



**JUSTICE  
RAPID  
RESPONSE**

# JRR's STRATEGY

## 2023-2026

# TOWARDS A MORE INCLUSIVE JUSTICE

As I am writing these lines, the war is still raging in Ukraine. The aggression of the Russian Federation of February 2022 and the ensuing armed conflict have crystalized all the developments observed over the past years in the field of international justice: involvement of multiple actors at international and national levels, emergence of civil society as a key actor of justice and mobilization of digital means of investigations. This armed conflict has also been like a magnifying glass on some old and new issues around coordination and interface between justice actors, the question of the centrality of victims and survivors and the prominence of some situations to the detriment of others.

These developments have confirmed the pertinence of the choices made by Justice Rapid Response in recent years. These choices include the decision to support civil society with roster expertise, the development of digital investigative expertise, the thematic focus on accountability for sexual and gender-based violence crimes and crimes affecting children and its promotion of a victim-centred and sustainable approach to justice. Today, what Justice Rapid Response can offer to the international community in terms of expertise and support is more needed than ever.

This strategy provides for a vision to anticipate further evolutions in accountability for international crimes and serious human rights violations. It will guide JRR in the next four years to grow its impact for victims and survivors' access to justice and progress towards more just and inclusive societies.

This strategy is also about making choices and focusing our efforts. It describes four strategic aims on the way we will deploy expertise, on how we will achieve more inclusive justice, on harnessing technology in investigations and on developing critical partnerships. It is complemented by three organizational objectives to ensure that JRR has the funding, processes, and structure to sustain its ambitions and progress towards its vision.

I am looking forward to embarking on this four-year journey, with our staff, experts, partners and Board Members - a journey that must be inspired by victims, survivors and by what justice means for them.

Geneva, November 2022



Samuel EMONET  
Executive Director

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## OUR VISION

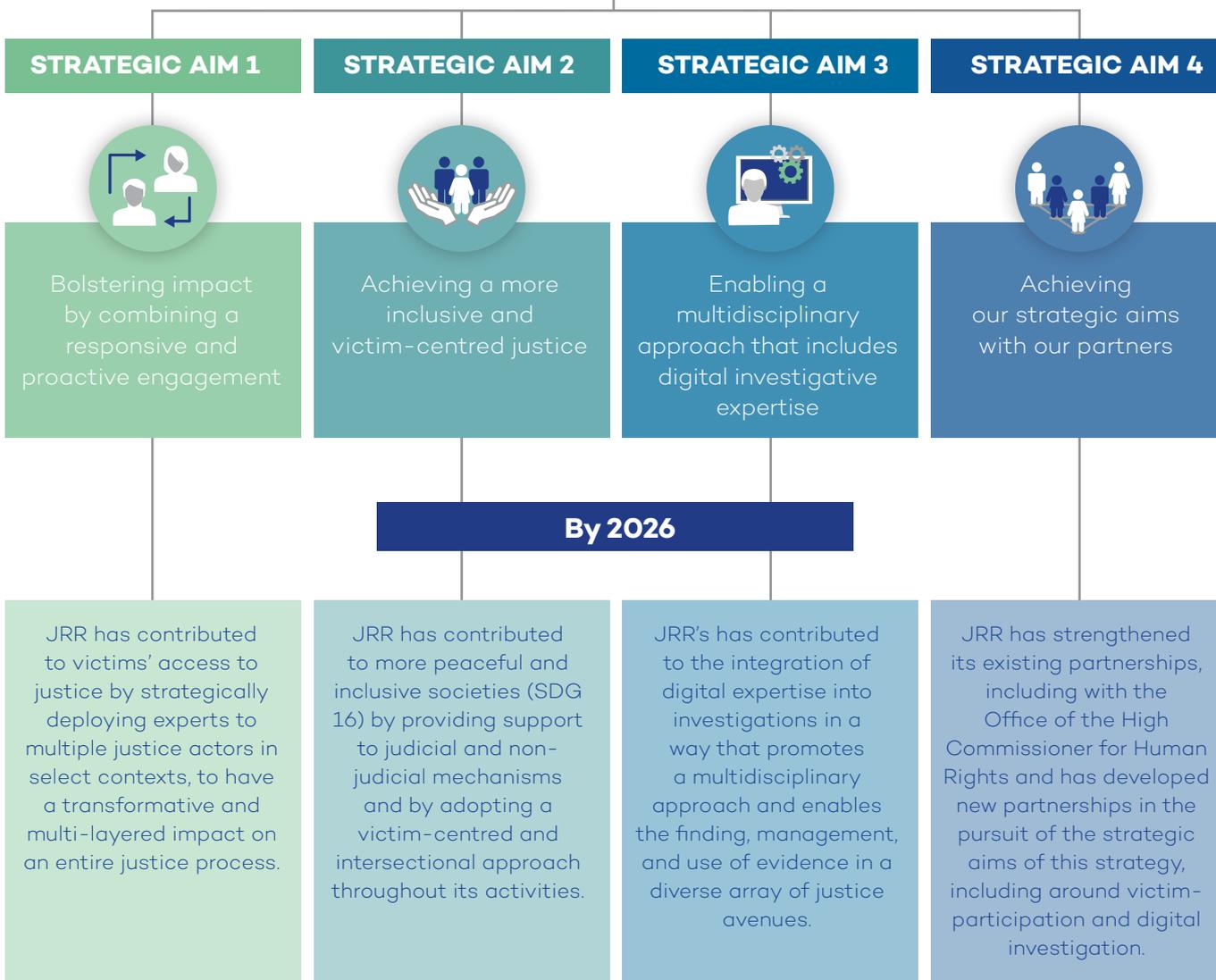
All victims and survivors of international crimes and serious human rights violations have access to justice, contributing to peaceful and inclusive societies.



## OUR MISSION STATEMENT

Justice Rapid Response partners with international, national and civil society actors by providing them with prompt, impartial and professional expertise, tailored to each context, to investigate international crimes and serious human rights violations and to promote the rights and access to justice of victims and survivors.

### STRATEGIC AIMS



# CONTEXTUAL ANALYSIS

The main trends and emerging needs in the international community have been the starting point of this strategy. The key findings of an extensive contextual analysis<sup>1</sup> made with several roster experts, are summarized below.

The “eco-system” of justice and accountability for international crimes and serious human rights violations is made of multiple actors namely: international and national mechanisms, and civil society organizations. These three types of actors and their interactions are critical to ensure access to justice for victims. They operate in a highly polarized international environment, which represents both a constraint and a source of innovation with new mechanisms and actors emerging, and new justice pathways being tested.

At the **international level**, there is a multiplication of actors, including new ones such as the IIM<sup>2</sup> for Syria, IIMM<sup>3</sup> (Myanmar) or the “Accountability Projects” (Sri Lanka) by the Human Rights Council. There is also an extension of the roles of existing actors, such as the inclusion of strong “case building/accountability” language in the mandate of UN-mandated human rights investigations (Myanmar, Ukraine). Some international justice institutions such as the ICC OTP or the Inter-American Court of Human Rights (IACHR) have adopted a more proactive posture and are keen to maximize partnership to supplement their capacity. Others such as the International Court of Justice (ICJ) or the African Court on Human and Peoples’ Rights (ACHPR) have been mobilized in relation to active conflict situations (such as Ukraine, Myanmar, Ethiopia).

*The need for expertise to support new international mechanisms and existing ones with expanded mandates or roles as well as the opportunity to develop partnerships with them makes JRR and its roster more relevant than ever.*

At the **national level**, there is a general trend towards an increased use of national jurisdiction to address international crimes. This includes States that have shown commitment in fighting impunity at home<sup>4</sup> and those taking on cases related to international crimes committed in other countries under extraterritorial jurisdiction, including through the use of universal jurisdiction.<sup>5</sup> Initiatives to deal with crimes committed in the past using a comprehensive transitional justice approach have made progress in many countries.<sup>6</sup>

*When political will is present and States embark on highly complex cases, tailored mentoring support by JRR experts will continue to make a critical difference in providing victims access to justice.*

Feeding into both international and national justice processes are **civil society organizations**. The main trends include the emergence of more organizations working on evidence for the purpose of accountability. This is accompanied by international and national institutions' increasing recognition of civil society organizations as key partners of justice. Civil society organizations have pursued multiple and innovative pathways to justice such as civil litigation, sanction requests, amicus curiae submissions, and the filing of cases under universal jurisdiction in various countries to support victims accessing justice.

*JRR's expert support to civil society organizations powers up the whole "justice ecosystem" as justice and human rights institutions are increasingly recognizing them as key partners. These are the main drivers of innovation in our sector of work.*

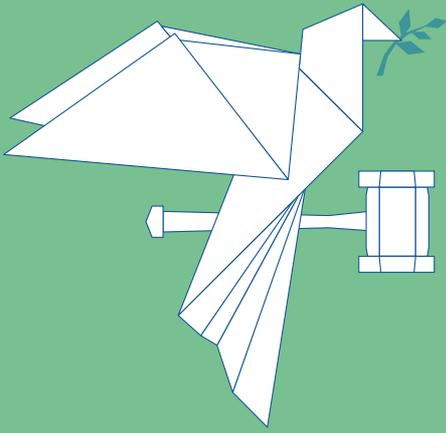
The **centrality of victims and survivors** in justice processes for mass atrocity crimes is gaining momentum. A strong call, including by States<sup>7</sup> and prominent victims' advocates (such as Nadia Murad or Dr. Mukwege) is emerging, to bring all victims and survivors of atrocity crimes to the centre of the justice process for such crimes. Tools such as the "Murad Code" are promoting an investigative methodology fully centred on victims and survivors. In the future, more holistic and inclusive justice, through intersectional, age and gender inclusive approaches, will be crucial for justice efforts to be meaningful.

*JRR is an early proponent of a victim-centric approach, including in relation to accountability for SGBV crimes and crimes against children. It can and must do more in this field to stay in tune with the needs of the international community.*

The other defining trend is the fact that **technology** has become indispensable to be able to find, process, analyse, store, share, preserve and ultimately use the enormous amount of data generated by a digitalized and globalized society. Any future armed conflict and situation of violence will produce an amount of data that no human being can sort or analyze for the purpose of accountability. Justice actors, from investigators to prosecutors are still discovering the full potential of digital means of investigation.

*JRR has a key role to play in providing that technological expertise, but also in working closely with its partners to support a multidisciplinary approach including the use of technology in investigations.*

Finally, there are **several themes** which will require close monitoring if JRR wants to match the needs of the international community in terms of expertise in the future. Efforts to account for situations where "Sexual Exploitation and Abuse" has occurred keep developing with an increased need for expertise in that area. The question of environmental crimes and "ecocide" as well as the needs for financial investigative expertise will be closely followed. The ongoing push to create an independent permanent standing mechanism to support investigations mandated by the Human Rights Council must also be closely followed.



## OUR VISION

All victims and survivors of international crimes and serious human rights violations have access to justice, contributing to peaceful and inclusive societies.

## OUR MISSION STATEMENT

Justice Rapid Response partners with international, national and civil society actors by providing them with prompt, impartial and professional expertise, tailored to each context, to investigate international crimes and serious human rights violations and to promote the rights and access to justice of victims and survivors.

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## OUR VALUES

**IMPARTIALITY** to ensure that Justice Rapid Response's work is always done in the pursuit of truth and justice, with no bias or prejudice against any party. This implies a constant vigilance when assessing new and ongoing engagements.

**RESPECT** for the victims and survivors, our partners, staff and consultants, in all their personal, professional, and cultural dimensions. This implies that all our engagements should be conducted in a culturally sensitive manner, applying a victim-centred approach and with full consideration for the security and safety of people Justice Rapid Response interacts with. In direct relation to this value, the "Do No Harm" principle is central to all support provided by Justice Rapid Response.

**INTEGRITY** in our operations, financial transactions, in relations with our donors, partners and stakeholders. This applies in the way we assess engagements and accept financial support in order stay true to our vision, mission and these values – including impartiality.

**DIVERSITY** to ensure that our expert roster is representative of all regions and genders and that we are an inclusive organization in all dimensions of our work and in our workforce. This also implies that all groups are taken into account in justice and accountability efforts supported by Justice Rapid Response by adopting an intersectional and non-discriminatory approach to our work.

**INGENUITY** to maintain a solutions-oriented mindset in our daily work and find ways to assist our partners and consider all pathways to justice for victims and survivors.

# WHAT MAKES US UNIQUE

The strategy has been built on the unique value proposition of JRR:

**A unique, geographically, and linguistically diverse and gender-balanced roster:** The JRR Expert Roster, formed of carefully selected and vetted professionals of diverse origins and genders represents all the competencies needed to increase the capacity of justice actors to advance their goals towards justice. The wealth of experience and expertise available on the JRR Roster makes it a unique and powerful tool, that can also make solid contributions to policy work.

**A distinctive capacity to support all actors of justice:** JRR's capacity to simultaneously provide expert support to international, national and civil society actors makes us a "force multiplier" of justice in any given situations. Positioned at the heart of the "accountability web", JRR has a privileged viewpoint to sense new developments in our sector of work and contribute to the debate.

**A safe, tested, and sustainable methodology:** JRR has refined all aspects of its deployment methodology since its inception. This includes JRR's 4 vetting criteria<sup>9</sup> to assess requests for expertise which have been tested in hundreds of cases. They ensure the consistency and safety of JRR's work. This also includes JRR's methodology around supporting civil society organizations and national authorities based on tailored mentoring support to ensure long-term sustainability of our engagement.

**A team dedicated to our partners:** The role of staff members of the JRR Secretariat is crucial to support the identification of the needs of JRR's partners and develop with them the most efficient and tailored approaches. JRR's staff also promotes a more inclusive and victim-centred approaches to justice.

**An approach based on partnerships:** JRR has always adopted an approach to its work based on partnerships. These have allowed JRR to identify, select and deploy the best experts, optimize resources, multiply its outreach capacity, and achieve systemic changes. This practice is now deeply engrained in an organization which is aware that, in our sector of work, no-one will succeed alone.

# STRATEGIC AIMS

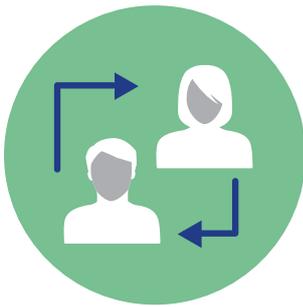
1 BOLSTERING IMPACT BY COMBINING A RESPONSIVE AND PROACTIVE ENGAGEMENT

2 ACHIEVING A MORE INCLUSIVE AND VICTIM-CENTRED JUSTICE

3 ENABLING A MULTIDISCIPLINARY APPROACH THAT INCLUDES DIGITAL INVESTIGATIVE EXPERTISE

4 ACHIEVING OUR STRATEGIC AIMS WITH OUR PARTNERS





## STRATEGIC AIM 1

### BOLSTERING IMPACT BY COMBINING A RESPONSIVE AND PROACTIVE ENGAGEMENT

When victims access justice in a meaningful manner, it is often the result of multiple justice actors pursuing various justice pathways, based on their respective mandates. They can be international or national mechanisms, often supported by civil society organizations contributing in multiple ways (documentation, access to witnesses and representation of victims etc.).

Building on its experience, JRR will complement its reactive posture by implementing a focused and strategic way of deploying multiple experts to multiple mechanisms/institutions in select contexts, to have a transformative and multi-layered impact on an entire justice process, not just to support a single institution or organization. For example, through its work with national or international mechanisms on situations such as Libya, Syria or Ukraine, JRR will identify civil society organizations, which could benefit from JRR expertise to strengthen their contribution to the goals of these mechanisms. By working with civil society organizations, JRR will be best placed to identify national and international justice pathways they can contribute to.

This approach will not change the facts that JRR's expertise will continue to support other entities and that JRR's reactive capacity as a stand-by roster will remain at the core of its activities. Just like for any requests considered under JRR's responsive capacity as a stand-by roster, JRR will assess engagement under this strategic aim using its four-step assessment criteria.

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#### OBJECTIVE 1.1

By 2026, in at least three pilot situations, JRR has contributed to victims' access to justice by strategically deploying experts to multiple actors, based on an in-depth analysis of the situation, a stakeholder mapping, an assessment of their needs and the available justice pathways.

#### KEY MILESTONES TOWARDS SUCCESS

- JRR has developed, secured funding for, and started the implementation of three projects in selected contexts aiming at strategically deploying expertise to multiple actors pursuing mutually reinforcing accountability goals.



## STRATEGIC AIM 2

### ACHIEVING A MORE INCLUSIVE AND VICTIM-CENTRED JUSTICE

For justice to be effective and contribute to more peaceful and inclusive societies (SDG 16), it is essential for it to be understood broadly, beyond criminal responsibility of perpetrators, to include non-judicial forms of accountability, such as truth-telling and administrative reparations programmes; and for it to be inclusive of all groups in society, including women, youth, children, people with disabilities, and people of diverse sexual orientations and gender identities, among others.

Ensuring inclusivity requires justice to be based on a **victim-centred** and **intersectional approach**,<sup>9</sup> one that takes into account the multiple forms of discrimination that many victims and survivors of crimes and rights violations experience, and which promotes a safe and enabling environment for their meaningful participation in justice processes. An intersectional approach contributes to the identification of the structural and systemic discriminations that have made crimes possible in the first place, thus contributing to the prevention of crimes in the future. When a victim-centred approach is used, victims’ rights are prioritized in every justice process decision. An intersectional and **victim-centred approach** promotes the participation and agency of victims in justice, both in terms of processes<sup>10</sup> and outcomes.<sup>11</sup>

JRR will work towards ensuring that partners it supports consider the centrality of victims to the justice process and will equip them to achieve and implement this approach. Furthermore, JRR will prioritize approaches that significantly increase access to justice for discriminated and/or vulnerable groups, including by advancing gender equality (SDG 5) and access to justice for children. JRR will integrate and mainstream these approaches in its work, including through the development and provision of expertise to do so, and will work closely with its partners to actively promote such approaches.

#### OBJECTIVE 2.1

By 2026, JRR has developed its processes and strengthened its own capacity to provide support to judicial and non-judicial mechanisms to create a safe and enabling environment for the meaningful participation of diverse victims and survivors.

#### KEY MILESTONES TOWARDS SUCCESS

- JRR has developed and integrated processes in its operational planning, implementation, monitoring and evaluation as well as in its governance which ensure meaningful consultations of organizations representing victims.

- JRR has strengthened the roster with the relevant expertise: victims’ participation experts, reparation experts, memorialization experts, restorative justice experts and built internal capacity to use and deploy that expertise.

- JRR has increased the number of deployments in support of a broad range of judicial and non-judicial

- actors which can fulfil victims’ right to justice, right to truth, right to reparations, and memorialization.

- JRR has developed partnerships with key actors to assist in the identification of expertise, professions needed, out-reach and resource mobilization.

- JRR has reviewed its internal procedures to ensure that victim participation and agency are systematically addressed with partners when planning support.

**OBJECTIVE 2.2**

By 2026, JRR has integrated intersectionality throughout its activities to ensure that justice processes are inclusive of people who face multiple forms of discrimination, to play an effective role in fostering peace and in preventing violence.

**KEY MILESTONES TOWARDS SUCCESS**

- JRR has developed an intersectional analytical framework tailored to every JRR unit and programme.
- JRR has included an induction module on intersectionality and its integration in justice processes for existing and future roster members.
- JRR has systematically incorporated intersectionality in experts Terms of Reference and has collected data on its use by experts.

**OBJECTIVE 2.3**

By 2026, JRR has significantly advanced gender equality in all supported justice processes (SDG 5).

**KEY MILESTONES TOWARDS SUCCESS**

- JRR has developed an organization-wide policy on gender equality.
- JRR has implemented a gender justice work plan, integrating a gender-responsive approach throughout its operations and internal processes and documents. This includes work on SEA investigations, and LGBTI+ rights.
- > 90 per cent of deployments annually have a Gender marker of 1 (Significant) or 2 (Principal), showcasing that gender has been mainstreamed in deployments regardless of whether investigations focused on SGBV.
- > 30 per cent of deployments annually have SGBV investigation and gender mainstreaming as their main focus, assisting JRR partners in enhancing their capacity to address SGBV as an overlooked crime.
- Increased retention of gender justice strategies by JRR partners over time.
- > Eight meaningful engagements of JRR and partnering justice stakeholders in policy-related activities around gender justice (Event, participation to policy and research documents, publication of gender strategies by our partners, etc.)

**OBJECTIVE 2.4**

By 2026, JRR has integrated a child and youth rights approach in most supported justice processes and has contributed to the development of best standards and policies around meaningful access to justice for children.

**KEY MILESTONES TOWARDS SUCCESS**

- JRR has developed an organization-wide policy on child and youth rights.
- JRR has implemented a child rights work plan that integrates a child and youth rights approach in the work of all programmes and units.
- > 50 per cent of deployments had a child rights' lens applied/ considered child sensitive approaches.
- > 15 per cent of JRR deployments that have child rights investigation and/or/child rights sensitive approaches as their main focus, enhancing the capacity of JRR partners to address the overlooked violations against children and their impact.
- Increased retention of child and youth rights strategies by JRR partners over time.
- > Eight meaningful engagements of JRR and partnering justice stakeholders in policy-related activities around child rights, including research around best practices (event, participation to policy and research documents, publication of gender strategies by our partners, etc.)



### STRATEGIC AIM 3

#### ENABLING A MULTIDISCIPLINARY APPROACH THAT INCLUDES DIGITAL INVESTIGATIVE EXPERTISE

The amount of data potentially relevant for justice and accountability that is emerging from any contemporary armed conflict or situation of violence has grown beyond human analytical capabilities. The need for technology and expertise to find relevant information, sort it, authenticate it, store it, preserve it and use it in a diverse array of justice avenues is and will remain a key feature of all investigations in the future. Beyond the availability of expertise, a key challenge in this area is the proper integration of the right expertise into the investigation in terms of timing and professions required.

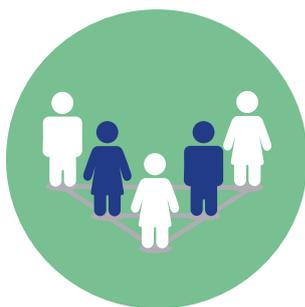
JRR, with its roster and long-standing practice of promoting a multidisciplinary approach to investigations, is uniquely placed to play a major role in that sector and wants to further increase its capacity to do so. It is also well placed to ensure that victims and survivors remain at the centre of the process when technology is used as a mean of investigation.

#### OBJECTIVE 3.1

By 2026, JRR is known for the quality of the digital expertise available on its roster, its capacity to deploy it and to strategize with partners to integrate that expertise into investigations to ensure a multidisciplinary approach to their work.

#### KEY MILESTONES TOWARDS SUCCESS:

- JRR has developed, received funding for, and started the implementation of a multi-faceted project to make the best digital investigative expertise available to the international community.
- JRR has developed key partnerships with actors and roster experts in digital investigation to assist in the identification of expertise, professions needed, outreach and resource mobilization.
- JRR has strengthened the Roster with expertise on digital investigation.
- JRR has trained the JRR staff on the selection and deployment of digital investigation experts.
- JRR will be closely monitoring emerging needs of the international community on at least two specific themes: environmental crimes and “ecocide” as well as financial investigations and the establishment of an International Anti-Corruption Court (IACC). The debates on these themes will give insight into the needs for expertise in the future.



## STRATEGIC AIM 4

### ACHIEVING OUR STRATEGIC AIMS WITH OUR PARTNERS

JRR's partnerships with international entities such as UN Women, the International Criminal Court, UNDP, UNICEF, the Organization of the American States (OAS), as well as the collaboration with some national institutions and civil society organizations such as the International Institute for Criminal Investigation (IICI) will be key to achieving the aims of this strategy.

Through its work with the Office of the High-Commissioner for Human Rights (OHCHR), JRR is uniquely positioned to strengthen the work of bodies and mechanisms mandated by the Human Rights Council with innovative and specialized expertise. Building on the existing institutional collaboration with OHCHR, JRR will seek to further formalize that partnership. Concluding such an agreement within the next four years is of strategic importance to enhance the efficiency of the investigations mandated by the Human Rights Council. JRR will also closely follow the ongoing discussion about the establishment of a permanent mechanism to support HRC-mandated investigations.

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#### OBJECTIVE 4.1

By 2026, JRR has mapped and prioritized the most relevant partnerships to achieve the aims of this strategy. New partnerships have been developed in relation to victims' participation (Objective 2.1) and digital investigative capacity (Objective 3.1).

#### KEY MILESTONES TOWARDS SUCCESS:

- JRR has prioritized partnerships and engaged with them at high-level to agree on longer-term joint strategic objectives.
- JRR has identified and developed partnerships with organizations with expertise on victim's participation and digital investigative capacity.

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#### OBJECTIVE 4.2

By 2026, JRR has concluded a broad partnership agreement with OHCHR formalizing and expanding the existing cooperation, from deployments of justice expertise to capacity building, resource mobilization and communication.

#### KEY MILESTONES TOWARDS SUCCESS:

- JRR has developed the working relationship with the leadership of OHCHR and worked towards a mutual understanding of the benefits of strengthening the partnership.
- JRR's senior staff is accredited to the UN in Geneva and New York to facilitate networking and outreach.

# ORGANIZATIONAL OBJECTIVES

In order to fulfil JRR's full potential as outlined in the vision and mission and be able to deliver on the Strategic Aims, further investments will be necessary to ensure a sustainable funding model and to remain an attractive employer. Moreover, JRR's governance, institutional framework and systems must develop to support JRR's ambitions and be in line with the size of its operations.

1 INCREASED AND MORE SUSTAINABLE FUNDING

2 ATTRACTIVE EMPLOYER AND DIVERSE WORKFORCE

3 STRENGTHENED INSTITUTIONAL FRAMEWORK AND SYSTEMS



## ORGANIZATIONAL OBJECTIVE 1

# INCREASED AND MORE SUSTAINABLE FUNDING

JRR must keep developing and strengthening its financial basis to reach the aims of this strategy and ensure the long-term financial sustainability of the organization. The fundraising strategy of the organization for the next four years will be spelt out in a separate document and built on the following key milestones towards success:

1. JRR has successfully fundraised for three projects on specific accountability contexts (in pursuit of Strategic Aim 1) and one project in relation to digital investigative expertise (in the pursuit of Strategic Aim 3).
2. JRR has increased its access to official development assistance (ODA) funding building on JRR's contribution to advancing SDG5 and SDG16 through strategic aims of this strategy.
3. JRR has been listed as ODA-eligible recipient organization – to access core-funding more easily.
4. JRR has maintained its current pool of donors and convinced them to incrementally increase their contributions by demonstrating its value and sustainable impact.
5. JRR has successfully developed strategic communications and outreach efforts to engage new institutional donors and private donors to diversify JRR's donor base.

For these fundraising efforts to be successful, JRR will have to in particular:

- enhance its visibility based on an external and internal communications and outreach strategy consistent with this strategy.
- develop integrated Public Partnerships and Communications strategies and increase the Unit's capacity to broaden and diversify the range of JRR supporters.
- constantly enhance its Results-Based Management (RBM) practices to demonstrate JRR's results and impact.

## ORGANIZATIONAL OBJECTIVE 2

# ATTRACTIVE EMPLOYER AND DIVERSE WORKFORCE

JRR's staff continuously demonstrates a high level of commitment, resilience and ingenuity and they are the organization's most important asset to successfully implement the strategy.

To attract and retain the best possible candidates JRR will have to ensure that its benefit package and HR policies are consistent with comparable organizations based in Geneva. JRR will conduct a benchmarking exercise of staff benefits and HR policies in Geneva to derive a gap analysis and guide improvements. The organization will ensure equity, in relation to the terms and conditions, for staff based outside Geneva. JRR will finally seek to invest in the professional development of its staff, based on organizational requirements.

Moreover, given JRR's values and broad scope of engagement, it must find ways to find the best candidates from a more diverse pool of candidates, beyond Switzerland/EU/EFTA countries. Increasing the diversity of JRR's workforce will be facilitated through long-term recruitment planning, explore working with intermediaries to hire in third countries, and through the successful obtention by JRR of privileges and immunities under the Swiss Host State Act<sup>12</sup>, which should be seen as a long-term endeavour.

The creation of a part-time Human Resource (HR) manager function is essential to implement the necessary HR reforms including the benchmarking exercise, upgrade and implement the HR policies, and ensure adherence to best practice in all employment related matters (i.e. recruitment practice, performance management, legal compliance).

### KEY MILESTONES TOWARDS SUCCESS

1. JRR has updated its HR policies to address some of the priority gaps identified in a benchmarking exercise against comparable organizations in Geneva;
2. JRR has created a part-time Human Resource manager function;
3. JRR has a professional development plan in place;
4. JRR has increased the diversity of its workforce;
5. JRR has applied for the obtention of privileges under the Swiss Host State Act to be allowed to hire from a more diverse pool of candidates.

### ORGANIZATIONAL OBJECTIVE 3

# STRENGTHENED INSTITUTIONAL FRAMEWORK AND SYSTEMS

The number of requests for support and deployments performed by JRR has grown by 60 per cent between 2017 and 2021. To maintain the quality of its work and fulfil the ambitions of this strategy, JRR's delivery capacity, systems, policies, and procedures must be strengthened in line with this growth. As its operations are growing, JRR must also be more and more conscious of its environmental footprint and make all possible efforts to limit it.

In parallel, to fulfil the ambitions expressed for the organization in this strategy, there is a need to strengthen its institutional framework and governance to meet the best possible standards in terms of accountability and transparency and put the organization in an optimal position to mobilize resources, to broaden the financial and political support to the organization and to facilitate concluding agreements with institutional entities in support of JRR's partnership strategy. A successful application for privileges and immunities under the Swiss Host State Act will be important to strengthen JRR's standing on the international scene, as it will provide some recognition of its inter-governmental nature by the host state (Switzerland).<sup>13</sup>

#### KEY MILESTONES TOWARDS SUCCESS:

1. JRR has adapted its security management policies, systems (including IT and cyber-security framework, crisis management) and procedures to the volume of its operations.
2. JRR has completed the process of reviewing its governance.
3. JRR has applied to be afforded a special status by concluding an agreement on privileges and immunities under the Swiss Host State Act.
4. JRR has updated and developed its carbon-emission policy and conducted a review of its social and environmental impact against the standards set by ISO26000<sup>14</sup>.

## ENDNOTES

- <sup>1</sup> The full contextual analysis has been provided to the JRR Executive Board Members together with the draft of the strategy.
- <sup>2</sup> The International Impartial and Independent Mechanism for Syria (IIIM) established by resolution A/71/248 of the United Nations General Assembly.
- <sup>3</sup> The International Independent Mechanism for Myanmar established by resolution 39/2 of the Human Rights Council.
- <sup>4</sup> Such as Argentina, Bosnia and Herzegovina, Colombia, Chile, Peru, Guatemala, The Gambia, Uganda
- <sup>5</sup> Such as Argentina in relation to Spain and Myanmar; France in relation to Rwanda, Syria, Liberia; Germany in relation to Syria, Iraq and The Gambia; Switzerland in relation to Liberia, The Gambia; the US in relation to The Gambia and Liberia.
- <sup>6</sup> Argentina, Chile, Colombia, The Gambia, Guatemala, the Maldives, Sierra Leone, Mali, Peru, Sierra Leone, South Africa, Tunisia and Timor Leste
- <sup>7</sup> The next major conference by the United Kingdom on accountability for conflict-related sexual violence (CRSV) in November 2022 has “#ForSurvivorsWithSurvivors” as a hashtag.
- <sup>8</sup> The request is in conformity with international law; the request is free from political motivation that would undermine the impartial and purely professional nature of JRR’ s mandate and objectives; the deployment is possible to be carried out with particular attention to the safety of the experts, as well as that of the victims and witnesses who would come into contact with JRR experts; and the request requires a rapid response.
- <sup>9</sup> Intersectionality is an analytical framework for understanding the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class and other forms of discrimination “intersect” to create unique modes of discrimination and privilege for individuals. Intersectionality identifies multiple factors of advantage and disadvantage.
- <sup>10</sup> i.e. their experience when engaging with justice and accountability actors, from the moment they are consulted in shaping transitional justice mechanisms for example, to the moment they are interviewed, take part in hearings etc
- <sup>11</sup> i.e. the impact of the justice and processes on their lives (i.e. in relation to securing convictions or reparations for example)
- <sup>12</sup> The Host State Act is a Swiss Law under which organizations may conclude an agreement with the Swiss Government (Federal Council), by which certain privileges, immunities and facilities may be granted. Among the privileges are exemptions from Swiss entry and residence requirements, allowing for the recruitment of non-EU/EFTA/CH citizens. This will be essential for JRR to diversify its workforce.
- <sup>13</sup> The Swiss Host State Act spells out the criteria to be recognized as a “quasi-governmental international organization”, which is a requirement to obtain privileges and immunities. A “quasi-governmental international organization” is the closest to what JRR is today according to the Swiss Host State Act.
- <sup>14</sup> ISO 26000 is an international standard providing guidelines to contribute to global sustainable development. It encourages organizations to practice social responsibility to improve their impact on their workers, their natural environment, and their communities.



#### CONTACT US

You can contact **Justice Rapid Response**  
through our Geneva secretariat.

Phone: **+41 22 544 29 00**

Email: **[secretariat@justicerapidresponse.org](mailto:secretariat@justicerapidresponse.org)**

Website: **[www.justicerapidresponse.org](http://www.justicerapidresponse.org)**