

Institute for International Criminal Investigations (IICI)



Tal Afar, Iraq, Photographed by Conflict Armament Research Investigator

2024 Annual Report

“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 (1949-2020), Founder and former
President of IICI

Message from the President

This is not an easy time to be a war crimes investigator, with political pressures and budget restrictions becoming ever more problematic for many organisations. There has, however, never been an easy time, and the need for competent war crimes investigators has never been greater than now. Active investigations make essential contributions to domestic mechanisms, international efforts including universal jurisdiction prosecutions, and to a range of other investigative initiatives by fact-finding commissions and similar bodies. IICI's work in the training of investigators has made a vital contribution to this work for nearly a quarter of a century and whatever the challenges, will continue to do so.

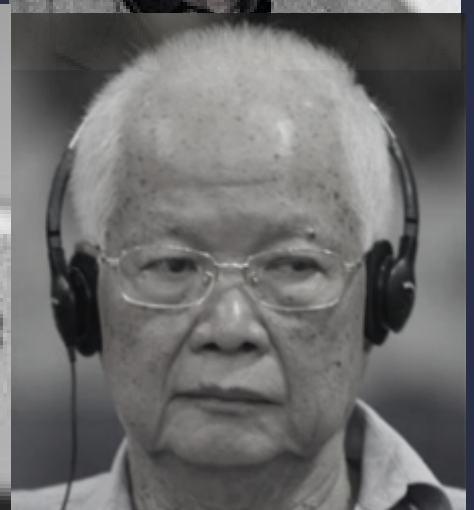
William A. Schabas OC MRJA, IICI President



**International Investigator Course Outdoor
Crime Scene Exercise, School for Peace
Operations, Netherlands Armed Forces**



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.



Sample of defendants: Zdravko Tolimir (ICTY Courtroom Photographs), Bosco Ntaganda (icc-cpi.int/drc/ntaganda), Pjetër Shala (scp-ks.org) Al Hassan ([icc courtroom photographs](http://icc-courtroom-photos.org)), Milorad Krnojelac (ICTY Courtroom Photographs), Khieu Samphan, (eccc.gov.kh/) Ahmad Al Faqi Al Mahdi (icc-cpi.int/mali/al-mahdi), Ahmed Fouad Mostafa Eldidi (court room sketch Ontario)

Who we are

Allegations and images of potential war crimes fill our television screens and with recent ICC indictments, public awareness of efforts to bring war criminals to justice has rarely been so high. Ukraine and Gaza may attract the most attention, but they are not unique. In conflict areas worldwide, horrific crimes against civilians and others are committed on an unimaginable scale: thousands of civilians dead in Democratic Republic of Congo, Ethiopia, Sudan, Syria and many others 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 including witness interviewing, crime scene processing, law, security, analysis, open source investigation.

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 and the development of guidelines for remote investigative interviewing.

"Thank you to your team for your genuine interest in our work, for being so kind and benevolent with us and providing a space where we could make mistakes with constructive feedback. The examples you provided us were very concrete and it was great to learn from your experience first hand. You are a great team: open to questions, flexible, and genuinely kind and fun people."

Bespoke Course Participant

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.

International investigations are long and hard. Sometimes you succeed and sometimes you don't. Six months ago though, Bashar al-Assad and his supporters were sleeping soundly. Now they may not be, knowing that their power base is gone and that somewhere out there is an indictment with their name on it. That is why we do what we do. Whatever difficulties are faced by those who work to make this happen, IICI is there to support them.



Our Regular Courses

The following is a selection of our regular courses and some of the typical modules on each. All of our courses are a mix of theoretical sessions and practical exercises to reinforce the learning and give participants the space to practice the techniques in a safe environment. These courses are heavily exercise-based, using realistic scenarios in order to keep the training relevant to the issues the participants are engaged in.

International Investigator Course:

- International law
- Investigation planning
- Interview skills
- Evidence review and challenge
- Open source investigations
- Weapons & targeting
- Regular and irregular military organisations & operations
- Security in the field
- Forensic death investigations
- Documenting crime scenes
- Vehicle and ammunition recognition
- Negotiation skills
- Check point exercises
- Psycho-social aspects of investigations

Investigative Interview Skills Course:

- Working with interpreters & intermediaries
- Note-taking
- Approaching and managing witnesses
- Interview planning
- Credibility & reliability
- Interviewing skills - PEACE model
- Trauma-informed approaches

Investigation of Conflict Related Sexual & Gender-Based Violence Course:

- Understanding sexual and gender-based violence
- Investigation planning
- Sexual slavery
- Approaching witnesses & intermediaries
- Male victims of sexual violence
- Gender persecution
- Interview skills



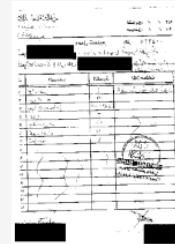
Checkpoint Exercise, International Investigator Course, School for Peace Operations, Netherlands Armed Forces

Our Regular Courses

Financial Dimensions of War Crimes Investigations Course:

- Money: how it moves
- Relevant international law
- Corporate profiling
- Financial profiling - network mapping
- Tracking financial flows; global trade tracking
- Open-source investigations
- The financial law enforcement landscape
- Insider witnesses

Bureaucrats just can't help themselves... The document below is from the Islamic State of Iraq and Syria (ISIS) Spoils of War and Booty department. It is a simple receipt for stolen property, but its very existence, together with reference to specialised administrative structures suggests evidence of planning, organisation and control of looting, as well as knowledge of senior commanders.



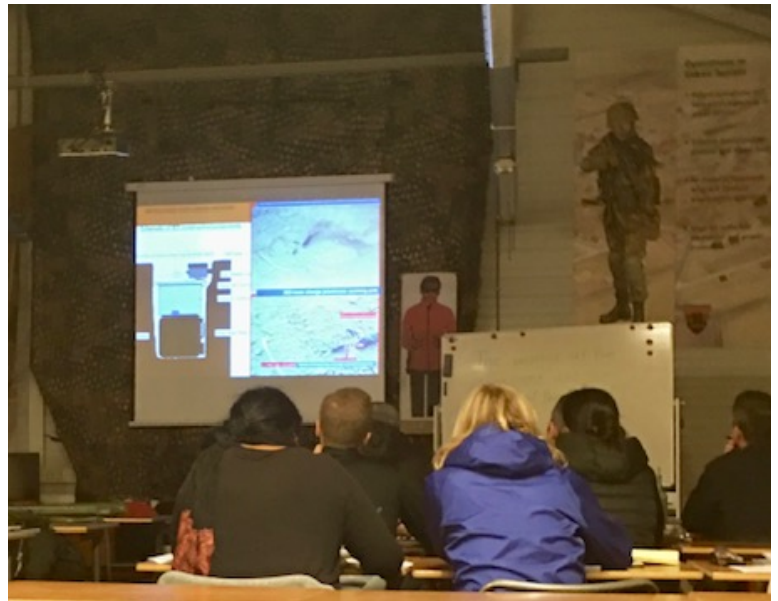
Department of Spoils of War and Booty/Nineveh Wilayat/ Supply Division/ISIS Files 32_001500.
<https://isisfiles.gwu.edu/artifact/9c67wm87q>

Open Source Investigations (Foundational & Advanced):

- Thinking like a digital investigator
- Advanced search in foreign languages
- Law, evidence & procedure
- Geolocation
- Security
- Corporate networks & flight tracking
- Pivoting & search strategies

Team Leader Course:

- Emotional intelligence
- Team management
- Managing a crime scene
- Mission planning
- Conflict resolution
- Negotiation skills
- Decision-making



"I wish that IICI could visit all field missions where I have worked- this kind of training is so desperately needed at the field level in human rights investigations."

Sexual & Gender-Based Violence Course Participant

Regular & Bespoke Courses



In addition to its training programme in The Hague, IICI provides tailored training for individual organisations including international agencies, and civil society organisations. Some agencies and organisations are operating in difficult security or political environments. A number of specialised courses conducted in 2024 are therefore not mentioned for security and confidentiality reasons.

Highlighted training activities include:

- a specialist course examining the financial dimensions of war crimes investigations for the International Criminal Court in The Hague (funded and facilitated by the UK government)
- interview skills training for the United Nations Secretary-General's Mechanism for

"The course was wonderful, no wonder it has such a great reputation. The trainers were supportive and kind, and we felt that we could approach them with any issue or concern. They were very informative and I learnt a lot from their impressive sessions."

**International Investigator Course
Participant**

Investigation of Alleged Use of Chemical and Biological Weapons (UNSGM) in Geneva

- training on documenting sexual violence amongst refugees for the International Organization for Migration in Prague
- training on investigative interviewing for the Clooney Foundation for Justice in Lisbon
- training on open source investigations for Afghan human rights defenders in partnership with the Elisabeth Selbert Initiative

IICI continues to provide bespoke courses for Justice Rapid Response to give new members of the roster a better understanding of the nature of complex international investigations.

In addition to bespoke training courses, IICI also provided a variety of other regular training courses which are open to a broader audience in 2024. These include:

- Several Open Source Investigation Courses at both foundational and advanced level in partnership with the University of California, Berkeley
- Two International Investigator Courses
- A Sexual and Gender-Based Violence Investigation Course

What People Are Saying

"I think the course is excellent and it should be mandatory for my office!"

Sexual & Gender-Based Violence Course Participant

"The IICI staff experience is exceptional! I am so lucky to learn from you, but most importantly, to receive feedback. It was very engaging and practical. Another thing that I really liked is how you manage to keep your lectures so interesting."

Bespoke Course Participant

"I would absolutely recommend this course! Many colleagues in the field would benefit greatly from taking it."

Sexual & Gender-Based Violence Course Participant

"Very good training and I highly recommend [it] for all my colleagues."

Bespoke Course Participant

"The knowledge, passion and humanity of the trainers, including our colleagues in the military, all your work and efforts to make sure that lectures were useful, that we were taken care of, that we were learning what we needed to be better professionals, but also your kindness and generosity, all this is just too much!"

International Investigator Course Participant

"This was one of the best training sessions that I have been involved in. I could not suggest much more."

Bespoke Course Participant

"The staff who prepared the course, speakers, facilitators, were all excellent. I also really enjoyed the mixed profiles of the participants. I had the opportunity to learn a lot by sharing experiences with them. Very practical course. Access to very relevant speakers with excellent and relevant expertise. The documents shared (pre-readings and other information) were carefully selected and prepared."

International Investigator Course Participant

"This is one of the most interesting and useful courses I attended in my career."

Sexual & Gender-Based Violence Course Participant

"I feel fortunate to have been chosen to participate in this extremely valuable course. I feel that the cost, while a bit higher than some other trainings, was well worth it. My confidence as an investigator has been improved immensely, and I have learned a lot from classmates as well (what an incredible group of people!). I loved the balance of the class composition as well - to interact with police, investigators, lawyers, and others, and to see their perspectives. IICI really does an excellent job in selecting participants, as they were almost universally talented and empathetic individuals. Overall, it was a wonderful experience and I hope to take several more classes with IICI."

International Investigator Course Participant

"This was the best course I've attended, I enjoyed tremendously every aspect of it!"

Sexual & Gender-Based Violence Course Participant

"Trainers were top, not only great experts with a lot of practical experience but also very good training and presentation skills."

International Investigator Course Participant



The Murad Code Project

In 2017, IICI conceived the idea of a global code of conduct aimed at supporting better practice amongst those working with survivors of systematic and conflict-related sexual violence (SCRSV). What came to be known as the Murad Code project – after Nadia Murad – has as a key objective to respect and support survivors' rights and to ensure work with survivors to investigate and otherwise gather and use information about their experiences is safe, ethical and effective. Spearheaded by IICI, the project is a global, consultative initiative involving partners from across the globe, including survivors and other individuals, civil-society organisations, governments, inter-governmental and other international organisations, and funders. The “Global Code of Conduct for Gathering and Using Information About Systematic and Conflict-Related Sexual Violence” or “the Murad Code” is at the heart of the project. The three pillars of the project are survivor empowerment; enhanced capacity of practitioners; and improved coordination and collaboration between actors across justice, humanitarian, media, funding, academic and other sectors. The government of Canada, through Global Affairs Canada, is providing funding and other partnership support in 2023-2026. The founding partners of the project are IICI, Nadia's Initiative and the Preventing Sexual Violence in Conflict Initiative of the UK government (PSVI).

2024 work included:

- the translation of the code into additional languages
- the continued development of a guide on survivor-centred and effective open-source research about SCRSV, in partnership with the Human Rights Center (UC, Berkeley School of Law) (pilot version published in early 2025)
- the research and drafting of a Murad code-framed guide for funders (publication in late 2025)
- a project with SCRSV survivors in Ivory Coast, supporting their use of the Murad code
- two webinars on the application of the Murad code (one focused on West Africa, the other on Latin America.)

Murad Code project consultants (2024)

Nadia's Initiative

Dr Denis Mukwege Foundation & SEMA Network
(Global Network of Victims and Survivors to End
Wartime Sexual Violence)

Ariadne Network

Amaranth Advising LLC (Kristin Kim Bart & Sarah
Martin)

HRC (UC, Berkeley School of Law)

Members of the IICI-University of California Berkeley
School of Law, Human Rights Center working group on
the Murad Code-framed open-source research guide &
other reviewers of the draft guide

Leisha Beardmore

Fiona McKay

Marc Doherty

Andy Sherman (Can of Creative)

Erin Gallagher

Ahoua Dagnogo

Edwige Brin

Justine Kpan

Joanna Rice

Survivors in Ivory Coast

Miriam Lewin

Nadine Tunasi

Kathryn Gichini

Peninah Kimiri



Full information, including the names of experts who have served as panellists on the webinars, event recordings, graphic illustrations of the webinars, and other publications, can be found at www.muradcode.com. Murad Code Project staff can be found on the IICI staff page.

Verdicts such as those below rely on diligent investigation, in many cases by organisations we have helped train. Our goal is to help make sure that those investigations are professional, thorough and fair.

20 November 2024 - The International Criminal Court found Al Hassan Ag Abdoul Aziz Ag Mohamed Ag Mahmoud guilty of war crimes and crimes against humanity committed between early May 2012 and 29 January 2013 in Timbuktu, northern Mali. He was sentenced to 10 years of imprisonment

17 December 2024 - Royal Canadian Mounted Police charged Ahmed Eldidi with four war crimes charges, including murder, mutilation and torture after he was seen allegedly committing the crimes in an ISIS propaganda video.

16 July 2024 -The Kosovo Specialist Chambers found Pjetër Shala guilty of the war crimes of arbitrary detention, torture and murder and sentenced him to a prison sentence of 18 years.

22 January 2024 - The District Court of The Hague found Mustafa A. guilty of complicity in illegal arrest as a crime against humanity, as well as complicity in torture. The Court sentenced Mustafa A. to 12 years in prison.

11 December 2024 - The District Court of The Hague found Hasna A. guilty of enslavement of a Yazidi woman in Syria in 2015, as a crime against humanity. In addition, she was convicted of participation in a terrorist organization (IS), enabling the commission of terrorist crimes and endangering a minor, her son. Hasna A. was sentenced to 10 years imprisonment.

11 November 2024 - The Military Court in Bukavu, Democratic Republic of Congo, convicted Donat Kwenga Omari, a former soldier in the national army, of rape, sexual slavery, murder, torture, deprivation of liberty, enforced disappearance and other inhumane acts as crimes against humanity, perpetrated between 2016 to 2021.

29 November 2024 - The German Federal Court of Justice upheld the conviction of a former member of a Gambian death squad who was sentenced to life imprisonment a year ago for his participation in two murders and three attempted murders, constituting crimes against humanity.

On 11 December 2024 the verdict of Hasna A. was live streamed by the Court and Yazda organized the first screening for Yazidis living in Iraq

في ١١ ديسمبر ٢٠٢٤، تم بث حكم حسناء أ. عبر الإنترنت من قبل المحكمة، وقامت يازدا بتنظيم العرض الأول لليزبيين المقيمين في العراق

Selected Projects Completed in 2024

Publication of IICI's Guidelines for Using Financial Evidence in the Investigation of International Crimes

The Institute for International Criminal Investigations (IICI) has for some years been raising awareness of the potential impact of financial evidence in bringing to justice those responsible for war crimes, crimes against humanity, genocide and serious human rights abuses. (For the sake of brevity, we refer to these as 'international crimes'.) This has included providing specialist training across the international investigative landscape, including staff from the International Criminal Court, UN agencies, national police war crimes units and civil society. These Guidelines for Using Financial Evidence in the Investigation of International Crimes ('the Guidelines'), created by IICI in partnership with contributions from a variety of outside experts, are the next step in creating a broader awareness of the possibilities. The purpose is to highlight the potential importance of financial information in the investigation and prosecution of international crimes and to educate and encourage those starting on the journey. The Guidelines are aimed at the wide modern investigative audience, including those from law enforcement, UN agencies and civil society. They focus mainly on identifying useful principles and suggesting ideas to overcome obstacles

that can be applied in any investigative context, regardless of the coercive powers available to the investigating entity.

They are also intended to:

- counter a frequently held assumption amongst investigators that financial investigation is only relevant to financial crimes: money-laundering, corruption, tax evasion etc;
- raise awareness that financial evidence can be an avenue for investigators looking at international crimes, where the evidence may be less immediately obvious, but no less damning and potentially more accessible than seeking a top secret order or an insider witness to implicate a senior commander;
- and finally - and perhaps most crucially - to educate investigators about where to start their journey in gathering it.

The guidelines are deliberately brief, with more specialist aspects to be covered in annexes, which we will issue subsequently. The guidelines can be found on the publications page of our website ([Publications and resources - IICI](#)).

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In 1995, more than 7,500 Bosnian Muslim men and boys were executed by soldiers of the Bosnian Serb Army following the fall of Srebrenica and buried in mass graves. While the military had tried to hide the murders, including by moving the bodies to secondary mass graves, the engineering company hired to dig those graves had maintained financial records of the use of the machines. All this seemingly anodyne financial book-keeping was not considered a 'smoking gun' which had to be destroyed by the perpetrators. Instead, it sat, ignored, until investigators with the right mindset came looking.

Selected Projects Completed in 2024

Interview Skills Training Videos



United Nations
Team of Experts
Rule of Law/Sexual Violence in Conflict

In 2024, the United Nations Team of Experts on Rule of Law and Sexual Violence in Conflict requested IICI's assistance to create a series of training videos to improve the quality of interviewing of survivors of sexual violence. The videos, featuring fictional interviewers and witnesses, highlighted good and bad interviewing practices, as well as providing guidance more generally on planning and conducting witness interviews. The videos will be used by the Team of Experts as an educational resource primarily for national law enforcement agencies with the aim of enhancing understanding of the process of trauma-informed and survivor-centred interviewing. The videos are broken down into five stages of an interview. Trainer notes written by IICI experts accompany each video. IICI is grateful to True Heroes Films for their professionalism and deep commitment to this project.

An animated video on Planning & Preparation is currently being developed and will be released in 2025.



Building Rapport with a Witness - The 'Wrong' Way



Building Rapport with a Witness - The Better Way



Soliciting the Witness's Account - The Better Way



Soliciting the Witness's Account - The Wrong Way

Other Selected Projects in 2024

Work on crimes affecting children

IICI continues its longstanding training, research and other work to improve the quality of investigations relating to children in conflict areas. IICI contributed to the creation by Physicians for Human Rights of a set of principles relating to trauma-informed approaches to child survivors of conflict-related sexual violence, which were published in early 2024. IICI started drafting its

own complementary guidelines specific to the investigation of international crimes and grave human rights violations affecting children, to be published in 2025. IICI also continued to review its training and mentoring work on children, including in relation to investigative interviewing.

JRR-IICI-HRC (Berkeley) project “Strengthening accountability in the digital era”

The digital age presents investigators of international crimes and serious human rights violations with challenges and opportunities. For example, the growing volume of potential digital evidence can be overwhelming. The need, as expressed by investigators across the spectrum (governmental, international, non-governmental) is for expert guidance, training and support on how to properly gather, analyse, store and present such evidence. This includes the integration of digital investigation

expertise into investigation plans; assessing the suitability of existing collection and analysis tools or the development of new ones; and evaluating the pros and cons of employing artificial intelligence. IICI is partnering with the deployment capabilities of Justice Rapid Response (which is leading the project) and the standards-setting and technical expertise of the Human Rights Center (UC, Berkeley School of Law) to respond to this need through a multi-year project, subject to funding being found.



Alketa's landmark public art installation was a powerful homage to survivors of sexual violence in conflict worldwide. These dresses were donated by survivors of sexual violence in conflict and their supporters around the world. The installation is a testimony of the reality of sexual violence in conflict and its human consequences, challenging a wide audience to think more deeply about the lived realities of survivors around the world and mobilize key decision-makers to draw a red line against the use of sexual violence and take stronger action in preventing and responding to conflict-related sexual violence.

The installation was created by artist Alketa Xhafa Mripa in collaboration with the Mukwege Foundation, the Embassy of Kosovo in The Hague and the Municipality of The Hague.

Some of Our Partners



In partnership with
Canada



Ministry of Defence



**HUMAN
RIGHTS
CENTER**

UC Berkeley School of Law



TRUEHEROESFILMS



United Nations
Team of Experts
Rule of Law/Sexual Violence in Conflict

akd

benelux lawyers



**JUSTICE
RAPID
RESPONSE**

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

We are grateful to the numerous individuals who have contributed financially to our work.

We also thank AKD Benelux for their pro bono support.

Project donors:

The Government of Canada, through Global Affairs Canada

The Government of the United Kingdom

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

Former Director, Investigations Division, ICC

In 2024

IICI trained more than **200** participants from more than **70** organisations and **45** different countries.

100% of course participants stated that their confidence to participate in investigations has increased after the IICI training.

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

"Being taught by professionals in the field was amazing and the insight given was unique and could not be obtained anywhere else. In addition everyone was very pleasant and nice!"

**International Investigator Course
Participant**

2024 Course Participants

In 2024 IICI trained people coming from a wide range of organisations, including:

National law enforcement

- Australian Federal Police (AFP)
- Czech Republic War Crimes Unit (PCR)
- Dutch Police International Crimes Team
- United States Federal Bureau of Investigation (FBI)
- United States Federal Public Defender's Office
- German Federal Police War Crimes Unit
- United Kingdom Metropolitan Police War Crimes Unit
- Swedish Police War Crimes Unit

Civil society

- Bellingcat: GAP - Global Authentication Project
- Centre for Information Resilience
- Clooney Foundation for Justice
- Czech Republic National Center for Combating Terrorism, Extremism, and Cybercrime (NCTEKK)
- Diakonia International Humanitarian LawCentre Jerusalem
- FIDH - International Federation for Human rights
- Global Human Rights Group
- Global Rights Compliance (GRC)
- Greenpeace International
- Institut für Auslandsbeziehungen (Institute for Foreign Cultural Relations)
- In IUSTITIA
- International Federation for Human Rights (FIDH)
- La Strada, Czechia
- Lawfare
- Legal Action Worldwide (LAW)
- Mukwege Foundation
- Open Society Justice Initiative (OSJI)
- Sudan Human Rights Hub/Gisa group

International bodies

- Independent Investigative Mechanism for Myanmar (IIMM)
- Inter-American Commission on Human rights
- International Court of Justice (ICJ)
- International Impartial and Independent Mechanism - Syria (IIIM)
- Office of the High Commissioner for Human Rights (OHCHR), Geneva
- Office of the Prosecutor of the International Criminal Court (ICC-OTP)

- Organisation for the Prohibition of Chemical Weapons (OPCW)
- Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons (UNSGM)
- The European Union Advisory Mission (EUAM) Ukraine
- The International Organization for Migration Czechia (IOM)
- United Nation Mission in South Sudan (UNMISS)
- United Nations - African Union Hybrid Operation in Darfur (UNAMID)
- United Nations Assistance Mission in Afghanistan (UNAMA) Human Rights Service
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Human Rights Monitoring Mission in Ukraine (UN HRMMU)
- United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL (UNITAD)
- United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)
- United Nations Office of the High Commissioner for Human Rights (OHCHR) Burkina Faso
- United Nations Office of the United Nations High Commissioner for Human Rights (OHCHR) - Sudan Country Office
- United Nations Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
- United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)
- United Nations Team of Experts on Rule of Law and Sexual Violence in Conflict
- UN Women
- United Nations Working Group on Enforced or Involuntary disappearances (WGEID)
- United Nations, Department of Peace Operations (UNDPO)

Other

- Berkeley University, Human Rights Center
- Bloomberg LP
- Border Servant Corps
- Cultural Resilience Informatics and Analysis Lab, Ukraine Conflict Observatory

2024 Course Participants

Other continued

- Democracy for the Arab World Now (DAWN)
- ETH Zurich - Center for Security Studies
- European Investment Bank
- Military Commissions Defense Organization
- Murdoch University
- Platform for Peace and Humanity
- The Guardian
- The Max Planck Foundation for International Peace and the Rule of Law

- The Washington Post
- United States Marine Corps
- United States National Federal Criminal Court
- University of California Berkeley School of Law
- University of Notre Dame, Keough School of Global Affairs

Some organisation names withheld for confidentiality reasons.



An AKM assault rifle documented by Conflict Armament Research investigators in Mali in March 2021.

2024 Staff, Trainers and Other Consultants

2024 IICI Headquarters staff:

Philip Trewhitt, Executive Director
Gabriel Oosthuizen, Programme Director
Kirstin McMullen, Programme Manager
Ingrid Crowl, Finance Officer

Other IICI trainers , mentors and consultants:

A.J. Schumann
Alexa Koenig
Andrea Richardson
Brian Nguyen
Bruce Bursik
Ceren Fitoz
Chris Dolan
Danil Cuffe
Dean Manning
Emmanuelle Marchand
Erin Gallagher
Helia Sadeghi
Henriette Stratmann
Joleen Watson
Koen Klussien
Lada Soljan
Laurel Baig
Liliana Todorovic
Lisa Davis
Mariana Gutiérrez

Mark Watson
Marta Valinas
Maxine Marcus
Michala Chadimova
Natasha Vicary-Roeder
Niamh Hayes
Patricia Viseur Sellers
Penny Hart
Ray Murphy
Stephanie Barbour
Willie Nugent

2024 Murad Code Project staff:

Gabriel Oosthuizen, Project Lead
Ingrid Elliott, Murad Code Project Deputy Co-Lead
Marion Volkmann-Brandau, Murad Code Project Deputy Co-Lead
Olivia Head, Murad Code Project Communications, Advocacy and Project Manager

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.



A culturally appropriate interview set up for Yazidi witnesses as suggested in “Get To Know Me First: A Survivor-Informed Guide for Interviewing Yazidis from Sinjar”, published by Yazda, September 2023

"The training strikes an excellent balance between theoretical and practical aspects. The expertise shared by the various moderators was particularly insightful and relevant, providing concrete examples of the challenges faced in the field and the innovative approaches that have been used in the past to address them."

International Investigator Course Participant

Legal Status and Governance

The organisation is comprised of the Institute for International Criminal Investigations (IICI) and the Institute for International Criminal Investigations Foundation (IICIF). IICI is an American 501c(3) tax-exempt corporation incorporated in the State of California. IICIF is a Dutch charitable foundation based in The Hague, The Netherlands.

The 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. Board members are not remunerated for their contribution to IICI. The Board of Directors meets annually and the smaller Executive Committee meets with the Executive Director quarterly to ensure ongoing governance.

- William Schabas, President
- Nancy Pemberton, Co-Founder
- Ian Byrne, Secretary
- Bernard O'Donnell, Vice-President
- Monica Mächler, Treasurer (IICI-F)
- Heather Ryan, Treasurer (IICI-US)
- Delia Chatoor
- Catherine Cissé van den Muijsenbergh
- Colonel Bernard Markey
- Ian Byrne
- Kaoru Okuizumi
- John Ralston
- Patrick D. Robbins

- Lena Sundh
- Dr. Aminata Touré

Financing and Support

The IICI receives no core donor support. It relies solely on course fees from individuals and organisations to fund its training programme, together with some limited project funding and donations from individuals. The IICI is therefore grateful for the continued support of a number of international tribunals and United Nations organisations in helping to keep its costs low by making their staff members available as trainers on IICI courses pro bono.

Legal Advice

AKD Benelux has provided IICI with pro bono legal advice. We are grateful for their support.

Integrity

All staff, trainers and consultants are subject to IICI's policies to ensure integrity in all operations. These policies include the IICI code of ethics, and policies concerning whistle-blowers, discrimination, equal opportunity, sexual harassment, inappropriate behaviour and sexual exploitation or abuse.

All of IICI's external trainings are subject to its policy on budgets and costings.



IICI expresses our strong appreciation and gratitude to Col. Desmond Travers for his many years of dedicated service as he transitions from the Board of Directors to the IICI Council of Advisors.



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.

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

2024 Financial Summary

2024 Income €867,433



■ Donations €1,036 ■ Projects €289,724 ■ Courses €576,673

2024 Expenditure €869,136



- Course costs €405,336
- Project costs €270,822
- Project development €6,322
- Employees' salaries, social security €109,379
- Operating expenses (rent, associated office expenses, general expenses, scholarships awarded) €77,277



**Stichting "Institute for International Criminal Investigations
Foundation"**

seated in 's-Gravenhage

Financial report 2024

June 26, 2025



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Stichting "Institute for International Criminal Investigations Foundation"
Attn. the Board of Directors
Fluwelen Burgwal 58
2511 CJ 's-Gravenhage

Zoetermeer, June 26, 2025

Dear Board of Directors,

In accordance with your engagement we compiled the annual financial statements 2024 of IICI at 's-Gravenhage.

Assignment

The financial statements of Stichting "Institute for International Criminal Investigations Foundation" at 's-Gravenhage have been compiled by us using the information provided by you. The financial statements comprise the balance sheet as at December 31, 2024 and the profit and loss account for the year 2024 with the accompanying explanatory notes. These notes include a summary of the accounting policies which have been applied.

This compilation engagement has been performed by us in accordance with Dutch law, including the Dutch Standard 4410, "Compilation engagements", which is applicable to accountants. The standard requires us to assist you in the preparation and presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. To this end we have applied our professional expertise in accounting and financial reporting.

In a compilation engagement, you are responsible for ensuring that you provide us with all relevant information and that this information is correct.

Therefore, we have conducted our work, in accordance with the applicable regulations, on the assumption that you have fulfilled your responsibility. To conclude our work, we have read the financial statements as a whole to consider whether the financial statements as presented correspond with our understanding of Stichting "Institute for International Criminal Investigations Foundation". We have not performed any audit or review procedures which would enable us to express an opinion or a conclusion as to the fair presentation of the financial statements.

During this engagement we have complied with the relevant ethical requirements prescribed by the "Verordening Gedrags- en Beroepsregels Accountants" (VGBA, Dutch Code of Ethics). You and other users of these financial statements may therefore assume that we have conducted the engagement in a professional, competent and objective manner and with due care and integrity and that we will treat all information provided to us as confidential.

Zoetermeer, June 26, 2025

Alan & Luca
on behalf of,



R.W. Lelieveld RA



Results

Development of income and expenses

As presented in the income statement, the net result for 2024 amounts to € -1,703 (2023: € -166,770). To provide insight in the development of the result for 2024, below an outline has been prepared based on the income statement of 2024 compared to the income statement of 2023. Income and expenses are expressed in € and as a percentage of the net turnover.

	2024		2023	
	€	%	€	%
Net revenue	867,433	100.0	767,542	100.0
Cost of courses and programmes	-682,480	-78.7	-715,339	-93.2
Gross margin	184,953	21.3	52,203	6.8
<i>Employee benefits</i>				
Wages and salaries	97,381	11.2	103,672	13.5
Social security contributions	11,998	1.4	11,068	1.4
<i>Other operating expenses</i>				
Office rent and associated expenses	11,264	1.3	38,040	5.0
Representation and communication expenses	9,324	1.1	12,728	1.7
Office related expenses	35,188	4.1	41,856	5.5
General expenses	23,049	2.7	13,072	1.7
Other expenses	-1,548	-0.2	-1,463	-0.2
Sum of expenses	186,656	21.5	218,973	28.5
Operating result	-1,703	-0.2	-166,770	-21.7
Result	-1,703	-0.2	-166,770	-21.7



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Balance sheet as at December 31, 2024

Assets

<i>(Before appropriation of result)</i>	31 December 2024		31 December 2023	
	€	€	€	€
Current assets				
Receivables				
Trade receivables	4,804		10,750	
Other receivables, prepayments and accrued income	-		7,800	
		4,804		18,550
Cash and cash equivalents		936,308		1,216,148
Total		941,112		1,234,698



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Equity and liabilities

<i>(Before appropriation of result)</i>	31 December 2024		31 December 2023	
	€	€	€	€
Equity				
Available funds	764,836		931,606	
Result for the year	-1,703		-166,770	
		763,133		764,836
Restricted and unrestricted funds		160,036		440,645
Current liabilities				
Trade payables*	7,955		21,895	
Taxes payable and social security contributions payable	3,170		3,028	
Other payables	6,818		4,294	
		17,943		29,217
Total		941,112		1,234,698



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Income statement for the year ended 2024

		2024		2023
	€	€	€	€
Net revenue	867,433		767,542	
Cost of courses and programmes	-682,480		-715,339	
Gross margin		184,953		52,203
Employee benefits	109,379		114,740	
<i>Other operating expenses</i>				
Office rent and associated expenses	11,264		38,040	
Representation and communication expenses	9,324		12,728	
Office related expenses	35,188		41,856	
General expenses	23,049		13,072	
Other expenses	-1,548		-1,463	
Sum of expenses		186,656		218,973
Operating result		-1,703		-166,770
Result after tax		-1,703		-166,770



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

General notes

Most important activities

The specific purposes for which Stichting Institute for International Criminal Investigations Foundation, having its legal seat at Den Haag, is to provide charitable assistance to victims of war crimes, crimes against humanity, and other violations of international humanitarian law by providing professionals for the investigation of such violations of law; and to educate professionals how to investigate war crimes, crimes against humanity, and other violations of international humanitarian law by providing training programs for such professionals.

Location actual activities

Stichting "Institute for International Criminal Investigations Foundation" is located in 's-Gravenhage and is registered at the chamber of commerce under number 27248986.

Estimates

In applying the principles and policies for drawing up the financial statements, the directors of Stichting "Institute for International Criminal Investigations Foundation" make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary in order to provide the transparency required under Book 2, article 362, paragraph 1, the Dutch Civil Code the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Accounting policies

General

General policies

The financial statements are drawn up in accordance with the provisions of Title 9, Book 2, of the Dutch Civil Code and the Dutch Accounting Standards applicable to small legal entities, as published by the Dutch Accounting Standards Board ("Raad voor de Jaarverslaggeving").

Accounting policies for the valuation of assets and equity and liabilities

Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost. In the balance sheet, income statement and the cash flow statement, references are made to the notes.

Accounting policies for the income statement

The result is the difference between the realisable value of the services provided and the costs and other charges during the year. The results on transactions are recognised in the year in which they are realised.

Changes in accounting policies

The allocation of the committed and received funds from Global Affairs Canada regarding the Murad-code project received and income for the Murad-code has been adjusted compared to the previous financial year.

The comparative figures have been adjusted accordingly. This has resulted in a lower result for the financial year 2023 off € 468.675.

The equity as per 31 December 2023 as presented in the financial statements of 2023 is also € 468.675 lower.

Foreign currency translation

Items included in the financial statements of Stichting "Institute for International Criminal Investigations Foundation" are valued with due regard for the currency in the economic environment in which the company carries out most of its activities (the functional currency). The financial statements are denominated in euros; this is both the functional currency and presentation currency of Stichting "Institute for International Criminal Investigations Foundation"

Accounting policies for assets

Receivables

Receivables are initially valued at the fair value of the consideration to be received, including transaction costs if material. Receivables are subsequently valued at the amortised cost price. Provisions for bad debts are deducted from the carrying amount of the receivable.

Cash and cash equivalents

Cash at banks and in hand represent cash in hand, bank balances and deposits with terms of less than twelve months. Overdrafts at bank are recognized as part of debts to lending institutions under current liabilities. Cash at banks and in hand is carried at nominal value.



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Accounting policies for equity and liabilities

Equity

Capital and available funds are valued at nominal value. Capital and available funds consist of accumulated deficit and surplus of previous book years.

Provisions

Restricted and non restricted funds are measured at the best estimate of the amount that is necessary to settle the obligation as per fund per balance sheet date. The split in restricted funds and non restricted funds is based on the specific terms and conditions as mentioned in the grant letters.

Current liabilities

On initial recognition current liabilities are recognised at fair value. After initial recognition current liabilities are recognised at the amortised cost price, being the amount received, taking into account premiums or discounts, less transaction costs. This usually is the nominal value.

Accounting policies for the income statement

Net revenue

Revenues from services are recognised in proportion to the services rendered, based on the cost incurred in respect of the services performed up to that moment, in proportion to the estimated costs of the aggregate services to be performed. The cost price of these services is allocated to the same period.

Other operating expenses

Costs are determined on a historical basis and are attributed to the reporting year to which they relate.



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Notes to balance sheet

Receivables

	31 December 2024	31 December 2023
	€	€
Trade receivables*	4,804	10,750
Other receivables, prepayments and accrued income		
Guarantee deposit	-	7,800
	-	7,800
Total	4,804	18,550

Disclosure

* Trade receivables are invoiced amounts still owing to IICI at year end.

Cash and cash equivalents

	31 December 2024	31 December 2023
	€	€
Bank credits	936,283	1,217,130
Cash	25	25
In transit	-	-1,007
Total	936,308	1,216,148

Disclosure

The liquid assets are freely available.

Equity

	31 December 2024	31 December 2023
	€	€
Available funds	764,836	931,606
Result for the year	-1,703	-166,770
Total	763,133	764,836



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

	Available funds	Result for the year	Total
	€	€	€
Balance January 1, 2024	931,606	-166,770	764,836
Movements 2024			
Result distribution	-166,770	166,770	-
Result for the year	-	-1,703	-1,703
	<u>-166,770</u>	<u>165,067</u>	<u>-1,703</u>
Balance December 31, 2024	<u>764,836</u>	<u>-1,703</u>	<u>763,133</u>

Restricted and unrestricted funds

	31 December 2024	31 December 2023
	€	€
Murad Code Project (restricted)	160,036	440,645
Total	<u>160,036</u>	<u>440,645</u>

Disclosure

Global Affairs Canada / PSOPs has granted a maximum amount of EUR 2,932,000.47 for period 1 July 2023 till 30 June 2026. The income for IICI is 12% of the actual expenses. The actual expenses voor 2023 and 2024 were as follows:

2023: € 17,769

2024: € 250.543

The income is therefore € 300,510. This is split over 2023 (€ 19,902) and 2024 (€ 280.608).

In 2023 an advanced payment of € 460.546 was received in 2023.

The balance of € 160,036 is recorded as restricted fund Murad Code Project.

Murad Code Project (restricted)

The movement is as follows:

<i>Murad Code Project (restricted)</i>	2024	2023
	€	€
Balance January 1	440,645	-
Addition to provision	-	460,546
Usage of provision	-280,609	-19,901
Balance December 31	<u>160,036</u>	<u>440,645</u>



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Current liabilities

	31 December 2024	31 December 2023
	€	€
Trade payables*	7,955	21,895
<i>Taxes payable and social security contributions payable</i>		
Wage tax and social security		
Wage tax	3,170	3,028
Other payables		
Net wages**	4,318	4,162
Other short term liabilities***	2,500	132
	<u>6,818</u>	<u>4,294</u>
Total	<u>17,943</u>	<u>29,217</u>

Disclosure

* Trade payables are invoices received but not yet paid by IICI.

** Net wages are wages 2024 that are due by year end.

*** Other short term liabilities refer to invoices to be received for the year 2024.



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Notes to income statement

Revenue and gross margin

	2024	2023
	€	€
Net revenue		
Regular Course Income	425,067	515,660
Bespoke Course Income	151,606	195,648
Project Income	289,724	52,486
Donations	1,036	3,748
	<u>867,433</u>	<u>767,542</u>
Operating income	<u>867,433</u>	<u>767,542</u>
Cost of courses and programmes		
Bespoke Course Costs	90,578	153,849
Regular Course Costs	313,357	402,507
Projects costs	270,822	132,401
Project Development (general)*	6,322	22,430
Course material	1,401	4,152
	<u>682,480</u>	<u>715,339</u>
Gross margin	<u>184,953</u>	<u>52,203</u>

Net revenue

A breakdown of income and costs per course/project is presented on page 17.

* Project development and course material consist mainly of costs for projects in the development phase.

Employee benefits

	2024	2023
	€	€
Wages and salaries		
Core staff salaries	77,868	75,600
Other core staff fees (non salaried)	19,513	28,072
	<u>97,381</u>	<u>103,672</u>
Social security contributions	11,998	11,068
Total	<u>109,379</u>	<u>114,740</u>



Stichting "Institute for International Criminal Investigations Foundation"
seated in 's-Gravenhage

Disclosure

Core staff salaries are funded by various courses.

Other operating expenses

	2024	2023
	€	€
Office rent and associated expenses		
Rent	10,319	37,234
Property taxes	945	806
	<u>11,264</u>	<u>38,040</u>
Representation and communication expenses	9,324	12,728
Office related expenses		
Headquarters / administration	21,775	28,963
Telephone & Internet	10,930	11,085
Maintenance building	2,483	1,615
Office equipment & stationery	-	193
	<u>35,188</u>	<u>41,856</u>
General expenses		
Insurance	5,574	4,750
Scholarships awarded	17,300	5,730
Bank fees	175	2,592
	<u>23,049</u>	<u>13,072</u>
Other expenses	-1,548	-1,463
Total	<u>77,277</u>	<u>104,233</u>

Disclosure

Other expenses contains exchange rate differences and other minor expenses.



Details per course and project 2024	Income €	Costs €	Result €
Courses			
<i>Regular</i>	425.067	313.357	112.665
IICI/Berkeley Open Source Investigation	117.288	97.398	19.890
International Investigator Course 37	113.000	82.162	30.838
International Investigator Course 38	125.147	91.355	33.792
JRR General Certification Course	11.131	7.455	3.676
Interview Skills Course	(1.500)	243	(1.743)
Financial investigations Course		418	(418)
SGBV Course	60.000	38.023	21.977
Children Course		(4.654)	4.654
Documentation Course		792	(792)
Other regular courses <€500		163	(163)
<i>Bespoke</i>	151.606	90.578	61.028
UNITAD		(33)	33
OPCW	15.000	5.934	9.066
IFA-Institut für Auslandsbeziehungen	1.939	1.091	848
UNSGM	49.970	27.034	22.936
Clooney Foundation	24.209	15.125	9.084
Prague IOM	29.996	20.893	9.103
ICC FI UK	30.493	20.380	10.113
Other projects (< EUR 500)		154	(154)
Total courses	576.673	403.935	172.738
Projects			
Global Affairs Canada - Murad code	280.608	250.543	30.065
IICI-funded Murad Code		6.288	(6.288)
ICSC/GITJR (Int'l Coalition of Sites of Conscience)	2.715	1.353	1.361
UN Team of Experts Video project	6.401	4.649	1.752
Jrr-led Digital Investigation Expertise Project		1.643	(1.643)
JRR Policy		1.061	(1.061)
Financial Investigations Guidelines		1.706	(1.706)
IICI Child Investigation Guidelines		3.478	(3.478)
Other projects (< EUR 500)		101	(101)
Total projects	289.724	270.822	18.902
Other			
Donations and other income	1.036		1.036
Total income	867.433	674.757	192.676



Details per course and project 2023	Income €	Costs €	Result €
Grants			
Oak Foundation			0
Total grants	0	0	0
Courses			
<i>Regular</i>	<i>515.660</i>	<i>402.507</i>	<i>113.153</i>
IICI/Berkeley Open Source Investigation	106.250	87.961	18.289
IIC 1	113.595	103.632	9.963
IIC 2	109.940	76.191	33.748
JRR General Certification Course	10.575	10.432	143
Team Leader Course	38.000	21.928	16.072
Interview Skills Course	25.800	16.581	9.219
Financial investigations Course	57.500	47.023	10.477
SGBV Course	54.000	38.516	15.484
Other regular courses <€500		243	(243)
<i>Bespoke</i>	<i>195.648</i>	<i>153.849</i>	<i>41.799</i>
UNITAD	83.277	57.731	25.546
OPCW	31.960	21.655	10.305
Ukraine 3 Case Building	78.989	58.659	20.330
IFA-Institut für Auslandsbeziehungen	1.422	1.050	372
IIM		9.291	(9.291)
UNSGM		4.378	(4.378)
Other projects (< EUR 500)		1.085	(1.085)
Total courses	711.307	556.356	154.952
Projects			
GAC-MCP (Global Affairs Canada - Murad Cod	19.902	17.769	2.132
MCP PSVI 2022-2023	31.358	79.414	(48.057)
MCP IICI Funded		27.084	(27.084)
Mnemonic	1.227	612	615
JRR Policy		502	(502)
Financial Investigations Guidelines		1.791	(1.791)
IICI Child Investigation Guidelines		4.326	(4.326)
Other projects (< EUR 500)		902	(902)
Total projects	52.486	132.401	(79.914)
Other			
Donations and other income	3.748		3.748
Total income	767.542	688.757	78.785