

# **International Criminal Tribunal for Rwanda (ICTR)**

What is the name of your organization

ICTR

Does your organization have any field presence?

Yes

Please give the names of the units of your entity that contribute to the implementation of the Action Plan. (Max 300 words)

The Registry comprising all two divisions of the Registry namely the Judicial and Legal Services Division( court management section ,chamber support section, defence counsel and detention mangement section, section, witnesses and victims support, language and interpretation, Registrar\'s front office which includes gender advisory unit) the Division of Administrative Support Services( Human resources, finance, budget, security, building management, communications , EDP, General Legal Services, general services support); -Office of the Prosecutor; -Chambers So virtually all services of the tribunal are involved in the implementation of resolution 1325(2000)

Please provide name, e-mail and phone number of a designated contact person for follow-up questions. [Name:]

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Area of Action A. Conflict prevention and early warning

Progress and results At Headquarters

Progress and results In the Field

Lessons learned and good practices At Headquarters

Lessons learned and good practices In the Field

Gaps and challenges At Headquarters

Gaps and challenges In the Field

Please describe any activities not included in the Action Plan

Area of Action B. Peacemaking and peacebuilding

Progress and results At Headquarters

Progress and results In the Field

Lessons learned and good practices At Headquarters

Lessons learned and good practices In the Field

Gaps and challenges At Headquarters

Gaps and challenges In the Field

Please describe any activities not included in the Action Plan

Area of Action C. Peacekeeping operations

Progress and results At Headquarters

Progress and results In the Field

Lessons learned and good practices At Headquarters

Lessons learned and good practices In the Field

Gaps and challenges At Headquarters

Gaps and challenges In the Field

Please describe any activities not included in the Action Plan

Area of Action D. Humanitarian response

Progress and results At Headquarters

Progress and results In the Field

Lessons learned and good practices At Headquarters

Lessons learned and good practices In the Field

Gaps and challenges At Headquarters

Gaps and challenges In the Field

Please describe any activities not included in the Action Plan

Area of Action E. Post-conflict Reconstruction and Rehabilitation

Progress and results At Headquarters

E.1 Three gender mainstreaming seminars have been implemented for ICTR personnel and relevant partners. one of such gender mainstreaming training was held in Ruhengeri Rwanda 18-20 November 2005 and two others in Arusha , Tanzania 3-6 July 2006. Target of three seminars has therefore been met.

Progress and results In the Field

In the field there is less occurrence of incidents pertaining to gender issues ; there is also improved mainstreaming in the monitoring and reporting on gender issues .

Lessons learned and good practices At Headquarters

Staff are more knowledgeable on gender issues; There is renewed team spirit and tolerance; witnesses are prepared in shorter time for court appearance; staff are more sensitive in managing witnesses of rape

Lessons learned and good practices In the Field

Investigators are applying technics learnt in gender analysis framework to interview witnesses; There are less complains of mishandling by witnesses; Confidence of clientele has grown with the provision of adequate services on gender issues such as psychological counselling for all witnesses particularly those who underent sexual assault and related problems

Gaps and challenges At Headquarters

Gender mainstreaming departmental plans have been drawn but it would need more than one gender adviser to monitor effective implementation. Therefore suggestion to have administration name departmental focal points to assit and coordinate with Gender Adviser. There is also request for more specific gender training such as confidence/ skills empowerment for female managers. Programme managers should show more enthousiasm in reducing the gender gap in recruitment and promotion for qualified personnel.

Gaps and challenges In the Field

More sensitization of partners required to mobilize access of ICTR clientele to available services

Please describe any activities not included in the Action Plan

There has also been two sessions of management training for senior managers during which gender sensitization was given. An additional gender mainstreaming seminar for senior managers is being planned for the end of this year.

Area of Action F. Disarmament, Demobilization and Reintegration

Progress and results At Headquarters

Progress and results In the Field

Lessons learned and good practices At Headquarters

Lessons learned and good practices In the Field

Gaps and challenges At Headquarters

Gaps and challenges In the Field

Please describe any activities not included in the Action Plan

## Area of Action G. Preventing and Responding to Gender-based Violence in Armed Conflict

### Progress and results At Headquarters

G.4. Have conducted all training on cultural awareness in data collection, reporting and management of witnesses. these were enatiled in the gender mainstraming seminars discussed earlier. G.5. 28 Judgements of Accused persons have been handed down so far out of which there have been 25 convictions and 3 acquittals. Several among the 25 have been convicted of rape charges among others. 28 cases other cases are currently on-going and 14 suspects are awaiting trial. G.5 The ICTR is assisting in strengthening the Rwandan judiciary through the refurbishing of the courtroom of the supreme court, training of the Rwandese judiciary through temporary attachments and internships at the Tribunal including seminars and workshops. G.6 An ICTR clinic for the psychological counselling and medical support of witnesses including in HIV/AIDS has been operational in our Sub-Office, Kigali location since 2004. An increasing number of kigali based witnesses are availing themselves of the services of this clinic.

### Progress and results In the Field

G.4 Investigators and legal officers are better able to report on gender based crimes in the field. G.4ICTR has responded adequately to the problems of witnesses of rape during the genocide by opening a an Annex ICTR clinic in its Sub-Office in Kigali Rwanda where all witnesses especially witnesses of gender based violence during the genocide receive psychological counselling and medical support for their physical rehabilitation prior to, during and after trials. G.5 The ICTR through its Akayesu Judgement in 1998 was the first Tribunal to define rape as a crime G.5 of genocide if perpetrated with the intent of annihilating all or part of a racial entity. This jurisprudence has now been applied liberally not only in the ICTR but world wide at the international and national levels.

### Lessons learned and good practices At Headquarters

g.6 -The provision of relevant responses by way of support services to the witnesses has lead to increased confidence in the Tribunal on witnesses management. Since the creation of the clinic in Kigali complaints from the witnesses and the Government on witnesses management have greatly reduced. G.6 - Increased psychological counselling has also assisted in preparing the witnesses for appearance in court in a shorter time and there have been no incidents of trauma in court by a witness in the last three years. G.5 - Empowerment of The rwandese judiciary has also led to increased cooperation in the field with Governments. Tribunal jurisprudence is being made available to the public at the national and international levels. G.5 training of Rwandese Judges, Defence Attorneys and Prosecutors is on-going thereby strgthening national capacity for prosecution of the perpetrators of the genocide.

### Lessons learned and good practices In the Field

the lessaons learnt in the field are same as above in all objectives (G.4,G.5, G.6). Regarding G.6 it has been learned that accountability has increased with the hiring

of in-house medical experts for the closer monitoring of medical support services to witnesses.

#### Gaps and challenges At Headquarters

G.5 We have a completion date of 2008 for cases at first instance and 2010 for cases at the appeals level. A completion strategy is therefore in place requiring special measures and negotiation with government in view of the sustainability of on-going support projects for witnesses. These are challenging especially for those with long term implications like support to ICTR witnesses with HIV/AIDS and various protection issues. On the issue of HIV/AIDS, it has been rather challenging to negotiate effectively for assistance in a scenario where our assistance is limited only to witnesses as per the statute without possibility of supporting other members of a witness's family who are not themselves witnesses. The negative psychological impact of this constraint on the witnesses themselves and all concerned is obvious. Providing assistance to witnesses for their socio-economic rehabilitation including issues like victims compensation schemes have been and continue to be a challenge as these have not been provided for in the ICTR Statute. So far our strategy is to refer these witnesses to other relevant programmes for their socio-economic rehabilitation.

#### Gaps and challenges In the Field

The challenge in the field is to link up effectively with partners who are able to provide socio-economic support to witnesses bearing in mind UN rules and regulations. Within the framework of our completion strategy building partnerships for the integration of witnesses into medical support programmes run by the Government has been quite a challenge especially when considering the issue of the confidentiality of the identity of the witnesses. - There is also a challenge in the provision of services to witnesses living outside of Kigali

Please describe any activities not included in the Action Plan

Through an agreement with Government the ICTR is expanding its information centers to 10 district locations in Rwanda. The advantage of this agreement is that while the ICTR would empower the local authorities to run these centers, it would also be able to reach out more to the grassroots with information on its work, mobilize more of its clientele with information to access available services etc.

Area of Action H. Preventing and Responding to Sexual Exploitation and Abuse by United Nations Staff, Related Personnel and Partners

#### Progress and results At Headquarters

All personnel have been made aware and issued all the relevant UN rules and regulation on sexual exploitation and abuse involving staff members. In this context the code of conduct for international civil servants has also been disseminated to every staff member. In addition all the recourses on cases of sexual harassment have been made known including the Chief of human resources as focal point and an assisting administrative panel including the Chief of Administrative or his representative, The Gender Adviser, office of the Registrar, the Chief of Security and the Chief Medical Officer of the ICTR as applicable.

### Progress and results In the Field

for an organization of almost 1,000 staff members the incident of sexual abuse and exploitation involving ICTR Staff and local persons is almost none-existent. There has been only one report received from the tanzanian police after the concerned staff member had even left the ICTR.

### Lessons learned and good practices At Headquarters

We have engaged in a practice of making all staff members aware of applicable rules in sexual exploitation and harassment. We have trained staff on how to cope with and document any incidence of sexual harassment in the work place. We are providing counselling services to staff aimed at preventing sexual exploitation and abuse and cases of domestic violence.

### Lessons learned and good practices In the Field

Same as at Headquarters.

### Gaps and challenges At Headquarters

Maintaining the good record and adequate monitoring systems in collaboration with local authorities will be the challenge particularly as we are at the completion phase of our mandate. Also although we do not have sexual abuse cases involving staff, related personnel and partners we have had concerns of domestic violence involving staff and their spouses, one alleged case of which was lethal and still being investigated.

### Gaps and challenges In the Field

Same as at Headquarters.

### Please describe any activities not included in the Action Plan

Counselling of staff-members on issues relating to sexual harassment and domestic violence

### Coherence and Coordination

Policy Guidance: Do you have any internal policy documents providing guidance on implementation of SCR 1325?

Don't know

If yes, please describe:

If not, please explain:

Programme Coordination: Is implementation of SCR 1325 reflected in substantive policy/project/funding design and management?

Don't know

If yes, please describe:

If not, please explain:

Common-System Partners: Does your entity at Headquarters collaborate and coordinate with different UN entities?

Policy Guidance: Do you have any internal policy documents providing guidance on implementation of SCR 1325?

Don't know

If yes, please describe:

ICTR STATUTE and Rules of Procedure and Evidence COMPENDIUM OF ELIGIBLE SPOUSES OD STAFF MEMBERS TO ASSIST PROGRAMME MANAGERS IN THE RECRUITMENT PROCESS, ICTR POLICY ON STAFF DEVELOPMENT WVSS GUIDELINES ON THE MAMAGEMENT OF WITNESSES WVSS POLICY ON MEDICAL REFERRAL OF WITNESSES MANUAL ON TESTIFYING BEFORE THE ICTR.

If not, please explain:

Programme Coordination: Is implementation of SCR 1325 reflected in substantive policy/project/funding design and management?

Don't know

If yes, please describe:

MOST OF THE OBJECTIVES ENVISAGED ARE FUNDED FROM THE REGULAR BUDGET EVEN IF THIS IS SOMETIMES INADEQUATE AND RECOURSE HAS TO BE MADE TO THE ICTR VOLUNTARY TRUST FUND WHICH IS NOW IN A STATUS OF DEPLETION

If not, please explain:

System-wide Coherence and Coordination: Do you feel your work is part of a coordinated and coherent strategy for the UN system to implement SCR 1325?

Don't know

If yes, please describe:

TEH OBJECTIVES ARE TAILORED TO OUR MANDATE AND COORDINATION IS STRICTLY MONITORED BY THE HEAD OF OFFICE . ALL RELEVANT PROGRAMME MANAGERS ARE INVOLVED IN PRGRAMME IMPLEEMNTATION MONITORING AND EVALAUTIONA AND ACCOUNTABILITY IS THEREBY ASSURED



If not, please explain:

Accountability of managers and staff

Does your entity have mechanisms in place to ensure accountability for implementation of SCR 1325 among staff, in particular for senior managers?

Don't know

If yes, please describe:

MONTHLY INTERNAL TRACKING OF EXPENDITURE AND REPORTING ,ANNUAL EVALUATION AND REVIEW OF PROJECTS AND ANNUAL EXTERNAL REPORTING TO DONORS VIA THE CONTROLLER

Have any specific challenges been encountered?

NONE

Results-Based Management (RBM)

RBM Framework: Have provisions of SCR 1325 been integrated within Results-based Management Frameworks?

Don't know

If yes, please describe:

RESULTS BASED BUDGETING; RESULTS BASED PROGRAMME PLANNING, MONITORING AND EVALUATION

If not, please explain:

Indicators: Have indicators to measure progress in implementing commitments under the action plan been established?

Don't know

If yes, please describe what indicators:

ON HIV/AIDS: ascertaining witnesses volunteering rates for testing; reduction rates of AIDS complications among witnesses; Reduction of mortality and morbidity rates of patients ;success rates in increasing access of witnesses to anti-retroviral treatment and counselling services;impact on provider attitudes;impact on stigmatization towards female witnesses with hiv/aids; restored productivity rates in clients;appropriate care delivery referrals and enhanced quality of life, and satisfaction rates by witnesses with treatment services. for gender balance in staffing:  
- increased rates of qualified female staff at professional levels; awareness of staff in strategic positions of gender concepts and analysis, presentation of segregated data in reporting; level of commitment of senior and programme managers to official policies in gender mainstreaming.

## Monitoring, Evaluation and Reporting

Monitoring: Has any monitoring mechanism for implementation of SCR 1325 been established within your entity at Headquarters?

Don't know

If yes, please describe:

appointment of a Gender Adviser in the OFFICE OF THE Registrar to coordinate and monitor programme delivery , Appointment of a Witnesses managements coordinator in our sub-office in kigali and the apoppointment of technical medical support team in our sub-office in kigali to implement , monitor and evaluate programme. where there is external funding the donors also constitute part of the evaluation mechanism.

If not, please explain:

Monitoring: Has any monitoring mechanism for implementation of SCR 1325 been established within your entity in the field?

Don't know

If yes, please describe:

same as above

If not, please explain:

Sex and age disaggregated data: Is sex and age disaggregated data collected on a routine basis?

Don't know

If yes, please describe:

all reports and analysis from the fird are expected to be given in disaggregated data.

If not, please explain:

Reporting: Is information on gender issues and implementation of SCR1325 routinely included in official reporting?

Don't know

If yes, please describe:

All ICTR YEARLY REPORTS HAVE A RUBRIC ON GENDER ISSUES AND RELATED PROGRESS

If not, please explain:

## Capacity-Building

Training: Have any specific training programmes/modules/courses on SCR 1325 been developed as a special course/regular staff training/management/leadership or technical training?

Don't know

If yes, please describe:

-GENDER MAINSTREAMING TRAINING MODULE TAILORED TO ICTR MANDATE AND CONCERNS . THIS YEAR THERE HAVE BEEN THREE GENDER MAINSTREAMING SESSIONS TARGETTING MID-LEVEL PERSONNEL IN STRATEGIC POSITIONS ; - MANUAL FOR WITNESSES AND POTENTIAL WITNESSES ON HOW TO TESTIFY IN THE TRIBUNAL - SENSITIZATION MANUAL FOR JUDGES AND SENIOR TRIAL ATTORNEYS ON THE PSYCHOLOGICAL TRAUMA LIVED BY WITNESSES OF RAPE AND SEXUAL ASSAULT

If not, please explain:

What categories of staff are being trained? [Senior Management]

Yes

What categories of staff are being trained? [Professional Staff]

Yes

What categories of staff are being trained? [Technical Staff]

Yes

What categories of staff are being trained? [Uniformed personnel]

Yes

What categories of staff are being trained? [Support staff]

Yes

What categories of staff are being trained? [Other]

SOCIAL WORKERS ON TRAUMA MANAGEMENT

Tools and guidelines for implementation of SCR1325 Have specific tools, such as guidelines, checklists and/or instructions been developed to assist staff in implementing SCR 1325?

Don't know

What categories of staff? [Senior Management]

Yes

What categories of staff? [Professional Staff]

Yes

What categories of staff? [Technical Staff]

Yes

What categories of staff? [Uniformed personnel]

No

What categories of staff? [Support staff]

Yes

What categories of staff? [Other]

How are these tools used by staff at Headquarters? Describe briefly:

THEY ARE USED DURING PROGRAMME PLANNING MONITORING AND EVALUATION TO ENSURE THAT ACTIVITIES ENVISAGED MEET INTERNATIONALLY ACCEPTED STANDARDS, THAT GENDER CONCERNS HAVE BEEN PROPERLY MAINSTREAMED AND THAT ACTIVITIES ARE NOT ULTRAVIRES THE STATUTE AND MANDATE OF THE TRIBUNAL.

Have any specific challenges been encountered?

YES. ISSUES LIKE PROVIDING CARE TO WITNESSES FAMILY MEMBERS HAVE COME UP AND THESE HAVE BEEN TACKLED IN ACCORDANCE WITH THE LEGAL PROVISIONS OF THE STATUTE. SOMETIMES THE PROVISIONS OF THE STATUTE ARE INADEQUATE AND WE HAVE GOT TO LIVE WITH THE PROBLEM AND RELATED CRITICISM SUCH AS VICTIMS RIGHT TO COMPENSATION OR THE NON-PROVISION OF CARE FOR FAMILY MEMBERS OF WITNESSES WHO ARE NOT WITNESSES THEMSELVES.

How are these tools used by staff in the field? Describe briefly:

SAME AS ABOVE

Have any specific challenges been encountered?

SAME AS ABOVE

Knowledge-management: Is there a system in place within your entity to collect and disseminate data and information on the implementation of SC1325, including good practice examples and lessons learned?

Don't know

If yes, please describe how information technology is used in that process.

EACH DEPARTMENT HAS ITS OWN DATA BANK RELATED TO ITS SERVICES. THERE IS ALSO A PRESS AND INFORMATION UNIT WHICH HARNESSES AND DISTRIBUTES RELEVANT INFORMATION ABOUT THE TRIBUNAL AND ALSO DISTRIBUTES ON A DAILY BASIS EXTERNAL INFORMATION RELATED TO OUR WORK. THE LEGAL LIBRARY OF THE TRIBUNAL HAS ISSUED THE THIRD CD-ROM ON OUR CASE LAW AND THIS IS WIDELY DISTRIBUTED IN OUR TRIBUNAL INFORMATION AND DOCUMENTATION CENTRES HERE IN ARUHSI KIGALI AND MAIL CONTACTS IN

Dar-es-sallam. the tribunal also has a website with all relevant information is disseminated.

If yes, please describe how such data and information are used to improve the work of your entity on the implementation of SCR 1325.

All programme managers refer to these data -bases during programme planning, monitoring and evaluation.

Resource Allocation

Financial Resources: Have adequate financial resources been allocated towards your entity's implementation of commitments under the action plan?

Don't know

If yes, please describe [differentiate between RB and XB]:

I have explained earlier that Regular budget allocations are sometimes inadequate and we have had to resort to extra-budgetary resources from our voluntary trust fund which is in a state of depletion. This poses a threat to programme sustainability. A clear case in point regular budget provides only 70 dollars per witness per year in medical treatment. Most of our witnesses are dead poor and have no insurance coverage of any kind. We have to spend in the field up to \$480 dollars per month per witness with HIV/AIDS on anti-retroviral drugs and related social support. This amount does not take into account related staff cost.

If not, please explain:

Human resources: Has a gender unit/focal point/or focal points for follow-up been designated for Headquarters?

Don't know

Human resources: Has a gender unit/focal point/or focal points for follow-up been designated for the field?

Don't know

If yes, please describe and specify level/s of staff:

If not, please explain:

Explanation was made above of how the monitoring mechanism has been set up

How many other staff members are directly involved in implementation? Please indicate professional level.

REGISTRAR, HEAD OF OFFICE ASSISTANT SECRETARY -GENERAL DIRECTLY SUPERVISES PROGRAMME IMPLEMENTATION VIA GENDER ADVISER(P-4), CHIEF MEDICAL DOCTOR P-5 PROVIDES TECHNICAL SUPPORT; COORDINATOR OF WITNESSES OPERATIONS P-3 OVERSEAS PROGRAMME IMPLEMENTATION IN THE FIELD; MEDICAL CONSULTANTS TO ADMINISTER PROGRAMME AS

INDIVIDUAL CONSULTANTS. ONE NURSE AND LAB TECHNICIAN ON FIXED TERM CONTRACTS G-6 LEVEL

Gender Balance: Have any specific initiatives been taken at Headquarters to achieve gender balance at all levels and all categories of staff?

Don't know

If yes, please describe:

GENDER GAP IN LEVEL OF PROFESSIONAL STAFF WAS REDUCED BY 5% LAST YEAR. MORE EFFORTS ON-GOING

Have any specific challenges been encountered?

Gender Balance: Have any specific initiatives been taken in the field to achieve gender balance at all levels and all categories of staff?

Don't know

If yes, please describe:

SAME AS ABOVE

Have any specific challenges been encountered?

YES THERE IS A HIGH TURN OVER RATE IN STAFFING OWING TO COMPLETION STRATEGY AND LOGISTICAL PROBLEMS OWING TO THE REMOTE LOCATION OF ARUSHA.

What suggestions do you have for improving implementation of the system-wide action plan during 2006-2007? You may choose to provide information in the following categories, or other information according to your priorities. Please be brief.

Coherence and Coordination, including interagency coordination

Accountability

Results-based Management

Monitoring, Evaluation and Reporting

Capacity-Building

Human and Financial Resource Allocation

Gender Balance

Other:

If your entity could do only two things to improve its own implementation of the Action Plan, what do you think would be most useful?

Are there any other comments you would like to make?

Do you have any suggestions for improving this questionnaire for use in subsequent years?