Annual report
2015/16

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.

Crisis Action

“We are far more united and have far more in common than that which divides us.”

Dedicated to the inspirational memory of Jo Cox: campaigner, MP, mother, friend.
The crisis in Syria became even more entrenched and, in the face of intense rivalry between regional and global powers, repeated attempts to achieve a political solution failed. The ripple effects were felt around the world. Meanwhile, the rapid escalation of fighting in Yemen - another proxy war between Saudi Arabia and Iran - had devastating consequences for civilians.

The exodus of refugees from Syria, South Sudan, Afghanistan, Somalia and elsewhere placed an enormous burden on host countries. Terrorist attacks in dozens of countries around the world heightened fear, animosity and mistrust. To combat this, Crisis Action amplified the voices of brave campaigners and advocates from conflict-affected countries. Bringing the voices of these extraordinary heroes to international attention and enabling them to meet with powerful and influential people never ceases to be a privilege and an honour. This report showcases some of their personal stories.

As terrorism and conflicts in the Middle East dominated the news cycles, Crisis Action also built coalitions to save lives in situations that were getting less media attention: continued instability in the world’s youngest country, South Sudan, and an upsurge of violence in Burundi. A common theme through all our work is to uphold and defend protections for civilians caught up in the horrors of war. Those protections have never been under greater threat and Crisis Action’s work is needed now more than ever.

In 2015/6 conflict and its repercussions were rarely out of the headlines. A record 65 million people were forced from their homes by fighting. The deep divisions that underpin these conflicts mean that all of these achievements are fragile and will require ongoing work to turn steps towards peace into enduring ones.

Organisationally, Crisis Action is in fantastic health, having excelled in a period of transition and:

- Expanded and diversified our board, which now consists of ten exceptional global leaders from Costa Rica, Egypt, France, the Netherlands, the United Kingdom, the United States, Zambia and Zimbabwe.
- Grown our Senior Management Team by recruiting a new Finance and Operations Director, Vijay Patel, and expert Pan-African activist, Janah Ncube as our new Global Campaign Director.
- Strengthened our Nairobi office, which now consists of a team of five and two board members.
- Opened a new office in Beirut, relocating from Cairo.
- Met our fundraising targets for 2015/6 (see pages 30 and 31). We had a small deficit of £78,622, after a large surplus the previous year, with expenditure 3% over budget at £2,857,675. We continued to grow our ring-fenced cash reserves in 2015/6 to a healthy £1,126,392.
- Created a new communications team with an increased focus on digital technology and innovation.
- Harvested the lessons from our first Learning Lab: an innovative project led by Crisis Action staff that explored how to influence Russia most effectively.

It is you, our vast global network of funders, board, partners, staff and local heroes on the ground, that make our work possible. Given our low profile and unique role, we rely on you more than most organisations to bring about positive change for civilians caught up in conflict. From all of us at Crisis Action, a very big thank you.
Impact and Innovation

In the last 12 months, Crisis Action and its partners have:

SYRIA
- Helped bring about a cessation of hostilities in March 2016 in Syria, leading to the lowest monthly death toll since the conflict began in earnest, and enabling increased aid deliveries. The UN was able to get aid to 1.6 million vulnerable Syrians in early June alone.
- Built pressure to #LetAidIn to people in besieged areas in Syria. As a result, by the end of June, over 550,000 people living in besieged areas had received aid, some for the first time in four years. The UN was able to deliver aid to all of the besieged areas in Syria.
- Helped extend Syria’s ceasefire to Aleppo, which was initially excluded, saving thousands of lives.
- Pushed governments to pledge a record-breaking $10bn for the Syrian refugee response; the largest collective pledge for any crisis in a single day.
- Helped secure commitments by refugee-hosting countries in the region to educate 1.7m children by the end of the 2016/17 school year, and to open up their labour markets to create 1.1m extra jobs.
- Added to pressure which resulted in the US and UK governments increasing their refugee resettlement quotas.

SOUTH SUDAN
- Helped secure a UN Security Council decision to monitor arms flows to South Sudan and maintain sanctions on those violating the peace agreement.
- Sustained momentum towards the establishment of a hybrid court to prosecute perpetrators of violence and crimes against humanity in South Sudan, in spite of backsliding by parties to the peace agreement.
- Strengthened the mandate of the UN peacekeeping mission in South Sudan to better protect civilians, including stronger provisions on the protection of civil society organisations and journalists.

BURUNDI
- Helped secure an increase in AU observers and military experts deployed to deter violence in Burundi and prevent mass atrocities.
- Shifted European Union member states to cut aid and impose sanctions to try to influence Burundi’s government.
- Helped bring about the appointment of a respected diplomat, former Tanzanian President Benjamin Mkapa, as a peace mediator between the Burundian government and opposition.
- Realised increased protection for human rights when, at the end of July 2016, the UN Security Council approved a resolution authorising the deployment of 228 UN police to Burundi.

YEMEN
- Helped to push the parties to Yemen’s conflict to a ceasefire in April and start peace talks in May, reducing violence by 70-90% in the first month. As of July the number of deaths had reduced by 75% since the ceasefire began.
- Successfully pressed the European Parliament to include in a Resolution on the Humanitarian Situation in Yemen a historic amendment calling for an arms embargo on Saudi Arabia due to their conduct of the war in Yemen – the first time a Western parliament voted to ban arms sales to Saudi Arabia.
Syria

Mid-2015 and the war in Syria was showing little sign of ending. According to some estimates, the death toll had soared to over 400,000, while besiegement of whole cities and a surge in attacks on medical facilities further exacerbated the crisis of a generation. The drowning of a refugee toddler, Alan Kurdi, whose body washed up on a Turkish beach, and images of starving children in the besieged Syrian city of Madaya, drove home the human toll of the crisis.

However, panic in Europe about refugee flows and terrorism distracted from the plight of millions more inside Syria. Entrenched opposition between regional powers and the competing objectives of Russia and the US impeded progress towards a resolution. Crisis Action focused on securing a ceasefire, getting aid to those in need, attaining the release of detainees, and kick-starting a proper growth and recovery plan for Syria’s neighbours.

In the run up to the UN General Assembly in September 2015, Crisis Action sought to place Syria at the heart of the debate. We formed unique coalitions in France, the US and the UK to pressure Presidents Hollande and Obama and Prime Minister Cameron to act to end the suffering. In each country, different constellations of humanitarian and human rights partners, faith-based groups and Syrian diaspora called for increased resettlement of refugees, an end to attacks on civilians, a more meaningful political process, and a regional growth and recovery plan.

Crisis Action also organised a letter from ten British MPs to UK Prime Minister David Cameron and helped partners provide information to the US Senate Foreign Relations Committee. Crisis Action arranged for Dr. Rola Hallam, a British-Syrian Doctor, and Ambassador Fred Hof, a former Obama Administration official, to brief the US State Department, the House and Senate Foreign Affairs Committees, the National Security Council and the Atlantic Council on the actions needed to protect civilians.

In his September speech at the General Assembly, Obama called for a response to the crisis, including increased funding, tackling barrel bombs, and a political solution, and announced the US would resettle a further 10,000 Syrian refugees in the 2016 fiscal year. Cameron announced a new drive for a political solution, increased funds for the region, and a small increase in the number of Syrians to be allowed into the UK.

In response to Obama’s announcement, Crisis Action organised a telebriefing for media by the CEOs of five of our partners who criticised the small numbers of refugees being accepted. The briefing resulted in widespread media coverage and insider sources confirmed that the US National Security Council met the next day and decided to let in 15,000 more refugees in 2016, and a further 15,000 in 2017. Though still pitifully low compared with the scale of the problem, the increase showed the White House was feeling the pressure.

“`When it comes to mobilizing opinion, building coalitions of the willing and influencing key players on the subject of civilian protection in combat situations, Crisis Action simply has no peer.”

Ambassador Fred Hof, Resident Senior Fellow at the Atlantic Council’s Rafik Hariri Center for the Middle East in Washington, DC; former US Government Syria advisor

Spurring a Regional Growth and Recovery Plan

With Turkey hosting the largest number of refugees in the world, Crisis Action judged that November’s G20 meeting in Antalya was a good moment to press leaders to address the needs of Syrian refugees and host communities. Crisis Action worked with the US coalition InterAction to make the case for G20 members to adopt a Middle East Recovery Plan focused on Jordan, Lebanon and Iraq. We also commissioned a working paper by the Middle East Investment Initiative on the same; placed a series of op-eds by eminent individuals in Turkey, France, Germany and Canada; and supported partners to meet directly with policymakers in the run up to the summit.
Crisis Action’s Turkish humanitarian partners, Hayata Destek Derneği (Support to Life) and İnsani Yardım Vakfı (IHH) shared their information and recommendations with the Turkish government, and Crisis Action also worked with Turkish academic and analyst, Dr. Kemal Kirisci on an opinion piece outlining the need for a better international response, published in one of Turkey’s most widely-read newspapers. Meanwhile, a broad coalition of Indian civil society organisations echoed the call for a Middle East Recovery Plan, and made this one of the asks to their government in the run up to the summit.

In mid-December, the UN Security Council passed Resolution 2254, requesting that peace talks resume in early 2016 and demanding an end to the use of barrel bombs. This was a pivotal moment, which recognised the commitments made by major powers at their meeting in Vienna the previous month, and indicated that campaigners’ messages were getting through.

Anti-Refugee Sentiment on the Rise

In the face of rising anti-refugee sentiment in the US, Crisis Action worked with Oxfam on a briefing for journalists with former Secretary Madeleine Albright, former National Security Advisor Stephen Hadley, Oxfam America CEO Ray Offenheiser, and President and CEO of the International Rescue Committee, David Miliband, in which they defended the US resettlement programme and highlighted the importance of accepting refugees for America’s moral standing.

Crisis Action also worked with Human Rights First on a letter from national security leaders appealing to Congress to reject proposals to halt refugee resettlement in December 2015.

Supporting Syria Conference

Crisis Action coordinated international NGO campaigning in the run up to and during the Syria donors’ conference in London. In late December, we facilitated a joint letter by twenty NGOs calling for a step change in the international response. Continuing on the advocacy ahead of the Turkey G20, the letter urged participating governments to commit to a bold, new, ambitious and long-term plan to support Syria and the region and argued that Syrians must play a prominent role in the February conference.

In the new year, Crisis Action worked with the UK NGO umbrella group BOND and directly with the UK government to secure high profile speaking slots for Syrian civil society representatives, and to produce an NGO communiqué calling for a programme of the size and ambition of the Marshall Plan that rebuilt Europe after World War II.

Crisis Action also organised an opening press release signed by over ninety international and Syrian organisations, and coordinated the joint NGO response at the end of the conference, which got lots of media pick up including The Guardian, BBC, New York Times, and Huffington Post.

In addition, Crisis Action facilitated a series of op-eds by UK and German politicians in international media, as well as working with the renowned Russian analyst, Dr. Andrey Kortunov, to place a piece in the influential Vedomosti newspaper, on the need for Russia to help prevent further violence and suffering. Crisis Action’s partners in Indonesia, Brazil and Turkey were a key part of all the coalition efforts.

“I appreciate the way Crisis Action thinks about how to influence those with the power and responsibility to end the suffering and conflict in Syria. Russia has a vital role and I hope the publication of my op-ed helped to create traction amongst Russia’s political elite.”

Andrey Kortunov, Director General, Russian International Affairs Council

Dr. Andrey Kortunov calls for Russia to help prevent violence and suffering in the influential Vedomosti newspaper

At the London conference, governments pledged a total of $10bn - the largest amount ever raised for a humanitarian cause in a single day - and promised to take a “comprehensive new approach” to the crisis. This included specific commitments to get 1.7 million refugee children into school by the end of the 2016/17 school year, and for host countries to open their labour markets to create an estimated 1.1 million jobs by 2018. A number of world leaders explicitly called for a coordinated Marshall Plan.

Government officials acknowledged the role of Crisis Action and our partners in securing these outcomes and Prime Minister Cameron sent a personal letter of thanks.

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Dr Rouba Mhaissen, Director, Sawa for Development and Aid, Lebanon

"It has been a tumultuous decade in the region. The hopes of many for freedom and dignity have been brutally set back - but not crushed. Nowhere more have we seen this than in Syria. Amidst punishing sieges and unrelenting bombing campaigns the voices of Syria’s future remain resonant and hopeful. Connecting Aleppo’s brave doctors and the activists of Damascus’s besieged suburbs to policymakers around the world has been an honour. As the crisis shakes the entire region we must remember that unless Syrians’ demands for change are addressed there will be no end to the region’s turmoil.”

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Five years on...Building Global Solidarity

March 2016 marked five years since the start of the peaceful uprising. Crisis Action worked with Syrian organisations, UN agencies, trade unions, politicians and international NGOs on a global show of solidarity with the Syrian people. Under the unifying symbol of a dove, the online campaign reached 132 million people and was supported by prominent personalities such as Malala Yousafzai and Richard Branson.

“Crisis Action and its partners came with an innovative idea: a special issue of a major national newspaper entirely written by Syrian journalists, artists and intellectuals, published on the 5th anniversary of the conflict. This was what resilient and organised Syrians needed to make their voices heard.”

Hala Kodmani, Journalist and Middle East Editor at Libération

Cessations of hostilities

In addition to the efforts around the London conference, Crisis Action coordinated a number of actions designed to bring about an end to attacks on civilians. These included a joint press release ahead of the peace talks in Geneva signed by 15 Syrian and international organisations including the Union of Medical Care and Relief Organisations (UOSSM), the Violations Documentation Center, and Dawlaty; a series of op-eds by influential individuals in leading European and Egyptian media; and a set of compelling infographics, which our partners shared on social media.

These efforts contributed to the pressures on Russia and US, who, on February 12, following intense negotiations, announced that a cessation of hostilities would commence within a week. Despite flaws and violations, the number of civilian casualties in March was the lowest since the conflict began. UN envoy Staffan de Mistura estimated that by March 23, the cessation of hostilities had saved 3,000 lives and enabled the UN to reach an extra 380,000 people in besieged areas.

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Saving the Ceasefire

The cessation of hostilities started to unravel in April with attacks by government and opposition forces on Aleppo, northern Latakia, and rural Damascus. With Crisis Action’s support, over 100 international, regional and Syrian NGOs joined together in a powerful call to Presidents Putin and Obama to save the ceasefire. The statement was picked up around the world and accompanying social media products reached over nine million people.

“At a time when doctors in Aleppo were under relentless attacks, Crisis Action enabled those of us operating on the frontlines of the war to speak directly to publics and politicians around the world.”

Dr. Hatem, Director of the Children’s Hospital in Aleppo

In an extremely poignant update to supporters, The Syria Campaign recounted how during a call to the White Helmets volunteer rescue team in the southern province of Daraya, one member switched on the speakerphone and asked: “Can you hear that? It is the sound of birds singing.”

“Crisis Action values how Crisis Action constantly provides relevant and timely information to its members regarding the terrible situation in Syria. It is a great contribution for collective efforts to renew and increase assistance to civilians within and beyond Syria.”

Camila Asano, Foreign Policy Coordinator, Conectas Human Rights

Crisis Action placed op-eds by leading Syrians including Dr Rouba Mhaissen and Dr. Bassma Kodmani in Germany, Italy, Belgium, Egypt, and the UK demanding action to protect civilians. Crisis Action also connected the BBC’s Lyse Doucet to stories inside Syria for her Syrian Voices series; and supported a special anniversary edition of the French newspaper Libération, written entirely by Syrians.

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When the bombs stop falling. Syria comes back to life.

▲ Coverage of the call from Aleppo-based Doctors to stop attacks on medical facilities

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Extracts from the letter and op-ed were quoted by the UK and US Ambassadors to the UN during special sessions of the Security Council.

At the end of April, the cessation of hostilities was reaffirmed for areas around Latakia and Damascus, and then extended a week later to Aleppo. UN officials confirmed that the doctors’ letter and New York Times piece had been very helpful to their efforts to persuade Russia of the need to renew the ceasefire.

**#LetAidIn**

From late April onwards, Crisis Action redoubled efforts to secure access for aid to desperate Syrians. One strand of work involved collaborating with Iranian cartoonist and founder of United Sketches, Kianoush Ramezani, who sought to expose Iran’s hypocrisy for presenting itself as protector of Islam while helping to starve Syrians during Ramadan. Within hours of publication, the first cartoon was tweeted by a number of Iranian opinionmakers, including prize-winning journalist Kouhyar Goudarzi and members of the Iranian opposition.

Crisis Action organised a joint letter from 28 faith figures, including prize-winning journalist Kouhyar Goudarzi and members of the Iranian opposition, to secure access for aid to desperate Syrians. One strand of work involved collaborating with Iranian cartoonist and founder of United Sketches, Kianoush Ramezani, who sought to expose Iran’s hypocrisy for presenting itself as protector of Islam while helping to starve Syrians during Ramadan. Within hours of publication, the first cartoon was tweeted by a number of Iranian opinionmakers, including prize-winning journalist Kouhyar Goudarzi and members of the Iranian opposition.

Following this announcement, Crisis Action collaborated closely with The Syria Campaign on a daily social media pack for partners, urging the ISSG and the UK and US Ambassadors to the UN during special sessions of the Security Council.

In the hours after the deadline passed, the UK, US and France called all on the UN to start airdrops, and the Security Council gave its backing on June 3. On June 9, the Assad regime agreed to grant land access to all 19 besieged areas, and food aid was delivered to the town of Daraya for the first time in four years. Russian and German policymakers later confirmed that the threat of airdrops had provided useful leverage.

In private correspondence, officials from one government subsequently gave Crisis Action huge credit for “finding the sweet spot” for political pressure and helping to convince the UK to support airdrops. The UK’s backing was in turn critical for getting Russia and others to include airdrops in the May 17 statement.

**Uncertain Road Ahead**

In spite of notable impact and improved protection for some civilians, lasting peace in Syria remains distant. Syrians’ demands for a political solution and end to the bloodshed are set against an unscrupulous government, a weakened moderate opposition, and multiplying armed groups on the ground. Crisis Action remains determined to mobilise our network alongside courageous Syrian heroes to make a difference for civilians at such grave risk.

When people ask me what I do, I laugh. I wear many hats every day. I could say I’m a doctor. I’ve been qualified for thirteen years and worked with countless NGOs across sub-Saharan Africa. I’m also Syrian and in the years since the violence broke out, the focus of my life and my work has shifted. I am still a doctor but I am also a humanitarian and a human rights advocate.

As a doctor, I see healthcare workers and the hospitals they work in systematically targeted. I lose my colleagues and friends and watch as bombs and violence render their efforts completely wasted. Each day I have to decide whether I can watch everything we’ve worked to build and rebuild be destroyed. Each day, I have to make the choice to try again.

I make this choice because I know I’m doing the right thing, for the right reasons. I make this choice so I can stand with others who aren’t able to do this work for themselves. I make this this choice because of the Syrians I’ve met in hospitals, in border areas, in refugee delegations: the ones who go above and beyond to do whatever they can to help others.

Crisis Action shares my passion and conviction: we fell in love with one another because of it. We keep each other going by finding ways to be more creative and innovative in our advocacy. We consult about who we speak to and how we speak to them, and how to mobilise support for a movement for peace. I get to work with a team that is passionate, hard working and human in the fullest sense of the word.

The scale of this conflict means no one is left untouched. It would be a full time job just trying to keep track of those we have known and loved. We can’t chase every person, every story, every patient because there wouldn’t be any time left to work. I don’t know who is still alive, and who has died. I hope as many of us as possible live to see an end to the brutal violence, and a movement towards peace.

I know peace will come at some point. Though we’re deep in a river of blood, I know one day we’ll look back and say: this is when democracy came to Syria.”

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Medical Director of Hand in Hand for Syria

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“Dr Rola Hallam

Medical Director of Hand in Hand for Syria

When people ask me what I do, I laugh. I wear many hats every day. I could say I’m a doctor. I’ve been qualified for thirteen years and worked with countless NGOs across sub-Saharan Africa. I’m also Syrian and in the years since the violence broke out, the focus of my life and my work has shifted. I am still a doctor but I am also a humanitarian and a human rights advocate.

As a doctor, I see healthcare workers and the hospitals they work in systematically targeted. I lose my colleagues and friends and watch as bombs and violence render their efforts completely wasted. Each day I have to decide whether I can watch everything we’ve worked to build and rebuild be destroyed. Each day, I have to make the choice to try again.

I make this choice because I know I’m doing the right thing, for the right reasons. I make this choice so I can stand with others who aren’t able to do this work for themselves. I make this this choice because of the Syrians I’ve met in hospitals, in border areas, in refugee delegations: the ones who go above and beyond to do whatever they can to help others.

Crisis Action shares my passion and conviction: we fell in love with one another because of it. We keep each other going by finding ways to be more creative and innovative in our advocacy. We consult about who we speak to and how we speak to them, and how to mobilise support for a movement for peace. I get to work with a team that is passionate, hard working and human in the fullest sense of the word.

The scale of this conflict means no one is left untouched. It would be a full time job just trying to keep track of those we have known and loved. We can’t chase every person, every story, every patient because there wouldn’t be any time left to work. I don’t know who is still alive, and who has died. I hope as many of us as possible live to see an end to the brutal violence, and a movement towards peace.

I know peace will come at some point. Though we’re deep in a river of blood, I know one day we’ll look back and say: this is when democracy came to Syria.”
Four years on from gaining independence, South Sudan was still mired in inter-ethnic violence and destabilised by rivalry between power-hungry former allies. Recognising the need to build stable foundations for the country’s future, Crisis Action focused on increasing freedom for civil society to operate, improving protection of civilians and pursuing justice and accountability for those guilty of war crimes.

Supporting civil society

With a view to strengthening civil society engagement and influence, Crisis Action supported national NGOs to contact the Joint Monitoring and Evaluation Committee (JMEC), the body overseeing the implementation of the peace agreement. They sent a letter to the Chair, Festus Mogae, requesting more meaningful participation in the implementation of the peace agreement and asking for his support to secure an end to restrictions of movement and harassment of civil society. Mogae went on to call on the warring parties to end access restrictions.

Crisis Action also forged links between South Sudanese civil society groups and Victor Ochen, founder and Executive Director of the African Youth Initiative Network, Nobel Peace Prize nominee, and UN Global Goals Ambassador, so that he could use his experience in Northern Uganda to help them promote reconciliation and justice. In December 2015, a year after the outbreak of violence, Crisis Action arranged for Ochen to travel to Juba with Emeritus Bishop Paride Taban to meet with South Sudanese activists and launch a website dedicated to civilians who had lost their lives in the conflict. The visit resulted in widespread media coverage.

As the 5th anniversary of independence approached, Oxfam, Crisis Action and US photographer Robert Fogarty collaborated on a creative project to show solidarity and amplify the voices of ordinary South Sudanese civilians. Fogarty’s Dear World portrays people with messages written on their skin. The arresting photographs were published in African and international media in early July. The accompanying online campaign reached over two million people on the first day alone, helping to raise public awareness and thus put pressure on international governments to remain actively engaged in efforts to keep the peace.

Justice: foundation for peace

A key part of the peace deal was an agreement that the African Union (AU) would establish an independent judicial body of African and international character known as a hybrid court, to try alleged perpetrators of gross human rights violations. This was also one of the main recommendations of the delayed report from the AU’s own Commission of Inquiry, which revealed an array of abuses by both sides amounting to crimes against humanity.

“Crisis Action understands the power of individual stories to inspire action that changes lives.”

Robert X. Fogarty, Founder of Dear World

“I never imagined I would be able to use my experiences in Northern Uganda as a basis for building greater solidarity among South Sudanese civil society. Crisis Action don’t want to take any credit; they put all their energies into spotting opportunities for change, bringing people together, and putting them onto a path where real change can happen.”

Victor Ochen, founder and Director of the African Youth Initiative Network, nominee for the 2015 Nobel Peace Prize, and UN Global Goals Ambassador for Peace and Justice
In January 2016, Crisis Action coordinated a seminar in Addis Ababa with Oxfam International and the International Federation of Human Rights (FIDH) on how the AU could establish the court. Prominent African legal experts on the panel included Arnold Tsunga, the African Programme Director of the International Commission of Jurists (and Crisis Action’s new Chair); Yasmien Sooka, Executive Director of the Foundation for Human Rights in South Africa; Betty Kaari Murungi, former Vice-Chair of the Truth, Justice and Reconciliation Commission for Kenya; and David Deng, Research Director for the South Sudan Law Society.

“Crisis Action did a remarkable job of advocating for, coordinating and conveying African legal experts’ recommendations. I am impressed by their ability to bridge the gap between policymakers and civil society.”

Dr Abdel-Fatau Musah, Former Director of Political Affairs for the United Nations Office to the African Union

In response to the New York Times piece, Crisis Action supported South Sudanese human rights expert, Remember Miamingi to publish a counterargument in South Africa’s Daily Maverick, and briefed a journalist at the same publication whose subsequent article warned “If […] South Sudan scraps justice for reconciliation, nothing will change in the country. It will just be another step in the cycle of intractable violence.”

The AU has been progressing slowly on establishing the court. A preliminary framework is in place, an initial budget is being mooted, and an initial list of proposed judges has been drawn up and is under consideration.

JMEC Chair Festus Mogae thanked the members of the delegation for their contributions, and subsequently gave a speech to the AU Political and Security Council, urging them to establish the independent hybrid court irrespective of delays in the formation of a transitional government.

Crisis Action also worked with David Deng to place an op-ed in the New York Times arguing against the notion that the pursuit of justice would endanger the peace agreement.

A week after Deng’s intervention, President Kiir and Vice President Machar in the New York Times arguing against the need for improved civilian protection mechanisms in the UN peacekeeping mission mandate. On December 15, the Council adopted a revised mandate, which increased the peacekeeping force by over 1,000 and prioritised the protection of civilians. Several Council members told Crisis Action that the campaigning we coordinated helped them to bolster the mandate in the face of strong pushback from some member states.

“Crisis Action is a megaphone that enables us to reach the wider world, particularly global policymakers who make decisions that impact my country from thousands of miles away.”

Paleki Matthew Obur Ayang, Executive Director, Executive Director of the South Sudan Women’s Empowerment Network

In the end, opposition from Egypt, Russia and China thwarted efforts to impose a full arms embargo but on May 31, the Council took the important decision to monitor arms flows to the country. Diplomats confirmed that coalition campaigning was instrumental in maintaining the pressure that led to this decision.

Five years later, still fighting

It took over eight months from August’s peace agreement for the exiled leader of the Opposition, Riek Machar, to return to Juba and for the Transitional Government to be established. The situation is still volatile and there is a deep and unmet need for justice. Crisis Action will remain engaged, supporting local civil society and working with partners and allies to pressure all sides to adhere to the peace agreement and propose a truth and reconciliation process instead.

“Norway is very grateful for the insightful presentations on the situation in South Sudan that Crisis Action facilitated from civil society experts, fresh from the field. They helped inform the Security Council discussions on renewal of the sanctions.”

Ambassador Geir O. Pedersen, Permanent Representative of Norway to the United Nations
Burundi

After the controversial re-election of Burundian President Nkurunziza in July 2015, the situation in the Central African nation continued to deteriorate. Politically motivated killings and arrests continued, the crackdown on civil society and journalists escalated, and fears grew that large-scale ethnically targeted violence and mass atrocity crimes could once again return. All of this in a country with a history of more than five decades of violence.

Edmund Yakani
Executive Director Community Empowerment for Progress Organization (CEPO)

“I too am forced to take personal risks because people have nobody else to protect them.”

I was a child when the second civil war began in 1983. As a family, we were constantly in flight. Fleeing from one place to the next, trying to protect ourselves. I grew up hoping that when the war ended, and peace finally came, my family and I would be able to be happy.

But peace never came. We lived through many years of extreme poverty and oppression. My sense of helplessness grew because I could not protect those I loved the most.

It was because of this sense of helplessness that I became a lawyer and an activist. I believe in protecting the public interest, especially human rights and the space for civil society because today we are still experiencing the same conditions as I did during my childhood.

December 2013, the day fighting began in Juba, was one of the worst days of my life. Innocent civilians were gunned down because of their ethnicity. This was not what democracy was meant to be about. Independence had promised freedom from marginalisation, oppression, economic injustice, violence and abuses. But the reality didn’t match up.

In contrast, one of the greatest days of my life was the day the peace agreement was signed. It was a day full of joy after such a long campaign. The only people who weren’t happy were the ones who had been using the war to line their pockets. This is who I am fighting today; holding them to account for their actions and keeping them away from public office.

Crisis Action has been supporting me since before independence. If I am a voice for the downtrodden of South Sudan, Crisis Action is a megaphone that helps that voice be heard in the places it can have most impact.

Crisis Action got the attention of the international community when we could not do so on our own. They supported me to travel around the world to advocate for the rights and freedoms of my people. And I have no doubt that this helped bring about the peace agreement that was signed last year.

Things are still tough today: we are not out of danger in this young country. But people always encourage me to continue fighting, to stand firm and continue the work. I think of Nelson Mandela and the price he paid to achieve peace. I too am forced to take personal risks because people have nobody else to protect them.

I take risks because my country needs me to. The 1983 war never really ended. But my experience of conflict is what motivates me today. My childhood memories mean I cannot rest. There is no option but peace.
Throughout the year, Crisis Action supported Burundian civil society leaders to speak out about the scale and brutality of the violence. Their powerful personal stories were a way to counter the government’s narrative that the country was largely peaceful and were also necessary in the face of a very effective crackdown on press freedom.

EU-focused advocacy

In September, Crisis Action worked with partners to encourage the EU to use its leverage as one of Burundi’s biggest aid donors. Crisis Action organised a Burundian civil society delegation to Brussels to encourage policymakers to consider withholding aid and imposing sanctions.

To reinforce the delegation’s call, Crisis Action also supported the prominent Burundian human rights activist Pierre Claver Mbonimpa, who was in hospital in Brussels recovering from an assassination attempt by Burundian government security forces, to write and place a powerful opinion piece in Die Zeit, De Morgen and The Guardian. A modified version also ran in The East African, demanding government security forces, to write and place a powerful opinion piece in Die Zeit, De Morgen and The Guardian. A modified version also ran in The East African, demanding

EU-focused advocacy

Tanzania has history of providing political leadership in East Africa, and the country’s President, H.E. John Pombe Magufuli, chairs the body responsible for mediating the Burundi crisis. In December 2015, as the outflow of Burundian refugees to the region grew, Crisis Action coordinated a coalition of Burundian and East African organisations to write to Magufuli, calling on him to unite the East African Community (EAC) and ensure that regional leaders step up.

"Crisis Action’s decision to bring Burundian advocates to Brussels to put a human face to the crisis helped increase understanding of the situation in Burundi and generate support for stronger EU involvement.”

Ambassador Alexander Marschik, Director General for International Affairs, Austrian Foreign Ministry

The coalition urged him to continue hosting Burundian refugees in Tanzania until conditions were more stable; to pressure the Government of Burundi to attend peace talks; and agree to deployment of AU human rights observers and military experts; and to hold on to the chairmanship of the EAC, which Burundi was due to assume.

Shortly after these interventions, several EU Member States shifted position and the EU imposed targeted sanctions on four Burundian individuals. Then, in February 2016, the EU announced it would suspend direct development aid to the Burundian government, while still funding humanitarian programmes and other development projects. Nkurunziza’s subsequent refusal to cooperate in the EU aid negotiations sparked speculation about how his government was continuing to fund its budget.

Tanzania-focused advocacy

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"Crisis Action’s decision to bring Burundian advocates to Brussels to put a human face to the crisis helped increase understanding of the situation in Burundi and generate support for stronger EU involvement.”

Ambassador Alexander Marschik, Director General for International Affairs, Austrian Foreign Ministry

Aborted AU Peacekeeping Mission

Following a dramatic escalation of violence in December 2015, the AU Peace and Security Council announced it would send an African peacekeeping mission to Burundi to stabilise the situation and avert mass atrocity crimes. This followed an intervention by FIDH, Human Rights Watch and the Global Centre for the Responsibility to Protect, coordinated by Crisis Action, which urged the UN Security Council to start the process that would lead to deployment of a UN peacekeeping mission.

"It is critical that the AU’s decisions on Burundi are implemented immediately, in order to fulfil our collective commitment to prevent crimes against humanity and assist those at risk of grave harm. Vested interests and political allegiances cannot be allowed to prevail.”

Open letter signed by leading Africans, including Navi Pillay, Jay Naidoo, and Yasmine Sooka, January 2016

President Nkurunziza was quick to condemn the AU’s move, warning that any armed troops would be treated as an invasion force. Crisis Action brought together a powerful coalition of eminent African business and civic leaders, including former UN Human Rights Chief Navi Pillay; Africa’s youngest billionaire Ashish Thakkar; mobile communications entrepreneur, Mo Ibrahim, and eminent trade unionist and ANC veteran Jay Naidoo to encourage the AU to follow through.

Following this letter, Tanzania kept its borders open to refugees and retained the chair of the EAC. The EAC also appointed the respected former Tanzanian President Mwai Kibaki as the Facilitator for the Burundian Mediation, a move welcomed by policymakers and civil society.

"Crisis Action is a rare breed. Their insistence on not having a public profile enables them to forge and sustain truly global coalitions that policymakers ignore at their peril. But what impresses me most is the way those most affected by the conflict spearhead campaign design and delivery.”

Dismas Nkunda, Founder and President, Atrocities Watch Africa

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Influencing the Security Council

On the one-year anniversary of the outbreak of violence, Crisis Action brought a delegation of Burundian civil society leaders to New York, including Pierre Claver Mbonimpa and leading women’s rights activist Dr Marie-Louise Baricako. They urged diplomats in the UN Security Council to send a large, independent UN police force to Burundi, and gave media interviews that generated worldwide coverage.

“Crisis Action gave us Burundian activists a rare platform to speak truth to power at a critical moment.”

Dr. Marie Louise Baricako, Chairperson, Burundi Women and Girls’ Movement for Peace and Security

Several Council experts commented that hearing the first-hand accounts was very powerful and helpful. One said the delegation “was the closest thing we have had to a game changer since this conflict began.”

Three months later, at the end of July 2016, the UN Security Council approved a resolution authorising the deployment of 228 UN police to Burundi. Although Crisis Action and its partners would have liked to see a larger force authorised, this was still a positive step that could help deter human rights abuses.

“Crisis Action has the international networks, strategic judgement and nimbleness to grasp political opportunities when they arise and achieve real impact for people suffering horrors around the world.”

John Ging, Director of Operations, UN Office for the Coordination of Humanitarian Affairs

We accompanied the letter with a series of powerful private video messages from Pierre Claver Mbonimpa to each of the relevant AU member states. African Ambassadors confirmed they’d heard the message and Congo Brazzaville was assigned to lead the delegation to Burundi. Following the mission, the AU pressed Burundi’s government to resume political talks with the opposition and speed up the deployment of 200 AU human rights observers and military advisers to deter future human rights violations.

“Galvanising the region

As the Security Council debated its next move, Crisis Action learnt that Burundi had appointed itself to head a high-level AU mission to assess human rights violations in the country. To highlight how this would fail to give the AU an objective view, we mobilised a coalition of Burundian and other African NGOs to call for a change in the delegation’s leadership.

Prospects for peace

As East African leaders mediated among Burundi’s political factions, the crisis changed. Fears of imminent widespread violence shifted to concerns about ongoing human rights abuses and protracted political uncertainty. Amid warnings of election-related violence in Burundi’s neighbouring Democratic Republic of the Congo (DRC), Crisis Action took the difficult decision to scale down our efforts on Burundi and kick-off an emergency response on the DRC. We supported international, regional and Burundian partners to stay connected in their efforts to demand political talks, include civil society and sustain the pressure on the government and opposition not to resort to widespread violence. We remain alert to scale up our engagement if partners advise this is necessary to avert large-scale bloodshed and displacement.

Torture has returned to Burundi and people live in fear of deadly violence and enforced disappearance. It took less than a year to destroy the country we had been re-building since the civil war ended in 2006. The crisis spurred by Nkurunziza’s decision to run for a third term did not just undo our recent progress; it set us back fifty years.

I didn’t learn how to become a human rights defender in school. I became one through experience and necessity. As a police officer, I used to think all prisoners were criminals, until I myself was imprisoned unfairly. I witnessed the ill-treatment of prisoners, and then I myself was tortured. We were made to lie on our backs and stare directly at the sun, or to sit in acid. I started defending human rights because of what I went through, and to put an end to such atrocities.

When I spoke out against politically-motivated killings, I knew I would become a target. They came for me in the evening of August 3, 2015. The sun was setting when a man riding a motorbike pulled up next to my car. He shot me in the face and the neck. One bullet went through my cheek, the other broke my vocal cords and two cervical vertebrae. I was giving my voice to those who couldn’t make themselves heard, so the government tried to take my voice away.

As I fought for my life in a hospital bed, they murdered my son-in-law, then my own son. They may try to take away my life and that of my children, but I will never stop defending human rights. What would my people say if I gave up? Not everyone has the privilege to be heard. I speak for the voiceless, and for them I say: truth will always triumph over evil.

We are accountable to our children, and we must bequeath them a country at peace. That is the message I brought to the United Nations, as part of the delegation coordinated by Crisis Action. We delivered a simple message that there is no alternative to negotiations. Weapons cannot build, they can only destroy. We must return to peace and the spirit of the Arusha Agreement, our country’s cure.

The Burundian people are tired. We hoped to set an example in Africa, but instead our country is home yet again to some of the continent’s worst human rights abuses. But we must carry on. We have no choice but to be relentless in our pursuit of peace.
Violence in Yemen escalated rapidly following the start of the Saudi-led bombing campaign in March 2015. Both sides were breaching International Humanitarian Law (IHL) by failing to distinguish between civilians and combatants. Crisis Action's emergency response, launched in July, focused on increasing the collective pressure for a ceasefire, particularly by targeting one of Saudi Arabia’s main allies: the UK.

As the largest arms supplier to Saudi Arabia in 2015, Yemen’s second most generous aid donor, and an early champion of the Arms Trade Treaty, which forbids signatories from selling weapons that could be used to violate IHL, the UK had both the responsibility and the opportunity to protect civilians in Yemen. The fact that it had advisors embedded in the Saudi defence ministry increased its potential for influence.

Crisis Action worked with partners to increase the diplomatic pressure on the UK by supporting MPs, MEPs and others in the EU and UN who were willing to challenge the Saudi strategy and publicly call for a ceasefire. We also worked to amplify domestic criticism of the UK government’s policy of support for Saudi Arabia, including via its continued arms exports.

In March, Crisis Action helped facilitate a joint statement from the world’s leading human rights organisations, calling for an end to illegal arms exports fuelling abuses in Yemen; and in April we worked with ten humanitarian NGOs to send a private letter to the UN Security Council urging them to pass a Resolution if the situation did not improve. Following the letter, the UNSC released a Presidential Statement urging all sides to comply with IHL and minimise harm to civilians.

"Crisis Action enabled all the major human rights organisations to coordinate on the Yemen conflict and brought new actors into the campaign. This raised the heat on the UK and Saudi Arabia in particular and increased the political cost of sustaining such an abusive conflict."

Ken Roth, Executive Director Human Rights Watch

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"Crisis Action's savvy lies in finding and working with unexpected and influential voices to confront politicians powerfully with the consequences of their decisions. Staying out of the public spotlight, Crisis Action's vital work can and does have real influence where it matters."

Rt Hon Andrew Mitchell MP, former UK International Development Secretary
Hard hitting media work

In September 2015, Crisis Action supported a ground breaking BBC Newsnight broadcast on Yemen, which presented evidence that the Saudi-led coalition had breached IHL by launching indiscriminate attacks that hit civilian homes and factories. Responding to the report, Chair of the Foreign Affairs Committee Crispin Blunt MP committed to an inquiry into UK arms exports to Saudi Arabia, which was launched in March 2016.

Crisis Action also worked with Amnesty, Safewar and others who had commissioned a legal opinion from Philippe Sands QC, warning that the UK government could be taken to court for selling weapons to Saudi Arabia that were being used to target civilians in Yemen. This was the lead story on Newsnight in December, and the subject of a piece by Sir Jeremy Greenstock, UK Ambassador to the UN in in the British newspaper The Times, urging the government to review its arms exports.

That the Saudi Ambassador to the UK wrote an op-ed in the Telegraph denying allegations of targeting civilians suggests they were sensitive to this public criticism.

“Crisis Action knows that change in complex situations such as Yemen can’t be achieved by one organisation alone. They connect and support the people and organisations who – acting in alignment – can make civilians safer.”

Nawal Al Maghafi, Yemeni journalist

Pressure leads to ceasefire agreement

On December 15, a ceasefire was agreed between the Saudi-led coalition and the Houthis in UN-mediated talks. The UN envoy explicitly acknowledged the role of NGO campaigning in bringing the parties to the table. In the UK, policymakers also confirmed that Crisis Action’s work to sustain pressure on the UK government had been instrumental in getting the UK to use its leverage with the Saudis to demand their commitment to a ceasefire. In light of these successes, Crisis Action decided to end our Yemen emergency response in May 2016.

She was murdered outside her constituency surgery in the village of Birstall, West Yorkshire. An MP for just a UK inquiry into UK arms exports to Saudi Arabia

in a shared humanity: “we are far more united and have far more in common than that which divides us.”

In an opinion piece, authored jointly with Conservative MP and former International Development Secretary, Andrew Mitchell, and published in the Guardian just months before her death, Jo urged fellow politicians to “approach the crisis ethically: asking how we can best protect civilians”. She argued that “focusing on civilian protection will also make a political solution more likely”. The work Jo did, whether at Oxfam, Save the Children, the NSPCC, or as an MP, was always entirely without ego. Her thoughts were for the people in need – from lonely pensioners in West Yorkshire, to frightened children in Darfuri refugee camps. Jo raised her voice on behalf of those who could not raise their own.

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She had a selflessness that belied her steely determination. And although in her too-short life she tackled some of the world’s most difficult, frightening, and complicated problems, she always did so with enormous energy and optimism. Jo rightly believed she could make a difference, and as her husband Brendan said on the day she died, “Jo would have no regrets about her life, she lived every day of it to the full.”

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### Financials 2015-16

#### Statement of activities for the year ended 31 May 2016

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<td>388,590</td>
</tr>
<tr>
<td>Taxation</td>
<td>(1,406)</td>
<td>(1,262)</td>
<td>(2,056)</td>
<td>(1,914)</td>
</tr>
<tr>
<td>(Deficit)/Surplus After Taxation</td>
<td>(78,622)</td>
<td>252,994</td>
<td>(114,956)</td>
<td>386,676</td>
</tr>
<tr>
<td>Total funds brought forward</td>
<td>1,120,484</td>
<td>867,492</td>
<td>1,638,302</td>
<td>1,325,872</td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td>1,041,862</td>
<td>1,120,486</td>
<td>1,523,346</td>
<td>1,712,552</td>
</tr>
</tbody>
</table>

| Exchange rate at 31st May 2016 (USD) | 1,462 |
| Exchange rate at 31st May 2015 (USD) | 1,528 |

### Financials 2015-16

#### Statement of activities for the year ended 31 May 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td>268</td>
<td>0</td>
<td>410</td>
</tr>
<tr>
<td>Debtors</td>
<td>201,721</td>
<td>47,668</td>
<td>294,945</td>
<td>72,856</td>
</tr>
<tr>
<td>Cash at Bank</td>
<td>1,635,134</td>
<td>1,715,806</td>
<td>2,390,794</td>
<td>2,622,438</td>
</tr>
<tr>
<td>Creditors</td>
<td>(794,994)</td>
<td>(643,256)</td>
<td>(1,162,393)</td>
<td>(983,152)</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>1,041,861</td>
<td>1,120,486</td>
<td>1,523,346</td>
<td>1,712,552</td>
</tr>
<tr>
<td><strong>Capital &amp; Reserves</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Overhead Reserve</td>
<td>1,126,392</td>
<td>1,016,00</td>
<td>1,646,943</td>
<td>1,553,008</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>(217)</td>
<td>40,244</td>
<td>(318)</td>
<td>61,509</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>(84,314)</td>
<td>64,142</td>
<td>(123,279)</td>
<td>98,035</td>
</tr>
<tr>
<td><strong>Capital &amp; Reserves</strong></td>
<td>1,041,862</td>
<td>1,120,486</td>
<td>1,523,346</td>
<td>1,712,552</td>
</tr>
</tbody>
</table>

1. Restricted funds were grants restricted by the donor for a particular purpose, usually to support one of Crisis Action's offices or to support one of our campaigns on a specific conflict.
2. Unrestricted funds includes three shares with a nominal value of £1. These shares are owned by the directors and do not earn dividends.
3. £567,829 ($976,460) of Creditors is the amount of deferred income carried forward into 2016-17.
4. The opening USD reserves have been revalued using the May 2016 USD/GBP exchange rate.
5. £667,829 ($976,460) of Creditors is the amount of deferred income carried forward into 2016-17.

**NB Significant devaluation of the GBP in 2016 when compared to 2015**
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We have a board of independent, unpaid directors:

Arnold Tsanga (Chair), is Africa Director for the International Commission of Jurists (ICJ) and is based in Johannesburg. Prior to that he was Executive Director of Zimbabwe Lawyers for Human Rights, Executive Secretary of the Law Society of Zimbabwe (LSZ), National Chairperson of Zimbabwe Human Rights Association (ZimRights) and Vice President of International Federation for Human Rights (FIDH). A Humphrey Leadership Fellow and Paul Harris Fellow, Arnold is one of Africa’s leading human rights lawyers and in recognition of his dedication to defending human rights in spite of the threat to his own life he was awarded the prestigious Martin Ennals Award for Human Rights Defenders in October 2006, as well as the Human Rights Watch Highest Award for human rights defenders.

Khaled Mansour is an independent writer and consultant on issues of communication and human rights. Prior to 2015, he was the Executive Director of the Egyptian Initiative for Personal Rights, UNICEF’s Director of Communication, and has worked for UN missions in Afghanistan, Iraq, Lebanon and Sudan. He also has ten years of experience as a journalist and foreign correspondent in Egypt, South Africa and the US. He is based in Cairo.

Jacqueline Musilíwaa, Esq. is the Founder and Managing Partner of Hoja Law Group, a boutique legal consultancy that represents clients in corporate governance, commercial and public law matters in Africa. In addition to the Special Court for Sierra Leone, Jacqueline has experience from the International Finance Corporation, the Eastern and Southern African Trade and Development Bank (PTA Bank), the World Trade Organization and several post-conflict governments advising on matters related to trade, investment and reconstruction. She is a member of the board of Bank of Zambia and Prime Insurance (Rwanda). Jacqueline has been an Adjunct Professor of Law at universities in the US and Rwanda.

Vincent Barnoun (Treasurer) is a partner at Ecolco, 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.

Paul Fletcher is 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.

Noosheen Hashemi is a business builder, angel investor, and advisor with a focus on disruptive ideas and platforms. She has more than three decades of experience building the leadership and execution capabilities of early stage companies to deliver growth and profitability on a global scale, including in various executive management positions at Oracle Corporation and Quote.com. Ms. Hashemi is also President and co-founder of The HAND Foundation, a member of the Council on Foreign Relations and has been awarded the Ellis Island Medal of Honor, the CEDAW Human Rights Award for Philanthropy, and the Girl Scouts Forever Green Leadership Award.

Fiona Napier is based in Nairobi and advises and consults for a number of social enterprises, NGOs and donors. Prior to 2012 she was the Associate Director of Campaigns at Global Witness. Fiona has experience from the International Trade Organization, the World Trade Organization and several post-conflict governments advising on matters related to trade, investment and reconstruction. She is a member of the board of Bank of Zambia and Prime Insurance (Rwanda). During this time she co-founded the UK Campaign to Ban Landmines.

Mabel van Oranje has been a global advocate for freedom, justice and development for over two decades. She is the initiator and chair of ‘Girls Not Brides: The Global Partnership to End Child Marriage’ and co-founder and the executive chair of the European Council on Foreign Relations. She is a member of the advisory boards of the Coalition for the International Criminal Court, Global Witness, the Malala Fund, the Open Society Foundations and The Elders.

Salman Shaikh is the Founder and CEO of the Shaikh Group. He has formerly served as Director of the Brookings Doha Center and fellow at the Saban Center for Middle East Policy. He focuses on mediation and conflict resolution issues facing the Middle East and South Asia. He has held posts at the United Nations and the Office of Her Highness Sheikha Moazah Bint Nasser Al Misned in Qatar.

Bruno Stagno Ugarte is the Deputy Executive Director for Advocacy at Human Rights Watch (HRW). Before joining HRW, he was Executive Director of Security Council Report from 2011-2014. Foreign Minister of Costa Rica from 2006-2010, Ambassador to the United Nations from 2002-2006 and Chief of Staff of the Foreign Ministry from 1998-2010, among other foreign service postings. He also served as the President of the Assembly of States Parties of the International Criminal Court from 2005-2008 and Co-President of the Comprehensive Test Ban Treaty Article 14 Conferences from 2007-2009. He is a graduate of Georgetown University, the Sorbonne and Princeton University and author or editor of several books, chapters and articles, including The UN Security Council in the Age of Human Rights (Cambridge University Press, 2014).

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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.

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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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