



ICTR Newsletter

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United Nations International Criminal Tribunal for Rwanda

April 2011

ICTR Participates in Genocide Memorial Events

• Kenya & Tanzania

The United Nations International Criminal Tribunal for Rwanda (ICTR), during the week beginning Monday 4 April 2011, actively participated in genocide commemoration events in Nairobi (Kenya), Dar es Salaam (Tanzania) and Kigali (Rwanda) at which it set up elaborate exhibitions on its work and distributed public documents to sensitize the East African communities on international criminal justice.

The Tribunal also presented talks to academic institutions and held media briefings as part of its participation in the genocide commemoration week.

Mr. Roland Amoussouga, Chief of External Relations and Strategic Planning Section and ICTR Spokesperson accompanied by Mr. Danford Mpumilwa, OIC, Communication Cluster, led the ICTR team to Nairobi and Dar es Salaam. In Nairobi ICTR organised



Roland Amoussouga and Danford Mpumilwa answering queries from visitors in Nairobi

two exhibitions at the UNON offices and at the Rwanda High Commission where commemoration events were held. Apart from briefing the local and international media in Nairobi, Mr. Amoussouga also made a presentation to students and staff of the United States International University (USIU) in Nairobi.



Elly Arumba Uhuru of Jamhuri High School, Nairobi (second right), winner of ICTR Youth Project Essay competition with Roland Amoussouga (left), Agnes Mwakesi, UNIC and Eshila Mararanyika, Chief of UNIC in front of the winning essay poster

In Dar es Salaam, in addition to the exhibition at the Milimani City Hall where official genocide commemoration activities took place, there was another ICTR exhibition at the University of Dar es Salaam where Mr. Amoussouga also made a presentation to staff and students of the university.

• Kigali, Rwanda

As part of the events marking the 17th commemoration of the Rwandan genocide, the ICTR's *Umusanzu mu*

Bwiyunge Centre participated in an exhibition on genocide at the "Petit Stade" of Amahoro National Stadium in Remera, Kigali.



Umusanzu staff explaining Posters of winners of the Drawing & Essay Competition to visitors

The exhibition, organized in close collaboration with the National Commission for the fight against Genocide (CNLG) and the Kigali Memorial Centre, was part of other related events under the theme- "commemorating the genocide against the Tutsi: upholding the truth, preserving our dignity". It was opened officially by the Rwandan Prime Minister, Mr. Bernard Makuza.

The exhibition, which increased the scope of the dissemination of information on lessons from the Rwandan Genocide, consisted of posters depicting the history of the Rwandan genocide, how it was planned, the key players, the role of the United Nations and examples of other similar human catastrophes in other parts of the world.

The ICTR displayed some of its key publications and also distributed information material in form of books, brochures, pamphlets and CD's. The staff of the ICTR Information Centre in Kigali were at hand to answer any questions. The event attracted senior Government officials, scholars, researchers, academicians, students and even genocide survivors.

The UNDP also observed the

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Mr. Aurélien Agbénonci addressing visitors during the Commemoration at UNDP Headquarters.

Commemoration of the genocide on 12 April 2011. It was attended by UN staff members and Senior Officials. A wreath in remembrance of UN staff killed during the genocide was laid on the monument by the UN Resident Coordinator in Rwanda, Mr. Aurélien Agbénonci.

The official closing day of the Commemoration week, 13 April 2011, which is also the day honoring politicians who were killed during the genocide who are buried at Mount Rebero of Kicukiro District in Kigali City was presided over by the guest of honour, Dr Vincent Biruta, President of Senate.



Innocent Kamanzi speaking to Journalists on the Role of the Media during the Genocide

Earlier, ICTR Officials, Innocent Kamanzi of the Umusanzu Centre and William Egbe from the Office of the Prosecutor in Arusha also addressed Rwandan Journalists on separate occasions. The journalists were commemorating the genocide and remembering their colleagues who were killed during the genocide.

ICTR Judicial Activities

- **Work of the Trial Chambers and the Appeals Chamber in April 2011**

Trial Chamber I

The work of this Trial Chamber has been completed.

Trial Chamber II

Ongoing Trials

Ngirabatware

On 1 April 2011, the Chamber ordered the Prosecution to disclose the audio records of various Radio Rwanda

broadcasts of April and May 1994, but denied the Defence Motion for disclosure of the broadcast of 4 March 1994. On 11 April 2011, the Chamber denied the Defence Motions to reconsider the admission into evidence of four Prosecution exhibits, and to admit written statements in lieu of oral testimony. On 12 April 2011, the Chamber rendered four Decisions: denying a second Defence Motion to admit written statements in lieu of oral testimony, granting a Defence Motion to authorize Defence Witness DWAN-7 to testify via video-link, and denying the Defence Motion for certification of the Oral Decisions of 24 and 25 August 2010. During the reporting period the Chamber issued seven written Decisions.

Trials in Judgement Drafting Phase

Nyiramasuhuko et al. ("Butare")

Deliberations and judgement drafting continued.

Nidiliyimana et al. ("Military II")

Judgement is scheduled to be delivered 17 May 2011.

Bizimungu et al.

Deliberations and judgement drafting continued.

Trial Chamber III

Ongoing trials

Nzabonimana

No hearings were held in April due to scheduling conflicts of the Judges. The Chamber issued five decisions.

Karemera et al.

The Parties are now working on their Closing Briefs, Closing Arguments are scheduled for August 2011.

Ndahimana

The Chamber heard three witnesses, and issued three decisions during the month of April 2011.

Trial in Judgement Drafting Phase

Gatete

In April, an *ex parte* application was made for disclosure of confidential information from the Gatete trial by a counsel representing a third party in Germany. The President designated the former Gatete trial bench to decide on the application. Both Parties responded in April, but the Chamber dismissed the application without prejudice on 4 May because notices of appeal were since filed.

Ongoing Trials

Nizeyimana

In the *Nizeyimana* case, the Chamber issued seven decisions in April 2011. The Defence case is scheduled to commence on 9 May 2011.

Uwinkindi Rule 11 bis Application

Deliberations are in progress.

Kayishema

The Chamber previously granted the request of the International Criminal Defence Attorneys Association



for leave to appear as *amicus curiae* and invited the Republic of Rwanda to file submissions in relation to the Prosecution's request to transfer the case of Fulgence Kayishema to the jurisdictions of Rwanda.

Sikubwabo

The Chamber previously granted the request of the International Criminal Defence Attorneys Association for leave to appear as *amicus curiae* and invited the Republic of Rwanda to file submissions in relation to the Prosecution's request to transfer the case of Charles Sikubwabo to the jurisdictions of Rwanda.

Appeals Chamber

In April, the Appeals Chamber issued **2** Appeal Judgements (*Renzaho, Muvunyi*), **1** decision on an interlocutory appeal (*Ngirabatware*), **1** decision on a post-appeal request (*Kalimanzira*) as well as **10** pre-appeal decisions or orders.

Currently, the Appeals Chamber is seized of **13** matters, including **7** cases involving appeals from judgement.

The *Bagosora et al.* Trial Judgement was pronounced on 18 December 2008 and issued in writing on 9 February 2009. Theoneste Bagosora, Aloys Ntabakuze, and Anatole Nsengiyumva appealed. The briefing in respect of the appeals was completed at the end of July 2010. The appeals of Theoneste Bagosora and Anatole Nsengiyumva were heard from 30 March 2011 through 1 April 2011. Due to unavailability of Aloys Ntabakuze's counsel for the scheduled hearing of his appeal, the Appeals Chamber severed his case and decided to hear his appeal later. Deliberations are now in progress in the *Bagosora & Nsengiyumva* case.

The Trial Judgement in the *Setako* case was rendered on 25 February 2010 and issued in writing on 1 March 2010. Both parties filed notices of appeal and the briefing was completed in November 2010. The appeals were heard on 29 March 2011. Deliberations are now in progress.

The Trial Judgement in the *Munyakazi* case was rendered on 30 June 2010 and issued in writing on 5 July 2010. Both parties filed notices of appeal in August 2010 and the briefing was completed in January 2011. The appeals were heard on 28 March 2011. Deliberations are now in progress.

The Trial Judgement in the *Ntawukulilyayo* case was rendered on 3 August 2010 and issued in writing on 6 August 2010. Dominique Ntawukulilyayo filed his notice of appeal on 6 September 2010 and the briefing was completed in March 2011. The appeal is presently being prepared for a hearing.

The Trial Judgement in the *Kanyarukiga* case was rendered on 1 November 2010 and issued in writing on 9 November 2010. Both parties filed notices of appeal in December 2010 and the briefing is in progress.

The Trial Judgement in the *Hategekimana* case was rendered on 6 December 2010 and issued in writing on 14 February 2011. Ildephonse Hategekimana filed his

notice of appeal on 16 March 2011 and the briefing is in progress.

In addition to these appeals, the Appeals Chamber is seized of 2 interlocutory appeals in the *Nzabonimana* and *Uwinkindi* cases, 2 requests for review in the *Kamuhanda* and *Ndindabahizi* cases, as well as 2 other requests in the *Niyitegeka* and *Nshogoza* cases.

During 2011, the Appeals Chamber delivered 2 Appeal Judgements, 3 decisions on interlocutory appeals, 3 decisions on review or other post-appeal requests, and issued 58 pre-appeal orders or decisions. To date, the Appeals Chamber has delivered 29 Judgements, concluding the appellate proceedings in respect of 35 persons.

• Appeals Chamber Affirms Renzaho's Sentence of Life Imprisonment

The Appeals Chamber of the International Criminal Tribunal for Rwanda on 1 April 2011 reversed two of Tharcisse Renzaho's convictions but affirmed his sentence of imprisonment for the remainder of his life in view of the gravity of the convictions affirmed.



On 14 July 2009, Trial Chamber I found Renzaho guilty of genocide, murder and rape as crimes against humanity, and murder and rape as serious violations of Article 3 common to the Geneva Conventions and of Additional Protocol II. The Trial Chamber sentenced Renzaho to life imprisonment.

The Appeals Chamber composed of Judges Carmel Agius, presiding, Mehmet Güney, Fausto Pocar, Liu Daqun, and Theodor Meron allowed Renzaho's appeal in part. Judges Mehmet Güney and Fausto Pocar appended partially dissenting opinions to the Appeal Judgement.

The Appeals Chamber reversed Renzaho's convictions for genocide, crimes against humanity, and serious violations of Article 3 common to the Geneva Conventions and of Additional Protocol II in relation to the rapes of Witnesses AWO and AWN, and Witness AWN's sister. The Appeals Chamber also reversed Renzaho's conviction for genocide for ordering the killing of Tutsi civilians at roadblocks in Kigali.

The Appeals Chamber affirmed Renzaho's convictions for genocide for aiding and abetting killings of Tutsis at roadblocks in Kigali; genocide for ordering and aiding and abetting killings at CELA on 22 April 1994; murder as a crime against humanity for ordering and aiding and abetting the killing of Charles, Wilson, and Déglote Rwanga on 22 April 1994 and for his superior responsibility under Article 6(3) of the Statute of the Tribunal in relation to the killing of other mostly Tutsi men removed from CELA on 22 April 1994; genocide in relation to the killing of hundreds of Tutsi refugees at Sainte Famille on 17 June 1994; and for murder as a serious violation of Article 3 common to the Geneva Conventions and of Additional Protocol II for ordering

the killing of at least 17 Tutsi men at Sainte Famille on 17 June 1994.

During the events of 1994, Renzaho was Prefect of Kigali-Ville prefecture and had the rank of Colonel in the Rwandan army. As Prefect, Renzaho was the highest authority in Kigali-Ville prefecture. Renzaho left Rwanda in early July 1994 and was arrested in the Democratic Republic of the Congo on 29 September 2002. He is to remain in the United Nations Detention Facility in Arusha, Tanzania, pending his transfer to the country in which he will serve his sentence.

- **Appeals Chamber Affirms Muvunyi's Conviction and Sentence**

The Appeals Chamber of the International Criminal Tribunal for Rwanda, composed of Judge Patrick Robinson, presiding, Judge Fausto Pocar, Judge Liu Daqun, Judge Theodor Meron, and Judge Carmel Agius, on 1 April 2011 affirmed the conviction and sentence of Tharcisse Muvunyi, a former Lieutenant Colonel in the Rwand Armed Forces.



On 11 February 2010, Trial Chamber III convicted Muvunyi of direct and public incitement to commit genocide based on his statements made at a public meeting at the Gikore Trade Center and sentenced him to 15 years of imprisonment. This conviction followed a retrial ordered by the Appeals Chamber on this allegation on 29 August 2008.

The Appeals Chamber, Judges Liu and Meron dissenting, affirmed Muvunyi's conviction for direct and public incitement to commit genocide and affirmed his sentence of 15 years of imprisonment. The Appeals Chamber dismissed the Prosecution appeal in its entirety.

Muvunyi was born on 19 August 1953 in Mukarange Commune, Byumba Prefecture, Rwanda. In 1994, he held the rank of Lieutenant Colonel in the Rwandan army and was stationed at the *Ecole des Sous-Officiers* in Butare Prefecture.

- **Appeals Chamber Hears Oral Arguments in the Bagosora and Nsengiyumva Case**



(l-r) Bagosora & Nsengiyumva

The Appeals Chamber of the International Criminal Tribunal for Rwanda, composed of Judge Patrick

Robinson, presiding, Judge Mehmet Güney, Judge Fausto Pocar, Judge Liu Daqun, and Judge Theodor Meron, on 30 March 2011 and 1 April 2011, heard the oral arguments in the appeals lodged by Théoneste Bagosora and Anatole Nsengiyumva against the Judgement pronounced by Trial Chamber I on 18 December 2008 and filed in writing on 9 February 2009. The case of Aloys Ntabakuze, which was scheduled to be heard at this time, was severed from that of Bagosora and Nsengiyumva in the interests of justice due to unavailability of Ntabakuze's Counsel to present his appeal.

The Trial Chamber found Bagosora and Nsengiyumva guilty of genocide, crimes against humanity (murder, extermination, persecution, other inhumane acts, and, for Bagosora only, rapes), and serious violations of Article 3 common to the Geneva Conventions and of Additional Protocol II (violence to life and, for Bagosora only, outrages upon personal dignity) for crimes committed in April and June 1994 in Kigali, Gisenyi, and Kibuye prefectures. The Trial Chamber sentenced Bagosora and Nsengiyumva to life imprisonment.

Bagosora and Nsengiyumva contend that the Trial Chamber committed a number of errors of law and fact and request the Appeals Chamber to overturn their convictions. Bagosora requests in the alternative that the Appeals Chamber order a retrial. At the time of the relevant events, Bagosora was *directeur de cabinet* in the Rwandan Ministry of Defence, and Nsengiyumva served as Commander of the Gisenyi Operational Sector.

The Appeals Chamber also heard the additional evidence of Marcel Gatsinzi, a witness of the Appeals Chamber, in relation to Bagosora's appeal.

Registrar's Activities

- **ICTR Registrar Participates at the International Commission of Jurists-Kenya Forum**



Mr. Dieng addressing the Forum

On 28 April 2011, Mr. Adama Dieng participated as the keynote speaker in a forum organized by International Commission of Jurists-Kenya in collaboration with the International Centre for Transitional Justice and the Nairobi Law Monthly on the judicial vetting procedures

recently adopted in Kenya. In his address, Mr. Dieng examined the vetting in the context of the rule of law and as a transitional justice mechanism for aiding judicial reforms. He expressed admiration for the constitutional changes the Kenyan people had recently



embraced. In particular, he congratulated them on ensuring that those in whose hands the preservation of the values and institutions contained in the constitution is entrusted are the persons most capable and eligible to do so. Touching upon the challenges Kenya is currently facing in the process of enacting the vetting procedures, Mr. Dieng called on government and civil society to continue, with renewed commitment, their efforts to make the ideal of a vetted judiciary a reality.

UNHCR Holds Expert Meeting at the ICTR in Arusha

The ICTR and the Office of the United Nations High Commissioner for Refugees (UNHCR), between 11 April and 13 April 2011, jointly organized an Expert Meeting on Complementarities between International Refugee Law, International Criminal Law and International Human Rights Law. The meeting, hosted by the ICTR in Arusha, Tanzania, was part of a series of commemorative events organized by the UNHCR in the context of the 60th anniversary of the 1951 Convention relating to the Status of Refugees and the 50th anniversary of the 1961 Convention on the Reduction of Statelessness.



Participants at the Meeting

This meeting brought together policy-makers and practitioners from humanitarian agencies, international criminal institutions and NGOs, as well as academic and current and former government experts to explore practical connections between the UNHCR and other institutions working in human rights and international law. The participants in the meeting discussed ways in which these stakeholders would mutually-benefit from closer collaboration.

Issues the experts discussed included: fragmentation and cross-fertilization in International Law, deportation and forcible transfer, how to define persecution, the treatment of civilians in armed conflicts, and international criminal institutions' factual findings and their use in asylum proceedings. Of particular interest was the discussion on the relationship between acquittals by international criminal tribunals and exclusion from refugee status.

Judge Hikmet Honoured at 'Gender Justice' Conference in New York

Judge Taghrid Hikmet was invited to participate in a Conference on "Gender Justice – towards achieving equality" at the West Point Military Academy in New

York from 6-8 April 2011. She was the keynote speaker.

During her presentation on International Gender Justice, she spoke about human trafficking, women in armed conflicts, sexual and domestic violence, among other abuses that women endure. After her speech, she was presented with a token of gratitude, the only participant to receive one.



Judge Hikmet (above) and the token of gratitude (left)



Reproduced below are some of the highlights of her presentation.

"It is amazing when I look around this room, I can see that we have come a very long way in the past few decades in promoting the notion of "gender justice"... "Relationships between women and men in the family and the community are themselves a key site of gender-specific injustice. Therefore, any strategy to advance gender justice must include both women AND men, and must address power relations between women and men in both the public and private contexts"... "I started my work in the field of education. I received my Bachelor degree of Law in 1973 but continued working in education due to commitments to my family..." "This is a copious testimony to the fact that women's life professional advancement was to a large extent determined by the pernicious division of the domestic and public domain, the domestic domain being the exclusive lien of womenfolk"... "I am the first female judge in Jordan, appointed by a Royal Decree, after battling for 15 years as a lawyer"... "While my appointment paved the way for 70 female judges, some Jordanians continue to question the qualification of a woman for this particular position"..."

Judge Hikmet went on to explain that the notion of "gender justice" goes beyond related concepts of justice in terms of class or race. That it cuts across other social categories of disempowered people such as ethnic minorities or socially excluded immigrant. She added that until relatively recently, women were excluded from political power and were embedded within systems of law with inferior rights to men. Women's movements have challenged their political



exclusion and have demanded a voice in the arenas of power in their societies. They now have formal juridical equality in most countries of the world.

She further stated that gender justice involved the EMPOWERMENT of women by enhancing their access to resources and opportunities and their capacity to make choices. *“As a judge at the ICTR, I have worked to achieve accountability for the perpetrators of serious crimes, including rape and other crimes of sexual violence against women”... “The 4 UN global women’s conferences between Mexico in 1975 and Beijing in 1995 have created a legacy of internationally agreed initiatives, standards, goals and programmes geared towards advancing the status of women worldwide”...*

... “Mass sexual violence against the Tutsi and Moderate Hutu was used in Rwanda as part of the process of destruction that sought to wipe out an entire group from the face of the earth”... “It was the groundbreaking judgement in the Akayesu Case – the first conviction for genocide ever – that this Tribunal acknowledged that rape and sexual violence could constitute genocide”...

... “We must take CONCRETE action to operationalize the notion of gender justice, to make it effective in practice. We need women participating at all levels, in the UN, in regional organizations, and at the national level. We need more women in the police, the military and in decision making roles. I am hopeful that this conference can help us to develop concrete strategies for achieving these goals”.

Interns’ Corner

- **UN Under-Secretary-General for Management Visits ICTR** by Ali Draguendoul (ICTR Intern)



Ali Draguendoul

The United Nations Under Secretary-General for Management, Ms. Angela Kane paid a two-day official visit on to the Tribunal from 18 to 19 April 2011.

During her visit Ms Kane hailed the work, operations and achievements of the ICTR and its role in promoting international criminal justice and fighting impunity.

Speaking to members of staff of the Tribunal, the Under Secretary-General for Management explained that the challenges facing the ICTR today included its heavy workload at a time when it was being downsized with more staff members leaving on the eve of the establishment of the International Residual Mechanism for International Tribunals.

She pointed out that the UN General Assembly understands the concerns of employees about their future, and explained that the UN supported efforts by members of staff to secure jobs with other UN agencies and organs.

<< Staff recruitments will be considered from missions which are downsizing particularly from ICTR and ICTY tribunals >>, she said.

Following earth tremors which occurred in Arusha on 15 April 2011, Ms Kane urged the ICTR to put in place new measures and a plan of action to improve the security and safety of the staff in order to avoid tragedies like that of Haiti.

The UN Under Secretary-General for Management also visited the United Nations Detention Facility where she was received and taken around by Mr. Saidou Gindou, Commander of UNDF.



Ms. Kane (fourth from right) with Senior Officials of the Tribunal

Ms Kane also held talks with senior officials of the Tribunal including the ICTR President, Judge Charles Michael Dennis Byron, the Deputy Prosecutor, Mr. Bogani Majola, the Registrar Mr. Adama Dieng, and other officials.

News from Kigali

- **ICTR Deputy Registrar Visits Mpanga Prison**

On 18 March 2011, Mr. Pascal Besnier, the ICTR Deputy Registrar, accompanied by ICTR Officials from Kigali visited Mpanga prison, located in Ruhango District, Southern Rwanda. The purpose of the visit was to assess the current situation of the prison and the existing infrastructure and its suitability for convicts that might be transferred to Rwanda to serve their sentences.



Mr. Besnier (second from right) talking to staff at the prison



Rwanda is among eight countries that have signed an agreement with the ICTR on the enforcement of sentences.

Mpanga prison is the most modern prison in the country. The facility is also home to about 6 prisoners from Sierra-Leone who are currently serving their sentences.

The ICTR Deputy Registrar who was on a working mission in Rwanda, also met the Rwandan Prosecutor General, Mr. Martin Ngonga and the Commissioner General of Prisons, Madame Mary Gahonzire.

- **2011 Joint ICTR-DPI Exhibition Launched in Huye, Southern Rwanda—Tribunal hands over Prizes to winners of Essay and Drawing Competition**

On Friday, 29 April 2011, ICTR launched the 2011 Joint ICTR-DPI Exhibition in Huye District, Southern Rwanda. The event was also used as an occasion to hand over prizes to students and their schools from the region, who won the Essay and Drawing Competition organized by the ICTR throughout the East African Region.

Speaking on behalf of the ICTR, Mr. Alfred Kwende, the Officer in Charge of the Prosecutor's Office in Kigali, said he was honored to be at this occasion which is one of the true testimonies of the existing strong cooperation between the people of Rwanda and the ICTR.



Some of the Winning Drawing & Essay works on display

He thanked the German Government for funding the Essay and Drawing Competition, and the Government of Rwanda through the Huye District Administration who made all the necessary efforts to ensure that the project was a success.

On behalf of the Rwandan Government, the District's Vice-Mayor in charge of Social Affairs, Madame Niwemugeni Christine, thanked the ICTR for having chosen to launch the exhibition in Huye District. She also appreciated the selection of the Area's schools in the whole of Rwanda to participate in the Drawing and Essay Competition.

Staff Counselling & Welfare Unit

Another "Cross Cultural Communication Training" was held on Friday 8 April 2011 by the Staff Counsellor,

Ms. Francesca Paola Crabu. The workforce of the ICTR comprises people from more than 70 different countries, all from diverse backgrounds and cultures, and thus it faces a multicultural integration challenge. The potential for cultural conflict was evident even during the training. This constitutes one of the sources of stress among UN staff.



The participants were keen to learn ways of handling and understanding multicultural differences. The culture is pervasive, palpable. Like manners and etiquette, some beliefs are visible, but others are deep rooted, and colleagues might not be aware of them. The initial brainstorming concerning the concept of culture is very important because it helps to project the different ways people perceive others around them.

They all want to believe that everyone is the same, when in reality, this is not the case. Awareness of cultural differences can be a powerful tool and can be enormously beneficial to the work place, as it encourages harmony and good relations amongst colleagues. For this reason to create a cultural awareness within the ICTR is as critical as having adequate working capital. This training helps Staff Members to become aware of multicultural differences and is fundamental when working in a diverse environment.

Development of a Global GS Test

Entrance tests and examinations for recruitment or promotion of General Service Staff was emphasised pursuant to ST/AI/2002/4, ST/AI/2006/3 now replaced by ST/AI/2010/3, on the Staff Selection System. Mr. Denis Beissel, Officer-In-Charge, OHRM in his letter dated 10 February 2003 instructed all Directors and



Participants at the exam



Chiefs of Administration at OAHs including ICTY and ICTR to ensure that by 1 May 2003, a system is put in place and all candidates to GS positions successfully pass an entrance test or examination. In this regard, ICTR already had a system in place since 1996.

In accordance with the delegation of authority granted to ICTR in matters of recruitment, placement and promotion of staff, and in the letter and spirit of the staff selection system ST/AI/2010/3, it is the responsibility of each hiring manager to ensure that *“7.5 Short listed candidates are be assessed to determine whether they meet the technical requirements and competencies of the job opening. The assessment may include a competency-based interview and/or other appropriate evaluation mechanisms, such as, for example, written tests, work sample tests or assessment centres.”*

In 2010 SMCC, requested OHRM to take a leading role in the development of a Global GS Test which will be applied to all duty stations. Currently different duty stations have different ASAT's and practice. In February of 2011, ICTR welcomed a visit by Mr. Hong Sok Kwon, Chief Examinations and Testing Section, OHRM. The objective of the mission was to conduct an

onsite review of the ASAT's in use at ICTR and later certify them if they meet the standards set in OHRM guidelines, so that staff who pass the ASAT in ICTR would not be required to retake the ASAT at another duty station if he/she wants to move to that particular duty station.

In her report of 1 April 2011 OHRM wrote; *“The ASAT administered by ICTR is based on the OHRM guidelines. It measures the same KSAs and the test formats as provided in the OHRM guidelines. The on-site evaluation indicates that ICTR maintains a high standard of test administration including safeguarding of the integrity of test materials, provision of excellent testing environment, professionally managed administration of test, effective communication with candidates, and well-managed staff involved in the test administration.”*

Recommendation: Given that the ASAT of ICTR meets all the requirements and standard set out in the OHRM guidelines, it is recommended that the staff members and candidates who successfully pass the ASAT of ICTR should be exempt from having to take the ASAT at duty stations which comply with the OHRM guidelines.”