



A car burns at the side of the maternity hospital damaged by shelling in Mariupol, Ukraine,. Photo: Ukraine Military/Reuters Flickr

# 2021 INSTITUTE FOR INTERNATIONAL CRIMINAL INVESTIGATIONS

“Our particular goal is modest, but indispensable: while we cannot change the political climate, we can train investigators to the highest standards, so that when the day of reckoning finally comes for the worst humanity has to offer, as it almost always does, the best humanity has to offer will be ready.”

**Raymond McGrath, President (1949-2020)**

# Message from the President

This report covers 2021. While international crimes were ongoing across the world throughout that year, few would have predicted that the issue would have been brought into such sharp focus so early in 2022 with the armed attack on Ukraine. IICI is helping to ensure the crimes that have been committed there will be addressed and will report on its activities in due course. The conflict in Ukraine has brought a new appreciation of the reality of war crimes and the importance that they be investigated. For more than two decades, IICI has been engaged in training investigators to work in conflict situations throughout the world, in Tigray, Iraq, Myanmar, Syria, Yemen, the Democratic

Republic of Congo, the Central African Republic and elsewhere. Its work helps bring to justice those accountable for atrocities as well as helping to deter war crimes in the future.

We take this occasion to thank two departing members of the Board of Directors, Ken Roberts and Beth van Schaack. We also congratulate Beth on her appointment as the sixth United States Ambassador-at-Large for Global Criminal Justice.

William A. Schabas, President



Child Soldier - Afghanistan. Photo: Robin Kirk

"Not only would I recommend this course, I think this should become a regular course for our organisation."

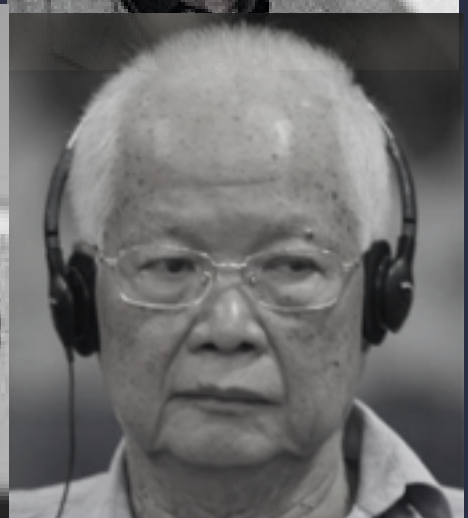
Bespoke UN Interview Planning course participant

"It was my honour to attend the course. I learnt so much in such a short time and I can say it was the best course I ever attended."

Open Source Investigation course participant



IICI is unique in the breadth of experience of its trainers. No other organisation has access to the same range of investigators, lawyers and analysts, with experience in almost every significant war crimes case of recent years.



Zdravko Tolimir | United Nations | International Residual Mechanism for Criminal Tribunals, Bosko Ntaganda | ICC-01/04-02/06, Kaing Guek Eav | Extraordinary Chambers in the Courts of Cambodia, Radoslav Brđanin | (IT-99-36), Milorad Krnojelac | United Nations | International Residual Mechanism for Criminal Tribunals, Khieu Samphan | Extraordinary Chambers in the Courts of Cambodia, Ahmad Al Faqi Al Mahdi | ICC-01/12-01/15, Georges Rutaganda | (ICTR-96-3) Photos: Respective mechanisms & ICC website



# Who we are

Evidence of possible war crimes in Ukraine has filled our television screens for months and public awareness of the need to bring war criminals to justice has rarely been so high. Ukraine is, however, not unique. In conflict areas worldwide, horrific crimes against civilians and others are committed on an unimaginable scale: tens of thousands of civilians dead in Syria in recent years; hundreds of thousands of Rohingyas driven from their homes in Myanmar; countless victims of conflict-related sexual violence worldwide.

Few of the victims ever see the perpetrators brought to justice. Why? Some of the main reasons are simply that investigating international crimes is complex, time-consuming and expensive. Traumatized witnesses, the passage of time since the crimes were committed, crime scenes in the middle of war zones. The list of challenges is long. But more than these factors, the real problem is that while there are thousands of victims, the number of people with the right skills available to investigate the crimes is limited. There are no easy answers, but one thing is clear: nothing happens without good investigators. The best know how to plan their investigation using what resources they have, not what they should have; know where physical and digital evidence may be and how to collect it properly; and most of all, how to gather testimony from witnesses and victims of horrific crimes with empathy and patience. The last two qualities cannot be easily taught. But for everything else, they come to the Institute for International Criminal Investigations (IICI).

IICI is a not-for-profit, non-governmental organisation, dedicated to training and mentoring investigators and related professionals in the

investigation of war crimes, genocide, crimes against humanity and serious human rights violations. Our audience is primarily personnel from international tribunals, UN agencies and other international organisations, national police war crimes units and civil society.

We focus on the essential skills: witness interviewing, crime scene processing, law, security, analysis, open source investigation.

We operate in some challenging environments, and this is only achieved through the dedication of our regular training staff. In addition to our contracted trainers, IICI relies on pro bono assistance from staff currently serving with international agencies and tribunals, most especially the International Criminal Court (ICC), national police authorities, and civil society organisations. We recognise that taking time off from their heavy workload to assist us is not easy and would like to express our heartfelt thanks. We would also extend our appreciation to the management of the institutions, for their continued support in releasing their staff. Their cooperation is invaluable and reflects the value that these organisations place on the work we do for the international investigation community.

IICI also contributes to the capturing and setting of standards and best practices for international criminal and human rights investigations. We do this through our capacity-building work and through special collaborative projects such as the Global Code of Conduct for Gathering and Using Information about Systematic and Conflict-Related Sexual Violence (the "Murad Code") and the development of guidelines for remote investigative interviewing.

# Our Methods



# The goal of IICI is to make more of these days happen.

On 24 January 2021, Mahamat Saïd Abdel Kani was transferred to the ICC to face trial on several counts of crimes against humanity and war crimes committed in the Central African Republic between April and November 2013.

In June 2021, the genocide conviction was upheld against former Bosnian Serb military chief Ratko Mladic.

On 4 February 2021, the ICC found Dominic Ongwen guilty of a total of 61 counts comprising crimes against humanity and war crimes, committed in Northern Uganda between 1 July 2002 and 31 December 2005.

In November 2021, a German court handed down the first genocide conviction against an ISIS member anywhere in the world when Iraqi national Taha A.-J. was convicted of genocide, crimes against humanity and war crimes following his enslavement and abuse of Yazidis in Fallujah, Iraq.

In October 2021, a Munich court convicted a woman married to an Islamic State fighter for “crimes against humanity and attempted war crimes” in the aiding and abetting of the murder of a 5-year-old Yazidi girl.

On 8 March 2021, the ICC delivered its Order on Reparations to victims in the Democratic Republic of Congo in the case of The Prosecutor v. Bosco Ntaganda.

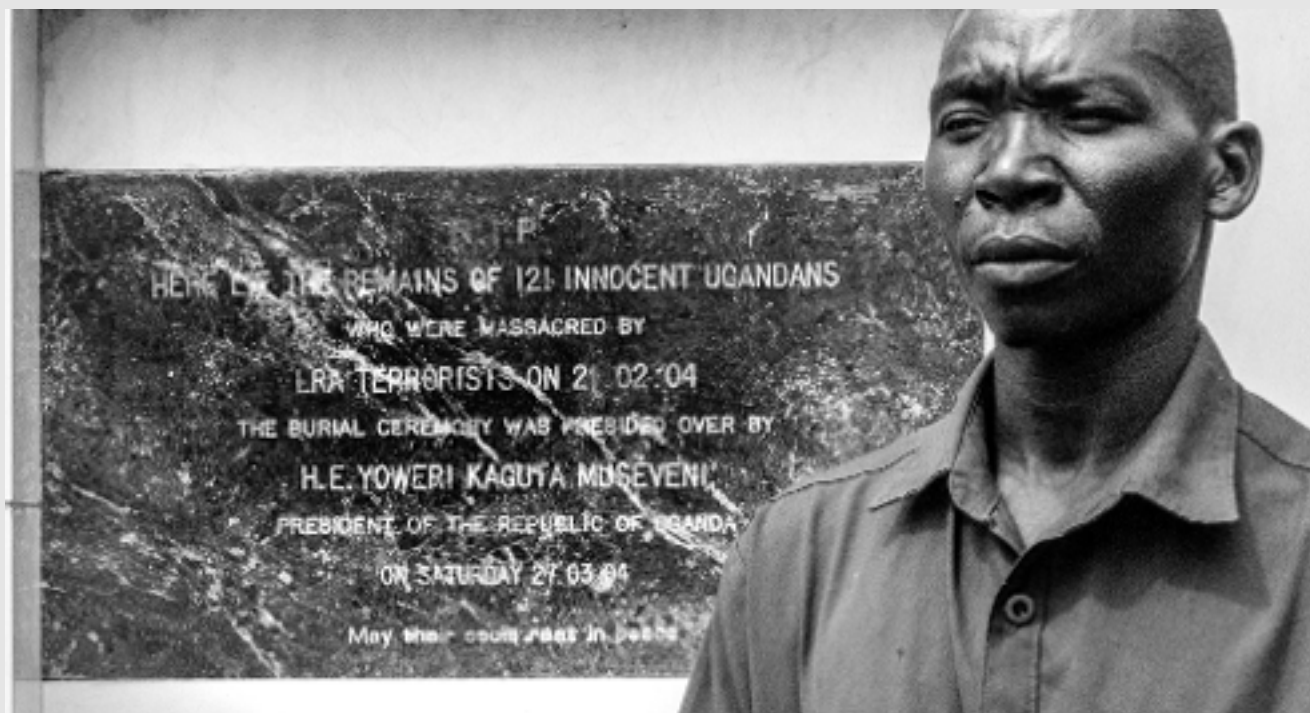


Photo: Roberto Maldeno



Selection of IICI bespoke course locations

## Regular Courses

IICI's training ethos is based on relationship-building and team exercises. As such, while our training adapted to an online environment far better than we could ever have imagined, it is not the same IICI experience as an in-person training provides. The only course which does lend itself well to the online experience is Open Source Investigations. IICI runs this in collaboration with The Human Rights Center at UC Berkeley School of Law and in 2021 we partnered to offer comprehensive open source investigation courses. Open Source Investigations - Foundational 11- 15 January, 14 - 19 June & 13 - 17 September.

Course participants are trained on the methodology of the Berkeley Protocol on Digital Open Source Investigations, the first professional standards and guidelines for digital investigations, consistent with the practices of the UN Office of the High Commissioner for Human Rights and the Office of the Prosecutor of the International Criminal Court.

## Bespoke Courses and Mentoring

In addition to its training programme in The Hague, IICI provides specialist training for individual organisations. Many of those agencies and organisations are operating in difficult security or political environments and therefore request that IICI keeps its assistance to them confidential. Most specialised courses conducted in 2021 are therefore not mentioned for security and confidentiality reasons. Among the 19 training courses provided, we assisted UN agencies including the Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD), Syrian civil society organisations, national and international civil society investigating human rights abuses in Belarus, and a national human rights group.

## JRR Courses

IICI is the training provider on recruitment courses for the Justice Rapid Response roster. These recruitment courses offer JRR an opportunity to further vet the skills and knowledge of experts as part of its roster recruitment process.

JRR-Roster Recruitment Course on International Criminal Investigations Affecting Children, 1- 13 March.

"Thanks so much for the amazing training – you've really motivated our team brilliantly and that's the mark of a great training." UN agency Investigation Supervisor



As well as training people in the best practices of investigation, IICI also seeks to assist the international community by helping to capture and set investigation standards and best practice and to develop policy. In recent years we have played a leading role in the development of investigations practice in relation to conflict-related sexual violence, including contributing to the International Protocol on the Documentation and Investigation of Sexual Violence in Conflict and created innovative Guidelines for Investigating Conflict-related Sexual and Gender-based Violence against Men and Boys, a previously little-discussed area.

## Remote Interview Guidelines

Throughout the pandemic, IICI received repeated requests for training and advice on conducting 'remote' interviews i.e. interviews through online video calls. IICI generally discourages the practice, concerned that it will become seen as a cheap or fast substitute method of gathering information. In recognition, however, of the constraints applied not just by Covid but by the limited ability of investigators to access some of the worst-affected crime areas, IICI created its Remote Interview

Guidelines. IICI's guidelines cover if and how remote interviews could be done ethically, safely, effectively and, in a survivor-centric manner. The publication builds on carefully developed investigation policies, procedures, threat and risk assessments which specifically and in detail address remote interviewing and stress the input of security, trauma and other experts as an absolute precondition for any remote interview with a survivor or potentially vulnerable witness. The guidelines cover all forms of investigations, documentation, monitoring and reporting (including by criminal investigations, UN commissions of inquiry and human rights investigation bodies and monitoring). The guidelines have been developed with the help of experts on international and national human rights and criminal investigations; investigating serious crimes involving children; law; and psychology and psychiatry. These guidelines form a companion piece to the Public Interest Advocacy Centre's (PIAC) *Guide on restricted access interviews: a guide to interviewing witnesses in remote human rights investigations* (August 2021). The PIAC publication addresses additional issues, and discusses some topics raised in the IICI publication in more detail.

"I highly recommend this course for every human rights reporting and investigation team. In a digital era, we are surrounded by videos and images which we try to analyse but sometimes put aside as we do not have enough skills to assess their veracity. This training gave me additional tools and techniques to make a better use of such medias, bearing in mind security considerations." Open Source Investigation course participant

"I found the training incredibly useful. I have learned a lot during these two weeks, which I will be able to use in my present and future assignments. The presenters were at the same time extremely knowledgeable, accessible and clear. Really, I was massively impressed, and it was so much better than all the trainings I received over the years." IICI/JRR Course on Crimes Affecting Children participant

"After the training, I now understand what interview plan is, understand what kind of questions to ask and to avoid, and the logistics to prepare." Bespoke UN Interview Planning course participant

# Financial Investigations Guidelines

The idea of holding companies to account for profiting from international crimes is not new and IICI's friends and partners in organisations such as REDRESS, Trial International, Civitas Maxima and the ECCHR amongst others have done valuable work in this area. What is less focussed on is using financial evidence - invoices, bank transfers, deposit slips, receipts, company records, airline tickets etc - to build individual criminal accountability against more direct perpetrators. Finding direct orders to commit crimes is difficult. Developing insider witnesses who can or will testify is risky. Financial documents can help to tell a story: establish connections between entities and people; establish knowledge of a plan; establish

complicity or aiding and abetting; and widen the net of perpetrators to include those businessmen, bankers, lawyers and others who may never pull the trigger but without whom the crimes would never have been committed. IICI has been developing training and policy on this area for a number of years and running a course on Financial Dimensions of War Crimes Investigations since 2018. IICI continues the process of bringing the possibilities to a wider world through the development of openly available guidelines, hopefully to be published in 2023. The aim is to demystify the financial world for war crimes investigators and introduce financial investigators into the world of war crimes.

"I am blown away and humbled by the amazing work all of our presenters are involved in."

Open Source Investigation course participant

"The best trainers in this field, no doubt!" Bespoke UN Investigation Planning course participant

"Top class presenters who are not talking about theories - they have lived it!" Bespoke UN General Investigation Skills course participant

"I am very grateful to have done the International Investigator Course. I recently returned home after I completed my term in the field investigation unit. The IICI training was definitely put into practice. When I did the course, I never thought I would be applying those skills in less than a year."

International Investigator course participant

"After taking this course, I am much more aware of the entire investigative process. In my previous work I focused on elements of this process. I knew that there was "something missing". Now I am aware of the "blind spots" and can organize my own work and help others organize more meaningful workflows."

Bespoke UN General Investigation course participant

"I would absolutely recommend this course. This course should, in my view, be compulsory and considered the gold standard for UN investigators and analysts in any/all investigative/FFM type entities." Open Source Investigation course participant

# The Murad Code Project

IICI trains a lot of investigators from many different types of organisations. Reports of poor practice come to our attention frequently, never more so that in the field of conflict-related sexual and gender-based violence investigations. In 2017, IICI decided to try to do something about it. We conceived the idea of a global code of conduct aimed at building and supporting a community of better practice amongst those working with survivors of systematic and conflict-related sexual and gender-based violence. Its key objective is to respect and support survivors' rights and to ensure work with survivors to investigate, document and otherwise gather and use information about their experiences is safer, more ethical and more effective. The project is spearheaded by IICI, with the Preventing Sexual Violence in Conflict Initiative (PSVI) of the UK's Foreign, Commonwealth and Development Office (FCDO) and Nadia's Initiative (NI) joining the project in 2019. At that point, in honour of Nadia's Initiative's founder, Nadia Murad, the project became known more widely as the Murad Code. Its full title is the Global Code of Conduct for Gathering and Using Information about Systematic and Conflict-Related Sexual Violence.

Building on the foundational work of 2017-2020, the main focus in 2021 was on finalising the draft Murad Code which was published for global

consultations and feedback in 2020; further developing the survivors' perspectives document (which reflects the documentation-related experiences and wishes of survivors); and solidifying the foundations for the long-term impact of the project. A large number of survivors, civil-society organisations, UN and other international organisations, governments as well as other experts from across the globe have given feedback on the draft Murad Code and other elements of the project. Expert roundtables and discussions have also fed into this work. These include specific focus on the draft Code and children; survivors-as-documenters; disability rights; LGBTQI+ rights; Latin America; the MENA region; and open-source investigations. Nadia's Initiative, the Mukwege Foundation/ SEMA Network, Refugee Law Project, AMERUV, Men of Hope and other partners who cannot be publicly named have assisted IICI to secure the input of survivors from Colombia, Ukraine, the DRC, Uganda, Burundi, Canada and the USA, among other countries. IICI is grateful to everyone who has provided feedback and otherwise assisted on the project in 2021.

The project website, [www.muradcode.com](http://www.muradcode.com), contains the most recent information as well as the Murad Code which was released in April 2022.

**([www.muradcode.com](http://www.muradcode.com))**

# Some of Our Partners

**NADIA's  
INITIATIVE**



Foreign, Commonwealth  
& Development Office

**OAK**  
FOUNDATION

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RIGHTS  
CENTER**

UC Berkeley School of Law



**JUSTICE  
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Ministry of Defence

**OPEN SOCIETY  
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The Dutch School of Peace Operations provides invaluable support to our practical field training in The Netherlands.

## **Core Donors**

Oak Foundation

## **Project donors:**

Foreign Commonwealth & Development Office

Open Society Foundations

We thank the Oak Foundation for their support over many years. We are also grateful to the numerous individuals who have contributed financially to our work. We also thank AKD Benelux for their pro bono support.

"The International Criminal Court has benefited over the years from a positive and constructive cooperation with the Institute for International Criminal Investigations."

- Director, Investigations Division, ICC



IICI trained **171** participants from more than **38** organisations  
and **42** different countries.

**93%** of course participants stated that they will change aspects of  
the way they run their investigations after the IICI training.

**100%** of participants stated they would recommend the IICI  
training they received to their colleagues.



Bucha, Ukraine. Photo: Ronaldo Schemidt / AFP, Flickr

# 2021 Course Participants

In 2021 the Institute for International Criminal Investigations trained people coming from a wide range of organisations, including:

- American University
- Amnesty International
- Civil Rights Defenders
- DIGNITY
- European Union Human Rights Review Panel
- Free Syrian Lawyers Association (FSLA)
- Global Rights Compliance
- Helsinki University Hospital, teacher Police College and National Courts
- Human Rights First
- Human Rights Watch, USA
- Independent Investigative Mechanism for Myanmar (IIMM)
- International Committee of the Red Cross (ICRC)
- International Criminal Court (ICC)
- Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD)
- Laboratorio de Justicia y Política Criminal
- Lawyers for Justice in Libya
- MASSAR
- National Institute of Health and Welfare, Finland
- NATO
- Neuhaus Enquetes Privees
- UK Police Service
- Office of the Director of Public Prosecutions, Uganda
- Office of the High Commissioner for Human Rights (OHCHR)
- Organisation for the Prohibition of Chemical Weapons (OPCW)
- Reuters
- Seychelles Truth, Reconciliation and National Unity Commission
- Special Criminal Court of the Central African Republic (SCC)
- Special Tribunal for Lebanon (STL)
- Swiss Peace Foundation
- The Association of Defence Counsel practising before the International Courts and Tribunals (ADC-ICT)
- The New York Times
- United Nations Development Programme (UNDP)
- United Nations International Children's Emergency Fund (UNICEF)
- United Nations Mission in S. Sudan (UNMISS)
- United Nations Panel of Experts on Sudan
- United Nations Secretariat, Office of Administration of Justice, Office of Staff Legal Assistance (OSLA)
- United Nations-Security Council Affairs Division
- United States Federal Public Defender's Office

"The training staff was outstanding. Not only their background and expertise, but also the way they presented their topics to the participants was extremely effective.

Besides the presentations, the materials shared were particularly useful. At the end of each session, I felt excited about practicing and incorporating each tool and tip into my work. In conclusion, I feel privileged to have had the opportunity to learn from each one of them." Open Source Investigation course participant

"I found all sessions informative and well-presented. The information provided was complete and detailed and the trainers were very knowledgeable. Given that we had various backgrounds, proposing a course where everyone finds elements to improve his/her knowledge is challenging, and I found this was well achieved." IICI/JRR Course on Crimes Affecting Children participant

"EXCELLENT! The best trainers in this field, no doubt. Truly an amazing experience." Bespoke UN Interview Planning course participant

"Definitely I think everyone interacting with witnesses should take this training" Bespoke UN Investigative Interview Skills course participant

"The training staff is simply amazing, very experienced, available and provided detailed individual feedback and written comments on each interview plan, which is particularly useful." Bespoke UN Interview Planning course participant

"This course definitely increased my confidence in my ability to contribute to an investigation. The training is well-structured and covered all relevant aspects I can think of my work." Bespoke UN General Investigation course participant

"Yes! I would definitely recommend this course. The course was also highly recommended by several colleagues." Bespoke UN General Investigation course participant

## 2021 Headquarters Staff:

Philip Trewhitt, Executive Director  
Gabriel Oosthuizen, Programme Director  
Kirstin McMullen, Programme Manager  
Ulic Egan, Programme Manager  
Ingrid Cowl, Finance Officer

Stephanie Croft  
Steve Clappison  
Steve Trush  
Veronique Aubert  
Willie Nugent  
Xabier Agirre

## Other trainers , mentors and consultants:

Alexa Koenig  
Amanda Brettell  
AML Consulting  
Bruce Bursik  
Crofton Black  
Dean Manning  
Erin Gallagher  
Glyn Morgan  
Heather Overing  
John Ralston  
Jonna Turunen  
Julie Plante  
Kiran Elliot  
Lada Soljan  
Liliana Todorovic-Sudetic  
Linda Liebenberg  
Lindsay Freeman  
Lisa Davis  
Louise Godbold  
Mark Watson  
Milos Dimic  
Omar Rodriguez  
Patricia Viseur Sellers  
Paul Myers  
Penny Hart  
Priya Gopalan  
Rory Byrne  
Sam Dubberley

## Murad Code Project Consultants

Aine Sperrin  
Andy Sherman  
Dr Chris Dolan  
Dalila Seoane  
Dr Ingrid Elliott  
Elizabeth Bohart  
Erin Gallagher  
Galen Lamphere-Englund  
Ingrid Elliott  
Lara Quarterman  
Lisa Davis  
Louise Goldbold  
Marc Doherty  
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Michelle Oliel  
Nadine Tunasi  
Nelly Warega  
Nina Donaghy  
Sami Shabi  
Shivan Toma  
Sherizaan Minwalla  
Stephanie Barbour  
Penny Hart  
Yvonne Fisher

*Many of the consultants listed are associated with international mechanisms or organisations but train or consult for IICI in a private capacity. Some consultants and partner organisations cannot be publicly named for security or other confidentiality reasons.*

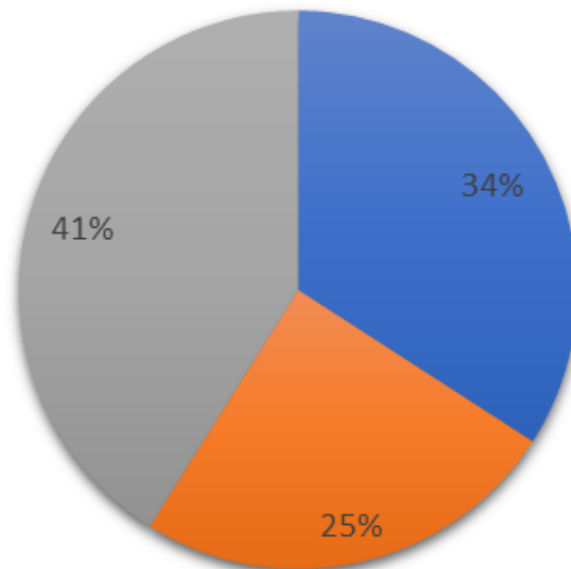
"The Course enhanced my knowledge, aptitude, efficiency, confidence and professional expertise in particular, in the investigation of international crimes affecting children." IICI/JRR Course on Crimes Affecting Children participant

"I would absolutely recommend this course- I think everyone in [international investigations] should take it." Bespoke UN Financial Investigation course participant

"The presentations and feedback delivered as well as exercises were excellent ways to improve my confidence in planning interviews. I learnt a lot especially given the fact that each exercise concerned different categories of witnesses to be approached in different ways." Bespoke UN Interview Planning course participant

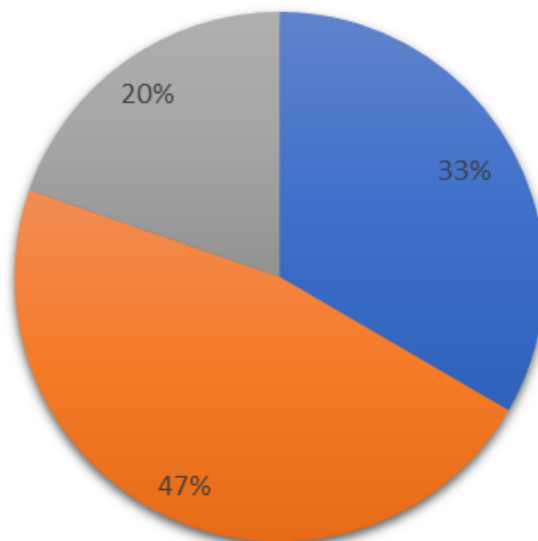
"I was told that this would be a foundational course; I could not believe that just because I am an experienced investigator I might have missed such an excellent learning opportunity had I not decided to enroll in this course." Bespoke UN Investigative Interview Skills course participant

## 2021 Income = €877,556



■ Courses = €299,536   ■ Projects = 217,551   ■ Grants & Donations = €360,469

## 2021 Expenses €627,603



■ Courses = €209,646  
■ Projects, including project development = €294,462  
■ Core staff salaries, taxes, rent and other operating costs = €123,495



# IICI Board of Directors

The Board of Directors of the IICI is the governing body of the Institute. It includes experts from around the world, and from disciplines relevant to both teaching and conducting investigations into international crimes and

serious human rights violations: criminal investigators, human rights investigators, military experts and experts in international law.

- William Schabas, President
- Nancy Pemberton, Co-founder and Secretary-Treasurer
- Colonel Desmond Travers, Vice President
- Delia Chatoor
- Catherine Cissé van den Muijsenbergh
- Monica Machler
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- Kaoru Okuizumi
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- Patrick D. Robbins
- Ken Roberts
- Heather Ryan
- Jayne Stoyles
- Lena Sundh
- Dr. Aminata Touré
- Beth Van Schaack (now US Ambassador-at-Large for Global Criminal Justice)



# Institute for International Criminal Investigations

IICI is a not-for profit NGO. IICI relies on funding to provide scholarship support for those who most need but can least pay for our training courses; to enable IICI's further development; to develop and implement new training and mentoring projects; and to contribute to the development and strengthening of investigation standards and best practices. Even small amounts help.

Donations are deposited into the bank account of the Netherlands-incorporated charitable, tax-exempt foundation (stichting) Institute for International Criminal Investigations Foundation (IICIF). IICIF's registration number at the Chamber of Commerce is 27248986.

To donate, please go to: [Donate | IICI](#)