



The International Institute for  
Justice and the Rule of Law



ANNUAL REPORT  
**2021**

**Our Mission** is to enhance and strengthen the competencies of criminal justice practitioners and other stakeholders to address terrorism and related transnational criminal activities within a rule of law framework and to promote cooperation and information exchange on a national, regional and international basis.

**Our Vision** is to be an internationally-recognised training institute and a regional knowledge hub for practical and sustainable rule of law-based capacity-building for lawmakers, judges, prosecutors, law enforcement, corrections officials, other criminal justice practitioners and relevant stakeholders. The IJJ will continue its core geographic focus on North, West and East Africa, the Middle East and other select regions. The IJJ's continued growth will include developing, implementing and operationalising international good practices and developing new strategies and techniques to fully address the contemporary manifestation and evolving nature of global terrorism.



# Contents

Message from the Executive Secretary	4
Overview of the IJJ	8
The IJJ and the GCTF	10
The IJJ and the United Nations	13
Academic Unit	14
Counter-Terrorism Academic Curriculum (CTAC)	15
Online Counter-Terrorism Academic Curriculum (eCTAC)	16
CTAC and eCTAC Courses in 2022 – 2023	19
Research Agenda	19
Programmatic Unit	20
IJJ Core Initiatives	22
Addressing Homegrown Terrorism Initiative	22
Global Central Authorities Initiative	24
Investigations Initiative	26
Judicial Capacity-Building Initiative	28
Juvenile Justice Initiative	32
Prison Management Initiative	34
Returning FTFs Initiative	37
Other IJJ Initiatives & Workstreams	38
Battlefield Evidence	39
Racially or Ethnically Motivated Violent Extremism	40
Multi-Actor Preventing/Countering Violent Extremism Interventions	43
Counter-Terrorism Financing	44
Monitoring & Evaluation	48
Communications & Outreach	49
The IJJ and Malta	51
The IJJ Team	52
Governing Board of Administrators	54
Advisory Board	55
Grants and Secondments	56
Valletta Partners	56

## Message from the Executive Secretary



Warmest greetings from the IJ Team as you receive our 2021 Annual Report. We are pleased to report on our work and highlight our successes during another year of unprecedented challenges, in which the IJ continued to strengthen its position as a trusted and reliable resource for governments and practitioners in their daily work. In times like these, we cannot overlook important developments related to human rights, international cooperation and global politics, even as we continue to address both terrorism and pressing security issues such as global health, poverty eradication and climate change that drive the conditions conducive to terrorism. This report will focus on the IJ's capacity-building mission and provide many exciting updates. The main message is that in 2021 — despite the ongoing global pandemic — our team in close cooperation with our practitioners and partners propelled significant progress in line with the IJ mission.

In what will be my last Annual Report message as Executive Secretary of the IJ, I could not be prouder to reflect on the ambition and determination shown by the IJ team as we celebrate another year of collective achievements. The Programmatic Unit built on its successful pivot to the online environment by delivering an impressive range of capacity-building workshops under the IJ's Core Initiatives and Workstream, including the launch of the much anticipated *IJ Criminal Justice Practitioner's Guide for*

*Addressing Racially or Ethnically Motivated Violent Extremism (REMVE)*, as well as a first-of-its-kind training curriculum to support the design and implementation of multi-actor intervention programmes for preventing and countering violent extremism (P/CVE). The Programmatic Unit ended 2021 strong, continuing its widely recognised work in juvenile justice, developing its newest workstream on Counter-Terrorism Financing and subsequently driving the institute's transition back to in-person workshops, delivering activities in Ivory Coast, Niger and Senegal.

In its two years of operation (2020 and 2021), the Academic Unit delivered seven Online Counter-Terrorism Academic Curriculum (eCTAC) courses in Arabic, English and French to more than 100 successful participants. The eCTAC focuses on proactive investigations and prosecutions of terrorism cases to expand practitioners' knowledge on gathering evidence to disrupt terrorist activity. The course also focuses on the lawful and proportionate use of special investigative techniques, efficient inter-agency coordination and effective international cooperation. In 2022, the Academic Unit will shift its focus to deliver its first Counter-Terrorism Academic Curriculum (CTAC) courses, an intensive two-week in-person course designed for investigators, prosecutors and examining judges to increase their awareness of terrorism-specific issues, as well as equip them with the knowledge and skills for successfully investigating and prosecuting terrorism-related cases.

In what will be my last Annual Report message as Executive Secretary of the IJJ, I could not be prouder to reflect on the ambition and determination shown by the IJJ team as we celebrate another year of collective achievements.

---

As I reflect on the IJJ's growth in the past eight years, I want to highlight our contributions and strong partnership with the Global Counterterrorism Forum (GCTF). As a GCTF-inspired institution, we appreciate the valuable support of many of the GCTF members and the opportunity to be involved in GCTF activities. The IJJ team contributed actively to many GCTF discussions in 2021, including those pertaining to the Strategic Vision for the Next Decade and the Sustainability Report, looking at enhanced support from our mother organisation to ensure that the IJJ stands on a solid financial basis. We also welcomed the report on Monitoring & Evaluation, an area in which the IJJ has also made significant investments and which is a shared focus that must drive our respective efforts in the next decade.

The IJJ's peer-to-peer training environment ensures that practitioners who complete an IJJ course or workshop not only develop skills relevant to their national and regional contexts but benefit from a network of practitioner colleagues facing similar challenges and opportunities in their daily work. This year, we took an important step in bringing together more than 7000 IJJ Alumni by launching the IJJ Alumni Network Portal to further facilitate and support this peer-to-peer exchange through a dedicated and secure gateway on our new website. The portal provides exclusive access to an expanding Virtual Library, Discussion Boards, Professional Opportunities, IJJ live-

streamed events and the ability to connect with the IJJ's global partner network. I invite you to visit the new IJJ website ([www.theijj.org](http://www.theijj.org)) to see specific examples of how we can work together to support the implementation of the GCTF Framework documents and good practices in line with your respective foreign policy priorities. The website also outlines the impact of our work and how we translate the GCTF good practices into specific actions and implementation through our activities.

Just as the GCTF has been reflecting on the Forum's first decade and charting a path forward for the next 10 years, the IJJ undertook its own Governing Board-commissioned Strategic Review as part of our efforts to ensure that the IJJ is well positioned to address the post-COVID-19 capacity-building environment and the evolving needs of our practitioner community. Several recommendations are relevant to the IJJ – GCTF relationship and partnership. One of the main themes of the Strategic Review has been to further strengthen the IJJ's connection and collaboration with the GCTF Working Groups – a theme also evident in the GCTF's reports and a topic of discussion in the Inspired Institutions Dialogues between the IJJ, GCERF and Hedayah.

As we enter the next decade, our request and our pledge are for the IJJ and the Working Group Co-Chairs to more proactively look for opportunities to partner in our respective activities.

The IJ has much to offer to the Working Groups, particularly the East and West Africa Working Groups regionally and the Criminal Justice-Rule of Law Working Group functionally. And I think we can all agree that all of our work would benefit from a more synchronised and integrated approach. We come to these partnerships armed with important lessons, perspectives and experiences gained from our work in the field with criminal justice practitioners and we are ready and eager to collaborate.

The IJ remains committed to participate and integrate in the drafting process of the working group work plans. We will be following up directly with the Co-Chairs to open a dialogue on how we can contribute to that development process, along with specific suggestions on possible partnerships. In line with our Strategic Review's recommendations and the GCTF's Sustainability Report, we will continue to look for opportunities to further diversify our donor base and we appreciate the support of the GCTF and the GCTF members in this regard. The impact and success of the GCTF mission is inextricably linked to the impact and success of the IJ mission and we offer a strong, impactful return on investment.

We are proud to be a GCTF-Inspired Institution and we are proud of what has been accomplished and what we can do together going forward. What next? There appears to be a distinct preference for in-person programming among our peers. However,

I suspect we will have a hybrid element to many of our programmes for the foreseeable future due to travel restrictions, e.g. experts having difficulty getting authorization to travel and enter countries. Hybrid events do have some advantages. For example, our virtual Side Events at the UNGA last year reached stakeholders in over 47 countries and we were able to include experts that may have been unable to participate if limited to in-person attendance. At the same time, it is often difficult for those attending online to maintain focus and there are no opportunities for networking, which is so important for us and our practitioners.

I invite you to read this Annual Report and thank all of you for your support during my five-year tenure. It was an exciting opportunity to lead the IJ and I am leaving knowing that I might meet many of you again in different roles. The future of the IJ is bright, with strong foundations to continue to deliver on its ambitious mission as a leader in the field of rule of law- and human rights-compliant counter-terrorism capacity-building.



**Mr. Thomas A. Wuchte**  
**Executive Secretary**

The International Institute for Justice and the Rule of Law





## Overview of the IJ

At the June 2012 Ministerial Plenary Meeting of the Global Counterterrorism Forum (GCTF), members called for the establishment of the International Institute for Justice and the Rule of Law (IJ) as a key platform to deliver innovative and sustainable training to implement the counter-terrorism-related, rule of law-based GCTF good practices. The Group of 8 (G8) welcomed the proposed establishment of the IJ at its June 2013 Summit. A range of governments and international, regional and non-governmental organisations then collaborated to develop the IJ's mandate and structure. The IJ was formally inaugurated in June 2014.

The IJ designs and delivers capacity-building workshops, expert meetings and other activities tailored to the needs of criminal justice sector practitioners. All IJ programmes have at their core a commitment to advancing the legal framework through which criminal justice practitioners pursue justice for terrorism and related activity by integrating human rights, justice and the rule of law. The IJ mission is to deliver tailored capacity-building programmes that help governments and practitioners address – in a practical, effective and coordinated manner – the evolving and multifaceted terrorism threat and related transnational crime.

### Executive Secretariat

The IJ is led by Executive Secretary Thomas Wuchte, with a team of seconded and contracted Directors and an international staff from more than fifteen countries.

### Academic Unit

The Academic Unit delivers the Counter-Terrorism Academic Curriculum (CTAC), an innovative online course (eCTAC) and an ambitious Research Agenda, led by Judge Marie Compère.



### Administrative & Outreach Unit

The Administrative & Outreach Unit provides essential support for the IJ's capacity-building mission through accounting, administration, human resources, procurement, communications and outreach, fundraising and grant administration, including Monitoring and Evaluation. The Unit is led by Reinhard Uhrig.

### Programmatic Unit

The Programmatic Unit delivers capacity-building workshops addressing specific and emerging challenges. The work is organised under the IJ Core Initiatives and Workstreams, a flexible structure that is responsive to the changing threat environment, practitioner needs and donor priorities. The Unit is led by Gail Malone, seconded from the U.S. Department of Justice.

### Seconded Advisers

The IJ has on its staff two seconded senior advisers. Senior Investigations Adviser Philip Tucker, experienced law enforcement officer seconded by the Government of the United Kingdom and Senior Judicial Adviser Judge Buğra Erdem seconded by the Government of Turkey.

### Governing Board of Administrators

The Executive Secretariat is guided in its mission by an international Governing Board of Administrators, representing 13 governments and the European Union.

### Advisory Board

The IJ Advisory Board is an impressive group of subject-matter experts, experienced practitioners and leaders of partner organisations and academic networks who provide non-binding strategic advice.

The IJ designs and delivers capacity-building workshops, expert meetings and other activities tailored to the needs of criminal justice sector practitioners.

**7**

YEARS

**7300+**

PRACTITIONER  
ALUMNI

**201**

CAPACITY-BUILDING  
WORKSHOPS  
AND COURSES

**50+**

INTERNATIONAL  
GRANTS

**11**

DONORS

**124**

PARTICIPATING  
COUNTRIES

LAUNCHED A REVAMPED WEBSITE IN THREE LANGUAGES

---

DEVELOPED A NEW WORKSTREAM ON COUNTER-TERRORISM FINANCING

---

INVESTED IN VIGOROUS MONITORING AND  
EVALUATION TO ENSURE SUSTAINABLE IMPACT



## The IJ and the GCTF

The GCTF is an international forum of 30 members – 29 countries and the European Union – with a mission to reduce the vulnerability of people worldwide to terrorism by preventing, combating and prosecuting terrorist acts and countering incitement and recruitment to terrorism.

The GCTF brings together experts and practitioners from countries and regions around the world to share experiences and expertise and to develop tools and strategies to counter the evolving terrorist threat. The GCTF is recognised by international partners as a framework of reference in the global counter-terrorism and P/CVE architecture. For more information visit: [www.thegctf.org](http://www.thegctf.org).

### Implementing & Operationalising GCTF Framework Memoranda

The IJ is a leading implementer of GCTF good practices and framework memoranda and the only organisation with a specific mandate to support the implementation and operationalisation of GCTF good practices for criminal justice practitioners. The IJ has worked with relevant Working Group Co-Chairs to lead the development of key GCTF framework documents such as the *Neuchâtel Memorandum on Good Practices for Juvenile Justice in a Counterterrorism Context* and the Rabat – Washington Good Practices on the Prevention, Detection, Intervention and Response to Homegrown Terrorism. The IJ designs and delivers tailored programmes to support the operationalisation of GCTF good practices at the national, regional and sectoral levels and proactively integrates GCTF tools and good practices across all of its programmatic and academic activities.

Our capacity-building programmes and IJ-developed practitioner tools are designed to not only support the implementation of GCTF framework memoranda but to prioritise the practical application of the good practices to real-world challenges faced by the criminal justice practitioners we serve.

### Advancing the GCTF Mission

The IJ coordinates closely with the GCTF, including through regular engagement with the Co-Chairs, Working Groups, Members, Administrative Unit and our fellow GCTF-Inspired Institutions. The IJ also supports the activities of the various Working Groups, hosting meetings and workshops, contributing to Initiatives and seeking opportunities and synergies through which to advance the GCTF mission. A key priority for the IJ is to contribute to greater coordination between the Working Groups and the Inspired Institutions in order to better leverage our collective expertise and experience to further advance the GCTF mission. Promoting more meaningful coordination between the GCTF and the Inspired Institutions will ensure that thematic and geographic priorities and efforts are aligned and that lessons learned and success stories are actively shared and integrated into future activities.



### GCTF-Inspired Institutions

The IJJ works closely with its fellow GCTF-Inspired Institutions: the Global Community Engagement and Resilience Fund (GCERF), with whom the IJJ signed a strategic partnership agreement in 2020 and Hedayah, with whom the IJJ has partnered on many significant projects.

**The IJJ is one of three GCTF-inspired institutions, along with:**



**The Global Community Engagement and Resilience Fund**, headquartered in Geneva, is a public-private partnership established to serve as the first global effort to support local, community-level initiatives aimed at strengthening resilience against violent extremist agenda. Operating at the nexus of security and development, GCERF works in partnership and consultation with governments, civil society and the private sector in beneficiary countries to support national strategies to address the local drivers of violent extremism. Visit [www.gcerf.org](http://www.gcerf.org)



**Hedayah**, the International Center of Excellence for Countering Violent Extremism based in Abu Dhabi, is a key operational delivery arm for the GCTF's CVE efforts. It is an essential partner in the development and implementation of the Abu Dhabi Memorandum on Good Practices for Education and Countering Violent Extremism, including through the ongoing GCTF-OIC initiative on CVE and religious education. Hedayah manages the GCTF's FTF-related CVE and Returnee Programmes under the auspices of the FTF Working Group, which serves as a living resource for interested states. Visit [www.hedayahcenter.org](http://www.hedayahcenter.org)



## The IJ and the United Nations

The IJ works closely and proactively with the United Nations to establish meaningful linkages and connections between efforts in the counter-terrorism and rule of law fields. The United Nations is a close partner of and active participant in all relevant GCTF and IJ activities and the IJ actively supports the implementation of the UN Global Counter-Terrorism Strategy and relevant UN General Assembly and Security Council Resolutions across the Programmatic Unit's IJ Core Initiatives and Workstreams and the Academic Unit curricula. The IJ has worked collaboratively with a number of UN bodies, including the UN Office of Counter-Terrorism (UNOCT), Counter-Terrorism Executive Directorate (CTED), UN Office on Drugs and Crime (UNODC), UN Development Programme (UNDP), UN Interregional Crime and Justice Research Institute (UNICRI) and the Office of the High Commissioner for Human Rights (OHCHR).

### IJ — UN Collaborations

In June 2021, in the margins of the Second United Nations (UN) Counter-Terrorism Week, the IJ held an online side event with support from the European Union to launch a first-of-its-kind training curriculum to support the design and implementation of multi-actor intervention programmes for preventing and countering violent extremism (P/CVE). Another event was held in September 2021, in the margins of the 76th Session of the UN General Assembly, during which the IJ held a highly successful online side event on Battlefield Evidence and Criminal Justice Approaches to Counter-Terrorism.

The innovative curriculum equips decision-makers and practitioners with the necessary knowledge and skills to set up multi-actor P/CVE intervention programmes. The curriculum draws on recommendations, guidance and good practices developed by the United Nations, GCTF, OSCE and other multilateral bodies and was further informed by two sets of expert consultations and pilot training workshops in Kenya and North Macedonia.

In early February 2022, the IJ will host a Racially or Ethnically Motivated Violent Extremism (REMVE) Trends Dialogue, the first in-person programme in Malta since the onset of the COVID-19 pandemic.

Practitioners and experts, including representatives from the United Nations Counter-Terrorism Committee Executive Directorate (CTED), the United Nations Office of Counter-Terrorism (UNOCT) and the United Nations Office on Drugs and Crime (UNODC), will gather in person and virtually at the IJ Headquarters in Malta.

### United Nations Office of Counter-Terrorism (UNOCT)

In September 2020, the IJ and UNOCT signed a memorandum of understanding formalising and articulating a forward vision for this important partnership. The agreement provides a framework for further enhancing our cooperation to support the implementation of the United Nations Global Counter-Terrorism Strategy, relevant UN General Assembly and Security Council Resolutions and GCTF good practices and tools. Opportunities include research activities with the IJ's Academic Unit and capacity-building with the Programmatic Unit.

This important milestone builds on the 2018 UN – GCTF Ministerial Statement, which emphasised the need to build a strong and mutually reinforcing partnership between the GCTF and the United Nations. As a GCTF-Inspired Institution, the IJ is proud to be further building and advancing this important partnership.

## Academic Unit

Launched in 2020, the Academic Unit is an important addition to the IJ, delivering longer-form, foundational courses to mid-level criminal justice practitioners to improve their understanding of and skills relevant to, rule of law-compliant counter-terrorism.

---

The Academic Unit's online courses are designed to prepare practitioners for its core curriculum, the comprehensive Counter-Terrorism Academic Curriculum (CTAC), which is designed for small group, in-person delivery in Malta over two weeks. It is aimed at building the capacity and skills of participating frontline practitioners with sustainable impact for their home institutions and national-level competency.

Initial courses are being tailored to the needs of practitioners in Africa, the Middle East and Southeast Asia and will be piloted throughout 2022. Over time, the CTAC will be offered to practitioners in the Balkans, Central Asia and South Asia. It will also be adapted into a special one-week course for trial judges to support their adjudication of these complex cases in line with the rule of law.

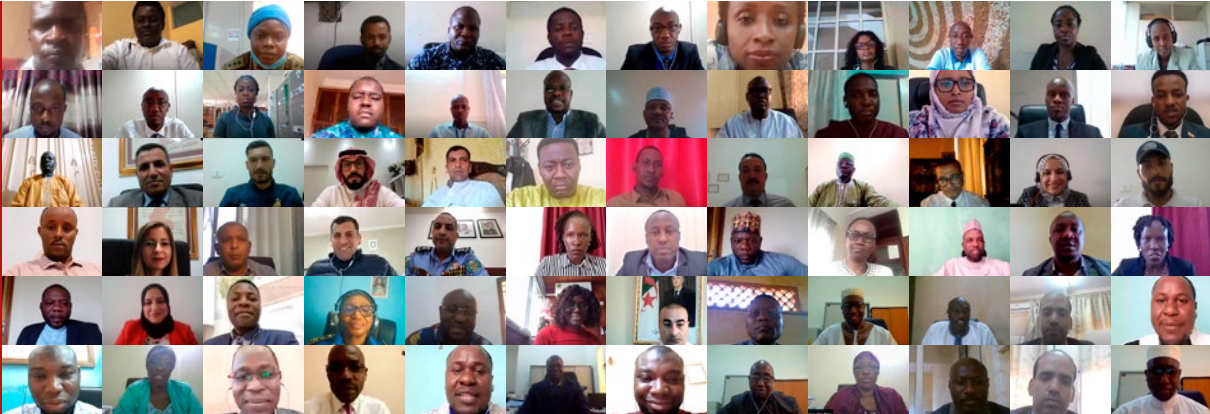
As with the Academic Unit's initial offering, to ensure operational continuity during this global pandemic, was to develop and deliver an innovative online training based on its core curriculum: the online Counter-Terrorism Academic Curriculum (the eCTAC). This ground-breaking course, which focused on proactive investigations of terrorist cases in order to develop the skills and knowledge to prevent attacks from being carried out, is

tailored for different legal traditions practised in Africa, the Middle East and Southeast Asia. The course is delivered in Arabic, English and French through live online sessions as well as through the Unit's learning management system (LMS), a secure online platform.

The Academic Unit's Research Agenda generates scholarship and research on emerging challenges and opportunities in the counter-terrorism and rule of law fields, beginning with a review of methodologies to assess criminal justice systems. Efforts in this workstream will include exclusive content from the IJ Academic Unit's Resident Fellows as well as course alumni.

The addition of the Academic Unit to the IJ's training ecosystem has further established the IJ as an essential regional hub for counter-terrorism and rule of law capacity-building and training. The Unit's courses complement the Programmatic Unit's shorter-form workshops by providing in-depth training on skills relevant to counter-terrorism and transnational crime – a strong foundation on which to build skills relevant to specific and emerging challenges addressed through the Programmatic Unit's IJ Core Initiatives and Workstreams.





## Counter-Terrorism Academic Curriculum (CTAC)

The Academic Unit will hold its first CTAC courses in 2022. Initial iterations will be offered to successful participants of the eCTAC courses and will focus on reactive investigations and successful prosecutions. The course will build on the simulated cross-border terrorism plot introduced in the eCTAC and carry it into the next stages of the criminal justice process by focusing on the skills and knowledge to better ensure successful prosecutions in line with rule of law standards. As the Academic Unit's flagship curriculum, the CTAC (similarly to the eCTAC) can also be a standalone course to develop and strengthen the core skills of frontline practitioners as well as adapted to each cohort's legal tradition.

The CTAC will build skills relevant to:

- The individual role of prosecutors and investigators at each stage of terrorism investigations from intelligence gathering, investigation, trial, sentencing and appeal
- Improving coordination among prosecutors and law enforcement agencies, including at the international, regional and national levels
- Understanding how to make charging decisions in terrorism and other serious criminal cases in accordance with a human rights and rule of law framework
- Good practices for dealing with witnesses and victims in terrorism and other serious criminal cases
- Crime scene management, including good practices to maintain the integrity of crime scenes to maximize the value of evidence collected at the scene of a terrorist attack
- Good practices for the analysis and use of forensic evidence to help reduce reliance on confession-based evidence in terrorism cases
- Good practices for effective case management to ensure that trials and other court proceedings are conducted within a human rights and rule of law framework
- Good practices and strategies for courtroom advocacy.

The in-person CTAC course is delivered over two weeks and requires the full-time participation of selected participants and employs both a flipped learning approach through the use of the same online platform as well as a participatory learning approach to enable practitioners to strengthen their core knowledge and skills. These interactive pedagogical methods directly involve the participants in the learning process and are based on:

1. A simulated international terrorism case that allows participants to learn by directly applying their knowledge and skills. At the end of each exercise, the CTAC facilitators discuss in a plenary session the points to remember, the lessons learned and issues to be improved.
2. The alternation between training seminars and practical exercises within the framework of the simulated case to deepen the fundamental skills of the participants on the conduct of investigations and prosecutions.

---

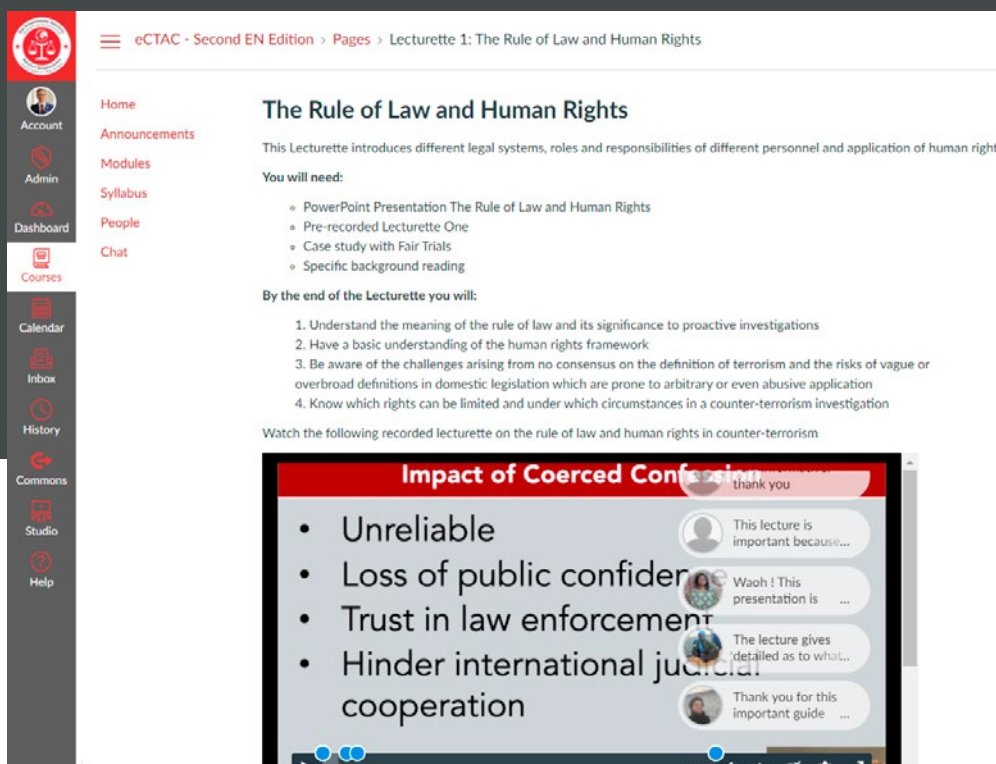
## Online Counter-Terrorism Academic Curriculum (eCTAC)

The Academic Unit has successfully delivered seven iterations of the Online Counter-Terrorism Academic Curriculum (eCTAC) on proactive investigations and prosecutions of terrorism cases to frontline practitioners from Africa and the Middle East.

This course enables selected participants to expand their knowledge on gathering evidence to disrupt terrorist activity. The course focuses on the lawful and proportionate use of special investigative techniques, efficient inter-agency coordination and effective international cooperation. Structured into 16 modules, this innovative and impactful training is delivered over four weeks.

Each iteration of the curriculum features three main components:

1. Participants' review of more than 30 pre-recorded lecturettes and case study videos on critical issues and successful investigations, with progression guided and supported by the eCTAC's Proactive Investigations Workbook and a vast, curated online library of resources.
2. Eight live interactive sessions, including three small-group tutorial sessions on Effective Coordination Between Investigators and Prosecutors, Collection of Evidence for Successful Prosecutions and Cross-Border Investigations. During these tutorial sessions, participants discuss the counter-terrorism coordination plans they have designed, compare their strategic decision-making for proactive investigations and discuss good practices for drafting mutual legal assistance requests for the deployment of special investigation techniques.

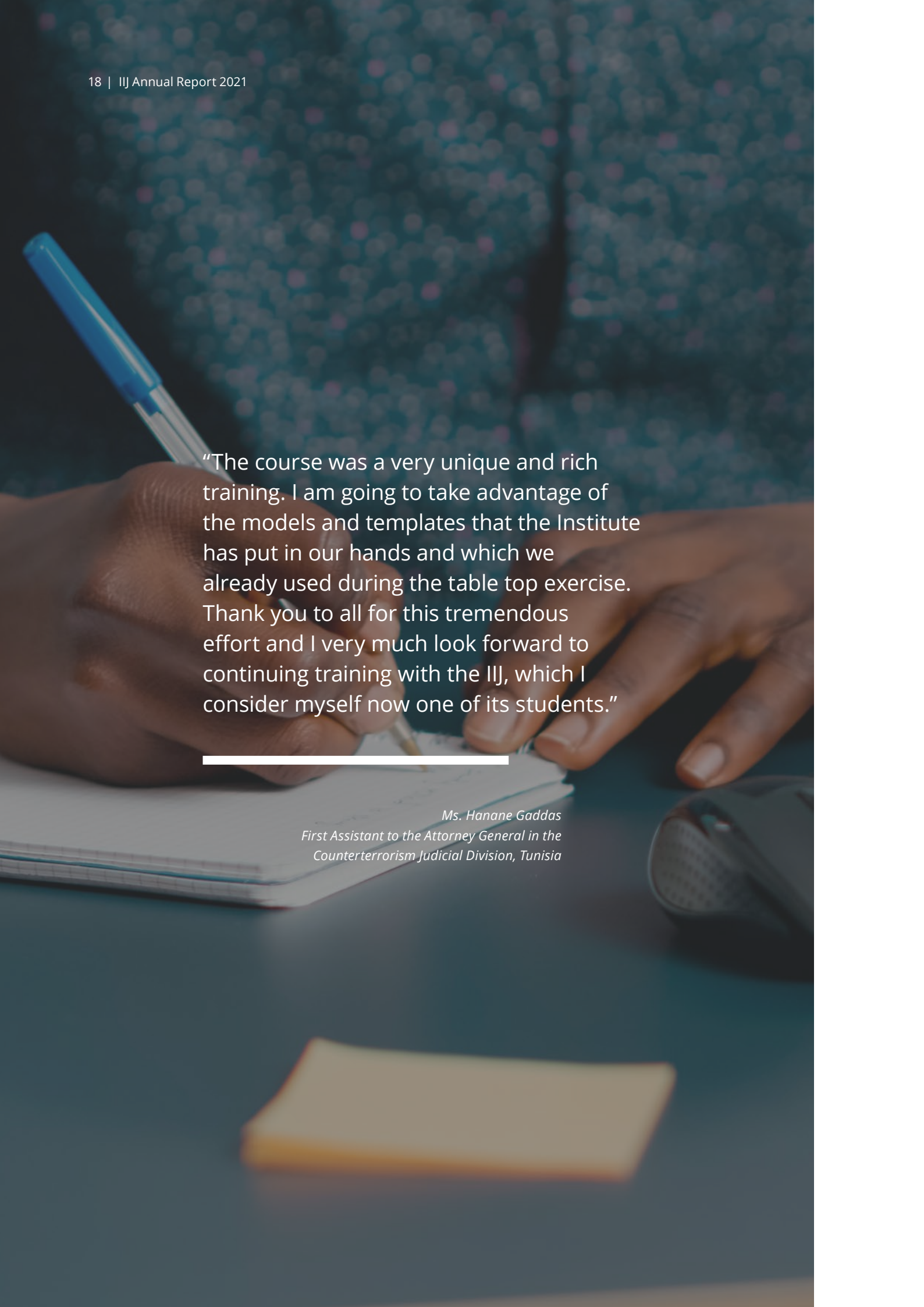


3. A two-day immersive exercise during which participants proactively investigate a simulated cross-border terrorist plot to attack critical infrastructure, concluding with small-group debriefing sessions. The faculty for each course iteration includes the Academic Unit Director, two Resident

Fellows and an investigations adviser (a role sometimes fulfilled by the IJ Senior Investigations Adviser) – all of whom are experienced practitioners and trainers. The training team receives additional support from subject matter experts to further enhance the quality of the programme.

The IJ successfully delivered five online eCTAC courses throughout 2021 in Arabic, English and French for practitioners from a grand total of 24 countries.

Dates	Countries	Number of Practitioners Trained
1 – 26 February 2021	Cameroon, Ethiopia, Kenya, Nigeria, Sierra Leone, Somalia and Uganda	17
12 February – 12 March 2021	Burkina Faso, Cameroon, Côte d’Ivoire, Mali, Mauritania, Morocco and Niger	19
20 May – 18 June 2021	Algeria, Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Côte d’Ivoire, Mali, Morocco, Niger, Senegal, Tunisia	24
1 September – 1 October 2021	Chad, Jordan, Mauritania, Morocco, Saudi Arabia, Somalia and Tunisia	16
27 October – 26 November 2021	Cameroon, Kenya, Nigeria, Rwanda, Somalia, Tanzania and Uganda	20

A close-up photograph of a person's hands writing in a notebook. The person is using a blue pen. The background is a dark, textured surface. The text is overlaid on the image.

"The course was a very unique and rich training. I am going to take advantage of the models and templates that the Institute has put in our hands and which we already used during the table top exercise. Thank you to all for this tremendous effort and I very much look forward to continuing training with the IJ, which I consider myself now one of its students."

---

*Ms. Hanane Gaddas  
First Assistant to the Attorney General in the  
Counterterrorism Judicial Division, Tunisia*

## CTAC and eCTAC Courses in 2022 – 2023

The Academic Unit intends to deliver eCTAC and CTAC courses for frontline practitioners from the countries most affected by this complex and evolving phenomenon. By delivering these innovative courses for those involved in counter-terrorism cases in these countries, the IJJ will further expand and strengthen the dynamic community of alumni across Africa, the Middle East and Southeast Asia.

## Research Agenda

The Academic Unit is also leading an exciting new IJJ Research Agenda, which will advance practitioner-centred scholarship on terrorism trends and counter-terrorism policy and practice. Following a review of existing scholarship on key challenges in the counter-terrorism and rule of law fields, the Academic Unit has developed a forward-leaning and ambitious research agenda framed around the needs of practitioners, such as emerging threats, relevant counter-terrorism good practices and jurisprudence, explorations of the modus operandi of terrorist organisations as well as the identification of ongoing and new training needs.

The results of this research will feed back into the work of the IJJ, with the Institute's Academic and Programmatic Units being better able to guide the evidence-based development of good practices, thematic workshops and specialised training courses. The IJJ looks forward to sharing the products of our new research agenda in 2022 and beyond, through the IJJ website and Alumni Portal and welcomes donor interest in supporting this work.

## Donor Support

The launch and success of the Academic Unit would not have been possible without the vision and support of the Unit's three Founding Donors: the Governments of Denmark, France and the United States of America.

In 2021, the Academic Unit was honoured to welcome the Government of Australia as a donor, which will expand the Unit's work into Southeast Asia in 2022. We welcome further donor interest in supporting the Unit's work to build frontline practitioners' capacity and develop practitioner-centred research.

The commitment of these donors to providing practitioners with foundational skills training and supporting the scholarship generated under the Unit's Research Agenda is not only an investment in the IJJ but, more importantly, an investment in the frontline criminal justice practitioners who are working every day in their jurisdictions to investigate and prosecute terrorism-related crimes.



**MINISTRY OF  
FOREIGN AFFAIRS  
OF DENMARK**



**Australian Government**  
**Department of Foreign Affairs and Trade**

## Programmatic Unit

The Programmatic Unit leads the design and delivery of shorter-form workshops addressing specific and emerging threats and challenges in the fields of counter-terrorism and rule of law.

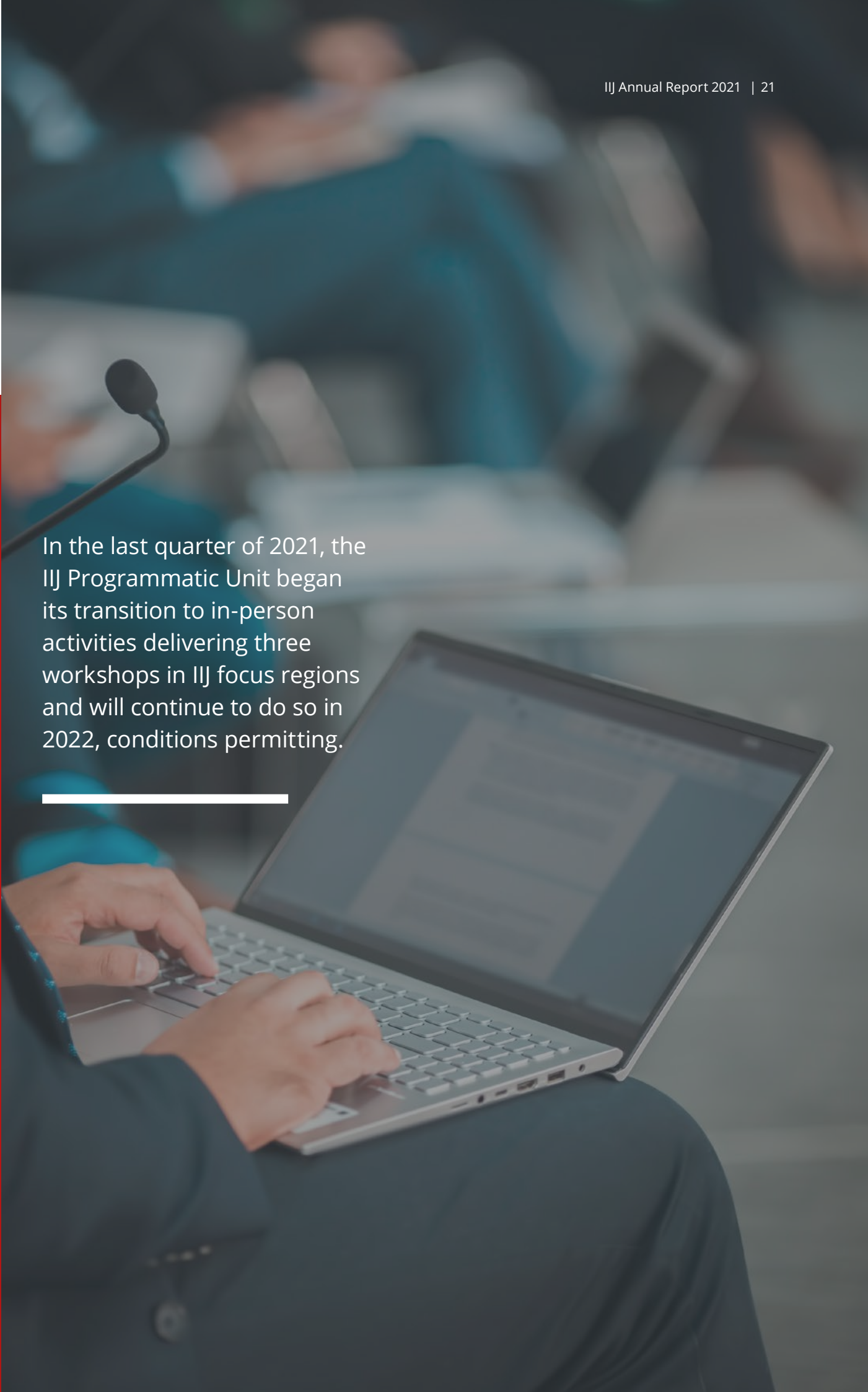
---

Structured and delivered under the IJ Core Initiatives & Workstreams, the capacity-building workshops are tailored to national and regional contexts, with a focus on practical application of skills and good practices to real-world challenges which criminal justice practitioners we serve face. The IJ Core Initiatives & Workstreams support implementation and operationalisation of relevant GCTF good practices and recommendations, the UN Counter-Terrorism Strategy and UN Security Council Resolutions and other regional and international frameworks.

During the COVID-19 pandemic in 2021, the Programmatic Unit continued to tailor curricula normally intended for in-person programmes to support effective and sustainable skills development via an online training environment. Using programming innovation and maximizing the benefits of online platforms best suited to practitioner needs, the Programmatic Unit successfully overcame the challenges of the pandemic to deliver effective and sustainable capacity-building programmes for the criminal justice practitioners in our areas of geographic focus. In the last quarter of 2021, the IJ Programmatic Unit began its transition to in-person activities delivering three workshops in IJ focus regions and will continue to do so in 2022, conditions permitting.

In the last quarter of 2021, the IJ Programmatic Unit began its transition to in-person activities delivering three workshops in IJ focus regions and will continue to do so in 2022, conditions permitting.

---



## IJ Core Initiatives

# Addressing Homegrown Terrorism Initiative

The IJ Addressing Homegrown Terrorism Initiative, primarily financed by the Government of the United States, builds on the IJ's work under the auspices of the GCTF to develop a set of good practices to address homegrown terrorism. During 2017 and 2018, under the auspices of the GCTF and the direction of the Co-Leads, the Governments of Morocco and the United States, the IJ led the development of the Rabat – Washington Good Practices, endorsed by GCTF members in September 2018. Since that time, the IJ has led implementation efforts, building the capacity of practitioners to operationalise the good practices and to counter homegrown terrorism, with support from the Governments of Spain and the United States

In 2019-2020, the IJ formally launched the implementation phase of the Rabat-Washington Good Practices, hosting a series of thematic multi-stakeholder workshops. This included the first workshop on racially- and ethnically-motivated terrorism, which ultimately led to the highly respected IJ initiative on Racially or Ethnically Motivated Violent Extremism (REMVE).

### Effective Response to Terrorist Attacks

In February 2021, the IJ convened an online workshop under the IJ Addressing Homegrown Terrorism Initiative with support from the Government of the United States focussed on the response to terrorist attacks in South and Southeast Asia. Law enforcement officials, prosecutors, media practitioners and civil society actors from seven countries in the region were joined by colleagues from Africa, Europe, the United States and representatives from international organisations and networks.

The curriculum for this innovative online workshop supported implementation of the GCTF's Rabat-Washington Memorandum, with a specific focus on Good Practice 17 (disseminating information after a homegrown terrorist attack quickly and accurately), Good Practice 18 (avoiding stigmatisation of any community) and Good Practice 19 (supporting programmes aimed at providing support to victims and witnesses of terrorism).

“...the IJ has led implementation efforts, building the capacity of practitioners to operationalise the good practices and to counter homegrown terrorism...”

During the workshop, practitioners shared current terrorism trends in their countries, government responses and challenges and good practices in post-attack response.

Central to the workshop was a series of relevant case studies, including the Sri Lanka Easter Bombings (2019), the Kenyan Dusit Complex Attack (2019), the Philippines Jolo Twin Bombings (2019), the Christchurch Shooting (2019), the New York

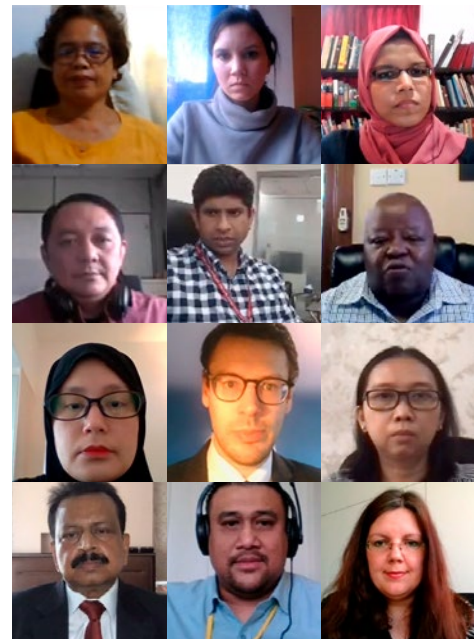


The transnational threat between Southeast Asian countries showcases the need for a regional approach that takes into account insurgent associations and modus operandi in neighbouring countries.

Chelsea Bombings (2017) and the Bangladesh Holy Artisan Bakery Attack (2016). These case studies provided a framework through which practitioners could identify and discuss challenges, lessons learned and good practices in the context of a complex post-attack environment.

### Plans under this Initiative

Working jointly with Strong Cities Network, the IJJ is designing a regional workshop titled 'Enhancing National-Local Coordination on Prevention, Preparedness and Response to Radicalization and Terrorist Attacks.' Planned for July 2022, the workshop will bring together relevant national actors (law enforcement, prosecutors, judges, policy-makers) and local players (including city officials, community and faith leaders and civil society representatives) to discuss the importance of national-local cooperation in preparing for and responding to a terrorist attack. This workshop will allow practitioners to consider case studies of homegrown terrorism, identifying challenges faced by each sector within their respective regional contexts. Practitioners will solve table-top exercises by applying the Rabat-Washington Good Practices and other related GCTF framework documents.



The transnational threat between Southeast Asian countries showcases the need for a regional approach that takes into account insurgent associations and modus operandi in neighbouring countries. It is in this spirit that the IJJ will continue to build workshops addressing good practices in preparing for and responding to a terrorist attack in light of respective national approaches in 2022 and 2023.

## IJ Core Initiatives

# Global Central Authorities Initiative

Under the Global Central Authorities Initiative, the IJ works with Central Authorities – the national entities responsible for mutual legal assistance and extradition – and relevant criminal justice stakeholders at the national and regional levels to support their crucial role in facilitating regional and international judicial cooperation in terrorism and related cases.

Launched in 2015 with support from the Government of the United States, the IJ Global Central Authorities Initiative (GCAI) supports the implementation of the *IJ Good Practices for Central Authorities*. Published in 2018, these guidelines have become an internationally-recognised reference to guide the work of Central Authorities, laying out key institutional, legal and practical considerations. Available in Arabic, English and French, the IJ Good Practices elucidate Good Practice 9 of the GCTF's *Rabat Memorandum on Good Practices for Effective Counterterrorism Practice in the Criminal Justice Sector*.

### Standardised domestic procedures for international judicial cooperation across West Africa

In May 2021, the IJ joined the United Kingdom Central Authority (UKCA) to deliver an online workshop for 15 legal counsel and prosecutors from Cameroon, The Gambia, Ghana and Nigeria, aimed at standardising domestic procedures for international judicial cooperation across Anglophone West Africa. This workshop, built on a series of individual consultations with participating countries, considered a draft text to serve as the basis for a standardised set of guidelines for MLA in criminal matters for these countries. During the May workshop, practitioners offered suggestions to improve the document and to ensure it reflected the needs and specificities of the countries in the region. The debate was enriched by expert observations and suggestions from the Central Authorities of Canada, Scotland and the United States, who shared good practices and lessons learned from their longstanding experience in dealing with MLA requests. Once a final version



of the document is agreed upon, it will be formally shared with decision-makers in the participating countries for consideration and eventual approval.

### Supporting Senegal in the updating of the new International Judicial Cooperation law

In December 2021, the IJ joined 16 judges, prosecutors and legal drafting experts from Senegal's Ministry of Justice to comment on and revise Senegal's new draft Law on International Judicial Cooperation. The new law, which creates a legal framework for MLA, extradition, international prisoner transfer and joint investigations, would be the first major overhaul of Senegalese legislation since 1971.

The drafting workshop tightened the new law's language and ensured that it complies with international standards. Like the May online workshop, the Senegal in-person workshop was enriched by experts from the Central Authorities of France, United Kingdom and the United States, who shared important examples of lessons learned from their longstanding experience in dealing with MLA and extradition requests.

The IJJ and Ministry of Justice will undertake final revisions and introduce the draft law to a wider audience of justice professionals, at a validation workshop in February 2022, which will aim at securing support from high-level government officials for the law's formal adoption and implementation. Once adopted, this new law will provide both national and foreign practitioners an improved understanding of the methods and processes for Senegal's sharing of evidence and intelligence with other countries, which in turn will contribute to improved judicial cooperation in the region and beyond. It would also place Senegal in a leading position in West Africa in terms of the establishment of modern and effective legal framework for combatting transnational crime.

### **Plans under this Initiative**

#### ***Great Lakes Regional Ministerial Conference on Enhancing Judicial Cooperation***

The IJJ hopes to team with the International Conference on the Great Lakes Region (ICGLR) and the UN Office of the Special Envoy for the Great Lakes in Kinshasa (Democratic Republic of the Congo) to sponsor a technical meeting and ministerial conference in June 2022 aimed at adopting a list of commitments to strengthen regional and international cooperation in the region. The commitments are based on the *IJJ Good Practices for Central Authorities* and feedback the IJJ gathered during bilateral



and regional programmes with practitioners and experts at the U.S. Department of Justice's Office of International Affairs and the United Kingdom Central Authority.

An additional goal of the Conference will be to adopt model procedural guidelines for mutual legal assistance to guide ICGLR Member States in developing their own country-specific strategies. The conference will also seek to identify priority next steps to ensure the implementation of the commitments, such as the establishment of national working groups and action plans. The ICGLR's Great Lakes Judicial Cooperation Network remains a key partner to the IJJ for the work through capacity-building workshops, technical guidance for legislative reform and similar targeted assistance.

## IJ Core Initiatives

# Investigations Initiative

The Investigations Initiative builds the capacity of investigators and other law enforcement practitioners to gather and develop intelligence and evidence in both the physical and digital/cyber domains to build strong cases against terrorist actors. The Initiative supports implementation of the GCTF's *Recommendations for Using and Protecting Intelligence Information in Rule of Law-Based, Criminal Justice Sector-Led Investigations and Prosecutions*, which elucidates Good Practice 6 of the GCTF's *Rabat Memorandum on Good Practices for Effective Counterterrorism Practice in the Criminal Justice Sector (the Rabat Memorandum)*, as well as the *Abuja Recommendations on the Collection, Use and Sharing of Evidence for Purposes of Criminal Prosecution of Terrorist Suspects (the Abuja Recommendations)*. The Investigations Initiative also supports actions called for in UN Security Council Resolution 2396 to strengthen international investigation cooperation in countering terrorism.

### **Phase One: Multi-Agency 'Intelligence-led, Evidence-driven' Counter-Terrorism Investigation Capacity-Building in Somaliland**

In February 2021, the IJ delivered the first phase of a multi-agency, intelligence-led, evidence-driven counter-terrorism investigation capacity-building in Somaliland. Led by Philip Tucker, the IJ's Senior Investigations Adviser (a UK-seconded) and funded largely by the Government of the United Kingdom, this 10-day module brought together 41 practitioners from the police, military, coastguard, prisons and immigration service.

The curriculum focused on reinforcing practical skills and processes necessary for international judicial cooperation, parallel collection of evidence and intelligence, application of the law for practitioners, managing risk, crime scene management, systematic investigation and building rapport during interviews.

The feedback was overwhelmingly positive, with participants praising the multi-agency approach and pledging to work more closely in the future and to share intelligence more readily amongst all interested organisations.

**In February 2021, the IJ delivered the first phase of a multi-agency, intelligence-led, evidence-driven counter-terrorism investigation capacity-building in Somaliland.**

---



### **Phase Two: Counter-Terrorism Strategy Development and Multi-Agency Investigation Capacity-Building in Malawi**

The IJJ hopes to replicate the success of the Somaliland programme in 2022 with a second two-week course for investigators, this time in Malawi. The programme, to be supported by funding from the Government of the United Kingdom, will continue focus on implementation of the GCTF's Rabat Memorandum and Abuja Recommendations, drawing approximately 40 practitioners from police, defence forces, intelligence service, immigration service, prisons and financial investigation authorities.

It is intended that, like the Somaliland programme, the curriculum of the Malawi workshop will focus on broadening the participants' understanding of the terrorist threat facing Malawi, developing the outline of a counter-terrorism strategy to counter that threat and strengthening the participants' skills and knowledge to investigate terrorism, all while accentuating the importance of human rights and rule of law considerations. In particular, the IJJ hopes to introduce methods for assessing and managing threat, vulnerability and risk, examining structures for inter-agency cooperation, building rapport during interviews and exploring parallel investigation techniques.

**The IJJ hopes to replicate the success of the Somaliland programme in 2022 with a second two-week course for investigators, this time in Malawi.**

---

## IJ Core Initiatives

# Judicial Capacity-Building Initiative

The Judicial Capacity-Building Initiative, one of the IJ's most long-standing and diverse Core Initiative, encompasses a variety of activities through which the IJ supports judicial actors in their handling of terrorism cases within a rule of law framework, in reliance on the *GCTF's The Hague Memorandum on Good Practices for the Judiciary in Adjudicating Terrorism Offenses*, the *GCTF's Glion Recommendations on the Use of Rule of Law-Based Administrative Measures in a Counterterrorism Context*, the *GCTF's Memorandum on Criminal Justice Approaches to the Linkages between Terrorism and Core International Crimes, Sexual and Gender-based Violence Crimes, Human Trafficking, Migrant Smuggling, Slavery and Crimes against Children* and related IJ, UN and other tools and guiding documents.

Criminal Justice practitioners – judges, investigating magistrates, prosecutors, defence counsel and law enforcement – play a central role in the conduct of investigations within the framework of the Rule of Law, fair trials, including by encouraging fair and evidence-based prosecution, ensuring that defendants' rights are protected and delivering effective verdicts. Under the Judicial Capacity-Building Initiative, the Programmatic Unit works collaboratively with practitioners, donors and partner organisations to design and deliver tailored programmes in the Sahel, Horn of Africa, East and West Africa, MENA region and South & Southeast Asia. These peer-to-peer exchanges, offered with the support of donors such as the European Union and the Governments of Canada, Germany, Switzerland, Turkey and the United States and often in collaboration

with regional and international partners, equip justice practitioners with the technical skills to efficiently pursue, manage and navigate cases fairly and independently, in an area that is highly sensitive and impacted by political and security concerns.

### **Implementation the GCTF's Glion Recommendations on the Use of Rule of Law-Based Administrative Measures in a Counterterrorism Context**

In March, June and October 2021, the IJ and the International Centre for Counter-Terrorism (ICCT) convened a series of online workshops on Applying Administrative Measures within a Counter-Terrorism Context and Rule of Law Framework. These workshops, supported by the Government of Switzerland, brought together practitioners from West & East Africa, the MENA Region and South & Southeast Asia to discuss the *GCTF's Glion Recommendations on the Use of Rule of Law-Based Administrative Measures in a Counterterrorism Context*.

The workshop modules addressed a number of important questions pertaining to the implementation of administrative measures in a counter-terrorism context, including what a legal framework for the use of administrative measures would look like, how oversight on the legitimate use of these measures can be organised, how to set up risk assessment mechanisms and how to ensure that international human rights standards are respected when implementing and using administrative measures in the counter-terrorism context.



Practitioners were guided by six pre-recorded videos and a Training Manual developed by the ICCT, then applied the skills learned to two comprehensive case studies in four interactive online plenary sessions.

### **Plans under this Initiative**

#### ***IJJ/ICCT Online Workshops***

In partnership with ICCT, the IJJ intends to offer a series of online workshops in 2022 focused on ending impunity for terrorist offenses, while holding terrorists accountable for the full range of crimes they have committed, developing methodologies to repair harm and restore dignity for victims and preventing the commission of these serious crimes in the future. This series of workshops, entitled ICCT-IJJ Workshop on Criminal Justice Approaches to the Linkages

between Terrorism and Core International Crimes, Sexual and Gender-Based Violence Crimes, Human Trafficking, Migrant Smuggling, Slavery and Crimes Against Children (the Accountability Workshops), will be offered in March (Anglophone East Africa), May (Francophone West Africa) and June (MENA Region).

These workshops will highlight that terrorist acts can constitute core international crimes, such as genocide, war crimes and crimes against humanity. Discussions will also address the nexus between SGBV crimes, human trafficking, migrant smuggling and slavery, including crimes against children. The goal is to encourage practitioners to consider the advantages and disadvantages of prosecuting alleged terrorists for the full range of crimes they have committed, without being limited to domestic terrorist law.

***Joint IJ — UNODC Workshop on Accelerating Case Review and Reducing Pre-Trial Detention for Terrorist Offences through Remote Access Technology***

In cooperation with UNODC, the IJ is designing a pilot project to use remote technology to link terrorism prosecutors and defence counsel in Niger's capital city with suspects detained in remote regions, with the goal of allowing prosecutors to assess the evidence and listen to defendants before authorising prosecution and ordering that they be detained and transported to Niamey.

The IJ and UNODC will organise a workshop in July 2022 in Niamey to convene a range of justice sector and high-tech actors to assess the legality and feasibility of this pilot project. The objectives will be to assess in detail the national legal framework on criminal proceedings for terrorism cases, to identify opportunities for introducing remote access tools, to examine Niger's needs for technological support and, as a result, to incorporate the findings into the roadmap for the pilot project.

Introducing remote access technology at the pre-trial stage could provide suspects earlier access to legal advice, lower costs associated with transport from remote regions to the capital, reduce unnecessary pre-trial detention and minimize the frustration, disenfranchisement and vulnerability associated with lengthy pre-trial detention and ultimate dismissal of charges.

The hope is that should this pilot project succeed, it could be extended to other phases of criminal proceedings in Niger and ultimately to other countries in West Africa, to help tackle issues like vast distances between prisons and central courts, limited access to defence counsel in remote regions, costs and security risks associated with transport, as well as the pending issues concerning continuity of operations during crises including travel restrictions, such as the COVID-19 pandemic.

***Reducing Pre-Trial Detention in a Rule-of-Law Context***

The IJ has also received funding from the Government of Germany for a new project aimed at reducing excessive and prolonged pre-trial detention and thereby addressing its negative impacts, including violation of procedural rights and risks of radicalisation in prison. At a workshop scheduled for October 2022, the IJ will convene up to 45 investigators, prosecutors, judges and other relevant stakeholders from Benin, Cameroon, Côte-d'Ivoire, Niger, Senegal and Togo in Cotonou, Benin.

The workshop is aimed at increasing the capacity of justice sector actors to identify and employ non-custodial measures in a manner that respects the procedural rights of defendants while still protecting the public. The project also aims to minimise the number of arrestees placed in pre-trial detention; explore alternatives to prosecution and incarceration; improve the treatment of arrestees who must be detained; and strengthen participants' capacities to use a human-rights-based approach to pre-trial detention.





## IJ Core Initiatives

# Juvenile Justice Initiative

The Juvenile Justice Initiative supports the implementation of the GCTF's *Neuchâtel Memorandum on Good Practices for Juvenile Justice in a Counterterrorism Context* through regional and sector-specific capacity-building and the development of practitioner-oriented tools for those managing juvenile cases. The IJ is proud to have played a key role in the development of these important good practices and continues to be a leading implementer, working with criminal justice practitioners at the national, regional and sectoral levels and enjoying an increasingly international reputation for expertise on the matter.

### Second capacity-building workshop for Ethiopian practitioners

Following the first successful workshop for Ethiopia under the IJ Juvenile Justice Initiative, on 9 – 11 December 2020, the IJ convened a second national-level workshop on 6 – 7 April 2021. The workshop, which was delivered using a hybrid training model that included both online and in-person training elements, brought together 16 practitioners, including prosecutors, public defenders, judges, corrections officials and other relevant stakeholders, alongside U.S. Department of Justice's OPDAT Resident Legal Advisor and other professionals from the U.S. Embassy in Ethiopia.

The workshop's main objectives were to further enhance the skills and collaboration of senior-level practitioners to ensure justice for children in a counter-terrorism context and finalise the draft cross-sectoral recommendations presented during the first workshop in December 2020. The training was tailored for Ethiopia, building on the framework of international norms and standards on children rights and good practices articulated in the GCTF's *Neuchâtel Memorandum on Good Practices for Juvenile Justice in a Counterterrorism Context*.

### National level capacity-building workshops in Niger

Building on its experience and leadership in providing juvenile justice in-person and online capacity-building at both regional and national levels, the IJ convened two national-level workshops at the request of Nigerien officials. The first workshop, delivered online in July 2021 due to continuing COVID-19 restrictions, brought together 25 practitioners including investigators, prosecutors, judges, prison officials, representatives from the National Judicial Training School of Niger, officials from the Transit and Referral Centre for Minors, social workers and other relevant actors.

After Covid travel restrictions were relaxed, the IJ successfully hosted the second workshop in person in December 2021, with funding from the U.S. Government and technical support from the U.S. Embassy in Niger, particularly the U.S. Department of Justice's OPDAT Resident Legal Advisor. The training aimed to build practitioners' skills to successfully address issues relating to the rehabilitation and reintegration of children affected by terrorism, encourage collaboration between actors and develop an action plan consisting of a list of cross-sectoral recommendations for dealing with children in a counter-terrorism context.



During the second workshop, the IJJ coordinated with the local authorities for a field visit to the Transit and Referral Center for minors, which almost all participants saw for the first time. The Regional Director of Child Protection of Niamey introduced the Center and highlighted the profile of the children, the activities the Center offers and the challenges they face.

At the end of the workshop, participants completed the cross-sectoral recommendations for dealing with children in a counter-terrorism context that they began developing at the first workshop. The recommendations consist of practical guidance to practitioners on how they can ensure the rights of children suspected of terrorism-related offences with fewer resources and without changing the existing law. They also contain a section of recommendations for the Government of Niger. With this second workshop, participants established a clear roadmap to achieve sustainable changes in current practices of dealing with children involved in terrorism.

### **Public Launch of the IJJ Juvenile Justice Notes for Practitioners**

In February 2022, the IJJ will host a two-day virtual Public Launch of the *IJJ Juvenile Justice Notes for Practitioners* to introduce the notes to practitioners worldwide and invite

a distinguished and diverse group of subject matter experts to comment upon the notes and the principles they espouse.

The Practitioners Notes, developed with support from the U.S. Government, guide prosecutors, judges, investigators, defence counsel and detention officials in the management and special handling of children involved in terrorism cases, implementing the GCTF's *Neuchâtel Memorandum on Good Practices for Juvenile Justice in a Counterterrorism Context*.

### **Plans under this Initiative**

As the IJJ's profile and reputation for leadership in Juvenile Justice expands, more organizations seek our expertise in regional and international events. As an example, the IJJ looks forward to a speaking role at the GCTF West Africa (WA) Region Working Group Plenary Meeting in Accra, Ghana in July 2022 to discuss its juvenile justice efforts in a counter-terrorism context involving West African practitioners in implementing the GCTF Neuchatel Memorandum.

Also, the U.S. Department of Justice/OPDAT in Burkina Faso asked to partner with the IJJ to organize and implement an in-person workshop for Burkinabè participants to help them handle effectively children affected by terrorism.

## IJ Core Initiatives

# Prison Management Initiative

Prisons can be breeding grounds for radicalisation to violence of disenfranchised individuals, particularly when they detain returning fighters and violent extremists. The risk is especially high in facilities with weak management processes and poor oversight.



Supporting the implementation of the *IJ Prison Management Recommendations to Counter and Address Prison Radicalisation* (hereafter *The IJ Prison Management Recommendations*) and relevant GCTF good practices and other tools, the IJ has worked with practitioners to promote classification systems, rule of law-based rehabilitation and reintegration programmes for violent extremists and effective prison management strategies to reduce further radicalisation.

The IJ launched its Prison Management Initiative at an expert meeting in 2015, during which prison wardens and administrators, policymakers and programme managers worked to develop a set of recommendations to counter and address prison radicalisation. The resulting *IJ Prison Management Recommendations* have formed the basis of the IJ's work in this area, implementing 16 recommendations across five sections, including operations, administration and management; screening, assessment, classification and case management; discipline and accountability;

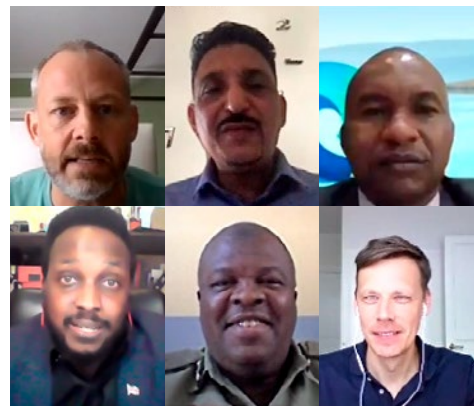
security and intelligence; and programmes and aftercare.

The Prison Management Initiative also supports implementation of the GCTF's *Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders* and actions called for in UN Security Council Resolutions 2178 and 2396, including measures to maintain a safe and humane environment and help address radicalisation to violence and terrorist recruitment within prisons. Other tools integrated into the curriculum include the *UNODC Handbook on the Effective Management of Violent Extremist Prisoners* and complementary workstreams by UNODC and the Council of Europe, focusing on critical areas such as prison intelligence and safeguarding HUMINT in the prison context, recruiting and using informants and the benefits of multi-agency approaches to prison intelligence. Workshops under this Initiative have received generous support from the Governments of Morocco and the United States.



### **Expert meetings on specialised counter-terrorism capacity-building and train-the-trainer programme**

In April and June 2021, with support from the Government of France, the IJJ convened expert meetings as part of an exciting project to develop a specialised counter-terrorism capacity-building and train-the-trainer programme on Risk Assessment of Violent Extremist and Terrorist Offenders. The programme focused on capacity-building for prison officials and how risk and needs



assessment can be instrumental in managing a prison's population of violent extremist and terrorist offenders. Focusing on the good practices in the area of risk assessment, the programme addressed the various risk assessment tools available and how to develop, adapt and implement such tools.



## IJJ Core Initiatives

# Returning FTFs Initiative

The Returning Foreign Terrorist Fighters (RFTFs) Initiative works with policy-makers and practitioners at the local and national levels to adopt and implement coherent national policies that foster an inter-agency approach to the rehabilitation and reintegration of terrorist fighters. The initiative helps implement the GCTF's *The Hague-Marrakech Memorandum on Good Practices for a More Effective Response to the FTF Phenomenon*, as well as UN Security Council Resolution 2178.

Though launched in 2015 to focus on foreign terrorist fighters, those combatants who came from other countries to fight, the project pivoted in response to the evolution of the global threat, shifting to focus on returning foreign terrorist fighters, or those fighters who returned from conflict zones to their home countries. Under this Initiative, with support from the Government of the Netherlands, the IJJ spearheaded an important multi-phased programme to assist the Governments of Chad and Mali to adapt the Hague-Marrakech Memorandum to their national security contexts. Other projects under this Initiative have sup-



ported actions in relevant UN Security Council Resolutions and implementation of the GCTF's *Good Practices on Addressing the Challenge of Returning Families of Foreign Terrorist Fighters*. The IJJ concluded its work with Chad and Mali and remains committed to assisting both countries in their efforts to include rehabilitation and reintegration programmes for terrorist fighters in their national CVE strategies.



## Other IJ Initiatives & Workstreams

In addition to activities delivered under the IJ Core Initiatives, in 2021, the Programmatic Unit also designed and delivered capacity-building and expert meetings under a range of standalone initiatives and workstreams.





## Other IJJ Initiatives & Workstreams

### Battlefield Evidence



The collection, analysis, sharing and use of battlefield evidence — materials and information gathered by military forces — can be complex and challenging, yet this material can be effective in holding those who commit terrorist actions or support terrorist organisations accountable through civilian criminal investigation and prosecution.

Since 2019, the IJJ — with funding from the Government of the United States — has led efforts to promote the implementation of the *Non-Binding Guiding Principles on Use of Battlefield Evidence in Civilian Criminal Proceedings*, developed by the U.S. Departments of State, Justice and Defense in response to concerns from partner countries regarding the collection, sharing, analysis and introduction of such evidence in terrorism cases. The Guiding Principles were presented at the IJJ Battlefield Evidence Global Workshop in 2019. The IJJ has also integrated into its work the UNODC and CTED's guidelines on military evidence.

#### UNGA 76 Side Event on Battlefield Evidence and Criminal Justice Approaches to Counter-Terrorism

On 29 September 2021, in the margins of the 76th Session of the UN General Assembly, the IJJ held an online side event on Battlefield Evidence and Criminal Justice Approaches to Counter-Terrorism, co-hosted with the U.S. Department of State's Bureau of Counterterrorism. In total, 140 practitioners, policymakers and civil society representatives logged in from 35 different countries to participate.

The online event featured presentations by senior policy officials from the U.S. Department of State and Department of Justice, the UN Security Council Counter-Terrorism Committee Executive Directorate, the UN Office on Drugs and Crime and the European Union. These speakers discussed recent advances in the collection, exploitation and international sharing of battlefield evidence and its use in court for prosecution of individuals who have committed terrorist offences or other crimes. Senior prosecutors from Germany, Kosovo and Niger also shared their own experiences with using battlefield evidence in civilian criminal justice proceedings and iden-

tified further improvements needed to address pressing challenges. The side event highlighted the continued importance of battlefield evidence and the integral role that effective, rule of law-based counter-terrorism plays in international peace and security.

#### Plans under this Workstream

Going forward, the IJJ's overall strategy for the Battlefield Evidence Workstream aims not just to improve practitioners' appreciation for the value of Battlefield Evidence, but to identify and address specific capacity gaps across the entire BE "life cycle" of collection and preservation of the material, exploitation and analysis, sharing both interagency and internationally and use, particularly but not exclusively in the courtroom. To that end, the IJJ will hold a series of Battlefield Evidence Trends Dialogues to scope either how countries within a certain region currently handle issues across that life cycle, or from another perspective, how particular issues are handled across a range of geographies. Each regional programme will focus on the steps which are most relevant for the countries involved, based on the regional context, their familiarity with battlefield evidence, level of technical capacity and opportunities for collection and use. These Dialogues will identify high-priority areas of improvement for more focused follow-on Technical Workshops.

In September 2022 the IJJ will convene a meeting in Malta between the United States, the European Union, EU member states and select multilateral institutions on Battlefield Evidence from Afghanistan and Beyond. The purpose of the meeting will be (1) to begin evaluating the most effective mechanism(s) for lawfully sharing and using battlefield evidence collected in Afghanistan to support law enforcement and other civilian criminal justice outcomes as part of a holistic counterterrorism approach; and (2) to assess how important lessons gained through the past 20 years of experience in Afghanistan and elsewhere, notably in the Iraq/Syria context, should inform how battlefield evidence is collected, stored, exploited, shared and used in a range of contexts going forward. We plan to follow up with a MENA Dialogue later in 2022.

## Other IJ Initiatives & Workstreams

# Racially or Ethnically Motivated Violent Extremism

The term REMVE is used to describe violence or plotting of violence perpetrated by individuals or groups who promote or conduct violence in the name of defending their perceived ethnic or nativist identity, focused on race, culture, religion, ethnicity and national origin. This includes violence or plotting targeting Jewish, Muslim, or ethnic minorities, LGBTI individuals, governments and other perceived enemies. Though frequently referred to as far-right extremism or extreme right-wing terrorism, REMVE encompasses extremism from all points on the political spectrum.

REMVE is an urgent threat to governments and societies worldwide, as evidenced by the deadly attacks REMVE actors have carried out in recent years in a range of countries. Transnational linkages are increasing between and among REMVE individuals and groups around the world, with REMVE actors recruiting, planning attacks, raising funds, sharing tactical training, including weapon-making instructions and committing other criminal activities across borders, often in the online space. Attacks are also often carried out by lone actors, without direct ties to larger groups. This increasingly transnational dimension to the threat poses particular challenges for governments. Equally concerning are reports of REMVE individuals who travel overseas for training to engage with other REMVEs, mostly in Europe, Canada, Australia and New Zealand and REMVE who engage in armed conflict.

### Third IJ Online Expert Meeting on Countering REMVE

On 9 – 10 March 2021, the IJ convened its Third Online Expert Meeting on Countering Racially or Ethnically Motivated Violent Extremism (REMVE), with support from the Governments of the United States and the United Kingdom.



This Third Online Expert Meeting brought together 36 practitioners and subject-matter experts, among them prosecutors, investigators and policymakers from 16 countries, as well as representatives of 9 international and multilateral institutions.

Over the course of two sessions, practitioners and experts reviewed in detail a draft version of the *IJ Criminal Justice Practitioner's Guide for Addressing REMVE*. Participants discussed the historical context and current outlook for REMVE, as well as the tools that practitioners and policymakers have at their disposal to address such threats effectively and in compliance with the rule of law. They provided invaluable insights, based on their own first-hand professional experience, which helped shape the final version of the *Practitioner's Guide* and the good practices it contains.

### IJ REMVE Criminal Justice Practitioner's Guide Launch

In 2020, the IJ launched a new initiative on REMVE with a series of Online Expert Meetings, supported by the governments of the United States and the United Kingdom. Drawing from insights that practitioners and experts from 20 countries and international institutions across North America, Europe and beyond



shared in these meetings, the IJ then developed the *IJ Criminal Justice Practitioner's Guide for Addressing REMVE*, which provides concrete good practices for how governments can address REMVE threats effectively and in compliance with the rule of law.

On 13 – 14 July 2021, with support from the Governments of the United States and the United Kingdom the IJ formally introduced the REMVE Guide at a virtual Public Launch Event. 115 practitioners, policymakers and civil society representatives logged in from 30 different countries to participate in the Launch. The guide may be accessed on the IJ website in Arabic, English, French, German, Russian and Spanish at <https://bit.ly/3Md42QQ>.

The High-Level Day of the Launch (13 July), open to the public, featured presentations by senior officials from some of the countries involved in the Guide's development. The Practitioner Day (14 July) featured presentations by practitioners as well as civil society organisations involved in addressing the REMVE threat. On both days, speakers highlighted how the Guide will be a valuable resource for both governmental and non-governmental actors addressing REMVE. "The IJ REMVE Guide is an important and insightful addition to the existing literature on effectively addressing the threats of REMVE," said Dr. Matthew Levitt, Fromer-Wexler Fellow and Director of Program on Counterterrorism and Intelligence, Washington Institute for Near East Policy. "The IJ Guide is an excellent place to begin in understanding the phenomena and threat posed by REMVE and how the international community can address it."

## UNGA 76 Side Event on Countering the Transnational Threat of REMVE

On 23 September 2021, the IJ, along with the Governments of Sweden and the United States, hosted an online side event on the margins of the 76th Session of the United Nations General Assembly. 138 practitioners, policymakers and civil society representatives logged in from 47 different countries to participate.

The Side Event on Countering the Transnational Threat of REMVE brought together an expert panel of senior policy officials from the Governments of the United States and Sweden and the United Nations Office of Counter-Terrorism. The panel discussed recent developments in recruitment, propaganda and plotting by REMVE actors and the primary challenges governments face in working to counter the urgent transnational threats such activities pose. All participating senior officials highlighted the value of the recently published *IJ Criminal Justice Practitioner's Guide*. The U.S. Department of State also formally announced the establishment of a new Counterterrorism Law Enforcement Forum to serve as a venue for senior officials to engage in dialogue and coordination on issues of common concern related to international cooperation to counter REMVE threats.

## Plans under this Workstream

To support implementation of the good practices contained in the *IJ Criminal Justice Practitioner's Guide* and to enhance countries' capacity to counter REMVE threats, the IJ will implement a comprehensive approach involving geographic, sectoral and thematic Roundtables for practitioner training and professional exchange. The objectives are to facilitate the exchange of information and expertise between criminal justice practitioners and policymakers and to improve their capacity to address REMVE threats effectively and in compliance with the rule of law, including through policing and law enforcement, prosecution and prison management, with emphasis on engagement with civil society and relevant community stakeholders as well as on international cooperation.

In October 2022, the IJ will hold a Criminal Justice Practitioners' Roundtable on Addressing Vulnerabilities to REMVE / ERWT (Extreme Right-Wing Terrorism) Radicalisation in London (United Kingdom), with the support of the governments of the United Kingdom and the United States. In December 2022, we will hold a Roundtable on Radicalisation within Security Services' Ranks in Copenhagen. The IJ will also collaborate with the Global Counterterrorism Forum "REMVE" Toolkit Initiative Leads to host a side event on Using the Full Range of Criminal Justice Tools to Counter REMVE on the margins of the 77th Session of the United Nations General Assembly in New York City.



The International Institute for  
Justice and the Rule of Law

**IJ CRIMINAL JUSTICE  
PRACTITIONER'S GUIDE**  
**Addressing Racially or Ethnically  
Motivated Violent Extremism**

A publication under the  
IJ REMVE Initiative



The International Institute for  
Justice and the Rule of Law

**GUIDE DE L'IJ À L'USAGE DES  
PRATICIENS DE LA JUSTICE PÉNALE**  
**Lutte contre l'extrémisme violent  
à motivation raciale ou ethnique**

Une publication sous  
l'initiative REMVE de l'IJ



المعهد الدولي للعدالة  
وسيادة القانون

**دليل المصعد الدولي  
وسيادة القانون للممارسين  
في مجال العدالة الجنائية بشأن التصدي للتعطير  
العنيف بدوافع عنصرية أو عرقية REMVE**

هذا الدليل نُشر تيمناً بصدارة المعهد الدولي  
للعدالة وسيادة القانون لمكافحة التعطير  
العنيف بدوافع عنصرية وعرقية



The International Institute for  
Justice and the Rule of Law

**GUÍA DEL IJ PARA PROFESIONALES  
DE LA JUSTICIA PENAL**  
**Abordar el extremismo violento de  
motivación racial o étnica (REMVE)**

Una publica  
iniciativa R



Международный Институт защиты  
Правосудия и Верховенства Права

**РУКОВОДСТВО  
Для специалистов-правосудия в  
области уголовного правосудия по  
противодействию насильственному  
экстремизму на расовой  
или этнической почве**

Публикация ИИП  
Насильственному Экстремизму на  
Расовой или Этнической почве  
в области Инициативы по Противодействию  
Насильственному Экстремизму на  
Расовой или Этнической почве

The International Institute for  
Justice and the Rule of Law

**IJ LEITFADEN FÜR  
STRAFRECHTSPRAKTIKER**  
**Bekämpfung von rassistisch  
oder ethnisch motiviertem  
gewalttätigem Extremismus**

Eine Veröffentlichung der IJ REMVE  
(Racially or Ethnically Motivated  
Violent Extremism) Initiative

## Other IJJ Initiatives & Workstreams

# Multi-Actor Preventing/Countering Violent Extremism Interventions

The IJJ has taken a pioneering role in developing a training programme aimed at helping partner countries and communities craft multi-actor, multi-sector counter-terrorism strategies; that is, approaches to preventing and countering violent extremism that engage not only law enforcement and other governmental actors, but also a wide range of non-governmental actors – social and health workers, religious mentors, family members and civil society organisations -- whose unique talents and networks are indispensable to prevention and detection of radicalisation.

To initiate this project, in February and June 2020, the IJJ convened two curriculum development workshops focused how best to design and implement this type of multi-disciplinary intervention programme for preventing and countering violent extremism (P/CVE), including how to take into account the local political, security and social context. Drawing on recommendations, guidance and good practices developed by the United Nations, GCTF, OSCE and other multilateral bodies and informed by expert recommendations at the 2020 work sessions, the IJJ developed a first-of-its-kind training curriculum to assist policymakers, professionals and practitioners in designing and implementing this type of multi-actor P/CVE programme. The curriculum breathes life into the precept that when a wide range of professionals work together to identify at-risk individuals and intervene, radicalisation can be prevented and violence reduced.

Once the draft curriculum was complete, the IJJ introduced it provisionally in two online workshops. The first, in January 2021, gathered 49 national and county government and civil society representatives from Kenya. In addition to teaching the draft curriculum for the first time and sharing with Kenyan professionals the importance of multi-actor P/CVE interventions, the workshop provided critical feedback for perfecting the curriculum before it was delivered to larger audiences.

The second online workshop, held in March 2021 in conjunction with the Organization for Security and Co-operation in Europe Mission to Skopje, replicated the success of the Kenya workshop for 30 national and municipal government and civil society representatives from North Macedonia.

After incorporating feedback from these two workshops, the IJJ formally launched its P/CVE curriculum in June 2021 at a highly successful EU-funded side event on the margins of UN Counter-Terrorism Week. More than 100 front-line practitioners and representatives attended from UN and GCTF Member States, international organisations and civil society. The IJJ is excited for new opportunities to share this curriculum with broader audiences under the IJJ Addressing Homegrown Terrorism Initiative in the coming weeks and months.

## New IJ Workstream

# Counter-Terrorism Financing

In 2021, the IJ launched the Counter-Terrorism Financing (CTF) Workstream, to provide capacity building for criminal justice practitioners and other relevant stakeholders worldwide to tackle terrorist financing (TF) effectively. The activities aim to enhance the proactive investigation culture and build professional skills among criminal justice practitioners in the area of CTF; to foster international, regional and interagency cooperation among CTF criminal justice practitioners; and to strengthen public-private dialogue and partnerships on detecting and disrupting terrorist financing.

The IJ's work on CTF builds on the *Financial Action Task Force (FATF) Recommendations* and key guiding documents, including thematic and regional reports, such as *Terrorist Financing Risk Assessment Guidance*, *Emerging Terrorist Financing Risks*, *Risk of Terrorist Abuse in Non-Profit Organisations*, *Ethnically or Racially Motivated Terrorism Financing*, *Terrorist Financing in West and Central Africa* and other relevant resources, as well as key UN documents – the *International Convention for the Suppression of the Financing of Terrorism*, UN Security Council Resolutions 1373 (2001) and 2462 (2019) and others.

The IJ also links its activities to the framework documents of the Global Counter-terrorism Forum (GCTF), namely the *Good Practices Memorandum on Ensuring Implementation of Countering the Financing of Terrorism Measures While Safeguarding Civic Space*, which is a guiding document for the IJ activities in the area of CTF involving non-profit organisations, helping to design assistance programmes that allow states to implement oversight regulations necessary to prevent finances from being diverted for terrorists' use while protecting the NPOs' ability to fundraise and operate.

Series of workshops to mitigate risks associated with abuse of DNFBPs for terrorist financing purposes in West Africa

In October 2021, the IJ held its first regional workshop on Counter-Terrorism Financing: Designated Non-Financial Business and Professions (DNFBPs) and Counter-Terrorism Financing in West Africa. The three-day workshop, convened in partnership with INTERPOL and with funding from the Government of Germany, brought together more than 40 investigators, prosecutors, judges, financial analysts and officials from DNFBP-supervising entities in 11 West African countries to identify vulnerabilities in the DNFBP sector and potential abuse by terrorism financiers.

Representatives of international organisations identified challenges and emerging terrorism financing threats related to DNFBPs and discussed the importance of developing a comprehensive legal and regulatory framework to supervise the operations of DNFBPs in compliance with the FATF Recommendations.

Additionally, participating criminal justice practitioners specialising in counter-terrorism and criminal financial investigations shared good practices and cutting-edge techniques. These included measures to detect, investigate and prosecute terrorist financing and relevant organised crimes where criminal assets and proceeds are channelled through real estate agencies, notaries, other legal professions, precious metals and gemstones trade, as well as the extractive mining industry. The workshop also emphasised the need to build successful public-private partnerships and formal and informal international cooperation by showcasing several case studies from the region and worldwide.



This important workshop provided practitioners with an opportunity to identify gaps in their national legal and regulatory systems related to DNFBPs and recommendations for development. As a result of the workshop, the participants identified the following needs for follow-up:

- To continue enhancing criminal justice practitioners' skills by providing interactive CTF capacity building; and
- To raise awareness among the DNFBP sector on the TF threat and their obligations to comply with AML/CFT measures, as well as to engage the DNFBP sector in CTF training and dialogues led by the criminal justice and security sector.

In response to these needs, the IJ is organising a follow-up workshop on 13-15 September 2022, in Abidjan, Côte d'Ivoire, to provide the same criminal justice actors who attended the first workshop with a progressive mastery of the necessary knowledge, skills and tools to monitor the DNFBP sector. By inviting representatives of the private sector, including bar associations and employers' attorneys, this second workshop will also foster public-private dialogue in this area.

The programme will support participants in detecting, disrupting, investigating and prosecuting illegal activities that contribute to the financing of terrorist groups and their operations in West Africa, with a focus on the role of the private sector in countering terrorist financing and ways to introduce safeguards for DNFBPs from abuse by terrorist organisations.

### Plans under this Initiative

#### **Workshop on strengthening criminal justice sector capacity to understand and interrupt the use of cryptoassets by REMVE groups to finance their operations**

The IJ, in cooperation with Geneva Centre for Security Policy and the Global Initiative against Transnational Organized Crime, plans to organise a regional workshop for criminal justice officials and regulators to address the combined threats of growing racially or ethnically motivated violent extremism (REMVE) and increased use of cryptoassets in terrorist financing.



The workshop will focus on the most crucial challenges identified in the area, including how REMVE groups abuse gaps in regulation and supervision of cryptoassets; how online communication tools facilitate transnational links between groups; the ease, speed and low cost of cross-border financial transactions involving cryptoassets; and existing links with other transnational crimes, such as cybercrime and illicit trade.

Participants will exchange experience on ongoing and successfully completed cases of monitoring, tracing and interrupting the use of cryptoassets by REMVE groups; present and discuss good practices for freezing and seizing cryptoassets of REMVE groups; analyse ways of overcoming cross-border discrepancies in legal regimes for regulating cryptoassets and for proscription and designation of REMVE groups as terrorist organisations in different jurisdictions; and conducting effective investigations of terrorist financing cases involving cryptoassets. The activity is scheduled for 4th quarter of 2022.

### **Workshop on safeguarding the non-profit sector from misuse for terrorist financing in the MENA region**

The *Financial Action Task Force* (FATF) has identified abuse of non-profit organisations (NPOs) for terrorist financing as a priority area. The IJ is responding by organising a workshop aimed at understanding how terrorist organisations exploit NPOs in the MENA region to fund their activities and at identifying and sharing the mechanisms and best practices to mitigate existing risks. The workshop, intended for criminal justice practitioners and legislators, as well as representatives of the NPO sector, will discuss ongoing trends and growing threats and analyse technical recommendations for risk-based supervision of NPOs vulnerable to terrorist financing. It will also explore ways of assisting NPOs on introducing and improving internal safeguards and reporting mechanisms and raising awareness on upholding human rights and preserving their humanitarian goals while protecting their fundraising and spending abilities. The activity is scheduled for 1st quarter of 2023.





# Monitoring & Evaluation

## Investing in Monitoring & Evaluation

In 2021, the IJ continued to add impressive numbers of criminal justice practitioners to its alumni from a broad range of sectors, countries and fields. The IJ's ongoing investments in monitoring and evaluation equip the Institute with the necessary toolkit to inform evaluations; deduce conclusions and lessons learned to hone programme design; deliver impactful programmes; identify corrective measures to increase the sustainability of its capacity-building efforts and address the needs of its practitioners. This prioritising of monitoring and evaluation has already armed the IJ with products with which to report back to donors and illustrate a more sophisticated and comprehensive picture of progress and results delivered under a spectrum of awarded grants.

## Developing a Strategy

To leverage growth and continue improvements, the IJ recruited a full-time Monitoring and Evaluation Manager to lead the Institute's work and specifically to create its first Monitoring and Evaluation (M&E) Strategy to institutionalise and coordinate and enhance monitoring and evaluation. Foremost, the M&E Strategy establishes the architecture for all Unit-specific operational frameworks to address the nuances of different learning and alumni platforms, grant objectives, practitioner cohorts and even administration and operations. In addition, the M&E Strategy identifies an appropriate methodology, determines roles and responsibilities, prioritises data collection and management and outlines subsequent tools and products for capturing, analysing and visualizing data.

## Impact Assessment: 2015-2021

In December 2021, the IJ concluded a comprehensive final report that included an impact assessment on U.S. donor funds from 2015-2021. The impact assessment was led by grant objectives and included input and

output performance indicators to measure progress over six years. The most notable progress for capacity-building for criminal justice sector stakeholders was exceeding the target of 300 female participants by training more than a quarter (27%) of all participants totalling 1,687 female participants. Additionally, the IJ also exceeded its target for hosting workshops by 153%. Regarding the IJ's operational and institutional expansion, in the area of human resources, there was a 1300% increase in staff. The IJ's outreach and visibility through its various digital platforms was remarkable with a percentage increase of 8,741% of Twitter followers (combined French and English accounts). Furthermore, since its inception, the Newsletter increased active subscribers by over 500%.

## Monitoring and Evaluation Training

As part of a greater effort to deepen the M&E culture across the Institute, the IJ designed a series of internal training sessions focusing on both monitoring and evaluation as well as interdependent activities, such as public diplomacy, administration and outreach and resource mobilisation to better understand the impact of our activities and thus ensure our responsiveness to the needs of our audience. The original training was conducted to create a baseline of knowledge for all IJ staff members. Throughout the training event, IJ staff demonstrated strong understanding of principles related to results-based monitoring and evaluation approach espoused in the IJ M&E Strategy.

## The Importance of Data

In addition, the need for evidence-based decision-making depends on the procedures of data collection, management and analysis for both qualitative and quantitative data. As a compliment to quantitative analysis and visualisation, the IJ is taking a thoughtful approach to gathering specific qualitative data through which we

## Communications & Outreach

can apply analytic frameworks and develop a rounded and nuanced evaluation of sustainable impact. This qualitative data includes capturing discussions on digital platforms, discussions during remote activities, responses from open-ended questions in feedback forms, direct observation and information resulting from anecdotal, semi-structured interviews, or focus groups of participants.

### The Gender Gap

Gender integration is an important element under the purview of monitoring and evaluation, but it is a mantle that is taken up across the Institute to further incorporate a gendered perspective in a male-dominated field and cohort. Closing the gender gap is an area of focus and the IJJ team is actively working with partner countries, experts, donors and mid to senior level practitioners to ensure greater female perspective and participation in IJJ workshops and programmatic content.

The IJJ is intensifying its efforts in the frontier of monitoring and evaluation through personnel, strategic development, data collection and management, as well as establishing areas of internal cross-pollination between Units and teams. Based on the Strategic Review, the IJJ prioritised recommendations to scope feasible change, move towards outcome measurement and provided quality products to donors. These recommendations will be the guardrails with which to plan and manage vigorous capacity-building activities from inception to post-completion while maintaining a strong, global reputation and credibility among founding donors and like-minded organisations in the counterterrorism ecosystem.

The IJJ further enhanced its communication and outreach efforts in 2021 by launching a new IJJ website and a Customer Relationship Management System, completing two key milestones under the IJJ Communications & Outreach Strategy, which sets out an ambitious five-year plan for building the communications infrastructure required to support the Institute's growth and success – and crucially – the impact of our capacity-building and training.

### New IJJ Website and Alumni Portal

The IJJ developed and unveiled a new multilingual website (in Arabic, English and French) to better serve the IJJ's more than 7000 Alumni, donors and the broader counter-terrorism and rule of law communities. The user-friendly and mobile-first design allows for a refreshing new user experience, highlighting how the IJJ is putting internationally recognised good practices in action, its geographic focus, featuring impact stories from IJJ Alumni and an enhanced visual experience and professional resources to guide practitioners in their daily work.

In addition, the IJJ also developed a dedicated online Alumni Network Portal which is incorporated into the new website to provide the infrastructure to support an invigorated global IJJ Alumni Network. The portal functionality includes a secure login with exclusive access to an expanding virtual library, IJJ Alumni-only online events, a moderated Q&A function to promote further sharing of expertise and good practices, an Alumni knowledge hub, professional opportunities as well as the ability to connect with more than 7000 practitioners and the IJJ's global partners' network.

### Customer Relationship Management System

A Customer Relationship Management (CRM) was launched to centralise and streamline the IJJ's contact with donors, country points of contact, partner organisations and alumni. It serves the purpose of reaching out to potential new partners and participants. The CRM platform supports the introduction of new, streamlined protocols and procedures and is tailored to the current needs and requirements of the IJJ and can be easily modified to support future functionality and interoperability.



## The IJJ and Malta

### Malta

Malta provides a neutral learning environment where sensitive topics can be discussed in a constructive manner. It's the country's central location in the Mediterranean makes it accessible to participants from across Africa, the Middle East and other regions. The IJJ is grateful for the Government of Malta's continued support and commitment to the IJJ mission and vision.

### The IJJ – Valletta Campus

The University of Malta's Valletta Campus – popularly known as the Old University Building – is a culturally and historically significant 16th century palazzo located in Valletta, Malta's historical capital city. Construction on the Old University Building began in 1595, under Grand Master Martino Garzes. The exterior of the building was redesigned in a Baroque style in 1647.

The IJJ holds the majority of its Malta-based programmes at the Old University Building, which can accommodate up to 60 participants in conference settings, as well as a range of other venues for breakout groups and smaller events.

In 2018, the IJJ Governing Board of Administrators determined that the IJJ would make its long-term home at the Old University Building. In 2019, the IJJ signed a memorandum of understanding with the University of Malta securing a 15-year lease for the IJJ at the University's Valletta Campus, continuing the invaluable partnership between the IJJ and the University. In 2020, the IJJ expanded its footprint with additional office space for its new Academic Unit.

Throughout 2019 and 2020, the IJJ led engineering works to enhance and tailor the facilities required by the Institute's operational and training needs. This included restoration works, improvements to office functionality, additional security features and modern and energy efficient upgrades. Importantly, this work also included a partnership with the University of Malta to upgrade and refurbish the Aula Magna, the IJJ's main training facility and other conference spaces used for IJJ programmes.



### Address by H.E. George Vella

In July 2021, His Excellency George Vella, President of Malta was among a list of distinguished speakers Launch of the *IJJ Criminal Justice Practitioner's Guide for Addressing Racially or Ethnically Motivated Violent Extremism*. During the launch, President Vella commended the Institute's ongoing work, despite setbacks brought about by the COVID-19 global pandemic.

# The IJJ Team

## Senior Management



**Thomas Wuchte**  
Executive Secretary



**Reinhard Uhrig**  
Director of Administration  
and Outreach



**Marie Compère**  
Director of the  
Academic Unit



**Gail Malone**  
Director of Programmes

## Senior Advisers



**Philip Tucker**  
Senior Investigations Adviser



**Buğra Erdem**  
Senior Legal Adviser

## Academic Unit



**Adria De Landri**  
Resident Fellow



**Samna Cheibou**  
Resident Fellow



**Dallin Van Leuven**  
Programme Manager



**Mohammed Sakran**  
Programme Assistant

## Administrative & Outreach Unit



**Adriana Fenech**  
Financial Officer



**Jaqueline Petrie**  
Financial Assistant



**Natalie Balents**  
Monitoring &  
Evaluation Manager



**Anna Milovanovic**  
Grants & Resource  
Mobilisation Manager



**Pietro Princi**  
Human Resources Officer

## Administrative & Outreach Unit ...continued



**Ruth Camilleri**  
Procurement & Event  
Coordination Officer



**Roksolana Burianenko**  
Administrative Officer



**Ali Khair**  
Outreach & Communications  
Manager



**Gabriel Camilleri**  
Communications Assistant



**Abibou Bello**  
Programme Assistant



**Pawel Tverskoi**  
Programme Assistant



**France Lemaire**  
Programme Assistant



**Selima Djait**  
Programme Assistant

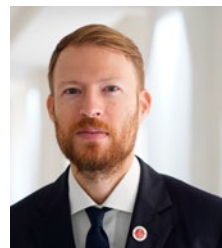
## Programmatic Unit



**Emerson Cachon**  
Programme Manager



**Adrian Carbajo**  
Programme Manager



**Winthrop Wells**  
Programme Manager



**Joya Elias**  
Programme Manager



**Alla Dyubanova**  
Programme Manager

## Governing Board of Administrators



**ALGERIA**

Mr. Abdelghani Merabet



**EUROPEAN UNION**

Ms. Nadia Costantini



**FRANCE**

Mr. Adrien Frier



**ITALY**

Mr. Arnaldo Minuti



**JORDAN**

Colonel Amin Jamil Moh'd Alwraakat



**KUWAIT**

Amb. Hamad Al Mashaan



**MALTA**

Mr. Christopher Cutajar



**MOROCCO**

Mr. Ismail Chekkori



**NETHERLANDS**

Mr. Huibert Jan Mijharends



**NIGERIA**

Minister Abubakar Malami, SAN



**TUNISIA**

Minister Hanin Ben Jrad



**TURKEY**

Amb. Nevzat Uyanik



**UNITED KINGDOM**

Ms. Claire Lawrence



**UNITED STATES OF AMERICA**

Mr. Christopher A. Landberg



## Advisory Board

The IJJ Advisory Board was established in 2019 with a mandate to provide non-binding strategic advice to the Executive Secretariat on a range of key areas, including programming, curriculum development, thematic and geographic areas of focus and partnerships. From partnering with the IJJ on specific projects, to supporting the development of capacity-building curricula, to identifying opportunities to leverage research and other networks for enhancing regional and international engagement, the IJJ's impressive Advisory Board plays an invaluable role in supporting the IJJ mission.

**Mr. Christian Achaleke**

Executive Director, Local Youth Corner

**Ms. Elizabeth Anderson**

Executive Director, World Justice Project

**Hon. Dr. Manfred Dauster**

President, Bavarian Supreme State Court

**Dr. Lorne Dawson**

Project Director, Canadian Network for Research on Terrorism, Security and Society

**Mr. Mamadou Diakhate**

President, African Francophone Judicial Training Network

**Dr. Mark Ellis**

Executive Director, International Bar Association

**Mr. Tobias Freeman**

Senior Legal Officer, Siracusa International Institute for Criminal Justice & Human Rights

**Prof. Rohan Gunaratna**

Professor of Security Studies, S. Rajaratnam School of International Studies, Nanyang Technology University

**Ms. Idayat Hassan**

Director, Centre for Democracy & Development

**Hon. Justice C. Adele Kent**

Chief Judicial Officer, National Judicial Institute, Canada

**Dr. Isaac Kfir**

Research Fellow, Institute for Economics & Peace

**Mr. Christopher Lehmann**

Executive Director, The CEELI Institute

**H.E. Amb. Ihab Mostafa**

Deputy Assistant Foreign Minister, Director, International Counterterrorism Unit, Ministry of Foreign Affairs, Egypt

**Mr. Marc Porret**

Legal and Criminal Justice Coordinator, United Nations Security Council, Counter-Terrorism Committee Executive Directorate (CTED)

**Hon. Judge Kimberly Prost**

International Criminal Court

**Mr. Moulay Abedlazize Raji**

First Substitute, King's Prosecutor-General, Rabat Court of Appeal, Morocco

**Mr. Adam Ravnkilde**

Chief Adviser/ Counterterrorism Coordinator, Ministry of Foreign Affairs of Denmark

**Mr. Eric Rosand**

Executive Director, Strong Cities Network

**Hon. Judge Barbara J. Rothstein**

Senior Judge, U.S. District Court, Washington D.C.

**Dr. Bakary Sambe**

Regional Director, Timbuktu Institute, African Centre for Peace Studies

**Dr. Kole Shettima**

Country Coordinator, The John D and Catherine T. MacArthur Foundation

**Mr. Marie Epiphane Sohounou**

Director, Ecole Nationale d'Administration et de Magistrature

**Dr. Erroll Southers**

Director of Homegrown Violent Extremism Studies, Director of International Programs, USC CREATE, University of Southern California

**Ms. Edith Van Den Broek**

Senior Prosecutor and Legal Advisor, International Association of Prosecutors

**Dr. Peter Vedel Kessing**

Chief Counsellor, Department for International Law and Human Rights, Ministry of Foreign Affairs of Denmark

## Grants and Secondments since 2014



AUSTRALIA



CANADA



DENMARK



EUROPEAN UNION



FRANCE



GERMANY



ITALY



KUWAIT



MALTA



NETHERLANDS



SPAIN



SWITZERLAND



TURKEY



UNITED KINGDOM



UNITED STATES OF AMERICA

## Valletta Partners

African Centre for the Study and Research on Terrorism  
CEELI Institute  
European Judicial Training Network  
Global Center on Cooperative Security  
Global Community Engagement and Resilience Fund (GCERF)  
Hedayah  
Institut des hautes études du ministère de l'Intérieur  
University of Malta  
Institute for Security Studies (ISS)  
International Centre for Counter-Terrorism (ICCT)  
Organization for Security and Co-operation in Europe (OSCE)  
Siracusa International Institute for Criminal Justice and Human Rights  
United Nations  
United States Institute of Peace





**The International Institute for Justice and the Rule of Law**  
University of Malta - Valletta Campus,  
Old University Building, St. Paul Street, Valletta, Malta

[info@theiij.org](mailto:info@theiij.org)

[@iijmalta](https://twitter.com/iijmalta)

[www.theiij.org](http://www.theiij.org)