to the negotiating table. Released to coincide with US Secretary of State Hilary Clinton’s meeting with her Chinese counterpart in May 2012, these calls received coverage in the US and across Arab, African and Asian news outlets. The Chinese ambassador to the UN welcomed the letter as a very important initiative.

“By organising a press conference at the United Nations during the height of the conflict in Southern Kordofan, Crisis Action empowered me to speak to a global audience about the heavy toll the conflict was taking on civilians in the Nuba Mountains. They helped alert the highest level policymakers on the Security Council at a time when almost no information was coming from the ground.”

Rt. Rev. Andudu Adam Elnail, Bishop of the Diocese of Kadugli and Chairman of Advocacy Taskforce of the Episcopal Church of the Republic of Sudan

Moving towards a sustainable peace

At the end of another year’s work on Sudan, Crisis Action has witnessed some traction at the UN, a more coordinated response between the AU and UN, signs of progress towards a clearer negotiation framework and greater engagement from influential states such as South Africa, Ethiopia and China. Yet despite some progress, the renewed crisis in Sudan and South Sudan demands a far greater concerted effort from the international community to broker a sustainable peace.

People in Gaza continued to struggle under a crippling blockade as settlement expansion and demolition of homes in the West Bank displaced a record number of Palestinian families. Crisis Action led powerful joint advocacy to call for the lifting of the blockade and urge the European Union to act on trade with illegal settlements.



▲ A Palestinian family surveying their belongings after their residential tent was demolished by the Israeli military in Fasayil in the occupied West Bank, March 2012.
Photo: B'Tselem/Atef Abu a-Rub

Since 2007, Crisis Action has worked with partners to highlight the humanitarian impact of the Israeli blockade on Gaza. This year, as well as continuing its work on Gaza, Crisis Action has helped partners build an EU-wide network to engage EU member states in their efforts to identify effective measures on trade with illegal settlements.



“Crisis Action harnesses the combined power of different NGOs, thus helping us at critical moments to be more than the sum of our parts. Whether speaking on the Middle East or other key crisis points around the world, decision-makers are more likely to listen to us if we act in unison.”

Salil Shetty, Secretary General,
Amnesty International

Sustaining pressure for a complete lifting of the Gaza blockade

The blockade on Gaza, imposed after Hamas took over the territory in 2007, has condemned the area's 1.6 million inhabitants to a life of poverty and reliance on international aid. Despite a limited easing of some restrictions since 2010, Israel has been allowing the export of goods and the movement of people from Gaza at only around one per cent of pre-blockade levels. Aware of diminishing international attention on the blockade, Crisis Action helped partners sustain their call for a full lifting of the Gaza blockade.

- **In September 2011, results from the UN-established panel of inquiry into the 2010 Gaza Flotilla incident, led by Sir Geoffrey Palmer, were made public.** Although the Palmer Report focused on the legality of the naval blockade of the Gaza Strip, it was misinterpreted in some media to mean that the entire blockade was legal. In response, Crisis Action and more than 20 partners urged the Middle Eastern Quartet, comprised of the UN, the EU, the US and Russia, to commit to renewed efforts towards the lifting of the blockade. Crisis Action also organised a follow up meeting with the EU to ensure that fallout from the Palmer Report did not lead to a weakening of the EU and international position on the blockade.
- **In October 2011, in the wake of the release of Israeli soldier Gilad Shalit, Crisis Action facilitated meetings with EU diplomats,** together with Gisha, the Israeli human rights organisation monitoring the Gaza blockade, to discuss possible ways forward.
- **In June 2012, as Gaza marked 5 years since the imposition of the blockade, Crisis Action facilitated high-level meetings in Brussels** with representatives of Gisha and the Gaza-based human rights organisation Al Mezan.

While the blockade has remained in place, the efforts of Crisis Action and partners have helped prevent acceptance of the status quo by the EU and the UN, and avoided any weakening of their positions on the issue.

Raising the alarm about accelerating settlements and demolitions

Following the failure of US President Obama's effort to freeze Israeli settlement growth, the last year has seen a sharp acceleration in settlement expansion, demolitions of Palestinian buildings and violent attacks by settlers against Palestinians in the West Bank. Despite these trends undermining the prospect of peace in the region, international engagement had failed to put pressure on the Israeli government to reverse its policies on the ground. Crisis Action worked with partners to bring the Middle East Quartet, and the EU in particular, to squarely address the facts on the ground, concentrating on key moments in December 2011 and May 2012.

In December 2011, Crisis Action combined private advocacy and public media work around two political events:

- **Ahead of the annual political dialogue between the EU and Israel,** Crisis Action facilitated meetings between partners and senior policymakers in Brussels and coordinated a briefing paper for EU officials outlining the most concerning developments on the ground. As a consequence, the EU addressed most of the issues raised by Crisis Action's partners in the meeting with Israel.
- **Prior to the Middle East Quartet's meeting in Jerusalem, Crisis Action coordinated a joint press release,** signed by leading international aid agencies and human rights groups, including Amnesty International, Human Rights Watch and Oxfam International. The statement raised alarm about the record rates of settlement expansion and forced displacement of Palestinians and called on the Quartet to press the Israeli government to reverse these violations of international law. It secured coverage in the Jerusalem Post, New York Times, Le Monde, L'Express and Süddeutsche Zeitung among many other outlets. EU foreign ministers criticised the trend towards settlement expansion in the Council's January 2012 conclusions and in internal reports.

The next significant meeting of EU foreign ministers to address the Middle East Peace Process came on 14 May 2012. Crisis Action coordinated a series of media and advocacy activities including:

- **Producing a media briefing on the demolition of EU funded projects in the West Bank** that highlighted the destruction by Israeli authorities of aid structures funded by European taxpayers. As this was the first time this data was made public, the briefing secured substantial media coverage across Europe.
- **Supporting the Association of International Aid Agencies (AIDA), a coalition of 90 groups in the occupied Palestinian territory**, to deliver a position paper, factsheet and legal opinion on demolitions to key policymakers in Brussels and EU member state capitals.
- **Facilitating advocacy meetings for Human Rights Watch and AIDA representatives from Jerusalem with EU and member state officials** to discuss the EU's policy response to demolitions and settlement expansion in the West Bank.

“Crisis Action has been invaluable in coordinating international campaigns to ensure governments fulfil their obligations to protect civilians affected by conflict. In Sweden we have benefited greatly from Crisis Action’s access to information and ability to create media and advocacy opportunities.”

Bo Forsberg, Secretary General, Diakonia

Crisis Action’s joint initiatives on settlement expansion in the West Bank have contributed to a tangible shift in the EU’s position. In spite of deep divisions, following its May meeting, the EU Foreign Affairs Council issued an unprecedentedly thorough criticism of Israeli settlement expansion, demolitions of Palestinian buildings and settler violence.

Pushing for EU action on settlements

At the same time as raising awareness of worsening trends on the ground, Crisis Action and partners launched a new campaign to urge the EU and its member states to move beyond rhetorical



▲ An Israeli soldier argues with a Palestinian farmer in the West Bank. Palestinian farmers need permission from Israeli authorities to work on their own lands which are located near Jewish settlements.

Photo: AFP/Musa Al-Shaer



▲ Israeli soldier searches boy's school bag in Hebron. Photo: Trócaire/Alan Whelan

condemnation of illegal settlement expansion and take practical action to prevent it. Crisis Action brought together a civil society coalition to discourage the import of goods from Israel’s illegal settlements into the EU and to promote measures such as the consumer labelling of settlement goods. In contrast to campaigns advocating for a total boycott of Israeli goods, this movement sought to enable consumers to distinguish between legitimate Israeli produce and that originating from illegal settlements.

In January 2012, EU diplomats in East Jerusalem proposed practical measures to tackle settlement expansion, including the labelling of goods, in an internal report sent to Brussels. To ensure that the report’s recommendations were acted upon, Crisis Action coordinated a series of advocacy activities, including:

- **Coordinating a joint call urging the EU to “move from words to practical action”**, signed by 20 partners and delivered to foreign ministers and diplomats.

“From my experience with their work on settlements, Crisis Action has been crucial in facilitating NGO networking across the EU, optimising NGO effectiveness and achieving success in changing policy in the EU institutions and in member states.”

Dr Phyllis Starkey, former British MP

- **Organising high-level meetings for EU and member state officials in Brussels** with Dr Phyllis Starkey, a leading expert on settlement policy.
- **Facilitating a longer policy note for key policymakers by experts**, outlining how to prevent settlement imports benefiting from duty-free preferences.
- **Establishing advocacy coordination and information exchange** with partners and other organisations in eleven European countries, with a particular focus on France.
- **Coordinating background media work on settlement trade** that resulted in prominent coverage across leading European newspapers.

These activities contributed to a robust follow-up of the EU’s internal report, in particular in relation to the issue of correct labelling of settlement products. The Council Conclusions of 14 May 2012 addressed settlement products for the first time ever, and committed to proper implementation of related EU legislation. Days later, Denmark, which held the presidency of the EU, announced it would introduce guidelines for the labelling of settlement products. Further European governments are also considering product labelling and similar measures.

Rising political tensions in the Democratic Republic of Congo led to fears that presidential and legislative elections at the end of 2011 could ignite widespread violence. Crisis Action worked with partners to help minimise conflict and bring greater focus on the need for security sector reform in the wake of the elections.



▲ A voter peruses the lengthy ballot paper for the National Assembly elections in Kinshasa, DRC, November 2011. Countrywide there were more than 18,000 candidates for 500 seats. Photo: Panos/James Oatway

Crisis Action has worked on the Democratic Republic of Congo since 2008 and coordinated joint advocacy initially focused on pushing the UN to reinforce its peacekeeping force to better protect civilians. Subsequent work included supporting partners to successfully call for the arrest of key militia leaders overseas and demand accountability for sexual violence. Since 2011, the work focused on minimising election-related violence and putting reform of Congo's military at the top of the political agenda.



“Crisis Action’s great added value is its ability to draw on the different strengths of its partner organisations and mould them into strategic and effective advocacy campaigns that make a difference on the ground. Crisis Action helps ensure coherent, targeted engagement between civil society and important decision-makers across the EU, UN, African Union and Arab League. The difference they make far exceeds their small size.”

Jeremy Hobbs, Executive Director,
Oxfam International

Building a global coalition to minimise election-related violence

Political tensions had been rising in the Democratic Republic of Congo (DRC) and Crisis Action’s partners expressed considerable concern that contested elections could lead to widespread violence. Knowing that a credible electoral process would be vital to consolidate peace and secure fragile democratic gains, Crisis Action enabled partners to liaise with key UN and EU officials to raise concerns about potential violence and recommend steps to prevent it, as well as supporting them to generate significant media coverage of the risk of conflict. This involved:

- **Bringing together over 40 Congolese and international organisations to highlight the threat of violence and call for preventative measures to keep the peace.** The coalition called for Congolese and international players to take urgent action to prevent electoral violence, better protect civilians and ensure credible, free and fair elections. This generated coverage from more than 30 international media channels, including the BBC, The Independent, Reuters, BBC Afrique and AFP. Related media outreach included a press conference for partners at the National Press Club in Washington DC, chaired by CNN producer Elise Labott.
- **Providing Congolese and international NGO partners with ongoing access to key international journalists to offer informed commentary and detailed, up-to-date information** from the ground during the lead-up to the elections. This work included an international briefing call for partners with key media and resulted in coverage in the New York Times, Voice of America, Deutsche Welle, Jeune Afrique, Euronews, Liberation and Le Monde.

- **Working with human rights groups to successfully urge the International Criminal Court (ICC) to issue a public statement** warning that perpetrators of electoral violence would be held to account.
- **Organising a meeting for partners with the Great Lakes Team Leader at the UN Department of Peacekeeping** as the election results were being announced, as well as subsequent meetings with the senior management of MONUSCO (the UN peacekeeping force in the DRC) to focus the UN on contingency planning to contain any electoral violence.
- **Coordinating a rare meeting for partners, in February 2012, with the Great Lakes Contact Group**, a collective of major international donors active in the Great Lakes region. Crisis Action partners, including Oxfam, International Crisis Group, Human Rights Watch and Enough, made presentations to Contact Group ambassadors and special envoys on the elections, security sector reform (SSR) and the Lord’s Resistance Army.
- **Working with the Open Society Foundations to bring partners together with the EU Senior Coordinator for the Great Lakes, Koen Vervaeke, to discuss post-election EU-DRC relations.**

After the elections: using joint advocacy to avert violence

The collective advocacy facilitated by Crisis Action played a key role in spurring Congolese and international parties to take urgent action to avert electoral violence. Although fraud and irregularities were widespread, many of the preventative measures called for by the Crisis Action-led coalition were implemented, limiting violent repercussions. These measures included:

- Statements from the UN Security Council and ICC calling for calm and urging political parties not to resort to violence in the wake of the elections.
- A comprehensive report, published by MONUSCO, analysing and condemning election-related human rights abuses. MONUSCO had only been mandated by the UN Security Council to monitor election-related violations thanks to advocacy coordinated by Crisis Action.
- Increased training of DRC police units by MONUSCO.

“When it comes to bringing together the people who, collectively, can make change a reality, Crisis Action has been a phenomenal partner. Their work with us on security sector reform in the Democratic Republic of Congo was inspired and impact driven, and a crucial element in our success.”

Ben Affleck, Actor/Director and Founder, Eastern Congo Initiative (ECI)

- Deployment by MONUSCO of preventative rapid reaction forces to key flashpoints.
- MONUSCO support for the establishment of the National Mediation Commission as a dispute resolution mechanism.

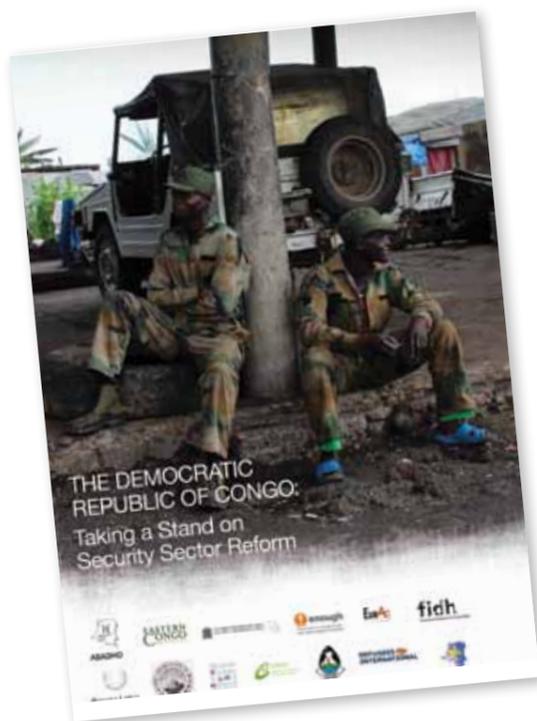
Calling for reform of the security sector

With the 2011 elections over, Crisis Action worked with partners to identify reform of the DRC's security sector as a key priority on the path towards addressing the country's extensive human rights, conflict and humanitarian challenges. While issues in the DRC remained high on the international radar, Crisis Action facilitated a programme of major global advocacy to increase political pressure from donors on the DRC government to achieve a genuine reorganisation of the country's military.

In April 2012, Crisis Action facilitated the writing and global launch of a major new report on the DRC: 'Taking a Stand on Security Sector Reform'. The report was authored by 350 international and Congolese civil society groups, including the Eastern Congo Initiative (ECI), the Open Society Initiative of Southern Africa, FIDH, Enough, EurAc and the Congolese Network for Security Sector Reform. The report argued that lack of political will from the DRC government had so far prevented reform of the military, and called on the international community and the Congolese state to urgently agree on a new deal to reorganise the Congolese security sector. The international community was also specifically called on to:

- Expand benchmarks on aid to the DRC.
- Place UN sanctions on DRC army personnel who block reform.
- Establish a high-level forum on military reform to promote the necessary political will.
- Task MONUSCO with coordinating international SSR efforts.

▼ Joint NGO report on Security Sector Reform in Congo, April 2012



'Taking a Stand on Security Sector Reform' formed the foundation for a broader campaign to push for military reform in the DRC, which included:

- **Helping partners pitch the report to journalists around the world, securing significant media coverage** in the US, Europe and the DRC, including a one-hour programme with partners and government officials on Radio Okapi in DRC. Highlights outside Congo included coverage from Reuters, the BBC World Service, TV5 Monde, Le Figaro and Business Week.
- **Organising meetings with key policymakers in the DRC, Washington, New York, Berlin, Paris and Brussels to discuss the report's recommendations and increase its impact.** In Kinshasa and Goma, the report was launched by Congolese partners, such as the Congolese Network for Security Sector Reform and the African Association for the Defense of Human Rights (ASADHO). These launch events were attended by senior army officials, as well as the Inspector-General of the police.
- **Working with Eastern Congo Initiative (ECI) in the DRC to produce a video on military reform** containing interviews with Congolese police, soldiers and experts, plus a message from actor/director and ECI founder Ben Affleck.

- **Facilitating a trip to New York, Washington, Berlin, Paris and Brussels for Congolese activist Emmanuel Kabengele**, coordinator of the DRC Network of NGOs on SSR. Crisis Action organised meetings with the White House, Congress, the Defense Department, the State Department, the World Bank and the IMF. In New York, Crisis Action secured a rare closed briefing of the Security Council for partners, as well as meetings with the UN Secretary General's office and the UN Department of Peacekeeping. In Europe, Crisis Action arranged meetings with senior French and German officials, European ambassadors to the DRC and key EU policy staff.
- **Setting up a meeting for partners with the UN Assistant Secretary General for Human Rights, Ivan Simonovic**, prior to his trip to the DRC in May 2012. Simonovic later named SSR as a priority with the DRC government. He also made public comments which led to media coverage focusing on military reform in the DRC.

'Taking a Stand on Security Sector Reform' was widely circulated to top-level policymakers and sparked debate among senior personnel in donor governments and MONUSCO. In June 2012, the UN Secretary-General publicly endorsed one of the report's proposals by recommending that MONUSCO identify new approaches to SSR. The UN Security Council went further, passing a resolution that focused MONUSCO's mandate on SSR. As recommended by the report, MONUSCO was instructed to:

- Ensure that SSR is the primary focus of its stabilisation and peace consolidation work.
- Support effective coordination of all international SSR efforts in DRC.

In fulfilling more of the report's recommendations, the Security Council urged the Congolese government to:

- Operationalise and implement a national and comprehensive vision for SSR.
- Enter into a new partnership with MONUSCO on SSR.

The Council also ordered a report from the Secretary-General, due in November, on how these SSR priorities are being implemented. This will ensure an important level of oversight and scrutiny. The Great Lakes Contact Group has agreed to establish a taskforce for SSR in the DRC, both at the national and international level, fulfilling another of the report's key recommendations.

Policymakers told Crisis Action that the joint campaign on military reform in the DRC came at the perfect time to influence the new DRC government and significantly helped move the issue forward. This collective advocacy and policy success should have a real impact in helping to improve the ability of Congo's military to protect its own civilians.

▼ Video on military reform in Congo with actor/director and founder of Eastern Congo Initiative (ECI), Ben Affleck, April 2012



Since 2008, the Lord's Resistance Army has killed at least 2,300 people, abducted more than 3,000, and displaced more than 440,000 civilians from South Sudan, Congo and the Central African Republic. Crisis Action has supported partners to call on key governments to take decisive action against this feared rebel group.



▲ This displaced woman is the head of her household. The family fled an LRA attack and now lives in this crude shelter settlement for internally displaced people in DRC. Photo: UNHCR/M.Hofer

Crisis Action began work on the Lord's Resistance Army (LRA) in 2010 to help partners deter another infamous Christmas massacre in the Democratic Republic of Congo. The objective of subsequent collective work was obtaining strong leadership from the UN Security Council and the African Union to protect civilians from the LRA. Crisis Action has also helped partners to successfully obtain a regional strategy to combat the LRA and more UN patrols of LRA areas.



“Crisis Action has been an invaluable partner to the Portuguese Mission during our tenure on the UN Security Council. While shying away from the limelight, Crisis Action was instrumental in bringing together international and local NGOs to brief the Council on the Lord's Resistance Army, an issue to which Portugal attaches a very high importance. This helped us raise awareness and secure stronger action from the Council.”

Ambassador José Filipe Moraes Cabral, Portugal's Permanent Representative to the UN

The extreme brutality of the Lord's Resistance Army (LRA) and its tactic of targeting remote areas mean that even small-scale attacks send waves of fear through communities, often causing mass displacement, trauma and suffering. For 25 years, the international community has failed to take concerted action to resolve this crisis and to protect civilians. In 2011, Crisis Action worked with partners to ensure that the LRA became a top priority for key powers around the world.

The coalition focused on:

- Supporting the adoption of a regional strategy on the LRA.
- Improving intelligence and information sharing among governments in the region and with the African Union (AU) and UN.
- Calling for a greater UN presence to improve civilian protection in LRA-affected areas.

Championing LRA issues at the UN Security Council and in Europe

When Crisis Action began work on the LRA in 2010, the issue was no longer actively on the UN Security Council's agenda. Crisis Action brought together a coalition of partners in New York to persuade the UN to urgently re-engage to resolve the crisis. Coordinated by Crisis Action, the group:

- **Successfully encouraged Portugal to become a champion for issues concerning the LRA during its presidency of the Security Council in November 2011.** In partnership with Portugal, Crisis Action hosted a rare NGO briefing of Security Council experts, attended by 14 of the 15 members, including China, Russia and India. Chaired by Crisis Action, the meeting presented direct testimonies from Oxfam and Resolve.

- **Helped ensure that the Security Council's Working Group on Children and Armed Conflict took effective action on the LRA.** In December 2011, the Group reported on the LRA problem for the first time as an issue in its own right.

- **Worked with Resolve and other partners to bring two inspiring local activists from LRA-affected areas in the DRC to Washington, New York, Paris and Brussels.** Crisis Action facilitated their participation in: meetings with US government officials; a hearing before the US Congress; a briefing with the UN security Council; and meetings with members of the European Parliament, the EU and the French government.

- **Brought together a unique coalition of Congolese activists, Resolve and Human Rights Watch, and UN and AU envoys on the LRA,** in a key press conference designed to increase pressure on the Security Council to take action. The event garnered significant media coverage.

- **Encouraged the UN Office on Children and Armed Conflict to produce a report** on the LRA that substantially incorporated collective NGO recommendations.

Security Council members reported that the work of the alliance, coordinated by Crisis Action, was critical in returning the Council's attention to the LRA and influencing policymakers to take concrete action. As a result, the Security Council convened its first official meeting on the LRA for two years in July 2011. As Crisis Action's partners had requested, it issued a statement asking the Secretary General to produce an official report on the LRA.

Further UN meetings followed in November 2011 and June 2012, at which Crisis Action organised NGO briefings. Following these events, the Security Council issued its first presidential statement on the LRA in five years. This reflected many of the central policy recommendations put forward by the coalition created by Crisis Action.

The UN also developed its first ever regional strategy on the LRA – a key development that Crisis Action and partners had long called for. This comprehensive plan emphasised the key points partners had recommended on the implementation of the AU's LRA initiative and protection of civilians.

Finally, in April 2012, the UN's peacekeeping force in the DRC, MONUSCO, deployed operating bases to remote parts of Bas-Uele to protect civilians and encourage defections from the LRA, fulfilling one of the campaign's longstanding objectives.

“Crisis Action continues to prove that its model works and has impact. We repeatedly see that policymakers are more likely to take stronger and more effective action when NGOs coordinate and collaborate. Crisis Action helps make this happen.”

Ken Roth, Executive Director,
Human Rights Watch

Ensuring the AU's engagement

In June 2011, the AU convened a ministerial meeting in Addis Ababa, Ethiopia, to agree on a strategy to address the LRA threat. At the same time, Crisis Action facilitated a series of meetings for Oxfam International with leading AU officials, and several key points from these briefings were incorporated into the AU's proposed approach. Once the AU strategy on the LRA had been published, Crisis Action coordinated African and

international partners to urge the AU to implement it as swiftly as possible.

Following its proposed strategy, the AU has now appointed an LRA Special Envoy. It is also in the process of establishing several initiatives to bring together support from governments across the regions, including:

- A taskforce of 5,000 troops.
- A joint coordination mechanism.
- A joint operations centre.

If fully implemented, these key measures, which were strongly supported by Crisis Action's partners, will improve the protection of civilians in LRA-affected areas.

“Crisis Action's model of working behind the scenes, building strategic coalitions and generating significant media coverage for its partners is very effective. We look forward to working with the new office in Washington.”

Akwe Amosu, Director of Africa Advocacy,
Open Society Foundations



▲ Women displaced by LRA violence carrying water at a displaced persons settlement in North-Eastern DRC.
Photo: UNHCR/M.Hofer

Afghanistan

After ten years of military action in Afghanistan the NATO-led intervention had yielded few gains. As the Afghan people continued to face violence, insecurity and little access to healthcare or education, Crisis Action led calls for a strong new approach to the conflict, prioritising peacebuilding and humanitarian concerns.



▲ Afghan civil society delegation in Berlin, December 2011
Photos: Christain Jungeblodt

Marking 10 years since the international military intervention in Afghanistan, 2011 was a crucial year for Afghanistan. Crisis Action formed a broad coalition of NGOs from across Europe, the US and Afghanistan to call on key governments to commit to sustained and civilian-administered development aid to Afghanistan, as well as a comprehensive peace process to end the conflict.



Pressing for a just political process for Afghanistan

In March 2011, Crisis Action launched the umbrella campaign 'Together Afghanistan' to call for international backing for:

- A just and inclusive peace process.
- Measures to prevent civilian casualties.
- Action to ensure aid is steered towards long-term, civilian-led development.

As the tenth anniversary of the NATO-led military intervention in Afghanistan on 7 October 2011 approached, and ahead of a major international summit on the conflict in Bonn in December, international powers continued to focus squarely on military solutions to the situation.

In response, Crisis Action worked with more than 120 international and Afghan NGOs to call for a major change of strategic direction in the region, coordinating a package of campaign activities which included:

- **A poll by the Agency Coordinating Body for Afghan Relief (ACBAR)** to gather the views of hundreds of ordinary Afghans on the current situation. The research exposed Afghans' fears concerning health and education services being hit by the conflict and the growing violence and insecurity across the country. Findings were presented to journalists at a press conference in Kabul.
- **A series of protests in six European capitals (Paris, London, Berlin, Oslo, Stockholm, The Hague)** featuring giant kites displaying the slogan: 'Afghanistan ten years: Time to get it right'.
- **10 Years: 10 Voices – A set of photographic portraits of ten Afghans reflecting on their hopes and needs after a decade of military intervention.** Taken by French photographer Sandra Calligaro in cooperation with Action Contre La Faim, the photos were published across the second and third pages of leading German newspaper Die Zeit.
- **A live online blog chronicling campaign activities** and acting as a platform for messages of support from Afghanistan.

The 'Together Afghanistan' campaign activities secured international media exposure across major media outlets and served as a solid base from

"Crisis Action continues to lead savvy, well-targeted campaigns that, bringing together humanitarian agencies with other influential players, have a real impact for civilians on the ground."

Jasmine Whitbread, Chief Executive,
Save the Children International



▲ Protests in the Netherlands, Berlin and London during October 2011 around the 10th anniversary of the war in Afghanistan
Photo top: Cordaid, Photo middle: Christian Jungeblodt

which pressure could continue to build ahead of the Bonn Conference in December. This included coverage on Al Jazeera, Reuters, BBC World Service, Die Zeit, L'Express, ITN News, the Daily Telegraph, the Guardian and a range of outlets in Norway, Sweden and the Netherlands.

"The quality and level of the meetings Crisis Action arranged for us was exceptional – beyond our highest expectations. We were able to present our messages and recommendations directly to the people in Europe shaping policy affecting the communities we work with everyday."

Abdul Rahman,
Member of the Afghan civil society delegation

Mobilising for Bonn

In Bonn, on 5 December 2011, President Karzai and Chancellor Merkel met foreign ministers from over a hundred countries to discuss the international strategy on Afghanistan, with the first major US troop withdrawals from the country due before Christmas. Ahead of this conference, Crisis Action organised initiatives to secure greater international support for a peace process to end the conflict in Afghanistan and to protect civilians caught up in the war. This included:

- **Coordinating a position paper from international NGOs, setting out priorities for action at the Bonn Conference.** Crisis Action helped organise lobby meetings to bring these messages to decision-makers, including the head of the Afghanistan-Pakistan team at the Ministry of Foreign Affairs in Paris.
- **Bringing a group of prominent Afghan figures to key European capitals (Brussels, Berlin, Paris and London) and NATO Headquarters to lobby decision-makers and the media,** and to set out a detailed and well-evidenced case for how the international strategy must change. This included an intense programme of advocacy meetings with top officials in foreign, development and defence ministries and journalists covering Afghanistan. Crisis Action provided support before and during the tour to help the delegation hone and communicate their messages for greatest impact.
- **Using Twitter and the 'Together Afghanistan' website to channel partners' messages to policymakers, the media and the public** during the Bonn Conference. Through these

digital channels, Crisis Action directed a surge of campaigners' demands to the German Foreign Ministry, which tweeted in English for the first time ever in response to the campaign.

- **Coordinating Crisis Action's own two-hour 'Big Bonn Conversation' on Twitter through the hashtag #CommitAtBonn.** This acted as a key source of information and analysis on the conference, with prominent figures such as former UK Secretary of State for Foreign and Commonwealth Affairs, David Miliband, international policy experts and Afghan civil society representatives providing real-time news and commentary.

As confirmed by an external evaluation in February 2012, had it not been for Crisis Action's involvement, the large and active coalition of European NGOs able to speak in unison around a common agenda on Afghanistan would not have existed. The impact of this joint work and the media attention it garnered meant that:

- Crisis Action and partners were in a position to influence the European narrative on Afghanistan.
- NATO began speaking about improving the quality, as well as the quantity, of Afghan forces.
- Women's rights progressed higher up the media agenda.
- Many of Crisis Action's partners reported an increase in their access to and influence over decision-makers, as well as a bolstering of their sense of professional legitimacy in the international arena.

In early 2012, having fulfilled its planned work with partners around the tenth anniversary and the Bonn Conference, Crisis Action reviewed its existing campaigns and decided to bring its work on Afghanistan to a close. Working closely with partners from the campaign, Crisis Action handed over coordination of work on Afghanistan, ensuring that collaborative efforts towards a lasting peace could continue across Europe without Crisis Action's further engagement.

"At a crucial moment for Afghanistan, Christian Aid joined forces with Crisis Action to convene organizations from Europe, Afghanistan and the US and together send a powerful message to world leaders that their policies must first and foremost serve the Afghan people."

Loretta Minghella, Director,
Christian Aid

Statement of activities for the year ended 31 May 2012

	2012	2011	2012	2011
	£	£	\$	\$
INCOME				
Funders & Donations	1,441,468	1,050,696	2,343,683	1,750,837
Partners	85,766	71,702	139,447	119,482
Interest	3,870	1,872	6,292	3,119
TOTAL	1,531,104	1,124,269	2,489,422	1,873,437
EXPENDITURE				
Salaries & Related Costs	1,005,233	768,455	1,634,408	1,280,522
Occupancy	76,638	72,577	124,606	120,939
Travel & Travel Related Costs	107,382	50,901	174,592	84,819
IT, Comms & Office Supplies	46,506	62,784	75,614	104,621
Publications	25,525	8,278	41,501	13,794
Events	7,720	11,034	12,552	18,387
Professional Fees	60,995	45,779	99,172	76,284
Asset Write-Off	13,486	8,346	21,927	13,908
Finance Charges	(3,916)	28,773	(6,367)	47,946
TOTAL	1,339,569	1,056,925	2,178,005	1,761,218
Surplus For Year Excluding Restricted Funds	191,535	67,344	311,417	112,219
RESTRICTED FUNDS				
Received	105,612	11,101	171,715	18,499
Expended	30,498	153,347	49,587	255,531
TOTAL	75,114	(142,246)	122,128	(237,032)
Surplus / (Deficit) Before Taxation	266,649	(74,902)	433,545	(124,813)
Taxation	(774)	(305)	(1,258)	(508)
Surplus / (Deficit) After Taxation	265,875	(75,207)	432,286	(125,321)
Opening Reserves	510,735	585,941	830,404*	976,388
Closing Reserves	776,610	510,735	1,262,690	851,067

* The opening USD reserves have been revalued using the May 2012 USD / GBP exchange rate.

Balance sheet as at 31 May 2012

	2012	2011	2012	2011
	£	£	\$	\$
Fixed Assets		8,346		13,907
Debtors	14,656	14,897	23,829	24,824
Cash at Bank	1,318,167	594,715	2,143,208	991,009
Deferred Income	(488,362)	(60,515)	(794,028)	(100,841)
Creditors	(67,848)	(46,705)	(110,314)	(77,827)
Net Assets	776,613	510,738	1,262,695	851,072
Operating Overhead Reserve	560,000	355,000	910,504	591,558
Restricted Funds**	102,575	25,529	166,777	42,541
Unrestricted Funds ***	114,038	130,209	185,414	216,974
Capital & Reserves	776,613	510,738	1,262,695	851,072

** The restricted funds have been entrusted by donors 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.

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

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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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