



International, Impartial and **الآلية الدولية**  
Independent Mechanism **المحايدة والمستقلة**  
to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious  
Crimes under International Law Committed in the Syrian Arab Republic since March 2011

**IIIM Syria**

# Strategic Plan

**2023**

**2025**

# Table of contents

1 Foreword

2 Introduction

3 Mandate and vision

4 Theory of change and results framework

5 Victim/survivor-centred approach and thematic strategies

6 Monitoring, risk management and evaluation of the Strategic Plan

7 Resourcing the Strategic Plan

8 IIIM at a glance and contact information

# Foreword

The founding of the IIIM on 21 December 2016 was a groundbreaking moment in the pursuit of accountability for core international crimes in the Syrian context and beyond. With resolution [71/248](#), the United Nations General Assembly overcame previous deadlock in the Security Council by creating a new type of institution to serve as a justice facilitator, supporting existing and future opportunities for inclusive justice, putting at its heart the perspectives of victims/survivors\*.

Since its establishment, the Mechanism has seen a period of rapid growth from a small start-up team to a thriving accountability mechanism serving some 15 competent jurisdictions and drawing from a wide array of sources and trusted partnerships with Syrian civil society, Member States and international organizations.

Having established its pivotal role in this ecosystem of accountability, the Mechanism has for the first time embarked on the journey of developing a comprehensive, multi-year strategic plan. Eleven years of conflict, marked by serious violations of international human rights and humanitarian law, generated a strong related demand from our main clients and partners – competent jurisdictions and Syrian civil society. Applying the Mechanism’s limited resources effectively and efficiently toward clearly defined priorities has therefore become more important than ever.

\* The IIIM has adopted a practice of using ‘victim/survivor’, recognising that it is fundamentally for affected individuals to determine the terminology that best fits their personal perspective.

This document provides an overview of our strategic objectives for the next three years. Our work is a collective endeavour, and the continuous conversations and collaborations with our many partners are an essential part of our work. It is also a reflection of how the Mechanism’s various components and its partners jointly serve the purpose of inclusive justice and related objectives that go beyond accountability of individual perpetrators. This is most evident in our overarching victim/survivor-centred approach that lays the foundation for inclusive justice through the cross-cutting thematic strategies on gender, children and youth, and broader justice objectives such as missing persons.

We have set 2025 as the end point for this plan, by when we intend to take the Mechanism into the next phase, based on continuous feedback, support and advice, and tailored to the evolving needs of competent jurisdictions. Along the way, the aim is to ensure meaningful and consequential responses to current and future calls for assistance, based on expanded outreach to victims/survivors, in our joint pursuit of inclusive justice for Syria.

**The IIIM Strategic Plan 2023-2025 articulates a vision whereby the IIIM will be recognized by victims/survivors of core international crimes committed in Syria as a crucial entity supporting and promoting current and future accountability efforts.”**



**Catherine Marchi-Uhel**  
Head of the IIIM



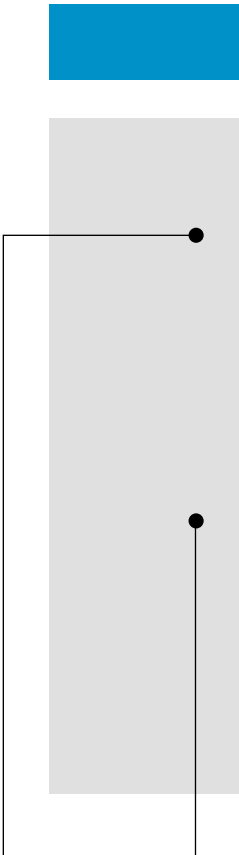
# Introduction

The Syrian situation is one of the most well-documented conflicts since the establishment of the United Nations. The use of smart phones and the coverage of events via online media, the large number of refugees spread across many countries beyond the region, the work of various parts of the United Nations on the conflict and its repercussions, the close monitoring of events by Member States, and, most importantly, the very active Syrian civil society organizations and individuals – all contribute to unprecedented documentation of the situation, which is critical given the absence of access by the IIIM to the Syrian territory.

The innovation at the heart of the Mechanism emanates from the synthesis of this broad documentation and the facilitation of its use by competent jurisdictions. Over recent years, several key features of the Mechanism have matured and evolved, namely its main resource of the structural investigation (comprised of the IIIM central repository and strategic lines of inquiry), its cooperation with information and evidence providers, as well as its two-way dialogue with Syrian civil society and its advancement of broader justice objectives.

At the outset of its operationalization in 2018, the Mechanism focused on the technical setup and management of large volumes of data as well as on building trust with individuals and entities from which the IIIM had collected information and evidence. The concept of a central repository of information and evidence emerged. The Mechanism proceeded to collect broadly and to create an increasingly comprehensive evidentiary resource as the foundation of its work. By the end of 2022, some 2.3 million records were processed, and the Mechanism had deployed an array of digital information management tools to make relevant information more accessible.

As the Mechanism collects and aggregates information and evidence from others, a range of sensitivities specific to each source must be taken into account, from data protection and security to consent for the use and possible onward sharing of information and evidence provided. Various partner institutions at national and international levels also need to adopt or implement frameworks to share information with the Mechanism and, in some instances, even for their jurisdictions to receive information and evidence from the Mechanism. The 82 tailored cooperation frameworks concluded by the Mechanism with a wide range of sources and States reflect these realities.

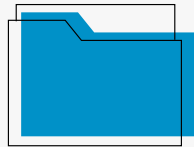


Drawing on approaches adopted by national war crimes units, and based on lessons learned from international tribunals, the Mechanism has adopted its own concept of a structural investigation to act as a principled framework for organizing and analyzing information and evidence to address core international crimes. In advancing the structural investigation, the Mechanism is identifying evidentiary gaps, making use of its investigative capacity to fill those gaps and developing a range of different analytical work products that can be flexibly adjusted to benefit various current and future prosecutions of core crimes. The structural investigation approach is designed to establish key evidentiary and analytical building blocks to support criminal accountability now and in the future. These building blocks provide a detailed understanding of crime patterns, the functioning of entities linked to crimes, the contextual elements for core international crimes, and the purpose underlying them.

The IIIM's structural investigation consists of strategic lines of inquiry (SLINQs) that operate as analytical veins running through the information and evidence collection, resulting in high-value analytical work product to facilitate justice. The IIIM has three active SLINQs: unlawful attacks against civilians and civilian objects, detention-related crimes, and crimes by individuals associated with Islamic State in Iraq and the Levant (ISIL).

When engaging with and considering requests for assistance (RFAs) from competent jurisdictions already investigating and prosecuting crimes committed in Syria, it became clear that a multi-faceted range of assistance, not limited to the preparation of case files and the transfer of information and evidence, would be more helpful. Such assistance in 2022 included the sharing of analytical products and expertise; open-source research in multiple different languages; identification, location and introduction of witnesses and sources to competent jurisdictions; geolocation; translation of high-value material; and targeted interviews. The process of providing such forms of assistance has also translated into an ongoing dialogue and a mutual learning process regarding how to best support ongoing and future investigations and proceedings.

# Key figures



**4**  
**2**

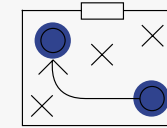
case files including  
new case files related to  
unlawful attacks opened  
in 2021



**3**

active lines of inquiry:  

- unlawful attacks;
- detention-related crimes;
- crimes by individuals associated with ISIL

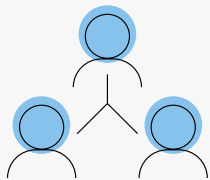


Victim/survivor-centred  
approach and

**3**

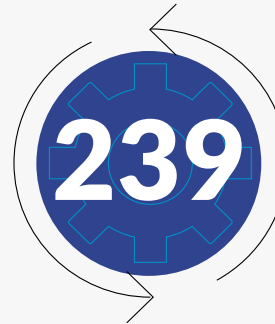
associated thematic strategies  
for inclusive justice:

- gender;
- children and youth;
- broader justice objectives (e.g. missing persons)

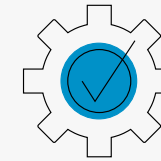


**82**

cooperation frameworks  
with a range of stakeholders

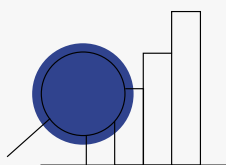


requests for assistance (RFAs)  
received from  
**15**  
competent jurisdictions  
referring to  
**193**  
discrete investigations



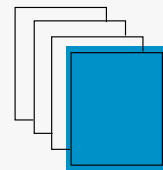
**164**

requests for assistance  
processed and closed



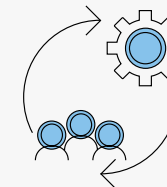
**35**

analytical products shared  
with competent jurisdictions in  
support of judicial proceedings



**111**

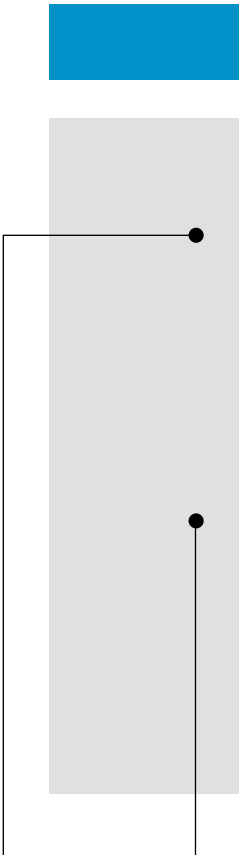
collection activities  
initiated in 2022



In 2022, the Mechanism  
participated in

**19**

engagements with Syrian  
victims/survivors



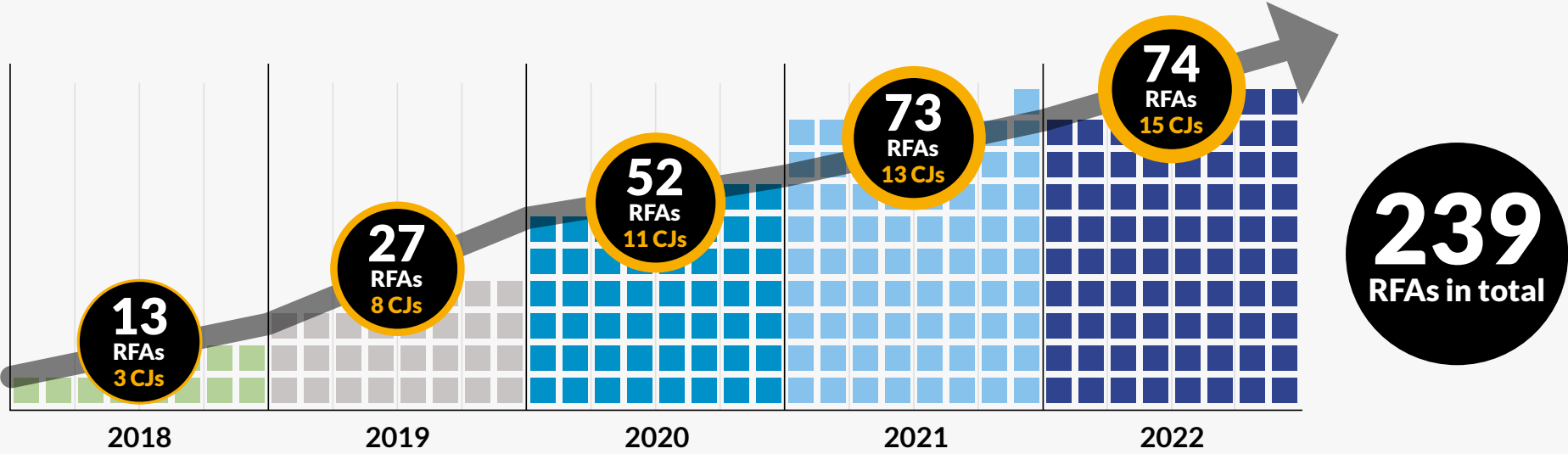
Cooperation with Syrian civil society has been fundamental to the Mechanism's victim/survivor-centred approach. Initially, efforts focused on understanding the distinct but complementary roles played by the Mechanism and Syrian civil society, respectively, in the documentation process. As an essential part of its role as a justice facilitator, the Mechanism is promoting the broadest possible range of cooperation between all actors, even when not directly involved itself. It has continued to enhance and intensify its cooperation in various contexts and fora, including at the Lausanne Platform meetings, as well as the more recent initiatives of regular, dedicated consultations with victim/survivor associations, and workshops to enhance the capacity of civil society organizations specializing in the documentation of core crimes in Syria to support accountability for such crimes.

The Mechanism is conscious of the need for its work to facilitate broader justice objectives, as enshrined in its mandate and the underlying goal of resolution [A/71/248](#) to pursue practical steps towards justice for all victims and the prevention of future violations. It is sensitive to the intersections between its criminal accountability focused work and broader justice objectives and is eager to take steps to support broader objectives where possible and reasonable. This has included an openness to providing assistance

in proceedings not of a criminal law nature that nevertheless deal with core international crimes committed in Syria and provide a meaningful justice opportunity for victims/survivors. Furthermore, it is manifested in the Mechanism's commitment to support international entities mandated to search for missing persons, where appropriate, and in line with the Secretary-General's report of 2 August 2022 on the issue ([A/76/890](#)). These broader justice objectives also align with the global normative frameworks of the United Nations, such as Our Common Agenda and the 2030 Agenda for Sustainable Development.

The Mechanism has developed a [Victim/Survivor-Centred Approach](#) that serves as a foundation for three cross-cutting thematic strategies (Gender, Children and Youth, and Broader Justice Objectives), which help guide its core work and facilitate inclusive justice. This can be seen in how the structural investigation incorporates cross-cutting thematic strategies, as well as in how repository searches are conducted and how resulting analytical products are produced and shared with competent jurisdictions.

# Number of Requests for Assistance (RFAs) and Competent Jurisdictions (CJs), 2018-2022





# Mandate and Vision

## Mandate

On 21 December 2016, the United Nations General Assembly adopted resolution [A/71/248](#), establishing the International, Impartial and Independent Mechanism to assist in the investigation and prosecution of persons responsible for the most serious crimes under International Law committed in the Syrian Arab Republic since March 2011.

The General Assembly mandated the IIIM to:

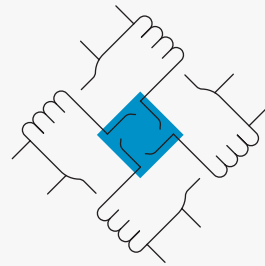
- **Collect, consolidate and preserve** information and “evidence of violations of international humanitarian law and human rights violations and abuses”.
- **Analyse** this collected evidence and prepare “files in order to facilitate and expedite fair and independent criminal proceedings”.
- **Share** information and evidence collected and analytical work produced with national, regional and international courts.

To guide the development and alignment of the IIIM multi-year strategic plan, the Leadership Team carefully considered the Mechanism’s mandate, feedback from across different stakeholder groups, and articulated a specific future destination that is time-bound and measurable.

**The Mechanism has an explicit nexus to criminal investigations, prosecutions, proceedings and trials... Specifically, the Mechanism is required to prepare files to assist in the investigation and prosecution of the persons responsible and to establish the connection between crime-based evidence and the persons responsible, directly or indirectly, for such alleged crimes... In essence, the Mechanism has a quasi-prosecutorial function.”**

[UN Secretary-General’s Report \(A/71/755\)](#),  
19 January 2017

# IIIM Vision Statement



**By 2025,**

**the IIIM will be viewed by victims/survivors of core international crimes committed in Syria as a crucial entity supporting and promoting current and future accountability efforts.**

The IIIM will achieve this by reinforcing and diversifying its engagement with victims/survivors, incorporating their insights into its work and informing them about its impact as a justice facilitator.

# Theory of change and Results framework

## Theory of change

The IIIM **theory of change** provides the narrative for **how** and **why** the Organization believes that its activities and outputs will achieve the desired outcomes as described in the Results Framework (see below).

Through ensuring the understanding of the priorities of victims/survivors of core international crimes committed in Syria since 2011 and the areas of focus for existing and future competent jurisdictions pursuing investigations and prosecutions, the IIIM can effectively leverage its analytical, investigatory, legal and technological capabilities to provide highly useful repository search information, investigative services, analytical products, case files, and other support. Through such support coupled with advocacy for comprehensive accountability, the IIIM will facilitate existing and emerging efforts by competent jurisdictions.

Additionally, the IIIM will also ensure preservation of information important to victims/survivors, engage in two-way communication with victims/survivors and Syrian civil society about its work, and promote justice outcomes and advocate for comprehensive accountability. Together, this will culminate in the achievement of the IIIM's strategic vision and its underlying mandate.

## Results Framework

The results framework illustrates the architecture for how the core IIIM outcomes and outputs connect and align to meet the needs of its stakeholders.

# Results framework

**GOAL:**  
By the end of 2025, the IIIM will be recognized by victims/survivors of core international crimes committed in Syria as a crucial entity supporting and promoting current and future accountability efforts.

## OUTCOMES

- Competent Jurisdictions with Defined Investigation Scopes **usefully assisted in investigation and prosecution**
- Competent Jurisdictions that may be Seized of the Entire Syrian Situation **enabled to efficiently and effectively determine priorities and conduct investigations and prosecutions**
- Syrian Civil Society Organizations **perceive increased promotion and advocacy for justice outcomes**

## OUTPUTS

**Thematic strategies for inclusive justice addressing gender, children and youth, and broader justice objectives**

- The Volume of High-Quality Sharing Packages Maximized
- Impactful Analytic Products Provided
- High-Value Investigatory Services Delivered
- Future Accountability for Victims/Survivors and Civil Society Communicated Effectively and Promoted

**Our Common Agenda  
2030 Agenda for Sustainable Development**



## Strategic Plan 2023-2025

The Strategic Plan is aligned with the **global UN reference** frameworks [Our Common Agenda](#) and the [2030 Agenda for Sustainable Development](#).

The Secretary-General's 2021 report Our Common Agenda calls for renewed commitment to abide by international law and ensure justice, and to place women and girls at the centre. The 2030 Agenda is based on the principle of non-discrimination and a commitment to 'leave no one behind' with dedicated goals on gender equality (Sustainable Development Goal (SDG) 5), on inequalities and inclusion (SDG10) and on peace, justice and strong institutions (SDG16).

The **goal** by the end of 2025 is for the IIIM to be recognized by victims/survivors of core international crimes committed in Syria as a crucial entity supporting and promoting current and future accountability efforts. The IIIM Strategic Plan 2023-2025 provides an overarching roadmap for how the IIIM will achieve this goal setting out core priorities over the next three years.

## The Strategic Plan sets out the strategic objectives to be achieved by IIIM:

### 1. Effectively Support Competent Jurisdictions with Defined Investigation Scopes:

- The IIIM's primary objective is to provide competent jurisdictions with timely information, analysis, services and evidence that will be useful to their investigations, prosecutions, and other judicial proceedings through expeditiously responding to RFAs. The contents of sharing packages will be improved through better understanding of competent jurisdiction and victim/survivor needs and priorities.
- Such work will be supplemented with high quality and value-added investigative services supported by structured and focused internal investigative processes and resources supporting analytical products and RFAs.
- In keeping pace with technological innovations and capabilities, the IIIM will also grow its digital data processing and augmentation capacity to increase the value and impact of the central repository of information and evidence and the resulting analysis provided to competent jurisdictions.
- Protection of the IIIM personnel and persons cooperating with the Mechanism forms an integral part of all activities, including gathering information or evidence, interviewing, reporting, advocacy, and supporting competent jurisdictions.
- All the while, thematic elements related to inclusive justice will be integrated across the organization and its work processes.

## 2. Effectively Prepare to Support Future Competent Jurisdictions that may be Seized of the Entire Syrian Situation:

- The IIIM secondary objective is to preserve and consolidate high value information and evidence to produce advanced analysis that will assist competent jurisdictions becoming seized of the entire Syrian situation to efficiently and effectively determine priorities and conduct investigations, prosecutions and other judicial proceedings.
- This will be achieved through the development of a targeted number of high-quality analytical products that are driven by the structural investigation and an understanding of the future needs of competent jurisdictions. Such products will serve to kick-start investigations for those becoming seized of the entire Syrian situation.
- Efforts will ensure the needs of competent jurisdictions are targeted, and collection activity is carefully managed to ensure collections that are impactful for analytical products and RFAs, as well as holding preservation importance to victims/survivors.

## 3. Improve the Impact and Integration of Communication with VSAs/CSOs:

- The concurrent objective for the IIIM is to ensure it preserves information important to victims/survivors, engages in two-way communication about its work, promotes justice outcomes, and advocates for comprehensive accountability.
- This will be accomplished through expanded communication with key stakeholders driven by an increase in internal resources allocated to effective communications.

The Plan also sets out the change strategies necessary for the achievement of these results and the internal organizational factors that support the change strategies and the achievement of results:

- Victim/Survivor-centred approach and Thematic Strategies for Inclusive Justice
- Ensure an Engaged and Diverse Workforce:
  - The IIIM will prioritize the well-being of staff as the organization supports, encourages, and empowers a positive employee experience, as it increases regional, cultural, and/or language diversity, as well as conflict familiarity, across its staff to credibly understand and interact with its key stakeholders.
- Carefully plan, execute and steward the IIIM's financial resources:
  - The IIIM will enhance its work planning approach to drive operational clarity and resource alignment, in order to produce accurate budgets to improve overall execution precision. The Mechanism will ensure more sustainable funding over the long-term horizon.

# Victim/Survivor-centred approach and thematic strategies

From the start, the IIIM adopted a Victim/Survivor-Centred Approach (VSCA), which is integrated throughout its operations and acts as the foundation of the thematic strategies to ensure inclusive justice.

The VSCA is designed to operationalise the IIIM's committed focus on the experiences, perspectives and priorities of a broad range of victims/survivors of the Syrian conflict. The VSCA is an important tool for ensuring that all of the IIIM's work and thematic strategies are grounded in the specific context of the Syrian situation, while drawing helpful guidance from precedents arising from other justice and accountability processes. A key methodology for the development of the VSCA is ongoing dialogue and consultations with victims/survivors of crimes in Syria, which the IIIM has prioritised from the outset of its existence. This dialogue continues to inform the IIIM's understanding of the broad spectrum of issues arising in relation to the Syrian situation.

## VSCA and thematic strategies



## Thematic Strategies for Inclusive Justice

The current strategic plan includes three thematic strategies as expressions of the IIIM's victim/survivor-centred approach. The experience of past accountability processes has shown that ensuring inclusive justice is a particular challenge requiring proactive, strategic approaches. The IIIM's Terms of Reference recognise this by specifically requiring the IIIM to pay attention to crimes committed against children and gender-based violence, including sexual violence. These are categories of crimes that, historically, have not been well served by international criminal law frameworks. In particular, the experiences of children/youth and victims/survivors who are in a disadvantaged position due to discriminatory gender norms and constructions, are often invisible in accountability work.

## Gender Strategy

Over the past few decades, there has been a growing awareness that discriminatory gender norms often drive violence during conflict – usually in combination with other forms of structural discrimination based on factors such as age, ethnicity, religion and socio-economic status. Discriminatory gender factors can also have a significant bearing on how conflict-related harms are experienced by victims/survivors. At the same time, these factors have, historically, been largely unrecognised by applicable legal frameworks and much of the practice of international criminal law to date. Structural gender factors are relevant in understanding both the crimes committed in Syria and the responses of justice actors to those crimes.

**The IIIM's Gender Strategy** made public in 2022 aims to address this reality and to ensure that the preparations for justice for Syria effectively address structural gender factors. This includes paying specific attention to women and girls and persons with diverse sexual orientations or gender identities who are subjected to crimes and are disadvantaged due to the operation of the discriminatory gender hierarchy. Other groups who suffer harms in specific contexts as a result of discriminatory gender constructions also require attention, including male victims/survivors of sexual violence.

## Children & Youth Strategy

Historically, accountability processes for core international crimes have been largely adult-centric. It has been a challenge to sufficiently surface the full range of experiences of children and youth affected by conflict and to adequately include their perspectives in justice processes. The IIIM is looking at structural factors relating to children/youth, in operation, along with other forms of structural discrimination.

The IIIM's Children & Youth Strategy recognises that age-related factors can drive and determine the nature of violence inflicted during conflict. Age-related factors also significantly influence the experience victims/survivors have of conflict-related harms and the response of accountability actors to them. The strategy aims to build on the growing momentum within the international community to expand consideration of conflict experiences for children and youth beyond the narrow categories of child soldiers and sexual violence crimes.





## **Broader Justice Objectives Strategy (e.g. Missing Persons)**

While the IIIM's mandate is focused on criminal accountability, it recognises that many broader justice objectives are also important for victims/survivors of the Syrian situation. As a concrete manifestation of its VSCA, the IIIM is committed to identifying intersections between its criminal accountability work and broader justice objectives to ensure that its work can be of maximum benefit to diverse victim/survivor justice priorities. A pressing justice objective is accounting for the staggering number of persons who are presently missing as a result of the Syrian conflict. Consequently, as part of its Broader Justice Objectives Strategy, the IIIM is prioritizing the identification and leverage of the intersections between its accountability work and the search for missing persons. The IIIM has also determined that it will support proceedings not of a criminal law nature that nevertheless deal with core international crimes committed in Syria and provide a meaningful justice opportunity for the victims/survivors.

In the future, the IIIM will seek to identify other broader justice objectives and use its work on accountability to facilitate those other objectives as much as it can.

# Monitoring, risk management and evaluation of the Strategic Plan

## Monitoring

The IIIM, as part of this strategic planning process, has instituted best-practice approaches and processes to plan, report, and monitor its activities and progress at three levels as set out below. These are critical to ensuring effective and efficient execution and to maintain focus, drive alignment, achieve continuous improvement, and ensure results.

## Strategic Reviews

The Mechanism's leadership and broader strategy governance team meet each quarter for a day-long session built specifically around the components of the strategic plan. Through a systematic approach that includes strategic objective assessments, performance measurement data, and underlying initiative status reports, the IIIM has embedded a rigorous approach to ensuring strategic execution.

## Annual Workplans

In order to deploy its strategy, the IIIM completes an annual and in-depth operational and workforce analysis, along with workload forecasts to develop annual workplans that outline actions and deliverables for the coming year, along with the requirements for financial resources. Interwoven with the quarterly review cycle, the Mechanism reviews its operational progress to ensure synchronicity between operations and strategy.

## Operational Coordination

At a daily and weekly level, the Mechanism has instituted an orchestrated series of operational coordination processes to ensure operational harmonization and awareness of incoming requests for assistance, the status of outgoing responses, progress on supporting analytical products rooted in the structural investigation, and the status of other operational support activities that ensure effective tactical prioritization, workload balancing, and quality delivery.



## Risk management and evaluation

Risk management is a vital element of good governance and management, and an integral component of programme management that contributes to the successful achievement of results. The Mechanism's approach to risk management is in line with the Policy Framework for Enterprise Risk Management and Internal Control that outlines the purpose, governance mechanisms and principles that guide the adoption of Enterprise Risk Management in the UN Secretariat.

### Evaluation

The Mechanism has established an evaluation function that is aligned with United Nations Norms and Standards for Evaluation as developed by the United Nations Evaluation Group (UNEG). The function is guided by the IIIM evaluation policy established in 2022.

The IIIM policy foresees regular independent evaluations starting with the first evaluation completed in 2022 focusing on the gender strategy of the Mechanism. The IIIM management will provide a management response on the adoption and implementation of the evaluation recommendations. It is envisaged that the implementation of the Mechanism's work programme overall will be evaluated during 2023-2024.

The evaluation policy emphasizes evaluative evidence-based decision-making, learning and accountability. The policy distinguishes between internal evaluations conducted by the Secretariat entities to facilitate internal assessment and serve as a management and learning tool, and external evaluations conducted by the Office of Internal Oversight Services (OIOS) and the Joint Inspection Unit (JIU).

Regular independent evaluations based on the IIIM evaluation policy will elicit specific management response as well as ongoing assessment based on the quarterly review meetings that will lead to adjustment of the ongoing implementation.

# Resourcing the Strategic Plan

Timely, predictable and flexible resources are necessary to achieve the IIIM's strategic objectives.

When the Mechanism was initially founded by the General Assembly, it was entirely funded via voluntary contributions by Member States. In December 2019, the General Assembly voted to include the Mechanism in the regular budget of the United Nations for 2020 (resolution [74/262](#)).

Since 2020, the UN regular budget, approved by the General Assembly and based on assessed contributions by UN Member States, has been the IIIM's primary funding source. To date, the IIIM's inclusion in the regular budget has been voted on by the General Assembly every year.

Complementary to the regular budget, the Mechanism has continued to utilize voluntary contributions to maintain and enhance its level of assistance to competent jurisdictions and to further advance its mandate by accelerating the pace and broadening the scope of its work.

With the growth in demand for the IIIM's services, as demonstrated by the increasing number of requests for assistance as well as the diversification in the forms and nature of support provided in response, the Mechanism will have to rely on voluntary contributions to complement its regular budget.

For 2022, the Mechanism was allocated US\$17.1 million in regular budget funds and expended an additional US\$7.1 million in voluntary contributions, or extrabudgetary resources, from its Trust Fund.

## Funding needs for 2023-2025

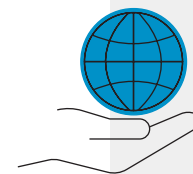
The approved regular budget for the Mechanism for 2023 is US\$17 million.

Total extrabudgetary resources required for the implementation of the 2023-2025 Strategic Plan are approximately US\$25 million for three years. In 2023, the Mechanism's funding needs in voluntary contributions are estimated at approximately US\$9 million and at US\$8 million per year in 2024 and 2025. The Mechanism requires these funds, in addition to the regular budget allocation, if it is to adequately address the volume of requests for assistance from competent jurisdictions and to appropriately incorporate the perspectives of victims/survivors in its work. To enhance the predictability and sustainability of funding, the Mechanism must seek primarily flexible multi-year contributions.

The IIIM expects its extrabudgetary resource needs to continue to grow annually in line with the demand for its services from competent jurisdictions as well as increasing complexity of the requests for assistance.

The Mechanism continues to operate in a challenging environment and relies on the support of Member States. Going forward, the funding context of the Mechanism could change again in the future in line with the overall context in Syria.

# IIIM at a glance



## Support by Member States

Member States can support the IIIM's mandate and objectives in several ways:

- Work towards additional justice opportunities in national, regional or international courts or tribunals that have or may in the future have jurisdiction over core international crimes;
- Continue to provide support to the Mechanism through the regular budget and complementary voluntary contributions to ensure the effective discharge of its mandate;
- Ensure broad cooperation and engagement with the Mechanism and implement any agreements and frameworks required to that end in a timely manner;
- Coordinate the efforts of relevant national actors and raise awareness of the Mechanism's mandate in order to facilitate its work;
- Ensure that initiatives concerning the documentation, investigation and prosecution of crimes committed in the Syrian Arab Republic take into account the Mechanism's mandate to support impartial, independent and inclusive justice;
- Ensure, if needed, that efficient and effective procedures are in place to facilitate access to their territories for the Mechanism;
- For States hosting Syrian refugee communities, to provide information and facilitate cooperation between the Mechanism and domestic agencies and local actors that are relevant to the Mechanism's work;
- Consider entering into cooperative agreements with the Mechanism to provide witness protection and support-related services necessitated by the Mechanism's work;
- Engage with the Mechanism on how it can assist national justice actors in achieving more inclusive justice, in line with its victim/survivor-centred approach;
- Provide funding and support for Syrian civil society actors.

## Created

By the United Nations General Assembly (UNGA) in 2016. Other justice efforts failed, such as a referral of the Syrian situation to the International Criminal Court (ICC).

## Leadership

The Secretary-General of the United Nations appointed Catherine Marchi-Uhel as the first head of the IIIM in 2017.

## Mandate

The IIIM is assisting investigations and prosecutions of core international crimes, including war crimes, crimes against humanity and genocide, committed in the Syrian Arab Republic since March 2011.

The IIIM is not a court or tribunal and cannot indict or prosecute individuals. It assists jurisdictions in their pursuit of accountability of alleged perpetrators now and prepares for longer-term justice options for the future – if and when available.

## For additional information, please contact

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Website: [iiim.un.org](http://iiim.un.org)

## Operation

The IIIM collects evidence from a broad range of sources. This includes international and regional organisations, UN entities (including the Commission of Inquiry for Syria), States, NGOs, foundations and individuals.

The IIIM also conducts its own targeted investigations to fill in gaps in the evidence collection, including by interviewing witnesses, and collecting documentation and forensic material. The IIIM applies international criminal law standards and prepares analytical work and respective modules to facilitate investigations and prosecutions.

## Reporting

The IIIM does not report publicly on confidential aspects of its work.

It submits an annual report to the General Assembly on its activities priorities and progress made. The eighth report [A/76/690](#) issued in February 2022 is available on [undocs.org](http://undocs.org).