



GUIDELINES

for Victim Participation in Justice Processes

February 2025

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Khaled Barakeh's art installation [MUTE](#), symbolising the fight for justice and freedom by Syrian victims/survivors, was exhibited in Brussels in 2024. It was commissioned by Impunity Watch and supported by [coculture](#). Image courtesy of the artist.

ABOUT

About INOVAS

INOVAS is the International Network of Victims and Survivors of Serious Human Rights Abuses. Led by victims and survivors, it provides a platform to amplify their voices and fosters global solidarity among them. Founded in 2020, INOVAS envisions a world where victims and survivors can achieve substantive justice, ensuring their dignity is recognised and their agency validated in the fight to break cycles of violence, human rights abuses, and impunity.

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Disclaimer

The content of this publication and any views expressed in it do not necessarily reflect the opinion of the Ministry of Foreign Affairs of the Netherlands, which supports INOVAS's work, including the development of these guidelines.

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Foreword by the INOVAS Board

Increased recognition of the importance of meaningful participation by victims and survivors in any processes and initiatives launched to respond to mass human rights violations is welcomed and marks significant progress. However, even if there are good intentions to make this happen, we survivors often feel excluded from key policy discussions and decision-making about how to respond to violations we have suffered, and how to make sure they will not happen again.

We do not feel that these processes reflect our experiences, respond to our needs or meet our vision of meaningful justice and peacebuilding. If we are involved, it is usually only at certain moments and with limited influence – such as to tell our stories to a truth commission or give evidence in court. This exclusion inevitably leads to a loss of faith in justice processes among victims. Without the full trust and backing of victims and survivors, these processes will be not only less empowering, dignifying and healing experiences for us, but also less effective in contributing to tangible change.¹

Based on this experience, the International Network of Victims and Survivors of Serious Human Rights Abuses (INOVAS) decided to develop a set of practical guidelines for governments, international agencies, civil society, victim groups and other entities involved in transitional justice responses,² to show what a more victim-centred approach would look like. Indeed, some INOVAS members believe the term “transitional justice” itself is problematic, as it may not fully capture the diverse ways in which societies can address injustices by taking into account victim/survivors’ needs, contexts and sensitivities.

Therefore, the guidelines are designed to demonstrate, in concrete terms, what entities need to do in order to ensure that victims’ voices are heard in the shaping and implementation of processes and initiatives in the wake of large-scale violations, thereby ensuring our meaningful inclusion. At the same time, we wish to empower

1. This effect has been noted in several studies including this Impunity Watch report, *Restricted Access, Promises and Pitfalls of Victim Participation in Transitional Justice Mechanisms* (July 2017) pp 4-5, available at: https://www.impunitywatch.org/wp-content/uploads/2022/08/ResearchReport_Restricted_Access_Promises_Pitfalls_Victim_Participation_2017_eng-1.pdf and the UN Special Rapporteur report on the promotion of truth, justice, reparation and guarantees of non-recurrence, Pablo de Greiff, A/HRC/21/46 (9 August 2012), paragraphs 54-57, available at: https://www.ohchr.org/sites/default/files/Documents/HRBodies/HRCouncil/RegularSession/Session21/A-HRC-21-46_en.pdf.

2. Transitional justice is defined by the UN as comprising the full range of processes and mechanisms associated with a society’s attempt to come to terms with a legacy of large-scale past conflict, repression, violations and abuses, in order to ensure accountability, serve justice and achieve reconciliation. UN Security Council, Report of the Secretary-General on the rule of law and transitional justice in conflict and post-conflict societies S/2004/616 (23 August 2004), paragraph 8, available in several languages at: <https://digitallibrary.un.org/record/527647?v=pdf>.

and encourage survivors everywhere to make their voices heard and help prepare them to take a leading role in how their communities and wider societies respond to violations and make sure such abuses never happen again.

As victims and survivors, we tend to be viewed as passive beneficiaries rather than active participants in various public discussions and processes about securing justice for ourselves and our communities, how to prevent recurrence, and how to build a future that ensures the equal protection of rights for all. It does not have to be so. These guidelines – which represent the voices of different victim and survivor groups fighting for more just societies across the globe - represent both a call to enable meaningful participation of victims and an example of how that can be achieved.

The guidelines are intended to cover participation of victims and survivors in both formal and informal settings. By formal settings, we mean transitional justice mechanisms such as prosecution efforts, truth commissions, peace processes, structural and societal reforms or reparations processes. Informal settings are the broader range of public debates and activities around responses to violations that we can participate in through activism, demonstrations, advocacy and lobbying, memory and documentation work, tradition or culture-led efforts, and use of the arts and media to shine a light on atrocities. While the guidelines focus specifically on what can broadly be defined as justice responses, we acknowledge that victims and survivors also wish to be involved in other areas of civic life that address the legacy of violations such as peacebuilding, development and humanitarian responses.

A wide range of individuals and bodies can potentially be involved in different justice processes (see the Definitions section of this report) including public authorities or decision-makers, formal justice mechanisms, documenters, investigators, civil society, researchers, journalists. We ask that these and anyone else involved in proposing, developing or implementing responses to atrocities refer to these guidelines and apply them.

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INTRODUCTION



1. Introduction

These guidelines represent an attempt to show what meaningful and effective participation in justice processes looks like, from the perspective of survivors and victims. Sometimes there is a mismatch between institutions and policymakers on the one hand, and victims and survivors on the other, as to what this means and whether it has occurred in a given context.

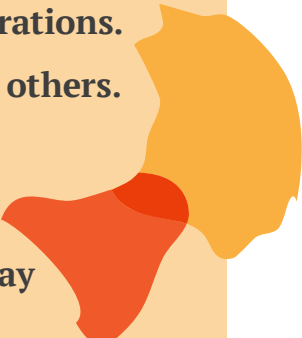
By “meaningful participation” in formal and informal processes, we mean participation that has both objective and subjective qualities for victims and survivors. The objective element means having opportunities to articulate and contribute expertise and views, and that those inputs are heard, taken on board, and have material influence in shaping processes, mechanisms and outcomes: in other words, being - in fact - able to deploy agency. The subjective aspect is the meaning and value that participation holds for the victim or survivor. This will vary from one individual to another but might involve feelings of well-being and/or gaining a sense of acknowledgement or social healing: in other words, feeling a sense of agency.

For victims and survivors, “effective participation” is about creating the conditions that will allow each individual and/or group to make their contribution in a relevant process or space, whether formal or informal. This means addressing any obstacles, whether psychological or material, that might impede their full participation, ensuring any needed support is in place, and granting full access to relevant information. We have sought to capture this element in particular in guidelines two and nine.

We are convinced that victim-centred justice with meaningful and effective participation is achievable, and that it is not only vital for victims and survivors but also essential for the success of justice processes and discussions. The right of victims and survivors to participate in both formal and informal justice processes is entrenched in human rights law but needs to be fully entrenched in practice.

Why victims and survivors fight for justice

Different studies have shown that while individual motivations for organising to achieve justice vary, the most common reasons driving victims and survivors are:

- > **Needing to know what happened, including to loved ones.**
 - > **To tell their story and have the injustice known and acknowledged.**
 - > **To memorialise, allowing societies to collectively remember and reflect upon atrocities.**
 - > **To bring perpetrators to justice and obtain reparations.**
 - > **To stop or prevent the same thing happening to others.**
 - > **To find solidarity with other victims.**
 - > **To achieve peace or social cohesion.**
 - > **To regain control and agency that was taken away from them by the violations.³**
- 

Around the world, victim and survivor groups have shown enormous determination, and overcome considerable resistance, to help shape justice in both formal and informal spaces and processes. To give an example at the international level, advocacy by survivor groups helped persuade the UN to establish an Independent Institution on Missing Persons in Syria in 2023. In April 2024, UN High Commissioner for Human Rights Volker Türk, told the UN General Assembly: “I would like to pay tribute to the years of activism of thousands of survivors, families and civil society groups – including the extraordinary work of Syrian women’s organisations – which has been crucial to supporting victims and to advocacy for this independent institution.”⁴

In another example, Chadian victim groups campaigned tirelessly, using both formal and informal processes at international and national levels, for former president Hissène Habré to be brought to justice for crimes against humanity, torture and war crimes, which finally resulted in his trial starting before Extraordinary African Chambers in July 2015 in Dakar, Senegal, where Habré had sought refuge. Amnesty International, in a statement published in 2016, said: “For more than two decades,

3. For example, see this Impunity Watch report *'We lead Justice Efforts: How Victims Organise, Advocate and Resist'* (February 2024) available at: <https://www.impunitywatch.org/wp-content/uploads/2024/02/Victim-participation-overview-report-Impunity-Watch-2024-English.pdf>.

4. Volker Türk, UN High Commissioner for Human Rights, UN General Assembly briefing (25 April 2024) available at: <https://www.ohchr.org/en/statements-and-speeches/2024/04/turk-briefs-un-general-assembly-independent-institution-missing-persons-syria>.

despite threats, intimidation and major political setbacks, victims together with civil society groups worked tirelessly to make this day possible.”⁵

Elsewhere, victims and survivors have helped shape peace agreements and bring about key legislation. For example, the Lebanese Parliament passed Law 105 (the Law on Missing and Forcibly Disappeared Persons)⁶ in 2018 following intensive lobbying by the families of the disappeared. Relatives hope Lebanese officials will finally help locate the bodies or remains of persons who have been missing since the outbreak of war in the mid-1970s.

“ We were strong and did manage to get our voices heard, we drafted a bill and worked hard to mobilise, campaign and build a group to support it, and in the end the law [Law 105] was enacted.”

*A survivor from Lebanon.*⁷

Why victim participation is essential for justice processes to succeed

Meaningful and effective participation of victims in all responses to serious human rights violations is also essential to the success of justice processes themselves. One reason for this is the benefits in terms of information and insight that survivor participation brings to the process (referred to by former UN Special Rapporteur Pablo de Greiff as “epistemic” reasons).⁸ Understanding victims’ lived realities, their goals and expectations and their sense of what justice means to them, should inform choices and priorities made: if they do not, their impact will be severely compromised. For instance, while criminal accountability may be desired by victims and can be important in removing immediate threats from perpetrators, their main priority may lie elsewhere, such as finding out what happened to disappeared or imprisoned loved ones, (re)gaining access to land to enable them to rebuild their livelihoods, addressing inequalities which led to violations in the first place, or other measures that they believe would heal individuals and communities.

5. Amnesty International, *The Long Road to Justice for Chad’s Hissène Habré* (30 May 2016) available at: <https://www.amnesty.org/en/latest/news/2016/05/the-long-road-to-justice-for-chad-hissene-habre/>. However, despite the court awarding reparations to 7,396 victims and the establishment of a trust fund, victims say they have yet to receive anything, see: Redress, *Chad: Still No Reparations for Hissène Habré’s Victims* (26 May 2023) available at: <https://redress.org/news/chad-still-no-reparations-for-hissene-habres-victims/>.

6. International Committee of the Red Cross (ICRC) database, Law 105 (Lebanon 2018) available at: <https://ihl-databases.icrc.org/en/national-practice/law-105-regarding-missing-and-forcibly-disappeared-persons>.

7. Survivor from Lebanon (focus group discussion to develop the INOVAS guidelines, 17 May 2024).

8. UN Human Rights Council, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraph 25, available at: <https://www.ohchr.org/en/documents/reports/report-special-rapporteur-promotion-truth-justice-reparation-and-guarantees-non-0>.

Justice responses that ignore these realities and are disconnected from the real lives and concerns of the victims will be far less likely to succeed. Similarly, when it comes to actual implementation of any process chosen, if these are not informed and shaped by participation of victims, they will not have the desired impact.

“I recommend involving the survivors in planning any interventions. If people think survivors want pots and pans but they want glasses, it will fail.”

A survivor from Kenya.⁹

Secondly, victim participation benefits victims and society (referred to by de Greiff as “legitimacy” arguments). It lends a measure of recognition and empowerment, helps make victims visible and achieve a place in the public sphere, and puts a human face on discussions about transitional justice.¹⁰

“Participation of victims will help change the perception of both victims and society at large; that they are actors in transformation, peace seeking and reconciliation.”

A survivor from the Democratic Republic of Congo.¹¹

Behaviour matters

As already noted, normative frameworks call for victims and survivors to be treated with humanity, compassion and respect by everyone involved in administrative and judicial processes. The way public officials, NGO personnel and other individuals directly involved conduct themselves, and the frequency of their contact, matters to victims and survivors. A 2015 study by UC Berkeley’s Human Rights Center observed: “Victim participants’ satisfaction with the International Criminal Court depends largely on their personal interactions with ICC staff and their legal representatives”.¹²

Good practice also calls for justice institutions to build in adequate support to victims alongside their other functions. The UN mechanism established to search for the missing in Syria has committed to providing support to survivors and families of those missing as they go through the difficult process of searching for their loved

9. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

10. UN Human Rights Council, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraph 26, available at: <https://www.ohchr.org/en/documents/reports/report-special-rapporteur-promotion-truth-justice-reparation-and-guarantees-non-0>.

11. Survivor from DR Congo (emailed response to INOVAS guidelines questionnaire, June 2024).

12. Human Rights Center, University of California, Berkeley, *The Victims’ Court: A Study of 622 Victim Participants at the International Criminal Court* (1 November 2015), available at: <https://humanrights.berkeley.edu/publications/victims-court-study-622-victim-participants-international-criminal-court/>.

ones, such as mental health and psycho-social support, and to uphold the principle of “do no harm”.¹³

Legal and human rights frameworks enshrining victims’ right to participate

The right to participate in justice processes has been established in numerous legal and human rights principles. The right of citizens to participate and be consulted is rooted in international human rights law, particularly the right to participate in public affairs found in Article 25(a) of the International Covenant on Civil and Political Rights,¹⁴ as well as in treaties relating to women and girls, persons with disabilities and children.¹⁵

For example, the right of crime victims to participate in criminal proceedings, already incorporated in many national criminal justice systems, is included in a UN Declaration of 1985: “The responsiveness of judicial and administrative processes to the needs of victims should be facilitated by: ... allowing the views and concerns of victims to be presented and considered at appropriate stages of the proceedings where their personal interests are affected, without prejudice to the accused and consistent with the relevant national criminal justice system.”¹⁶

A further UN declaration adopted in 2005 sets out the rights of victims of violations of international human rights and international humanitarian law to a remedy and reparation.¹⁷ These instruments call for access to justice, redress mechanisms and reparations, and specify how victims must be treated in those processes, for instance, by stipulating they be provided with information and assistance, concern for their physical and psychological well-being and privacy, and care to avoid re-traumatisation in the course of justice and reparation procedures.

Statutes of regional and international criminal courts dealing with international crimes, starting with the International Criminal Court in 1998 and followed by hybrid tribunals established to deal with atrocity crimes in Cambodia, Lebanon and Kosovo, and the Extraordinary African Chambers in Senegal, adopted similar provisions.

13. UN Independent Institution on Missing Persons in the Syrian Arab Republic, *Supporting Victims’ Right to Know the Truth*, available at: <https://iimp.un.org/en/support> (accessed on 18 December 2024).

14. UN Human Rights Council resolution 39/11, Guidelines for States on the Effective Implementation of the Right to Participate in Public Affairs (October 2018), available at https://www.ohchr.org/sites/default/files/Documents/Issues/PublicAffairs/GuidelinesRightParticipatePublicAffairs_web.pdf.

15. For a full treatment of the legal framework for participation and consultations in international human rights law, see UN Human Rights Council, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraphs 31-35, available at: <https://documents.un.org/doc/undoc/gen/g16/441/89/pdf/g1644189.pdf>.

16. UN General Assembly, Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power A/RES/40/34 (29 November 1985), paragraph 6(b), available at: <https://www.ohchr.org/en/instruments-mechanisms/instruments/declaration-basic-principles-justice-victims-crime-and-abuse>.

17. UN General Assembly, Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law A/RES/60/147 (16 December 2005) available at: <https://www.ohchr.org/en/instruments-mechanisms/instruments/basic-principles-and-guidelines-right-remedy-and-reparation>.

The principle that victims must play a meaningful role in shaping and implementing other transitional justice measures such as truth commissions and reparations schemes has become increasingly normalised. It is accepted that their role must go beyond participating in a mechanism once established to being able to advocate for particular measures, contributing to consultations on their design and composition and presenting proposals during their work.¹⁸ A guidance note highlighted inclusion and recognising the centrality of victims as among the key features of the United Nations' approach to transitional justice.¹⁹

“By having victims initiate, drive and participate in the process, and by taking their rights, needs and aspirations into account at every step of the way, a transitional justice process can empower victims to effectively assert themselves as rights holders and reaffirm their dignity. This is most effective when their participation is conceived as an ongoing process, not as single initiatives.”²⁰

Yet numerous challenges and setbacks experienced in getting survivor voices heard and considered endure. While there have been positive examples of processes that have genuinely put victims at the centre – that is where victims have been consulted and involved - implementation has been inconsistent and too often limited to particular stages of a process or participation has petered-out over time. There is no mechanism for international bodies discussing responses to mass violations to systematically consult victims and survivors.

However, the decision by the UN to include “a structural element that ensures the full and meaningful participation and representation of victims, survivors and the families of missing persons” in the work of the Independent Institution on Missing Persons in Syria when establishing it in June 2023 is a positive step in that direction.²¹ Surveys of victim experiences participating in different transitional justice mechanisms, including criminal trials, reveal variable levels of satisfaction.²² “In less visible ways, in virtually all contexts in which mass violations of human rights have taken place, thousands of individual victims or their family members have persisted in their efforts to not only keep the memory of their loved ones alive, but to obtain truth, justice and reparation.”²³

18. For a full description of the practice of victim participation in transitional justice measures of truth commissions, criminal justice, reparations and guarantees of non-recurrence, see Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraphs 36-63, available at: <https://documents.un.org/doc/undoc/gen/g16/441/89/pdf/g1644189.pdf>.

19. UN, Guidance Note of the Secretary-General on Transitional Justice: A Strategic Tool for People, Prevention and Peace (11 October 2023) available at: <https://www.ohchr.org/en/documents/tools-and-resources/guidance-note-secretary-general-transitional-justice-strategic-tool>.

20. UN, Guidance Note of the Secretary-General on Transitional Justice (11 October 2023), p.8, available at: <https://www.ohchr.org/en/documents/tools-and-resources/guidance-note-secretary-general-transitional-justice-strategic-tool>.

21. UN General Assembly Resolution A/77/L.79 (26 June 2023), paragraph 3, available at: <https://www.securitycouncilreport.org/un-documents/document/a-77-l-79.php>.

22. See, for example, Tenove, C., *International Criminal Justice and the Empowerment or Disempowerment of Victims*, Florence: TOAEP (31 October 2018), available at: <https://ssrn.com/abstract=3615293> and Pham and others, *Victim Participation and the Trial of Duch at the Extraordinary Chambers in the Courts of Cambodia* (Journal of Human Rights Practice, November 2011), Vol 3, pp.264-287, abstract available at: <https://academic.oup.com/jhrp/article-abstract/3/3/264/2188785?redirectedFrom=fulltext>

23. UN General Assembly, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraph 38, available at: <https://documents.un.org/doc/undoc/gen/g16/441/89/pdf/g1644189.pdf>.

Victim activism, mobilisation and organisation go hand in hand with more formal forms of participation in justice institutions and mechanisms. Indeed, most justice efforts carried out by victims and survivors start – and may well remain for long periods of time – within the realm of advocacy and social movements. Consequently, human rights protections are essential to underpin and help create the conditions for victims and survivors to exercise their right to participate in justice processes. The rights to freedom of expression, peaceful assembly, association and movement are particularly important. Access to spaces and resources to exchange, learn and organise is essential for victims, in order to be able to become more forceful. This requires an overall environment that allows access to safe spaces, both private and public, and also access to resources. Yet vigilance is required to protect these rights, which are under threat in many places that have seen shrinking space for civil society activism. As a 2024 Impunity Watch report about enhancing solidarity among victims states: “All of the country studies made it clear that political agency is claimed or recovered through participation in rights-claiming work”.²⁴

For victims to fully exercise their right to participate in justice processes, states must meet their responsibilities to protect rights such as the right to life and security of the person and the duty to investigate violations. In many settings, the perpetrators of the violations may remain close at hand. *Experience has shown that a political or security context can change after justice processes have been launched, for better or worse.*

“ We went through a transitional justice process then, out of the blue, the political context changed, and we had to adapt our work to face the new situation.”

*A survivor from Tunisia.*²⁵

The preamble to the UN Basic Principles and Guidelines on Reparation of 2005 acknowledges that victimisation may be directed against groups of persons who are targeted collectively.²⁶

Consequently, the rights of peoples and groups, including minorities and indigenous peoples, are also relevant to effective participation of victims and survivors in justice processes.

24. Impunity Watch, ‘We lead justice efforts’: *How Victims Organise, Advocate and Resist* (February 2024), page 63, available at: <https://www.impunitywatch.org/resources/publications/?keyword=We%20lead%20justice%20efforts>.

25. Survivor from Tunisia (INOVAS focus group discussion, 17 May 2024).

26. UN basic principles and guidelines on the right to a remedy and reparations (2005), available at: <https://www.ohchr.org/en/instruments-mechanisms/instruments/basic-principles-and-guidelines-right-remedy-and-reparation>.



HOW THESE GUIDELINES Were Developed



2. How these guidelines were developed

Concerned about the insufficient progress in achieving meaningful and effective participation of victims and survivors in justice responses to serious human rights violations in many places in the world, INOVAS members decided in September 2022 to develop and publish practical guidelines aimed at all those involved in decision-making and implementation of justice responses to serious human rights violations. The aim was to demonstrate, in as concrete and practical terms as possible, what way forward policymakers should take, as well as to assist survivor groups in formulating their demands and recommendations.

The first step was to gather and review a range of relevant existing materials, studies and resources. These included:

- > **Relevant UN instruments, reports and policies of regional bodies.**
- > **Existing sets of guidelines on victim participation in various contexts.**
- > **Surveys and studies conducted on the experience and perceptions of victims who have participated in different justice processes.**
- > **Materials and studies on victims' experiences with truth and reconciliation bodies, reparations programmes, institutional reform processes, peace processes and other types of mechanisms, as well as their engagement in various forms of activism, memorialisation or other activities in response to serious violations of human rights.**



Next, on the basis of this review, a set of key questions was identified, and a focus group questionnaire was developed. This was shared with victim and survivor associations in Latin America, the Middle East and North Africa (MENA), Asia and Africa, asking for their input. In addition to the written responses received, three online consultations were held based around the questionnaire with representatives of victim and survivor associations. The consultations were conducted in English, Arabic and Spanish.

An initial draft of the guidelines was prepared based on all the input received. This was shared with selected individuals working with justice institutions or who had experience working with survivors in an informal or formal justice context. Their input was incorporated in the final draft, which was approved by the INOVAS Board and members. INOVAS board and members provided guidance and substantive input at every stage.



DEFINITIONS



3. Definitions

Terminology matters: victims and survivors may have different understandings than policy makers of the meaning of terms such as “justice” or “participation”. INOVAS would like to highlight what some key terms mean to victims and survivors.

“Victim” and “survivor”

In these guidelines, the terms “victim” and “survivor” are used interchangeably, as individuals have different preferences. Ultimately it should be for the individuals affected to decide how they wish to be described.

The term “victim” does have a more formal meaning in international law. In 2005, the UN adopted guidelines and principles on reparations, which state: “Persons who, individually or collectively, have suffered harm, including physical or mental injury, emotional suffering, economic loss or substantial impairment of their fundamental rights, through acts or omissions that constitute gross violations of international human rights law or serious violations of international humanitarian law, as well as their immediate family or dependants and anyone who suffers harm in intervening to assist victims in distress or to prevent victimisation.”²⁷

“Victim” is also the term commonly used to describe the legal status of persons in the context of various formal justice processes including national criminal proceedings (where the term “civil party” may also be used), truth commissions and reparations schemes.

Specific justice processes may limit who is considered a victim for the purposes of particular processes. For instance, the time frame and geographic scope covered by a truth commission or reparations scheme may be limited, and criminal proceedings will be limited to crimes included in charges against accused persons.

The term “survivor” is increasingly preferred by many individuals who survive violations, whether they themselves suffered violations directly or their family or community members did. It is considered a more positive and empowering term, emphasising the strength and resilience of those who suffered and the hope for

27. UN basic principles and guidelines on the right to a remedy and reparations (15 December 2005), paragraph 8, available at: <https://www.ohchr.org/en/instruments-mechanisms/instruments/basic-principles-and-guidelines-right-remedy-and-reparation>.

healing and rehabilitation. Initially associated with women and girls who survived sexual violence, the term “survivor” has been adopted around the world by people who have survived any form of human rights violations, as well as by international civil society.

The meaning of both terms is constantly evolving, often as a result of victims and survivors themselves fighting to overcome structural and cultural issues to achieve more inclusive definitions. Victims of conflict-related sexual violence were invisible for a long time, for instance, and this only changed due to their activism. In two cases, the International Criminal Court has recognised that children born as a result of crimes such as forced marriage, rape and sexual slavery are also considered victims following arguments submitted by the victims in these cases.²⁸

Victim/ survivor participation

The notion of participation conveys actively taking part or sharing in something. When used in the context of responses to serious human rights violations, in order to be meaningful (as defined in the Introduction section of this report), participation must involve the opportunity to shape policies and measures intended to promote their rights and address the harm done as well as the underlying causes. Participation is linked to the concept of citizenship and the idea of victims exercising their rights as active social actors with agency and influence. While its shape and form will necessarily vary from one type of justice process to another, its essential nature is more than just consultation or one-off engagement. The Global Initiative for Justice, Truth and Reconciliation said in a 2018 report: “Participation involves a wide range of possible levels of empowerment for victims and communities, ranging from full empowerment to affect a process to a limited role in which there are few benefits for victims and communities.”²⁹

To ensure this happens, participation should be “structural”. Essentially, participation should be institutionalised by creating structures both within justice processes of different kinds and within victim and survivor communities. Ideally, and as far as possible, participation should involve collaboration or co-creation, whether of policies or specific measures, from start to finish. This point was reiterated in the 2024 Impunity Watch victim solidarity report: “Actors holding

28. International Criminal Court (ICC) Trial Chamber VI, Reparations Order, case of The Prosecutor v. Bosco Ntaganda (8 March 2021), paragraphs 122-123, available at: https://www.icc-cpi.int/sites/default/files/CourtRecords/CR2021_01889.PDF. See also Redress and others, *Briefing Paper: Survivor-Centred ICC Reparations for Victims of Dominic Ongwen's Crimes* (August 2024) available at: https://redress.org/wp-content/uploads/2024/08/Survivor-Centred-Reparation_Dominic-Ongwen-briefing-paper.pdf.

29. Tsai, J. & Robins, S., *Strengthening Participation in Local-Level and National Transitional Justice Processes: A Guide for Practitioners* (Global Initiative for Justice, Truth and Reconciliation, 2018), p. 11, available at: <https://www.sitesofconscience.org/wp-content/uploads/2018/06/Strengthening-Participation-Toolkit-online.pdf>.

political, economic and institutional power need to acknowledge, respect and make space for victims and survivors as legitimate partners in efforts for change”.³⁰

Justice processes and initiatives

In these guidelines, the term “justice process” is used to describe the range of ways in which a society responds to mass atrocities or widespread human rights violations. The term “transitional justice” is commonly used to refer to measures and processes “associated with society’s attempts to come to terms with a legacy of large-scale past abuses, in order to ensure accountability, serve justice and achieve reconciliation”.³¹ INOVAS understands that the nature of transitions and of justice vary considerably and require a contextual set of responses. The experience of its members is that even where certain discussions and/or measures are taken to respond to violations, all too often a genuine transition, which is what survivors aspire to achieve, is not actually or fully realised. For INOVAS, justice should also be transformative in that it should address underlying causes of injustice and violence.

Formal and informal justice processes

In these guidelines, formal participation means victim/survivor representation in official mechanisms or institutions such as:

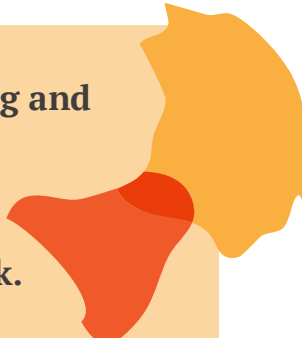
- > **Prosecution efforts.**
- > **Truth commissions or commissions of inquiry.**
- > **Advisory roles in peace processes.**
- > **The development of transitional justice mandates and laws.**
- > **The shaping of reparations processes.**



30. Impunity Watch, *We lead justice efforts: How Victims Organise, Advocate and Resist* (February 2024), p.26, available at: <https://www.impunitywatch.org/resources/publications/?keyword=We%20lead%20justice%20efforts>.

31. UN Secretary-General, Report on the Rule of Law and Transitional Justice in Societies in Conflict and Post-Conflict S/2004/616 (23 August 2004) available at: <https://digitallibrary.un.org/record/527647?v=pdf>.

Informal participation includes, but is not limited to, the following:

- > **The use of activism and civic space for organising and demonstrating.**
 - > **Victim/survivor-led advocacy.**
 - > **Truth-seeking, memory and documentation work.**
 - > **Traditional or culturally led efforts.**
 - > **The use of the arts or media to shed light on atrocities.**
- 

INOVAS also considers that when victims create spaces for themselves for solidarity, healing and organising, or take part in community reconciliation initiatives, they are participating in justice processes.

While the distinction between formal and informal processes can be blurred, it is useful in understanding the range of ways in which victims can and should participate in public discourse and decision-making on how to respond to serious violations of human rights.



GENERAL PRINCIPLES

Underlying the
Guidelines



4. General principles underlying the guidelines

Human rights: The right of victims and survivors to participate in both formal and informal justice process is itself grounded in internationally recognised human rights (see the Introduction section of this report). Furthermore, it is the duty of states and stakeholders to ensure that they promote and protect all human rights and fundamental freedoms throughout any justice processes from conceptualisation to design to implementation.

Equality and non-discrimination: All measures to facilitate victim participation in justice processes must be carefully designed and implemented to ensure that there is no exclusion, distinction, restriction or preference based on ideology, gender, race, colour, national or ethnic origin with the purpose of or resulting in nullifying or undermining the recognition, enjoyment or exercise, in conditions of equality, of the human rights of the victims.

Informed consent: Victims and survivors must be able to contribute to decision-making about justice processes, regardless of whether they talk about what happened to them personally or to their family or community. Some survivors choose to tell their stories out of a desire to draw attention to atrocities, to bring about justice or because they are convinced it will contribute to their own healing. However, all too often survivors feel under pressure to speak out or they are not sufficiently aware of how their testimony will be shared or what the consequences may be of speaking out. Quite apart from the risks to the safety or health of the survivor (see the next paragraph: Do no harm), the ability to control one's story is an important element of empowerment and agency. Survivors must be able to choose, based on all relevant and reliable information, whether and how to talk about what happened to them. Anyone asking a victim or survivor to tell their story, whether to the media or other public event or when documenting or investigating violations, must always obtain written consent from victims and survivors specifying how any information they provide will be used.³²

32. See, for example, Coalition for Just Reparations, *Toolkit for Ethical Engagement with Survivors*, (29 July 2024) Annex A: Survivor Participation Request Form, available at: https://c4jr.org/2907202429430?utm_source=Coalition+for+Just+Reparations+%28C4JR%29&utm_campaign=b2dcad9936-EMAIL_CAMPAIGN_2024_07_29_10_14&utm_medium=email&utm_term=0_-b2dcad9936-%5BLIST_EMAIL_ID%5D.

Do no harm: All those involved in enabling victims and survivors to participate in justice processes must ensure that any risks of harm that might be caused by acts of participation are foreseen, assessed and then avoided or mitigated. All efforts must be made to ensure such processes are reparatory in nature for the survivors and their communities. Participation of victims and survivors in justice processes has many positive effects: it can be therapeutic, bring a sense of taking back control, being respected, heard and acknowledged as well as material reparation. However, it can also cause different kinds of harm whether mental, physical or social (such as stigma or conflict with the community). Participation can put survivors at risk of reprisals from perpetrators or their associates, or cause further harm to their reputation, privacy or dignity. Speaking about traumatic events is likely to cause intense emotional distress, so retelling their stories to anyone documenting or investigating violations, in a group or public setting such as in court or another formal institution may well cause psychological harm. Involvement in justice processes may also cause harm to wider communities or groups, particularly where these are already marginalised or stigmatised.

Inclusion of children and youth: For justice processes to be transformative and forward looking, it is essential that young people are actively involved. Specific approaches are needed to reach and empower children and youth. Standards and guidelines have been developed for interviewing children when documenting human rights violations and enabling their participation in formal justice processes,³³ but more work is needed to provide guidance on how to enable children and youth to exercise their agency in both formal and informal justice processes. “Young people are critical stakeholders and must be empowered to claim their rights and meaningfully participate in transitional justice processes. This requires deliberate policies and procedures that are child-sensitive and centred on youth.”³⁴

33. For example, see Waters, V., *Listening to Young Voices: A Guide to Interviewing Children and Young People in Truth Seeking and Documentation Efforts* (International Center for Transitional Justice, January 2018) available at: https://www.ictj.org/sites/default/files/Child_statement_EN_Final.pdf.

34. UN, Guidance Note of the Secretary-General on Transitional Justice (11 October 2023) p.9, available at: <https://www.ohchr.org/en/documents/tools-and-resources/guidance-note-secretary-general-transitional-justice-strategic-tool>.

Gender-sensitive approach: This means taking into account the many ways in which gender affects victimisation and its impacts, and also takes appropriate measures to ensure meaningful and effective participation. In particular, measures must be taken to empower women and ensure their inclusion and full participation in all justice processes,³⁵ as well as to ensure that those with diverse sexual orientation and gender identity, who often face particular stigma and discrimination, are able to safely and effectively participate in justice processes. Engaging men in supporting women’s participation and transforming harmful forms of masculinities into more positive ones that value collaboration and peaceful solutions to conflict is crucial.³⁶ “Processes must empower women and girls, or those acting in the best interests of girls, to determine for themselves what forms of reparation are best suited to their situation. ... Full participation of women and girl victims should be guaranteed in every stage of the reparation process, i.e. design, implementation, evaluation, and decision-making.”³⁷

Intersectionality: this term describes how multiple identities – such as race, class and gender – and forms of oppression intersect with one another and overlap in peoples’ lives. It is important to recognise that being a victim or survivor is only one element of a person’s identity. An intersectional approach to justice processes is one that takes into account the multiple identities and causes of inequality and marginalisation that intersect to shape each victim and survivor’s experience. Using such a lens can be helpful in understanding structural inequalities and the specific experiences of particular groups (such as indigenous women or sexual minorities) and designing mechanisms to enable the participation of specific marginalised groups in justice processes. “Gender is only one axis that intersects with many other forms of identity and experience, which can compound experiences of discrimination for women from minority or marginalised groups”.³⁸

35. See UN General Assembly, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/75/174: *The Gender Perspective in Transitional Justice Processes* (17 July 2020), especially Section VII on participation in transitional justice processes, available at: <https://www.ohchr.org/en/documents/thematic-reports/gender-perspective-transitional-justice-processes-report>.

36. Impunity Watch, *Transforming Militarised Masculinities: A Global Responsibility for a More Just and Peaceful World* (June 2023) available at: https://www.impunitywatch.org/wp-content/uploads/2023/06/Impunity-Watch_Transforming-militarised-masculinities_Policy-brief-2023.pdf.

37. *Nairobi Declaration on Women and Girls’ Right to a Remedy and Reparation*, adopted March 2007, principles 1.D and 2.B, available at: https://www.fidh.org/IMG/pdf/NAIROBI_DECLARATIONeng.pdf.

38. UN Women and UN Development Programme, *Women’s Meaningful Participation in Transitional Justice* (March 2022), page 29, available at: <https://www.undp.org/sites/g/files/zskgke326/files/2022-03/UNDP-UNWomen-Womens-Meaningful-Participation-in-Transitional-Justice.pdf>.



INOVAS GUIDELINES

for Victim Participation
in Justice Processes



5. INOVAS guidelines for victim participation in justice processes

1. Recognise victims' agency

We victims and survivors frequently feel we have not been given the chance to meaningfully participate in developing justice mechanisms and initiatives. We believe we should be able to articulate and contribute our own expertise, views and experiences throughout the entire process of designing, launching and reviewing justice mechanisms.

Exercising agency is not just about being able to express ourselves. All too often, we feel that our involvement in shaping justice processes, mechanisms and outcomes has amounted to mere lip-service rather than being fully embedded in the entire goal-setting and decision-making process. This has led to a shared experience of feeling sidelined. INOVAS members believe our input should not just be heard but actually sit at the heart of the development of justice processes.

“ Participation was tokenistic, a tick-box exercise, so people could say ‘look, survivors were at the table’, but they were not really taking into account what survivors were saying. ”

A survivor from Kenya.³⁹

In practice, recognising our agency means ensuring our input is heard, fully taken on board and then used to shape processes, mechanisms and outcomes.⁴⁰ We should be involved in a sustained way throughout the process, from the early idea-generation and design stage, to decision-making, implementation and post-rollout evaluation. INOVAS members believe victim participation should not be treated as a purely technical exercise, but as a co-creative process genuinely intended to empower and value our engagement.

39. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

40. Impunity Watch, *'We lead Justice Efforts': How Victims Organise, Advocate and Resist* (February 2024) available at: <https://www.impunitywatch.org/wp-content/uploads/2024/02/Victim-participation-overview-report-Impunity-Watch-2024-English.pdf>.

It is also our experience that when victims and survivors are consulted after the design stage, justice processes and mechanisms are likely to fail precisely because we have not been given the opportunity to articulate desired outcomes at an early enough stage to ensure our needs can be met.

“ If you try and think for the survivors rather than getting their input at the design stage, it will be too late to make the process successful when you implement later. ”

A survivor from Kenya.⁴¹

While we acknowledge that, for various reasons, participating will not always lead to change or to the result desired by each victim, INOVAS and our partners firmly believe its absence is even more damaging.

“ The lack of participation in accountability processes brings frustration that leads to reprisals and further cycles of violence. ”

A survivor from DR Congo.⁴²

We view participation as being co-creative, with proactive efforts made to achieve representation of victims in all processes, including the composition of mechanisms such as truth commissions or bodies charged with designing and implementing schemes. Victims and survivors should also be appointed as facilitators of discussions, staff members, and advisors. Ensuring survivors are members of key committees and institutions increases efficiency and general understanding of the main issues facing survivors seeking justice and other on-the-ground realities.

“ Many members of the national human rights committee are former detainees, which helps facilitate [many] things. ”

A survivor from Morocco.⁴³

41. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

42. Survivor from DR Congo (emailed response to INOVAS guidelines questionnaire, June 2024).

43. Survivor from Morocco (INOVAS focus group discussion, 17 May 2024).

Key recommendations for recognising victims' agency

- Ensure victims are involved at every stage – from start to finish – of a justice process.
- Victim participation should be treated as a co-creative effort designed to genuinely empower victims and value our engagement.
- Victims' input should be heard, taken on board and have material influence in shaping processes, mechanisms and outcomes.
- Victims and survivors should be represented on key committees/commissions and be appointed as discussion facilitators, staff members and advisers.

2. Respect victims' choices and boundaries

For participation to be effective and truly victim-centred, conditions must be created that allow for each individual and/or group to make their contribution – in a meaningful and effective manner - in the relevant process or space, whether formal or informal.

In addition, forms of participation must be voluntary and based on fully informed consent, meaning freely given consent with full knowledge of the relevant facts, risks and alternatives.

Entities working with victim groups and survivors should start by consulting in order to identify the most appropriate form of participation to fit the circumstances, as noted in a 2016 UN report: “Participation can... take place through different modalities, ranging from qualitative and quantitative consultations, workshops, seminars, community meetings, debates, focus groups, in-depth interviews and quantitative tools such as surveys, to direct involvement in transitional justice institutions.”⁴⁴

Some survivors may be comfortable speaking to one individual but not to a group. Others may prefer to receive information or participate via trusted networks, but not engage directly with justice processes or be publicly visible.

44. UN General Assembly, Report of the Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence A/HRC/34/62 (27 December 2016), paragraph 28, available at: <https://documents.un.org/doc/undoc/gen/g16/441/89/pdf/g1644189.pdf>.

“ Some victims are content with knowledge without involvement. ”

*A survivor from Syria.*⁴⁵

Take into account and respect the culture of the affected population, such as traditional ways of healing and organising, and be aware of any social taboos, sensitivities, and perceptions of healing and justice.

“ Victims’ concerns tend to be very local and personal, and affected by social stigmas and livelihood concerns. ”

*A survivor from Nepal.*⁴⁶

We victims need sufficient time, space, physical and mental strength to meaningfully and effectively participate. Entities working in the transitional justice field must consult in order to identify and address any factors that may constitute barriers or make participation stressful for the victims, such as travel, financial burdens, the provision of waiting areas, seating for the elderly, facilities for those with disabilities, childcare, and measures to ensure confidentiality where necessary.⁴⁷

We need organisations to be flexible. The best way to organise participation may differ depending on whether there are a relatively small number of victims or very large numbers. For instance, it may be necessary to ask victims to establish representative bodies or organise group sessions or adopt other creative approaches, as was done in Colombia.⁴⁸

Whichever approach is taken, it should be adapted to the victim group, rather than expecting we victims to adapt.

“We were inundated by survivors saying they hadn’t presented a statement to the Truth Commission, so we realised we had to enable them to put their stories in writing, so we built a database and collected 130,000 statements,”

*A survivor from South Africa.*⁴⁹

45. Survivor from Syria (INOVAS focus group discussion, 17 May 2024).

46. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

47. For example, the International, Impartial and Independent Mechanism for Syria (IIIM) met victims’ groups to learn about barriers preventing the participation of some communities in justice processes and identify tangible ways the insights gained could be incorporated into their work, available at: <https://iiim.un.org/what-we-do/victim-survivor-centred-approach/> (accessed on 18 December 2024).

48. Lievano, Andres Bermudez, *Can 8.9 Million Victims Have a Say in Colombia’s Transitional Justice?* (JusticeInfo.Net, 4 February 2020) available at: <https://www.justiceinfo.net/en/43722-can-8-9-million-victims-have-a-say-in-colombia-s-transitional-justice.html>.

49. Survivor from South Africa (INOVAS focus group discussion, 8 May 2024).

Key recommendations for respecting victims' choices and boundaries

- Ensure participation is voluntary and based on fully informed, freely given consent, including full knowledge of any risks involved in taking part and available alternatives.
- Respect the wishes of survivors, who may not want to engage directly with formal justice mechanisms.
- Be flexible and tailor mechanisms to the needs of specific victim groups and survivors, and on-the-ground realities, rather than expect us to adapt to fixed, rigid processes.
- Avoid placing unnecessary or unreasonable burdens on victims, such as paperwork requirements, and simplify application processes.

3. Build knowledge and respect victims' spaces and autonomy

We victims are more likely to be heard and achieve our aims if we have the opportunity to prepare, to organise, decide priorities and strategies, and work collectively. Entities working in the transitional justice sector must understand that victims may need time to come together and prepare in order to meaningfully participate.

We also need support in gaining a full understanding of the decision-making processes and the opportunity to develop the necessary skills to express ourselves effectively in these settings. In this way, we can acquire sufficient expertise and experience to become highly efficient advocates and, in turn, be better equipped to support other victims and survivors.

“ How can you sit with policymakers if you are not educated and come from a position of vulnerability? The level of knowledge has been kept low intentionally, to keep strong voices away from the table. Building our capacity was key, giving us the language to use, to say what we want to say more professionally. ”

A survivor from Kenya.⁵⁰

50. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

“ To begin with, we didn’t know how to engage with the process, but our motivation was [the belief that] something would be done. ”

A survivor from Kenya.⁵¹

“ Over time, survivor leaders [naturally] emerged. ”

A survivor from Kenya.⁵²

Often political agency begins with victims being able to self-organise, identify common interests and formulate common demands. Experience shows it helps mobilise and build confidence. Organising as autonomous actors is empowering in itself and should be viewed as one of the ways in which victims and survivors participate in justice processes.

“ Victim mobilisation is a form of participation. ”

A survivor from Nepal.⁵³

“ Families of the detainees have a common interest, regardless of their affiliation. The forum brings everyone together. ”

A survivor from Morocco.⁵⁴

“ We gained the attention of the decision-makers by coming together as associations of families of the victims and identifying a common vision and solutions that we brought forward to the decision-makers. ”

A survivor from Syria.⁵⁵

We have observed that justice processes have a greater impact if people can interact locally and more directly, so whenever possible, initiatives should be close to where people are, including opening regional offices and holding sessions of formal processes near to affected communities. The nature of victims’ spaces and how they are organised must be defined by victims themselves in each context, but others can

51. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

52. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

53. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

54. Survivor from Morocco (INOVAS focus group discussion, 17 May 2024).

55. Survivor from Syria (INOVAS focus group discussion, 17 May 2024)

provide support such as flexible funding, capacity-building and encouragement for victim-led associations.

Key recommendations for building knowledge and respecting victims' spaces and autonomy:

- Ensure processes are as local as possible, including setting up local offices where possible.
- Create space and time for victims and survivors to come together, share experiences, identify mutual interests and formulate common demands.
- Devise ways of ensuring we survivors fully understand the decision-making processes at every step of a justice initiative and are able to develop the skills to express ourselves effectively.
- Support survivors who emerge as “natural leaders”, can act as trusted and effective advocates and will, in turn, be better able to support other victims and survivors

4. Understand victims' identities and diversity

Victims will likely have suffered different types of harm, be impacted in different ways, and have differing views on what should happen.

Therefore, organisations and others working in the transitional justice sector should not assume victims are all the same or that we all want the same thing. We also believe that consulting just a few victim representatives is not at all sufficient and that multiple, two-way communications channels should be opened and maintained with truly representative and possibly very large numbers of victims and survivors.

We also wish to underline that some of us may lack education and/or knowledge of human rights, while others are highly educated and/or will acquire such knowledge and expertise through participating in the struggle for justice.

That said, this should be no barrier to participating if victims and survivors wish to do so. Organisations and companies must ensure all community members, regardless of gender, age, ethnicity, religion, disability, literacy, socio-economic status, political affiliation or experience of the conflict, have equal opportunity to participate.

Our members also believe that special attention should be paid to the experiences and impacts on women, youth, the elderly, indigenous, and marginalised groups. In areas of ongoing conflict, some survivors may be displaced or be difficult to reach for

other reasons. The fact that many victims and survivors live in precarious economic situations should also be taken into account.

“ The UN should require states to make resources available for initiatives for survivors, and also put survivors in decision-making positions. ”

A survivor from DR Congo.⁵⁶

Entities working in the sector must be mindful of traditional power structures and imbalances. They should also remember that participation in justice processes itself can give rise to divisions between victims, especially where choices have to be made (such as the time frame of a truth commission, which charges to bring in a criminal prosecution, which categories to include in a reparations scheme and which victims to invite to speak at a public event).

These are complex matters. Policymakers, civil society and other actors may well need to enhance their capacity and skills and involve qualified people, including victims and survivors, to help navigate them.

Key recommendations for understanding victims' identities and diversity:

- Do not assume victims are all the same or that we have identical needs and goals.
- Ensure that all community members, regardless of age, gender, ethnicity, religion, disability, socio-economic status, literacy, political affiliation and experience of the conflict have the opportunity to participate.
- Be mindful that participation in justice processes can itself give rise to further conflict regarding prosecutions, reparations and other goals.
- Ensure staff are trained and have sufficient capacity and that they are able to involve and consult qualified people – including a truly representative number of victims and survivors.

5. Take a gender-sensitive approach

We would like to see greater awareness of the many different ways in which gender affects victimisation and its impacts. Women, girls, boys, and men may need differentiated measures to ensure their effective participation.

⁵⁶. Survivor from DR Congo (emailed response to INOVAS guidelines questionnaire, June 2024).

Initiatives must properly address how to empower and ensure the participation of women and girls, taking into account patriarchal structures, discrimination, and other issues that may be hidden, and address specific challenges they may face in travelling to and attending meetings, for example, care for children or other dependants.

“ Women should be at the forefront, but this needs resources to make it happen. ”

A survivor from DR Congo.⁵⁷

Make sure that involving women is not merely tokenistic and that approaches are taken to ensure their quality participation. A 2022 UN Development Programme (UNDP) report states: “Meaningful participation is about more than just numbers... ‘meaningful’ women’s participation in transitional justice does not only involve women being present, it also means that women have unimpeded opportunities to articulate and contribute their expertise, their concerns are heard, and their inputs are taken on board.”⁵⁸

Justice processes need to include monitoring of impact on women, girls and other marginalised groups on an ongoing basis. We also want to see greater efforts to engage men with the aim of encouraging them to support women’s participation, and to also transform harmful forms of masculinities into more positive ones.

In addition, steps should be taken to ensure that those with diverse sexual orientation and gender identity are able to participate safely and effectively in justice processes.

Key recommendations for taking a gender-sensitive approach:

- Take into account the multiple ways in which gender affects victimisation and take measures to ensure full and equal participation among women, girls, men and boys in justice processes.
- Address any challenges to participation, including financial burdens and caring responsibilities for children and other dependents.
- Encourage men to support women’s engagement and to transform harmful forms of masculinities into more positive ones.
- Take steps to ensure those with diverse sexual orientation and gender identity are able to effectively and safely take part in justice processes.

57. Survivor from DR Congo (emailed response to INOVAS guidelines questionnaire, June 2024).

58. UN Women and UNDP, *Women’s Meaningful Participation in Transitional Justice* (March 2022) available at: <https://www.undp.org/sites/g/files/zskgke326/files/2022-03/UNDP-UNWomen-Womens-Meaningful-Participation-in-Transitional-Justice.pdf>.

6. Be aware of the wider context of victimisation

Participation in justice processes is often just one part of a wider desire to be accepted and recognised as power holders and active citizens, and to have wider issues addressed, including discrimination, marginalisation, and political oppression - which may well have been the reason for victimisation in the first place. Recognition by any process may be perceived as, and/or lead to, wider forms of recognition.

“ What would motivate victims to participate would be a more holistic approach, to arrive at lasting solutions that can bring about social cohesion, peaceful coexistence and consolidation of peace. ”

A survivor from DR Congo.⁵⁹

Recognise that different forms of inequality or oppression may overlap, and that victims may endure distinct forms of suffering based on their gender, class or other factors. It is important to take an intersectional approach to victimisation in order to ensure meaningful and effective participation by victims.

A survivor and INOVAS member explained that in The Gambia, there had been some types of violations relating to women that made it clear they could not only talk with the women themselves. For example, some women had been falsely accused of witchcraft, arbitrarily detained, forced to confess and then deprived of their livelihoods. To have any hope of achieving lasting community reconciliation, the Gambian survivors, in this instance and others, made sure they also involved and spoke with men.

“ In the course of forming an organisation to increase women’s participation in justice processes, we realised we needed to reach out to wider communities [including men] and build community healing and reconciliation, which turned out to be impactful. ”

A survivor from The Gambia.⁶⁰

Our members urge entities working in transitional justice settings to be aware of the underlying inequalities and power structures that may prevent or deter specific, marginalised groups from taking part in justice processes.

59. Survivor from DR Congo (emailed response to INOVAS guidelines questionnaire, June 2024).

60. Survivor from The Gambia (INOVAS focus group discussion, 8 May 2024).

In addition, we believe it is vital that all entities working with justice processes fully understand how victims perceive the harm done and what their goals, expectations and priorities are and then ensure these inform the justice mechanisms adopted and how they are shaped. For instance, if victims say that finding the missing or returning to their homes are their priorities, mechanisms to achieve those should be prioritised over other justice mechanisms.

“ What reparation means to survivors is different to what it means to the government, whose mind is focused on compensation. ”

A survivor from Kenya.⁶¹

Key recommendations for greater awareness of the wider context of victimisation:

- Take into account underlying inequalities and power structures that may impact the participation of specific, marginalised groups.
- Understand that we survivors often see justice processes as being just one part of a desire to address wider issues, such as discrimination, marginalisation, and political oppression.
- Ensure justice mechanisms are informed by how we survivors perceive the harm done to us and our various goals, expectations (including reparations) and priorities.

7. Allow victims to speak for themselves

While civil society organisations, community or legal representatives, public officials and others provide vital support to victims and survivors and can be valued and trusted partners, they must not try to speak for survivors or undermine our agency. Entities working in the transitional justice sector must never treat victims and survivors as passive beneficiaries and they should always look for ways to enable we victims to speak directly for ourselves.

61. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

“NGOs backed by donors are disempowering victims, sidelining and misrepresenting their voices: they are occupying the victims’ space.”

A survivor from Nepal.⁶²

“CSOs were acting as the voice of survivors but were not saying what survivors wanted to say.”

A survivor from Kenya.⁶³

“Participation is the exercise of agency, addressing victims’ needs as they define them.”

A survivor from Nepal.⁶⁴

In any communication or engagement with victims, officials and others interacting with victims and survivors must exercise recognition and empathy and respect our agency to take decisions relating to our participation. Any staff engaging with victims must have received appropriate training (such as active listening, dealing with trauma, and data protection), and must adopt and apply protocols for conducting their work (such as for interviewing vulnerable survivors and children, and data management).

“A crucial element for victims and survivors is that people listen to their needs; decision-makers must adopt an approach that ensures they properly listen to survivors’ voices in all activities.”

A survivor from Syria.⁶⁵

Allowing victims space both in private meetings and in the public sphere and giving them a genuine opportunity to shape agendas is vital.

62. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

63. Survivor from Kenya (INOVAS focus group discussion, 8 May 2024).

64. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

65. Survivor from Syria (INOVAS focus group discussion, 17 May 2024).

“Participation is concerned with power relations, it matters who leads, who sets the agenda, and we need to prepare survivors to occupy their space, [and] fully participate in power relations.”

A survivor from Nepal.⁶⁶

Key recommendations for allowing victims and survivors to speak for themselves:

- Never treat victims and survivors as passive beneficiaries in justice processes.
- Entities working in the transitional justice sector should never try to speak for survivors but instead actively support us to speak directly for ourselves.
- Give victims the space in private and public spheres to allow us to shape agendas.
- Ensure any staff working with victims are appropriately trained, including in dealing with trauma, data protection and active listening.

8. Communicate regularly and transparently in ways that will reach all victims

Effective, dynamic and sustained information and communication initiatives are essential for effective participation, whether in formal or informal processes, and to also avoid misunderstanding and mistrust.

Victims and survivors must know and understand enough about processes, as well as how we can participate in them and obtain any needed support, to put us in a position to engage meaningfully and effectively. Two-way channels are needed so victims and survivors can seek any needed clarifications and provide input, including on the methods used to communicate.

“In order to enable all victims to participate, resources and strong information campaigns are needed.”

A survivor from DR Congo.⁶⁷

66. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

67. Survivor from DR Congo (emailed response to INOVAS questionnaire, June 2024).

Tailored strategies will be needed to reach all relevant communities. These may involve justice institutions and other public bodies, civil society and others present in the community, mentors and trainers as appropriate, but we victims and survivors should also be actively involved.

“Some victims have the capacity to go out to the communities, get other victims involved and get the opinions of all through a participatory community-based approach, so they feel they are rights holders.”

A survivor from Syria.⁶⁸

Those responsible for justice processes or assisting victims must inform victims about how participation can and cannot impact a process, exactly what will be involved and what support is available, how long it might take and what outcomes to expect. Otherwise, victims may feel frustrated, let down, powerless, or even exploited. Formal justice processes, especially court processes, tend to be particularly formalised and rigid in their procedure, as well as complex, confusing and unpredictable, and so can be experienced as particularly disempowering.

“Where victims have obtained a court order for reparations, it has proved impossible to implement them, which discourages other victims from participating.”

A survivor from DR Congo.⁶⁹

When providing information and communicating, use languages and channels that will actually reach victims and survivors in practice and be comprehensible to them. While different media and technologies can be useful, it must be understood that some communities struggle to obtain information.

“The rural poor have little access to formal institutions and central government discussions.”

A survivor from Nepal.⁷⁰

It is also important to identify ways to reach victims in inaccessible areas, who may lack smart phones or access to an internet or phone network (especially women) or who are illiterate. Communication must be sustained, not just one-off, and be

68. Survivor from Syria (INOVAS focus group discussion, 17 May 2024).

69. Survivor from DR Congo (emailed response to INOVAS questionnaire, June 2024).

70. Survivor from Nepal (INOVAS focus group discussion, 8 May 2024).

informed by and take into account the community’s perceptions (such as what justice means to them), experiences and expectations.

“Survivors need to be armed with information.”

A survivor from The Gambia.⁷¹

Key recommendations to transparently communicate in ways that will reach all victims:

- Communicate using languages and channels that will be intelligible to and actually reach all victims and survivors.
- Set up two-way communication channels so survivors can easily seek out clarifications, further information and provide input.
- Take into account the needs of victims located in inaccessible areas who may lack internet access and smart phones.

9. Do no harm: Identify and address risks victims face by participating

Participation can cause different kinds of harm whether mental, physical or social. Always start by carrying out thorough risk assessments and putting in place appropriate measures to minimise risk to the safety and physical and psychological well-being of victims, survivors and their communities.

“There are many factors that may cause victims to hesitate about participating in a judicial process, such as fear of retaliation, lack of legal and psychological support - the absence of which can make it hard for them to endure the challenges and risks associated with participating - in addition to a lack of awareness and information, and cultural and traditional norms.”

A survivor from Syria.⁷²

71. Survivor from The Gambia (INOVAS focus group discussion, 8 May 2024).

72. Survivor from Syria (INOVAS focus group discussion, 17 May 2024).

“Active participation of victims requires measures to meet their needs, such as psychological, social and economic support, protection and security, and fostering trust.”

A survivor from Syria.⁷³

“What was missing was preparatory work to help victims be prepared psychologically to confront the pain of the past resulting from the violation.”

A survivor from DR Congo.⁷⁴

Modes of participation should be designed to avoid exposure, traumatisation, re-victimisation or stigmatisation as far as possible. For instance, avoid asking victims to repeat their story multiple times and conduct all contact - including information gathering for the purposes of human rights monitoring, documentation or criminal investigation - in a trauma-sensitive manner with trained personnel.⁷⁵

In formal justice processes such as court proceedings, adopt measures designed to protect the safety, physical and psychological well-being, dignity, and privacy of victims - such as giving evidence by video, non-disclosure of identity to the public, separate waiting areas and familiarisation.

“Among the risks faced by survivors taking part in justice processes are [the] poor administration of justice and corruption, which can expose them.”

A survivor from DR Congo.⁷⁶

Psycho-social support should be available whenever needed in both formal and informal processes. This is not only in order to respond to the harm that may be caused by the engagement in a process, but also because such support facilitates meaningful participation. Research shows it increases the agency of victims and enhances our feeling of well-being, while reducing anxiety.⁷⁷

73. Survivor from Syria (INOVAS focus group discussion, 17 May 2024).

74. Survivor from DR Congo (emailed response to INOVAS questionnaire, June 2024).

75. See, for example, the Murad Code for gathering and using information about systematic and conflict-related sexual violence (13 April 2022), available at: <https://www.muradcode.com/murad-code>.

76. Survivor from DR Congo (emailed response to INOVAS questionnaire, June 2024).

77. Support practices developed at the Special Court for Sierra Leone and the International Criminal Court (ICC) are cited in this Working Group on Transitional Justice and SDG16+ report (2023), *Toward Victim-Centred Change: Integrating Transitional Justice into Sustainable Peace and Development*, available at: <https://www.impunitywatch.org/publications/toward-victim-centered-change/>. Impunity Watch contributed to this report.

“We work on psychological support; it makes us stronger. That started when we began to dig up the bodies. It’s the survivors who help other survivors.”

A survivor from Guatemala.⁷⁸

INOVAS members underline it is crucial that psycho-social support is adapted to local cultures and traditions. Some communities have their own way of healing, so any support should be adapted to the local culture in question.

Identify any safety concerns and take any necessary protective measures. Take steps to protect information as well as persons. Be aware that security risks can change over time so remain vigilant. Confidentiality is necessary to encourage victims and survivors to come forward and to trust and engage in the process, as well as to protect them from further harm.

“It’s hard to take action when you feel threatened and surrounded by your enemies.”

A survivor from Guatemala.⁷⁹

Key recommendations for doing no further harm to victims and survivors:

- Carry out thorough risk assessments and put in place measures (including anonymity) to protect victims’ physical and psychological well-being.
- Design participation methods that avoid exposure, re-traumatisation, and stigmatisation.
- Victims should not be forced to recount our stories multiple times, where avoidable.
- Adapt psycho-social support offered to affected communities to local cultures and traditions.

78. Survivor from Guatemala (INOVAS focus group discussion, 9 May 2024).

79. Survivor from Guatemala (INOVAS focus group discussion, 9 May 2024).



ANNEXES



Annex 1:

Organisations that participated in regional consultations

Organisation	Country
Action pour le développement, l'éducation civique et la défense des droits humains en RD Congo	DR Congo
Amour et Avenir du Congo AACO-ONGD	DR Congo
Asociación de víctimas Renacer Siglo XXI	Colombia
Asociación Maya Kaqchikel (ASOQANIL)	Guatemala
Asociación Movimiento Nacional de Víctimas del Conflicto Armado Interno de Guatemala	Guatemala
Association for Justice and Rehabilitation	Tunisia
Caesar Families Association	Syria
Consejo de Mujeres Ixmucane	Guatemala
Coordinadora Nacional de Viudas de Guatemala (CONAVIGUA)	Guatemala
Grace Agenda	Kenya
Human Rights Center for Memory and Archives	Morocco
Justice Plus	DR Congo
Khulumani Support Group	South Africa
Moroccan Observatory of Prisons	Morocco
Movimiento Nacional de Víctimas Q'anil Tinamit	Guatemala

Organisation	Country
Network of Families of the Disappeared (NEFAD)	Nepal
Platforma Nacional de Organizaciones de Victimas del Conflicto Armado Interno	Guatemala
Release Me	Syria
Reseau des Associations Congolaises des Jeunes RACOI-Sud Kivu	DR Congo
Survivors Network of South Sudan	South Sudan
Synergy	Syria
Taafi	Syria
The Committee of the Families of the Kidnapped and Missing in Lebanon	Lebanon
The Moroccan Forum for Truth and Justice	Morocco
Wave	The Gambia



Annex 2:

Questionnaire template

The questionnaire was used during consultations on the development of INOVAS guidelines on victim participation in formal and informal justice processes or initiatives.

The international community has recognised the importance of meaningful participation by victims and survivors in all processes and initiatives taken to respond to serious human rights violations (often referred to as “transitional justice”, though this term is currently contested by some actors).⁸⁰ Sometimes governments and others have good intentions to apply this principle. But the reality is very different. Survivors say they often feel excluded from key policy discussions and decision-making about how to respond to violations they have suffered. They do not feel that these responses reflect their experiences or respond to their needs or their vision of meaningful justice and peace building. If they are involved, it is usually only at certain moments and with limited influence – such as to tell their stories to a truth commission or give evidence in court. They tend to be viewed as passive beneficiaries rather than active participants. Studies show this leads to loss of trust by victims in such processes, which means they will be less effective.

Based on this experience, INOVAS has decided to develop a set of practical guidelines for governments, international agencies, civil society, victim groups and other entities involved in transitional justice responses, to show what a more victim-centred approach would look like. The objective is to demonstrate, in concrete terms, what these entities need to do in order to ensure that victims’ voices are heard in the shaping and implementation of processes and initiatives and their meaningful inclusion. INOVAS wants to make these guidelines practical – so users can understand clearly what they are expected to do - and based directly on victims’ and survivors’ perspectives, lived experience and expectations.

For this purpose, INOVAS is interested in victims’ and survivors’ experience of formal transitional justice mechanisms such as prosecution efforts, truth seeking, peace processes, structural reforms or reparations processes. We are also interested in their informal experiences (non-institutionalised justice processes), to understand how victims and survivors can better organise and participate in wider debates and activities around

80. Transitional justice covers the full range of processes and mechanisms associated with a society’s attempt to come to terms with a legacy of large-scale past conflict, repression, violations and abuses, in order to ensure accountability, serve justice and achieve reconciliation. For more information, visit: <https://www.ohchr.org/en/transitional-justice>

responses to violations, such as through activism, demonstrations, advocacy, truth-seeking, memory and documentation work, lobbying, traditional or culturally-led efforts, and the use of the arts and media to shine a light on atrocities.

In order to inform these guidelines, INOVAS would very much appreciate your input on the following questions.

A. Your experiences – positive and negative - of survivor participation in transitional justice proces and initiatives

According to internationally accepted principles, victims and survivors should be involved in early discussions about transitional justice processes; consulted in their design/set up; involved directly (e.g. as members of committees) in both formal and informal processes and initiatives; and consulted on how to improve and evaluate them. We would like to hear your reflections based on your experience of any such processes and initiatives in your country.

Question 1:

Where there was significant involvement / participation, can you tell us:

- a. How were engagements/ consultations around transitional justice conducted, and when (before, during and/ or after justice processes)?
- b. What were the most positive or meaningful aspects of any participation in the transitional justice process itself?
- c. Were there also problems/ negative aspects and if so, what could have been done to make these processes more positive or meaningful for victims and survivors?

Question 2:

Where there was no/ very little/ not meaningful involvement of survivors, what impact did this have on the survivor community, and their ability to recover?

And what impact did it have on the effectiveness of the transitional justice process(es)?

B. How others can respect and promote the agency of survivors

Active participation of survivors in justice processes and initiatives is not just about participation in formal processes such as criminal trials, truth commissions and peace processes. It's also about victims and survivors having spaces for themselves, having

opportunities to articulate and advocate for what sort of justice they want to see, and being able to engage in civic activities such as work around memory and documentation.

The guidelines will aim to demonstrate how others can best support and encourage these. For instance, while civil society can be very important supporters, how in practice can they work in genuine partnership with victims and survivors and allow victims and survivors to speak directly for themselves and make decisions for themselves. Equally, decision-makers may need guidance to understand what they can do to facilitate and support victims and survivors' organisations and activism (e.g. ensure they have access to resources for such organising and advocacy).

Question 3:

Other civil society actors – such as local and international NGOs, community leaders – may be involved in work about justice issues alongside victims and survivors. What can these actors do to effectively put victims and survivors at the forefront and support them to speak for themselves?

Question 4:

What advice do you have for decision makers (governments, UN bodies etc) as to how they can encourage safe spaces for victims and survivors to come together to support each other and organise; and make sure that victims and survivors' voices are heard and taken into account in any discussions and activities in response to atrocities?

C. How to create a conducive environment for survivors to engage

Engaging with transitional justice can present many different kinds of challenges and risks for victims and survivors, and these might not be the same for all victims and survivors.

Officials and others involved in managing these processes might not be aware of those risks or what measures they should take to address them. While they may wish to treat victims and survivors with respect for their dignity and autonomy, they might not understand how to do that in practice.

In the guidelines, we aim to provide practical guidance, based on your experiences and knowledge, to help them adopt measures and behaviours that will lead to the best possible experience for victims and survivors.

Question 5:

What, in your view, would motivate victims and survivors to want to participate in formal transitional justice processes or in wider activities around transitional justice? What factors might make them decide not to do so?

Question 6:

Other than risks to their physical security, psychological harm and stigma, are there other potentially harmful aspects for victims and survivors when they participate in formal or informal transitional justice processes? How can these be avoided/ addressed when setting up such processes and engaging with victims and survivors?

Question 7:

What behaviours should officials, decision makers and civil society actors adopt when interacting with victims and survivors directly, in order to ensure that victims and survivors feel respected, and their agency recognised?

Question 8:

What particular measures or behaviours should be adopted in order to enable women to participate effectively in justice processes, and to take into account the particular impact of any process on women and girls?

Question 9:

What particular measures should be adopted to ensure that all categories and sub-groups of victims and survivors can be involved (including indigenous, poor, rural or marginalised groups), and even where there are large numbers?

Question 10:

Is there anything else you would like to tell us about what makes participating in justice processes or initiatives meaningful and a positive experience for victims and survivors, that could be included in the guidelines? For example, do you have any other practical suggestions about what makes an ideal format for victims and survivors to participate in different kinds of justice processes and initiatives?



Annex 3:

List of useful resources

Studies and guidelines produced by civil society organisations.

Global Initiative for Justice, Truth and Reconciliation, *Strengthening Participation in Local-Level and National Transitional Justice Processes: A Guide for Practitioners* (2018) <https://www.sitesofconscience.org/wp-content/uploads/2018/06/Strengthening-Participation-Toolkit-online.pdf>.

Impunity Watch:

'Restricted Access': Promises and Pitfalls of Victim Participation in Transitional Justice Mechanisms (July 2017) https://www.impunitywatch.org/wp-content/uploads/2022/08/ResearchReport_Restricted_Access_Promises_Pitfalls_Victim_Participation_2017_eng-1.pdf.

Policy Brief: Mental Health and Psychosocial Support (MHPSS) and the Fight Against Impunity (May 2023) [MHPSS-and-the-fight-against-impunity_-draft-policy-brief-Impunity-Watch.pdf](https://www.impunitywatch.org/wp-content/uploads/2023/05/MHPSS-and-the-fight-against-impunity_-draft-policy-brief-Impunity-Watch.pdf).

'We Lead Justice Efforts': How Victims Organise, Advocate and Resist (February 2024) <https://www.impunitywatch.org/wp-content/uploads/2024/02/Victim-participation-overview-report-Impunity-Watch-2024-English.pdf>

International Center for Transitional Justice:

Forms of Justice: A Guide to Designing Reparations Application Forms and Registration Processes for Victims of Human Rights Violations (June 2017) <https://www.ictj.org/publication/forms-justice-designing-reparations-forms-and-processes>.

Achieving a Delicate Balance: Victim Participation in International and Domestic Criminal Proceedings (November 2022) <https://www.ictj.org/latest-news/achieving-delicate-balance-victim-participation-international-and-domestic-criminal>.

Civil Society-Led Truth-Seeking Initiatives: Expanding Opportunities for Acknowledgement and Redress (April 2022) https://www.ictj.org/sites/default/files/2022-04/ICTJ_Report_Civi-Society-Truth_2.pdf.

Murad Code for Gathering and Using Information About Systematic and Conflict-Related Sexual Violence (2022) <https://www.muradcode.com/murad-code>.

Nairobi Declaration on Women's and Girls' Right to a Remedy and Reparation (2007) https://www.fidh.org/IMG/pdf/NAIROBI_DECLARATIONeng.pdf

PAX, Victims' Inclusion and Transitional Justice: Attending to the Exclusivity of Inclusion Politics (November 2018) <https://peacerep.org/publication/victims-inclusion/>.

Working Group on Transitional Justice and SDG16+:

On Solid Ground: Building Sustainable Peace and Development After Massive Human Rights Violations (2019) https://www.ictj.org/sites/default/files/ICTJ_Report_WG-TJ-SDG16+_2019_Web.pdf.

Toward Victim-Centered Change: Integrating Transitional Justice into Sustainable Peace and Development (2023) <https://www.unwomen.org/sites/default/files/2023-09/toward-victim-centred-change-integrating-transitional-justice-into-sustainable-peace-and-development-en.pdf>.

Relevant international and regional instruments, guidance and reports.

UN General Assembly, Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power A/RES/40/34 (29 November 1985) <https://www.ohchr.org/en/instruments-mechanisms/instruments/declaration-basic-principles-justice-victims-crime-and-abuse>.

UN General Assembly, Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law A/RES/60/147 (16 December 2005) <https://www.ohchr.org/en/instruments-mechanisms/instruments/basic-principles-and-guidelines-right-remedy-and-reparation>.

Reports of the UN Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-Recurrence, especially the report of 2016 on victim participation A/HRC/34/62 (27 December 2016) <https://documents.un.org/doc/undoc/gen/g16/441/89/pdf/g1644189.pdf>.

Guidance Note of the UN Secretary-General on Reparations for Conflict-Related Sexual Violence (June 2014) <https://www.ohchr.org/sites/default/files/Documents/Press/GuidanceNoteReparationsJune-2014.pdf>.

Guidance Note of the UN Secretary-General on Transitional Justice, (11 October 2023) https://www.ohchr.org/sites/default/files/documents/issues/transitionaljustice/sg-guidance-note/2023_07_guidance_note_transitional_justice_en.pdf.

European Union Policy Framework on Support to Transitional Justice (adopted November 2015) <https://www.coe-civ.eu/kh/the-eus-policy-framework-on-support-to-transitional-justice>.

African Union Transitional Justice Policy (adopted February 2019) https://au.int/sites/default/files/documents/36541-doc-au_tj_policy_eng_web.pdf.

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