



Strategic Plan 2014-2017 Summary



Fonds au Profit des Victimes
The Trust Fund for Victims



Published in 2014

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Mindful that during this century millions of children, women and men have been victims of unimaginable atrocities that deeply shock the conscience of humanity,...

Preamble, Rome Statute

INTRODUCTION

The pursuit of reparative justice is a truly innovative feature of the Rome Statute, which in 2002 established two complementary institutions to realise the ambitions of a global movement to end impunity and promote justice for the victims of genocide, war crimes, crimes against humanity, and crimes of aggression.

These two institutions—the International Criminal Court (ICC) and the Trust Fund for Victims (TFV)—work together in the pursuit of justice by prosecuting the perpetrators of the most serious crimes and providing assistance to victims and affected communities in situations under the jurisdiction of the Court. Central to the aims of reparative justice, the TFV may

also implement Court-ordered reparations awards by convicted persons to their victims.

In the brief time since being established, the TFV has evolved into a ground-breaking institution playing a critical and substantive role in addressing the harm suffered by victims of crimes under the ICC’s jurisdiction.

Looking forward, the TFV reaffirms its dedication to this cause with the development of a new strategic plan and risk management framework for 2014-2017¹. The plan draws on a comprehensive internal review as well as an independent, external evaluation of the organisation’s

¹ The full TFV strategic plan 2014-2017 can be downloaded at www.trustfundforvictims.org

achievements and impact, and its strengths and weaknesses. A survey of stakeholders, including States Parties, donors, implementing partners, and other civil society organizations, provided additional valuable insights.

The TFV’s Strategic Plan 2014-2017 serves to:

- Identify opportunities, challenges, and risks facing the TFV;
- Set priorities so as to better focus efforts and resources;
- Establish future directions; and
- Define intended outcomes and ways of measuring the results achieved.

THE TFV MANDATES

The TFV fulfils two unique mandates:

1. The TFV implements reparations awards ordered by the Court against a convicted person. Reparations are unique among the mechanisms of justice because they focus directly on the situation of the victims themselves. Reparations acknowledge victims' suffering and offer measures of redress as well as compensation for the violations suffered.
2. Using voluntary contributions from donors, the TFV provides assistance to victims and their families in ICC situations through programmes of physical rehabilitation, material support, and psychological rehabilitation. The assistance mandate serves as an immediate response to the urgent needs of victims and their communities who have suffered harm from crimes within the jurisdiction of the ICC. It is key in helping repair the harm

that victims have suffered because the TFV can provide assistance to a much wider victim population than considered in specific cases before the ICC, and because assistance can be provided in a timelier manner than allowed by the judicial process.

The TFV's reparations mandate will become active when an ICC case is adjudicated to the completion of reparations proceedings. Up to 2014, the focus of the TFV's operations has been on implementing the assistance mandate.

The TFV started field operations related to its assistance mandate in northern Uganda and Democratic Republic of Congo (DRC) in 2008. By the end of 2013, TFV-supported assistance projects in these two countries were reaching over 110,000 of the most vulnerable and marginalized victims. The program has been "highly relevant" to the needs of victims, bringing about healing, empowerment, social reintegration, and the return of dignity, self-esteem and hope.



Vision

We envision a world where the rights of individuals are fulfilled and where survivors of the gravest human rights violations are empowered to live a life of hope, dignity and respect.

Mission Statement

The TFV responds to the harm resulting from the crimes under the jurisdiction of the ICC by ensuring the rights of victims and their families through the provision of reparations and assistance.

Strategic Goals

The TFV has established four strategic goals to guide and focus its efforts over the next three years, in order to fulfil its mission and achieve its vision of a world where survivors of the gravest rights violations may live with hope, dignity, and respect.

The strategic goals focus the efforts of the TFV on responding to the harm suffered by victims, achieving adequate and diversified resources, advocacy for the rights of victims, and good governance, accountability, and transparency.

Cross-cutting themes

Throughout the implementation of the TFV's strategic goals, TFV programmes will be informed by programmatic principles, which are presented on the following page



“ Justice is not only about retribution. Justice must also be restorative and reparative. Justice must respond to the needs of communities and societies that it concerns the most – and criminal proceedings alone would not suffice for that purpose.

Judge Sang-Hyun Song, President of the ICC



TFV Programmatic Principles.

Support the advancement of women's human rights, increase the participation of women, and incorporate gender perspectives including addressing disparities and the impact of sexual and gender-based violence.

Restore dignity and promote peace building, community reconciliation, acceptance, and social inclusion through conflict-prevention, the rebuilding of community safety nets, and mitigation of stigma, discrimination, and trauma.

Support the rights of children affected by armed conflict by supporting intergenerational responses for integrating and rehabilitating former child soldiers and other war-affected youth.

Develop and implement communications and outreach initiatives for cultivating relationships, enhancing visibility, mobilising communities, changing attitudes, managing crisis, generating support, and encouraging financial contributions

Link grant-making to technical and organisational capacity building activities to ensure sustainability.

Work with implementing partners to assess, mitigate, and evaluate the likely environmental impact of a proposed project or programme, taking into account inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse.

Facilitate action learning through participatory planning, research, programming, monitoring and evaluation by safeguarding a dynamic, interactional, and transformative process between people, groups, and institutions that enables victims both individually and collectively, to realize their full potential and be engaged in their own redress.



TFV CORE VALUES

Values guide the Trust Fund for Victims' conduct in its business practices, including formal and informal engagement with third parties. Values express the integrity that individuals and the Trust Fund for Victims believe in and serve as a decision-making tool that guides behaviour in daily interactions.

Respect

The TFV values each person for their thoughts, opinions, diversity, and personal needs. It builds respect among individuals, communities, and institutions through continued, caring interactions.

Collaboration

The TFV works together with others to achieve shared goals, and views teamwork as a way to achieve more than it could by itself. The TFV shares its knowledge and experiences, is committed to learning, and works to build consensus.

Trustworthiness

The TFV commits to being a high-trust organization, whose relationships, leadership, structure, actions, rewards, and key processes are driven by integrity and a proven track record of fulfilling its responsibilities to others.

Accountability

The TFV ensures that its services and programmes are aligned with its mission and strategic goals. The organization as a whole, and each individual in it, owns the responsibility to make sure its programmes are successful.

Transparency

The TFV shares information about its programmes, services, actions, and finances with its partners, donors, victims and their communities, and the public.

Integrity

The TFV strives to foster honesty and trust in all interactions, be dependable and fair, and behave according to established professional standards of excellence.



“

We want to recognize those who over the several years have been the faceless ones, the anonymous ones, the ones who have been side-passed, and so in that process, help to heal trauma, help to heal wounded communities, help to make whole what was broken.

His Grace Archbishop Emeritus Desmond Tutu, former Trust Fund for Victims Board Member, representing African States



STRATEGIC GOALS

1

REPARATIVE JUSTICE FOR VICTIMS: OVERCOMING HARM AND TRANSFORMING LIVES



2

FACILITATING ASSISTANCE AND REPARATIONS: FINANCIAL GROWTH AND SUSTAINABILITY



3

ADVOCACY FOR VICTIMS: POSITIONING THE TFV IN THE GLOBAL PUBLIC DOMAIN



4

GOOD GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY: CREATING AN EFFECTIVE ORGANISATIONAL STRUCTURE





STRATEGIC GOAL 1

REPARATIVE JUSTICE FOR VICTIMS: OVERCOMING HARM AND TRANSFORMING LIVES

Victims and their families overcome harm, lead a dignified life, and contribute towards reconciliation and peace-building within their communities.

Communities undergoing or emerging from violent conflict are faced with profound challenges as they pursue the urgent need for support for victims and remedies to harm suffered. Among these challenges are:

- The vast number of victims – particularly women and children, who are often the most vulnerable and worst affected by conflict, sexual violence, forced conscription, and other gross human rights violations – and the long-term trauma, stigma, and other physical, psychological, and socioeconomic consequences of these crimes;
- Insufficient capacity in the domestic administration of law and justice, often exacerbated by corruption, a lack of public confidence in State authorities and institutions, and a shortage of resources;
- A breakdown in the social fabric, including erosion of trust, community values, and intergenerational leadership and support, all of which impede peace-building and reconciliation processes;

The TFV Response: The TFV will carry out its two mandates, as described below, in response to the rights and urgent needs of victims of crimes under the jurisdiction of the ICC.

The TFV's assistance mandate concerns the following areas of service delivery:

Physical Rehabilitation allows victims who have suffered physical injury to recover and resume their roles as productive members of their societies. Activities may include reconstructive and general surgery, bullet and bomb fragment removal, fitting amputees with prosthetic and orthopaedic devices, and referrals to medical services for survivors of sexual violence.

Psychological Rehabilitation addresses the psychological and social trauma experienced by victims and their families, through professional, individual and group-based trauma counselling as well as community-level activities such as inter-community dialogues, conflict mediation events, and school-based peace promotion.



Material Support responds to the destruction of property and the consequences of displacement and loss of income-earning family members. Activities include establishing community-based savings and solidarity groups, access to safe shelter, vocational training, reintegration programmes for child mothers and former child soldiers, education grants, and accelerated literacy classes.

The TFV's reparations mandate is linked to a conviction by the ICC. Delivering meaningful reparations will be fundamental for the ICC's credibility in the eyes of victim communities and the public at-large, and the TFV will have a key role to play in working with victims and the ICC to implement the Court's reparations orders.

Reparations are not limited to individual monetary compensation; they can also include collective forms of reparation and symbolic or other measures that could promote reconciliation within divided communities. In cases where it would be impossible or impracticable to make individual awards directly to each victim, the Court may order that an award for reparations against a convicted person be deposited with the TFV, which would then oversee implementation of the award at a community level.

The TFV's reparations and assistance programmes will be interwoven with efforts to confront the culture of violence and impunity, rebuild trust, and foster reconciliation within and between communities. Achieving a transformational quality in reparative justice for victims means ensuring that the TFV's programmes move beyond mere restoration and take steps to build peace through assisting communities to overcome structural conditions of inequality, discrimination, exclusion, and violence.

“ [I]n honouring the victims' right to benefit from remedies and reparation, the international community keeps faith and human solidarity with victims, survivors and future human generations, and reaffirms the international legal principles of accountability, justice and the rule of law.

M. Cherif Bassiouni, UN Special Rapporteur



STRATEGIC GOAL 2

FACILITATING ASSISTANCE AND REPARATIONS: FINANCIAL GROWTH AND SUSTAINABILITY

States Parties and donors ensure financial growth and sustainability

To ensure that survivors of the gravest human rights violations are empowered to live a life of hope, dignity and respect, the TFV must develop and maintain an adequate resource base, nurtured independently from the Court's regular budget. Revenue from Court-ordered fines, forfeitures, and reparations awards has not yet been realised. Funds from private donors have so far been modest. A persistent, difficult global financial climate, with multiple, competing crises around the world, makes the challenge of resource development even more pronounced.

The TFV Response: The TFV will raise income to fund innovative assistance and reparations programming and advocacy by cultivating ambitious and pioneering partnerships with both public and private donors. Resource development priorities for the TFV in 2014 – 2017 include:

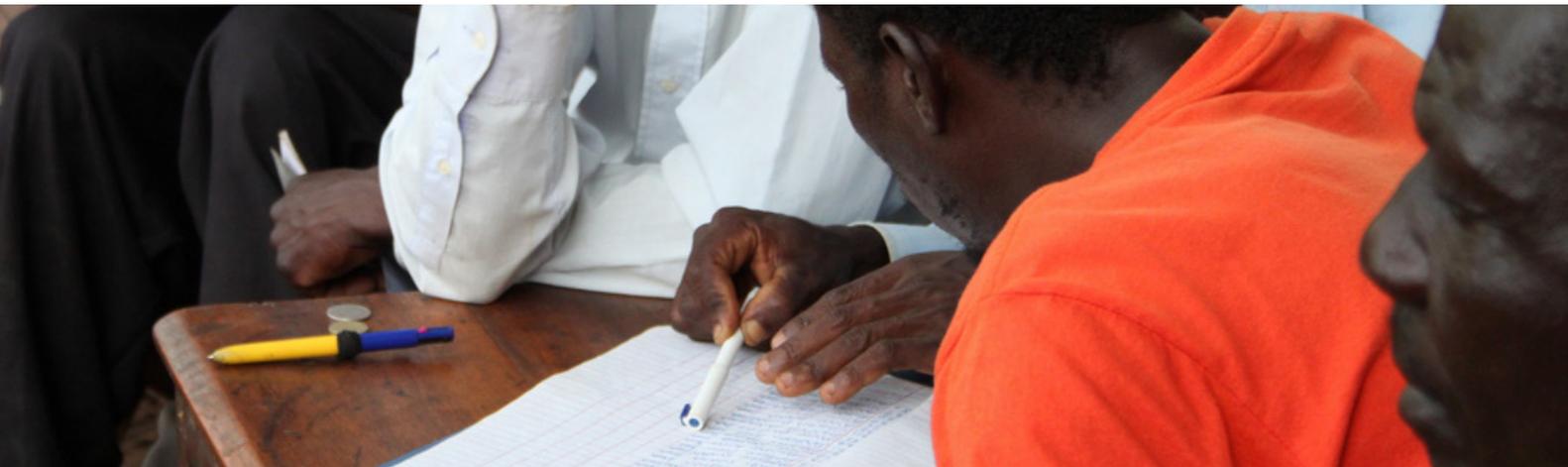
- Strengthened and diversified support by States Parties – Voluntary contributions by States Parties have been the TFV's main source of income. This revenue stream has shown considerable growth not only in size but also in terms of the number of contributors and the average length of engagement, all of which reflect a strong and growing base of moral and political support for the TFV and for the cause of victims who receive support through it. The TFV will engage as donors the largest possible number of States Parties, including those who may consider themselves to be outside of the mainstream donor community.

- Private donations – The TFV will diversify its donor base initially through engagements with a select group of larger private institutional donors. Engagement of private donors will emphasize programme growth – that is, expansion to reach more victim survivors – along with theme-based fund-raising around specific issues such as sexual and gender-based violence, mental health among victim survivors, or child soldiers.
- Successful asset recovery and management – The TFV will manage resources obtained through ICC efforts to recover assets from convicted persons. These resources will serve as a primary source of financing for Court-ordered reparations orders.

- Matching and in-kind donations – The TFV will actively explore partnerships where implementing partners are able to provide matching resources and in-kind donations from other donor support or national initiatives. This not only increases the value and reach of programmes but also improves the likelihood of sustaining services in the longer term. The TFV may also act as a broker for additional third-party funding directly to its implementing partners within the framework of TFV programmes.

Key strategic fundraising approaches include:

- Maintaining a healthy balance between unrestricted and earmarked funds;
- Fostering longer-term funding arrangements;
- Linking earmarked funding, such as funding to support victims of sexual and gender-based violence, to donors' international campaigns and national policies;
- Providing opportunities for public and private donations to strengthen the TFV's reserve for complementing Court-ordered reparations awards;
- Mobilising the personal and professional networks of the TFV Board of Directors, Secretariat, key staff at the ICC, and implementing partners.



“ We cannot change the past, but we can all work together to make our lives better.

Victim, northern Uganda

We got advice to help lift our shame and raise our self-esteem again...They taught us to see ourselves as equal to everyone else again.

Female victim, Ituri, DRC



STRATEGIC GOAL 3

ADVOCACY FOR VICTIMS: POSITIONING THE TFV IN THE GLOBAL PUBLIC DOMAIN

The TFV is a powerful advocate of the rights of victims and their families in the public domain, in particular global justice system and humanitarian sector

The plight of victims of the most serious international crimes and their access to reparative justice under international law are an obvious concern of the international community. Clearly articulating the scope, purpose, and results of the TFV mandates, next to those of the Court, to address the harm suffered by victims should foster increased international awareness of the importance of reparative justice and help grow the TFV's international support and donor base.

The TFV Response: The TFV will deploy a comprehensive communications strategy for raising awareness about the plight of victims of crimes within the Court's jurisdiction and about the mission and work of the TFV.

The strategy defines approaches, at the global level, for:

- increasing public awareness about the rights of victims and their families;
- highlighting the unique value and impact of the TFV's work; and
- raising the visibility of and generating support for the TFV as a credible, globally recognized and respected "brand" worthy of strong public and financial backing.

In the countries where the TFV works, it will work in coordination with implementing partners and the ICC to document the impact of programs and raise awareness and visibility, as well as to:

- clarify the particular mandates of assistance and reparations, so as to manage expectations among beneficiaries and communities and distinguish the roles of the TFV, ICC, and other actors in these processes;
- support the reparations implementation process through community mobilisation, establishing credibility and trust, and facilitating victim participation in setting priorities, planning, implementing, and evaluating progress; and
- contribute to the reconciliation process by promoting dialogue and creating safe spaces for victims and communities to express themselves.



STRATEGIC GOAL 4

GOOD GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY: CREATING AN EFFECTIVE ORGANISATIONAL STRUCTURE

The TFV acting in a collaborative partnership with its strategic partners ensures good governance, accountability, and transparency throughout its activities.

An effective organisational structure requires an enabling environment, appropriate organisational development, and adequate resources and capabilities. Organisational performance entails good governance within the organisation, as well as in relations with other stakeholders ranging from States Parties, the ICC and donors, implementing partners, contractors, national institutions, local communities, victims and their families. The TFV must operate transparently

and coherently in the perception and experience of victims, their families, and their communities, as an essential strategy to manage and to meet their rightful expectations.

Strategically, the TFV's organisational focus on its field operations and support derives from its mandates concerned with supporting and redressing victims and their families in ICC situations. Operationally, a field-based focus is indispensable to ensure the meaningfulness, appropriateness, and quality of reparations awards and assistance programmes undertaken by the TFV and its implementing partners, who are an integral part of the TFV's organisational structure.

The TFV Response: The TFV will proactively ensure its capacity to deliver on its mission and mandates by investing in organisational development and quality control and by committing to learning and excellence.

To foster efficiency and effectiveness, the TFV will further strengthen its field-based programme coordination structure with a regional steering base. In some situations characterized by on-going conflict, remoteness of intervention areas, or lack of good governance, there may however be a need for in-country management oversight. As the TFV expands in terms of situations and implementing the reparations mandate, its administrative support capacity in The Hague will need to be strengthened accordingly.

The TFV will continue to invest effort and resources in building the technical and institutional capacities of implementing partners to enable them to contribute to the broader quality and sustainability of support to victims and their families. Areas to be strengthened include governance, financial management, programme planning, coordination, sub-granting, and monitoring and evaluation. The TFV also involves implementing partners in its risk



management strategies, including security training, financial control, quality control, and measuring results.

All TFV programmes, as well as organisational policies, systems and practices will prioritise and promote gender equality.

Central management of monitoring, evaluation and donor reporting will be systemized through the design of a management information system (MIS),

linked to the TFV's overall performance monitoring plan.

The administrative support by the ICC Registry to the TFV allows the TFV Secretariat to focus on the core functions related to its mandates. The continuity, comprehensiveness, and quality of ICC Registry support to the TFV are assumed to be maintained.

The TFV's governance is characterized by overall accountability of the Board of

Directors towards the Assembly of States Parties and by adherence to the applicable regulations and rules of the Court as established by the Assembly. The TFV will ensure transparency and accountability in the development and use of its financial resources.

The TFV will continue to strive for increasing organisational maturity in risk management by monitoring and regularly updating priority risks and the related control measures.

“ It is through the TFV that verdicts of the Court can truly resonate and have the most meaningful effect on victims and affected communities. The Trust Fund remains one of the truly ground-breaking achievements and endeavours within the international justice spectrum.
Coalition for the ICC



Fonds au Profit des Victimes The Trust Fund for Victims

www.trustfundforvictims.org



CONTACT US

For more information about the work of the TFV please contact us at

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MAKE A DONATION

The survivors of the most grave human rights crimes need your help. We welcome financial contributions from private individuals, foundations, corporations and other entities, and we will use these voluntary contributions to fund projects to the benefit of victims.

We also welcome in-kind donations, in the form of expertise, materials, or offers of partnership. Our partners can be non-profit organisations, like members of the United Nations common system, international or national non-governmental organisations, or sections of national or local governments, or private institutions and organisations. We are keenly interested in exploring consortium efforts to implement activities for the benefit of victims.

For donations over USD 5,000, please contact us directly at

TrustFundforVictims@icc-cpi.int

EUR

Bank Name: ABN AMRO
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Account Number: 53.84.65.115
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Swift: ABNANL2A

USD

Bank Name: ABN AMRO
Currency: USD (US \$)
Account Number: 53.86.21.176
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